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| TO | : | The Board of Directors of Ornge (the "Board") |
| FROM | : | Dr. Homer Tien Chief Executive Officer Ornge |
| DATE | : | May 10, 2022 |
| RE | : | April 1, 2021 – March 31, 2022 (the "Applicable Period") |

On behalf of Ornge, I attest to:

- The completion and accuracy of Ornge's reports on the use of consultants as defined in the BPSAA
- Ornge's compliance with the prohibition in section 4 of the BPSAA on engaging lobbyist services using public funds
- Ornge's compliance with the expense claims directive issued under section 10 of the BPSAA by the Management Board of Cabinet
- Ornge's compliance with the perquisites directive issued under section 11.1 of the BPSAA by the Management Board of Cabinet
- Ornge's compliance with the procurement directive issued under section 12 of the BPSAA by the Management Board of Cabinet

during the Applicable Period.

In making this attestation, I have exercised the care and diligence that would reasonably be expected of a Chief Executive Officer in these circumstances, including making due inquiries of Ornge staff that have knowledge of these matters.

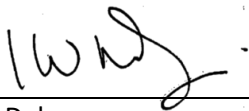
I further certify that any material exceptions to this attestation are documented in the attached Attestation Schedule.

Dated at Toronto, Ontario this 28th day of June, 2022.



Dr. Homer Tien
Chief Executive Officer
Ornge

I certify that this attestation has been approved by the Board of Directors of Ornge on this 28th day of June, 2022.



Ian W. Delaney
Chair of the Board
Ornge

ATTESTATION SCHEDULE

1. Exceptions to the completion and accuracy of reports on the use of consultants as defined in the BPSAA.
No known exceptions
2. Exceptions to Ornge's compliance with the prohibition in section 4 of the BPSAA on engaging lobbyist services using public funds.
No known exceptions
3. Exceptions to Ornge'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 Ornge's compliance with the perquisites directive issued under section 11.1 of the BPSAA by the Management Board of Cabinet.
No known exceptions
5. Exceptions to Ornge's compliance with the procurement directive issued under section 12 of the BPSAA by the Management Board of Cabinet.

7.2.21 – Non-Competitive Procurement

Excerpt: Organizations should employ a competitive procurement process to achieve optimum value for money. It is recognized, however, that special circumstances may require Organizations to use non-competitive procurement.

There is an accumulated expense in an amount greater than \$440K for greater Toronto MTS services paid to Ascent, incurred by Ornge with no competitive procurement process.

Remedy: A competitive procurement process will be initiated immediately to select a greater Toronto area MTS provider.

7.2.22 – Contract Management

Excerpt: 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.

Ornge entered into a contract with a facilities vendor in October 2019 for five years. In April 2022 it was discovered that Ornge had been overpaying the vendor each month for a period of three (3) years.

Remedy: Ornge is currently in the process of negotiating with the vendor to recover the overpayment. Ornge is also working to improve automated notification systems to flag circumstances where funds are being depleted prematurely and not in line with purchase order terms of payment.

7.2.23 – Procurement Records Retention

Excerpt: Organizations must have a written policy for handling, storing and maintaining the suppliers' confidential and commercially sensitive information.

Ornge does not have a current and active records management policy.

Remedy: An informal internal process has been implemented to ensure that supplier's information is handled, stored and maintained in a confidential manner. As a next step, Procurement will update its Procurement of Goods and Services Procedure.