

**APPENDIX A - ATTESTATION**  
**Attestation Form**

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

TO: The Board of Ontario Health

FROM: Cameron Love,  
Chief Executive Officer  
The Ottawa Hospital

Date: June 5, 2024

RE: April 1, 2023 to March 31, 2024 ("the Applicable Period")

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On behalf of The Ottawa Hospital (the "Hospital") I attest 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 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 Hospital's compliance with any applicable directives on the preparation and publication of business plans and other business or financial documents issued under section 13 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 President & Chief Executive Officer 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 June 5, 2024.



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Cameron Love, CEO

Signature

I certify that this attestation has been approved by the Board of The Ottawa Hospital on June 5, 2024.



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Claude Doucet, Chair, Board of Directors

Signature

## 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 exceptions**
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 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 exceptions**
4. Exceptions to the Hospital's compliance with the perquisites directive issued under section of the BPSAA by the Management Board of Cabinet; and  
[to be added once ss. 15(1)(c.1) of the Act is proclaimed into force] **No known exceptions**
5. Known exceptions to the Hospital's compliance with the procurement directive issued under section 12 of the BPSAA by the Management Board of Cabinet.
  - The Hospital has been guided by the five key principles outlined in the Procurement Directive: quality service delivery, value for money, accountability, transparency and process standardization as well as the trade agreement rules effective in 2017, Canadian Free Trade Agreement (CFTA) and the Canada-EU Comprehensive Economic and Trade Agreement (CETA) when making decisions on its operational needs for goods and services. The Hospital has endeavored to comply fully with the requirements of the Procurement Directive and has worked diligently to bring itself into full compliance by enhancing its policies and processes. However, there may be circumstances in which the Hospital has failed to comply with the strict letter of the Procurement Directive and these exceptions are noted below.
  - As anticipated by BPS Procurement Directive mandatory requirements 7.2.21 (non- competitive procurement) and 7.2.18 (term of agreement modifications), exceptions have occurred in the form of extension of contracts. These exceptions were made based on The Hospital's strategic business decisions to align the close of active contracts with that of other related products or services; or for the purposes of entering a group procurement organisation contract to achieve optimal value for money. Exceptions were also made when the time periods required to conduct a complex and comprehensive open procurement extended beyond the end of the current contract for an essential product or service due to, for example, the review of alternative solutions or gathering of all necessary clinical input. Given that these services are needed to maintain the effective operations of the Hospital, decisions to extend some contracts were made to ensure continuity of service.
  - The Hospital is partially compliant with the mandatory requirement 7.2.22 Contract Management. Non-material exceptions relate to managing and documenting supplier performance. Management continues to develop and implement a Third-Party Risk Management

Program to assess risk and evaluate performance of suppliers.

- When required, the Hospital has engaged in limited tendering in circumstances where it is permissible to do so and in full compliance with BPSPD and relevant trade agreements. Where certain supplier engagements have not been procured in compliance with the requirements, they have been strategically single sourced with the support and approval of senior management and/or the Board, to maintain operational effectiveness, quality of patient care and value for money. It is critical in the healthcare industry, that the organization maximizes the value they receive from the use of public funds and that procurement activities result in the delivery of the right product or service at the right time and right place.
6. Exceptions to the Hospital's compliance with the preparation and publication of business plans and other business or financial documents issued under section 13 of the BPSAA by the Management Board of Cabinet. **No known exceptions**

APPENDIX C - Hospital Report Consultant Use- Open

Name of Hospital: The Ottawa Hospital

LHIN: Champlain

Reporting Period: April 1, 2023 to March 31, 2024

| Purchase Order No. | Consultant Firm Name (s) | Name and Title of Consulting Contract                                                                                                                                                    | Contract Term                                                                                                  | Procurement Value                                                                                                                                                                                                                                                             | Consultant Selection Process                                                                                       | Modification to Agreement<br>Yes / No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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|                    |                          |                                                                                                                                                                                          | If the contract term has been extended please include the original contract term and the amended contract term | (A) Original value plus<br>(B) Value of amendments and<br>(C) Total procurement value<br>(\$)/ Total Paid                                                                                                                                                                     | (Open Competitive, Invitational Competitive, Non-competitive)<br>If non-competitive, please provide an explanation | If No - please ensure the modification is captured in the Compliance Report/Attestation-can be deleted as it is not included in the prescribed format<br>If Yes, did the procurement documents permit modifications to the term or value of the agreement? - added this<br>See format attached to email                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| CSER26665          | Deloitte                 | I&IT solutions planning consulting services for New Campus Development digital deployment.                                                                                               | March 29, 2024 to December 31, 2025                                                                            | Original Procurement Value<br>\$249,999.00<br><br>Total payments made on various dates during the year including tax: none                                                                                                                                                    | Open Competitive (VOR)<br>MGCS VOR # 15176                                                                         | New agreement to report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| CSLT1254           | Gartner Canada Co.       | Management consulting review services agreement TOH-2023-216. To complete a contract review exercise and value assessment for essential high financial value Digital Solution contracts. | March 4, 2024 to March 31, 2025.                                                                               | Original Procurement Value<br>\$865,565.45<br>Amended Value<br>\$985,565.45<br><br>Total payments made on various dates during the year including tax: none                                                                                                                   | Open Competitive<br>RFP TOH-2023-216 (MGCS VOR # 17892)                                                            | New agreement to report.<br>Amendment # 1<br>To add EPIC hosting and project fees for assessment and forensic analysis. Firm fixed deliverables additional value of \$120,000. Total amended value not to exceed \$985,565.45.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| CSER26086          | Mercer Canada Ltd.       | Consulting services for employee job classification. To review non-union compensation for clinical and non-clinical positions at TOH.                                                    | April 1, 2023 to December 31, 2023<br>Amended to December 31, 2024                                             | Original Procurement Value<br>\$210,000.00<br>Amended Value<br>\$265,000.00<br>Amended Value<br>\$315,000.00<br><br>Total payments made on various dates during the year including tax: \$299,450                                                                             | Open Competitive<br>RFP TOH-2022-243 (MGCS VOR# 14088)                                                             | New agreement to report.<br>Amendment # 1<br>To add deliverables for compensation review of "survey of custom trade positions", amended increase of \$55,000. Total amended value not to exceed \$265,000.<br>Amendment # 2<br>To increase contract value by \$50,000 for as needed advisory services in accordance to existing scope and rates and extend the end date to December 31, 2024. Total amended value not to exceed \$315,000.00.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| CSLT1179           | Parsons Inc              | TOH New Planning and Approval Studies (New Campus). (NCD).<br>TOH oversight: Joanne Read/Cameron Love                                                                                    | January 13, 2020 to January 12, 2022<br>Amended to June 24, 2022<br>Amended to June 30, 2029                   | Original Procurement Value<br>\$314,911.00<br>Amended Value<br>\$1,248,991.00<br>Amended Value<br>\$2,588,301.00<br>Amended Value<br>\$7,661,646.00<br>Amended Value<br>\$9,698,647.98<br><br>Total payments made on various dates during the year including tax: \$3,245,114 | Open Competitive<br>RFP-TOH-CPF-2019-020                                                                           | Amendment # 1<br>Additional NCD planning approval deliverables (increase of \$934,080.00 excluding applicable taxes), amended contract value of \$1,248,991.00. The additional deliverables include:<br>Part A: City of Ottawa Application for Lifting of Holding Zone<br>Part B: City of Ottawa Application for Site Plan Control for Master Site Plan<br>Part C: City of Ottawa Application for Detailed Site Plan Control Amendment for Parkade Phase<br>Part D: National Capital Commission Approval.<br>Amendment # 2<br>Additional NCD planning approval studies and deliverables (increase of \$1,339,310.00 excluding applicable taxes) and to extend the term to June 24, 2022. Amended contract value of \$2,588,301.00. The additional scope of services and deliverables include:<br>Part A: Additional Planning and Engineering Services for Master Site Plan and Parking Garage Site Plan Control<br>Part B: Additional Detailed Design and Construction Services for Parking Garage Roads and Servicing Package<br>Part C: Additional Geotechnical and Environmental Site Assessment (ESA) Investigations<br>Part D: Additional Cultural Heritage Studies.<br>Amendment # 3<br>Additional NCD planning and design deliverables for the Main Hospital CUP as well as Parking Garage Construction. (Increase of \$5,073,345.00 excluding applicable taxes) and to extend the term to June 30, 2029. Amended contract value of \$7,661,646.00.<br>Part A: Main Hospital Building Planning & Site Civil Engineering<br>Part B: Central Utilities Plant (CUP) Planning & Site Civil Engineering<br>Part C: MOH & PSOS Assistance (Servicing, Roads, Planning, Environment)<br>Part D: Conformance Consulting Services (Servicing, Roads, Planning, Environment)<br>Part E: Parking Garage Construction Services<br>Part F: Additional Services as Needed<br>Amendment # 4<br>To amend invoicing details; scope of work, contract value and terms remain unchanged.<br>Amendment # 5<br>For the change to a progressive DBFM project delivery model and specific to the main build, Central Utility Plant (CUP) and associated site infrastructure.<br>To add additional NCD design deliverables for Main Hospital & CUP<br>Planning, Environmental, Civil Engineering Services. (Increase of \$2,037,001.98 excluding applicable taxes). Amended contract value not to exceed \$9,698,647.98. |

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| CSER24943 | Deloitte                           | Consulting services for financial advisory to assist in the development of strategy including detailed financial plans in support of the Ottawa Hospital's new campus. (NCD).                                                                                                    | February 10, 2020 to February 9, 2025 | Original Procurement Value<br>\$500,000<br>Amended Value<br>\$1,938,958.00<br>Amended Value<br>\$1,998,958.00<br>Amended Value<br>\$2,058,958.00<br>Amended Value<br>\$2,098,958.00<br>Amended Value<br>\$2,213,839.00<br>Amended Value<br>\$2,408,839.00<br>Amended Value<br>\$2,368,839.00<br>Amended Value<br>\$2,458,839.00<br>Amended Value<br>\$2,481,256.50<br>Amended Value<br>\$2,745,703.50<br><b>Amended Value<br/>3,259,467.00</b><br><br>Total payments made on various dates during the year including tax: \$199,174 | Open Competitive<br>RFP-TOH-2019-030     | Amendment # 1<br>Budget increase to the agreement limitation of expenditure, (increase of \$1,438,958.00) for as needed financial advisory services. Total amended value not to exceed \$1,938,958.00 to the end of Stage 3. Scope of work and term of agreement remain unchanged.<br>Amendment # 2<br>For additional project scope to complete " FF&E plan and Riverside lease advisory services" project deliverables (increase of \$60,000.00). Amended value \$1,998,958.00. All other terms and conditions remain unchanged.<br>Amendment # 3<br>For additional project scope to complete "Economic Contribution Study for the New Civic Campus", project deliverables (increase of \$60,000.00). Amended value \$2,058,958.00. All other terms and conditions remain unchanged.<br>Amendment # 4<br>For additional project scope to complete "Economic Contribution Study for the New Civic Campus", project deliverables (increase of \$40,000.00). Amended value \$2,098,958.00. All other terms and conditions remain unchanged.<br>Amendment # 5<br>For additional project scope to complete "Life Sciences Innovation Park Scope of Services" March 11, 2022, project deliverables (increase of \$114,881.00). Amended value \$2,213,839.00. All other terms and conditions remain unchanged.<br>Amendment # 6<br>For additional project scope to complete "Credit Rating Agency Selection Rating Process Report and Delivery of Preferred Investorment Vendor Scope" project deliverables (increase of \$195,000). Amended value \$2,408,839.00. All other terms and conditions remain unchanged.<br>Amendment # 7<br>To reduce the project limitation of expenditure value by \$40,000. Amended value not to exceed \$2,368,839.00. All other terms and conditions remain unchanged.<br>Amendment # 8<br>For additional project scope to complete "Integrated Risk Management Framework Development" project deliverables (increase of \$90,000). Amended value \$2,458,839.00. All other terms and conditions remain changed.<br>Amendment # 9<br>For additional project scope to complete "Local Share Plan Municipal Contributions Review" project deliverables (increase of \$22,417.50). Amended value \$2,481,256.50. All other terms and conditions remain unchanged.<br>Amendment # 10<br>For additional project scope to complete "Life Sciences Park Financial Advisory Services" project deliverables (increase of \$264,447.00). Amended value not to exceed \$2,745,703.50. All other terms and conditions remain unchanged.<br><b>Amendment # 11</b><br>Increase the contract value to \$3,259,467 (additional \$513,763.50) for CUP advisory services, all other terms and conditions remain unchanged. |
| CSLT1180  | G Bird Holdings Inc. o/a GBA Group | Consulting services for development management in the multi-phased project of the Ottawa Hospital's new campus (NCD). The supplier will work with TOH in overseeing the capital development initiative and project manage specific elements of the New Civic Campus Development. | April 1, 2020 to March 31, 2027.      | Original Procurement Value<br>\$10,000,000.00<br><b>Amended Value<br/>\$12,273,550.00</b><br><br>Total payments made on various dates during the year including tax: \$3,580,884                                                                                                                                                                                                                                                                                                                                                    | Open Competitive<br>RFP-TOH-CPF-2019-070 | Amendment # 1<br>For additional project scope for consulting services required for the parking garage of the new civic campus. The additional services includes facilitating the design, approvals and implementation of the new parking garage with the Ministry of Health and Long-Term Care and Infrastructure Ontario for project updating as required. In addition to liasing with the City of Ottawa and National Capital Commission for project updating as required. Increase to contract value of additional \$2,273,550.00, total amended value not to exceed \$12,273,550.<br>Amendment # 2<br>For additional deliverables related to the geotechnical and environmental engineering services for the New Civic Development ("NCD") cost of \$363,000.00 excluding applicable taxes. The total contract value limitation of expenditure remains unchanged at \$12,273,550.<br>Amendment # 3<br>To amend the resource rates and pricing schedule. All other terms and conditions including value remain unchanged.<br>Amendment # 4<br>To amend the resource rates and pricing schedule. All other terms and conditions including value remain unchanged.<br><b>Amendment # 5</b><br>To amend the invoicing, all other terms and conditions including value remain unchanged.<br><b>Amendment # 6</b><br>To amend the personnel to add additional resources and pricing schedule rates, all other terms and conditions remain unchanged.<br><b>Amendment # 7</b><br>To amend the pricing schedule rates, all other terms and conditions remain unchanged.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

Hospital Report Consultant Use- Closed

Name of Hospital: The Ottawa Hospital  
LHIN: Champlain  
Reporting Period: April 1, 2023 - March 31, 2024

| Purchase Order No. | Consultant Firm Name (s) | Name and Title of Consulting Contract                                                                                                                                                                                   | Contract Term                                                                                                  | Procurement Value                                                                                                                                          | Consultant Selection Process                                                                                       | Modicfication to Agreement<br>Yes / No                                                                                                                                                                                                    |
|--------------------|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                    |                          |                                                                                                                                                                                                                         | If the contract term has been extended please include the original contract term and the amended contract term | (A) Original value plus<br>(B) Value of amendments and<br>(C) Total procurement value<br>(\$)/ Total Paid                                                  | (Open Competitive, Invitational Competitive, Non-competitive)<br>If non-competitive, please provide an explanation | If No - please ensure the modification is captured in the Compliance Report/Attestation                                                                                                                                                   |
| CSLT1193           | KPMG                     | Consulting strategic planning services for the Board of Governors. To develop a workforce transformation and sustainability strategy                                                                                    | June 1, 2022 to December 1, 2022<br>Amended to February 28, 2023                                               | Original Procurement Value<br>\$100,000.00<br>Amended Value<br>\$155,000.00<br><br>Payments made during the year on various dates including tax: \$100,158 | Open Competitive<br>RFS # TOH-2022-101 VOR MGCS # 7434                                                             | Amendment # 1<br>Add scope of deliverables to identify the "People Strategy" additional increase of \$55,000 and extend the end date of agreement to February 28, 2023. Total amended value not to exceed \$155,000.00. PO is now closed. |
| CSER25870          | Berner's Bowie Lee Inc.  | Consulting services to develop a creative marketing strategy and make recommendations to attract and retain registered nurses.                                                                                          | September 20, 2022 to December 30, 2023                                                                        | Original Procurement Value<br>\$117,750.00<br><br>Payments made during the year on various dates including tax: \$33,264                                   | Open Competitive<br>RFP # TOH-2022-114                                                                             | PO is now closed.                                                                                                                                                                                                                         |
| CSLT1198           | Deloitte                 | Consulting Services for developing a corporate education strategy. The strategy will include all health disciplines, including physicans and non regualted Health care workers.                                         | February 1, 2023 to December 01, 2023                                                                          | Original Procurement Value<br>\$195,000.00<br><br>Payments made during the year on various dates including tax: \$220,350                                  | Open Competitive<br>RFS #TOH-2022-110 VOR MGCS # 7434                                                              | PO is now closed.                                                                                                                                                                                                                         |
| CSLT1197           | Ernst & Young            | Consulting services to develop a Digital Transformation Roadmap for several back office functions for the next 5 years leveraging Oracle ERP and other tools like Robotic Process Automation, machine learning, and AI. | January 1, 2023 to December 31, 2023                                                                           | Original Procurement Value<br>\$150,000.00<br><br>Payments made during the year on various dates including tax: \$169,500                                  | Open Competitive<br>RFS # TOH-2022-169 VOR Tender #9951                                                            | PO is now closed.                                                                                                                                                                                                                         |