



## Memorandum

|              |                                        |
|--------------|----------------------------------------|
| <b>TO:</b>   | Ministry of Health and Long-Term Care  |
| <b>FROM:</b> | Ian W. Delaney                         |
| <b>RE:</b>   | Conflict of Interest Compliance FY2019 |
| <b>DATE:</b> | April 12, 2019                         |

Re. Conflict of Interest Compliance

I hereby attest to the following, pursuant to the obligation set out in article 13.3 of the Performance Agreement and for the period from April 1, 2018 to March 31, 2019:

- 1) I have received annual declarations from the board members and executives of Ornge, confirming that they have reviewed the Conflict of Interest Policies and that they have complied with the policies for the period in question.
- 2) I will cause this attestation to be posted to the Ornge web-site prior to June 1, 2019.

Dated at <sup>1<sup>st</sup></sup> this day of April, 2019.

Ian W. Delaney  
Chairman

A handwritten signature in blue ink, appearing to read "Ian W. Delaney", with a large flourish extending to the right.