



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 1, 2017

RE: April 1, 2016 to March 31, 2017

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 1, 2017.

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 1, 2017.

Wayne Bossert
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 and Plexxus.

Hospital Reporting on Consultant Use



Name of Hospital:

Trillium Health Partners

LHIN:

Mississauga Halton LHIN

Reporting Period:

April 1, 2016 to March 31, 2017

No.	Consulting Firm (Name)	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	ADR Chambers, AEG Dispute Resolution Benard and Associates ,Rubin Thomlinson Investigative Research Group Templeman Menningac , Morneau Shepell	Multi Vendor- Workplace Investigative and Mediation Services Regional	November 1, 2016 to November 30, 2018	Total Procurement Value: \$500,000 + Tax (includes non-consulting & consulting services) Total Paid to Date:\$148,648 + Tax	Open competitive	No
2	Cannon Design Ltd.	Hospital Redevelopment - Stage 1 Submission, Master Plan, & Pre-Functional Programming	April 1, 2016 to March 31, 2018	Total Procurement Value: \$805,000 + Tax Total Paid to Date: \$649k plus tax	Open competitive	Yes. Original awarded RFP contracted vendor (Farrow) declared bankruptcy. Ministry approval to continue work with original subcontractor
3	Mercer	Mercer HR Benefits Consultant	March 1, 2011 -March 31, 2018	Total Procurement Value: \$381,825 (includes non-consulting & consulting services) Total Paid to Date: \$381,825	Open competitive	No
4	PricewaterhouseCoopers	Advisory Services re: Research Data Platform	January 27, 2017-April 27, 2017	Total Procurement Value: \$319,995 Total Paid to Date: \$250,000	Open competitive	No
5	Select Path	HR Benefits Consulting Services (Regional)	November 1,- 2016-October 31, 2019	Total Procurement Value: \$331,080 (includes non-consulting & consulting services) Total Paid to Date: \$20,541	Open competitive	No
6	Deloitte LLP	Long Term Care Business and Financial Advisory Services	February 24, 2016-February 24, 2017	Total Procurement Value: \$260,634 (Tax incl.) Total Paid to Date: \$239,218 (Tax incl.)	Open competitive	No
7	Dr. Sarah Jarman, MTM Healthcare, Ms Winnie Doyle, Janet Crocker, Inc.	Mental Health Program External Review	July 7, 2014-July 6, 2017	Total Procurement Value: \$119,000 + Tax Total Paid to Date: \$78,592 + Tax	Non competitive	No
8	Blackstone Energy Services Inc.	Energy Marketer Regional Consulting Services	November 1, 2016 -October 31, 2021	Total Procurement Value: \$225,939 Total Paid to Date: Estimated \$17,800	Open competitive	No
9	Deloitte	Cancer Strategy Management	December 8, 2016 -March 1, 2017	Total Procurement Value: \$74,000 + Tax Total Paid to Date: \$55,000 + Tax	Invitational competitive	No
10	StrategyCorp Inc.	Strategic Landscape Analysis and Advisory Services	February 23, 2017-April 28, 2017	Total Procurement Value: \$49,790 Total Paid to Date: Nil	Invitational competitive	No
11	Deloitte	HIS Budgeting Tool Advisory Services	April 30, 2016- April 29, 2017	Total Procurement Value: \$49,000 + Tax Total Paid to Date: \$49,000 + Tax	Open competitive	No
12	Deloitte LLP	Innovation - Environmental Scan	March 14, 2017- March 31, 2017	Total Procurement Value: \$50,000 + Tax Total Paid to Date: \$50,000 + Tax	Invitational competitive	No
13	Corpus Sanchez	Support Services & Service Planning - Advisory Services	October 12, 2016-December 14, 2016	Total Procurement Value: \$45,500 + Tax Total Paid to Date: \$45,500 + Tax	Invitational competitive	No
14	Corpus Sanchez	Paediatrics Program Support Advisory Services	February 29, 2016-May 2, 2016	Total Procurement Value: \$43,600 + Tax Total Paid to Date: \$43,600 + Tax	Invitational competitive	No
15	3M Canada Company	Clinical Documentation Improvement Audit & Advisory Services	October 11, 2016-December 11, 2016	Total Procurement Value: \$30,000 + Tax Total Paid to Date: \$30,000 + Tax	Invitational competitive	No

Hospital Reporting on Consultant Use



Name of Hospital:

Trillium Health Partners

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Mississauga Halton LHIN

Reporting Period:

April 1, 2016 to March 31, 2017

No.	Consulting Firm (Name)	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
16	Optimus SBR	Governance Advisory Services	March 29, 2016-September 30, 2016	Total Procurement Value: \$25,350 + Tax Total Paid to Date: \$25,350 + Tax	Open competitive	No
17	Shelley R. Birenbaum Professional Corporation	Consulting Services re: Corporate Research Policies	January 26, 2017-April 26, 2017	Total Procurement Value: \$25,000 Total Paid to Date: \$12,995	Invitational competitive	No
18	DRW & Associates	Research Policy Advisory Services	September 9, 2016 -December 8, 2016	Total Procurement Value: \$24,400 Total Paid to Date: \$2,994	Invitational competitive	No
19	Accreditation Canada	Advisory Services – Reprocessing Standards	June, 2016 -November, 2016	Total Procurement Value: \$1,930 Total Paid to Date: \$1,930	Non competitive	No
20	KJA Consultants, Inc	159210 Advisory Services – Facility Related Procurements	May, 2016 -July, 2016	Total Procurement Value: \$6,900 Total Paid to Date: \$6,900	Non competitive	No.
21	KPMG LLP	Tax Advisory Services - Regional	June 1, 2015 to May 31, 2020	Total Procurement Value: \$300,000 Total Paid to Date: \$49,607	Open competitive	No.
22	Preya Solutions Group	HSFR Performance Management Review	July 15, 2015 to July 14, 2017	Total Procurement Value: \$355,950 (Tax incl.) Total Paid to Date: \$316,522 (Tax incl.)	Open competitive	No.
23	KMPG	I/T Risk Assessment	December 14, 2015 to June 30, 2016	Total Procurement Value: \$73,470 + Tax Total Paid to Date: \$73,470 + Tax	Open competitive	No
24	H.H Angus Associates Ltd	Co-generation Feasibility Study	January 21, 2017 to March 31, 2017	Total Procurement Value: \$25,000 Total Paid to Date: \$25,000	Open competitive	No
25	Deloitte	Transaction Advisory Services LTC - Phase 2	March 16, 2017 to September 15, 2018	Total Procurement Value: \$464,000 Total Paid to Date: \$40,338 + Tax	Open competitive	No
26	Deloitte	Advisory Services re: Sterilization Processing Financial Review	November 2014 to November 2016	Total Procurement Value: \$87,010 (Tax incl.) Total Paid to Date: \$91,049 (Tax Incl.)	Invitational competitive	No
27	Deloitte	Advisory Services re: MPA Data Architecture & Registry Roadmap	November 21, 2016 to December 9, 2016	Total Procurement Value: \$68,250 + Tax Total Paid to Date: \$68,250 + Tax	Invitational competitive	No
28	HealthTech	Advisory Services re: HIS	December 15, 2016 to March 16, 2017	Total Procurement Value: \$29,380 (tax incl.) Total Paid to Date: \$32,521 (tax incl.)	Invitational competitive	No.
29	Stantec	Project Planning, Scheduling and Advisory Services Phase III	May 2013 to March 2017	Total Procurement Value: \$531,710 + Tax Total Paid to Date: \$493,026 + Tax	Open competitive	No



May 12, 2017

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

We provide this letter in connection with compliance of Trillium's ("you" or "your") procurement contracts administered and completed by Shared Services West ("SSW" or "us") from April 1, 2016 to March 31, 2017 ("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 ("Procurement Directive").

For procurements partly managed by SSW, such as redevelopment contracts entered into during the Applicable Period, this attestation applies only to the portion of the work performed by us. For contracts completed by HealthPro the applicable attestation is attached at Appendix 2. In terms of our procurement affiliation with another shared services organization ("Other SSO"), the attestation of the Other SSO relating to such contracts is attached at Appendix 3.

In making this attestation, we have exercised care and diligence that would reasonably be expected of a **President & CEO, Vice President, Corporate Services & CFO and Vice President, Supply Chain Services**, in these circumstances, including reviewing our internal compliance framework, making due inquiries of staff that have knowledge of these matters, 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. Material exceptions to Mandatory Requirement (MR) # 2, 3 and 15 have been provided at Appendix 1 together with the scope of the Review. The Review also identified areas of improvement including need for better document retention and timely completion of procurements.

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:

- We have 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

Following listings are provided in the attached appendices:

1. Material exceptions – Appendix 1;
2. Attestation from HealthPro - Appendix 2; and
3. Attestation from Plexxus - Appendix 3.

List of consulting services contracts will be provided to you separately.

Yours truly,

Karen Belaire
President & CEO

Rohit Tandon
*Vice President, Corporate
Services & CFO*

Marc Lemaire
*Vice President, Supply
Chain Services*

Appendix 1
Material Exceptions

We conducted a self-assessment internal review (“the Review”) of a risk and complexity based sample drawn from a total of 747 contracts (covering \$114M of spend over their term) managed and completed by us during the Applicable Period. All contracts with aggregate value exceeding \$1M were also reviewed for compliance with MR #2 relating to approval authority.

Since we do not manage a portion of compliance with the Procurement Directive, the scope of the Review excluded testing compliance with the following:

MR #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.

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.

The Review found some documents had not been retained after completion of the procurement process. Corroborating evidence was however found in other related documents for such contracts.

Following material exceptions were identified as a result of the Review:

1. [MR #2 of Procurement Directive- Approval Authority]:

As a result of implementation of your revised Signing Authority policy during the Applicable Period, it was identified that system controls to ensure managerial approval on purchase requisitions less \$25k value were not completely functional. Estimated annualized values of applicable purchase orders against such requisitions is approximately \$20M during the Applicable Period. While post controls have always been in place, implementation of workflow functionality in Meditech (purchasing system) with its inherent controls will establish a more sustainable approach in ensuring compliance to your signing authority is maintained.

2. [MR #3 of Procurement Directive- Competitive Procurement Thresholds]:

The following invitational competitive contracts were not completed in terms of applicable competitive procurement process. SSW is improving its internal controls to ensure that full value of contract is taken into account while determining the procurement process to be applied.

Contract Description	Vendor Name	Term + Option (years)	Estimated Commitment Value (incl. option years)	Comments
Chillers for CVH Computer Room and CVH Telecom Room	AC Mechanical	One time purchase	\$262,000	Capital equipment procured through VOR services contractor. Contractor procured the asset (> \$100K) through invitational, instead of open, competitive process. Asset purchase was not part of scope of services contract.
Paging Services	Multitone Wireless	3 years + 2 years option	\$134,000	Value of 2 option years (\$54K) not included in aggregate value while determining procurement process; should have undergone open competitive process.
Genetics Consumables	D-Mark	1.5 years	\$115,000	Invitational competitive process used based on annual spend of \$77K, instead of open competitive for full term of 18 months (valued at \$115K).
Purchase of Surgical Instruments**	Karl Storz Endoscopy	One time purchase	\$296,000	Original procurement process was invitational; the procurement value required open competitive process.
Purchase of Curtain**	Belroc Group Inc.	One time purchase	\$220,000	Original procurement process was invitational; the procurement value required open competitive process.

...continued on next page

Appendix 1
Material Exceptions

Contract Description	Vendor Name	Term + Option (years)	Estimated Commitment Value (incl. option years)	Comments
Purchase of Chair**	Hme Ltd.	One time purchase	\$143,000	Original procurement process was invitational; the procurement value required open competitive process.
Purchase of Cart**	Acart Equipment Limited	One time purchase	\$154,000	Original procurement process was invitational; the procurement value required open competitive process.
Purchase for Core Accreditation**	Cornerstone Medical	One time purchase	\$127,000	Original procurement process was invitational; the procurement value required open competitive process.
Purchase of IT services**	Teknicor Corporation	One time purchase	\$126,000	Original procurement process was invitational; the procurement value required open competitive process.
Purchase for Clinical Standardized**	Global Medical Products	One time purchase	\$108,000	Original procurement process was invitational; the procurement value required open competitive process.

** While not selected as part of the sample for our detailed review, during the course of our work we identified the following expedited procurements that were completed pursuant to an invitational, rather than an open, competitive process. Improved sourcing strategy and planning coupled with better sharing by hospital of its procurement plan will help mitigate this issue in the future.

3. [MR #15 of Procurement Directive- Timely Execution of Contract]:

In certain cases, to maximize value for money and for the hospital's benefit, purchases under a contract commenced after all the terms and conditions of the contract had been finalized but before it was fully formally signed.

The Review was directed only at contracts completed during the Applicable Period. However, during the course of the Review we became aware of certain spend with vendors as having been incurred prior to the related contracts being formally established. An area for improvement identified was to ensure timely completion of contracts for spends where SSW had not been earlier engaged or where contracts expired prior to their formal renewal or succession.

Procurement Type	Contract Description	Vendor Name	Contract Completion Year (Actual/Estimated)	Estimated Spend in FY16/17 Prior to Contract Completion Date
Open competitive	Ultrasonics & Advanced Bipolar	Medtronic	FY 16/17	\$480,000
Non-competitive	Service and Maintenance contract	Philips Healthcare	FY 16/17	\$272,000
Piggy back contract	Endoscopes Product Supply & Service	Olympus	FY 17/18	\$228,000
Open competitive	Minor Surgical Instruments	Multiple Vendors	FY 16/17	\$201,000
Extension of contract	Transcription Services	M*Modal Canada	FY 16/17	\$194,000
Piggy back contract	New Retail Pharmacy	McKesson	FY 16/17	\$185,000
Piggy back contract	Off Site Storage	Iron Mountain	FY 16/17	\$101,000

Abbreviations:	
MR#	Mandatory Requirement #
VOR	Vendor of Record



Choice. Support. Results.

April 24, 2017

Michelle DiEmanuele
President and Chief Executive Officer
Trillium Health Partners
Mississauga Site
100 Queensway West
4th Floor, Clinical and Administrative Building
Mississauga, ON
L5B 1B8

Dear Ms. DiEmanuele:

Re: Ontario Ministry of Finance Broader Public Sector Procurement Directives

Thank you for your continued support of HealthPRO and your participation in our contracts. As your national group purchasing organization 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 report that we are in full compliance with the Ontario Ministry of Finance Broader Public Sector Procurement Directives for the 2016/17 fiscal year.

If you require additional information, please contact Ms. Krista Stagliano, our Vice President of Materials Management at 905-568-3478 ext. 256.

Yours very truly,

HealthPRO Procurement Services Inc.

A handwritten signature in blue ink, appearing to read "C. Valaitis".

Cynthia Valaitis
President & CEO

cc: Rohit Tandon, Shared Services West



Broader Public Sector Procurement Directive Attestation Audit Report

Prepared for Shared Services West

For the period April 1, 2016 to March 31, 2017

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Audit Overview

Background and Scope

This document is provided to support Shared Services West (SSW) with the submission of its Compliance Attestation Form and material exceptions. To ensure due care and reasonable diligence, Plexxus performs an audit of the procurements managed and completed for its members, on an annual basis based on the reporting requirements described in the guidelines relating to the BPS Procurement Directive as part of the Broader Public Sector Accountability Act, 2010. Plexxus also ensures its staff is knowledgeable about the directive by offering training at a minimum of once per year.

Annually, Plexxus reviews a sample of Plexxus managed procurements completed (through to contract signing) in the relevant year ending March 31. For the procurements leveraged by SSW, only the portion of the procurement managed by Plexxus was reviewed if the agreement was part of the sample for the year the procurement was conducted.

This report contains a list of the procurements leverage by SSW and any observations that were noted on the procurements which were part of the Plexxus annual audit. It also contains an attestation by Plexxus Management confirming their compliance with the BPS Procurement Directive for Member procurements managed by them.

Sections of the BPS Procurement Directive Excluded from Review

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

- Requirement #1 - Segregation of Duties (excluded for Plexxus members and SSW)
 - 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 (excluded for SSW)
 - 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 (excluded for SSW)
 - 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 (excluded for Plexxus members and SSW)
 - 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.



TO: Rohit Tandon, Vice President, Corporate Services and Chief Financial Officer
of Shared Services West (SSW)

FROM: Connie Curtis, Chief Financial Officer

DATE: April 27, 2017

RE: Period of twelve months from April 1, 2016 to March 31, 2017 ("**the Applicable Period**")

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

SSW signed on to six Plexxus managed procurements (listed in Appendix A) during the Applicable Period; four of these procurements were captured in annual reviews done by Plexxus. Annually, Plexxus reviews procurements managed and completed by Plexxus for the Plexxus Members. Any observations that were noted during these reviews on the relevant procurements have been listed in Appendix B.

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.

In making this attestation, we have exercised due care and diligence that would reasonably be expected of a Chief Financial Officer in these circumstances, and is based on reviews conducted by Plexxus of the procurements managed and completed by Plexxus for its Members on an annual basis.

Connie Curtis
Chief Financial Officer

Appendix A: Plexxus Managed Procurements Leveraged by SSW

Initiative	SSW Estimated Annual Spend	Reviewed by Plexxus
Epidural Pumps (Smiths)	\$253,910	No
Anaesthesia Gas Machines (Draegar Medical)	\$375,261	Yes, as part of FY17 review
Next Gen Sequencer (Illumina Inc.)	\$961,000	Yes, as part of FY17 review
Stents & Balloons (Boston Scientific, Abbott Vascular, Medtronic, Biotronik, Cardinal)	\$1,100,000	Yes, as part of FY17 review
Pacemakers (Biotronik, Medtronic, St. Jude, Boston, LivaNova)	\$1,511,626	Yes, as part of FY17 review
Peritoneal Dialysis	\$5,382,749	No

Appendix B: Audit Observations

Our findings from the audit of controls related to the procurement process are outlined below:

BP SD Ref #	Procurement Directive	Observation	Implication	Recommendation to Address Issue
There are no observations to report				