

Welcome to The Ottawa Hospital Vendor Information Session

January 27, 2025



The Ottawa
Hospital | L'Hôpital
d'Ottawa

Inspired by research. **Inspiré** par la recherche.
Driven by compassion. **Guidé** par la compassion.

Today's Host and Presenter



Tracey Dennis

Chief Procurement Officer
and Executive Director
Supply Chain

The Ottawa Hospital

trdennis@toh.ca

Presenters



Joanne Read

EVP & Chief Planning and Development Officer

The Ottawa Hospital

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Kathleen McGarragle

Manager, Procurement Operations

The Ottawa Hospital

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Hend Salem & Sophie Menard

Senior Managers Strategic Sourcing

Mohawk Medbuy Corporation

hsalem@mohawkmedbuy.ca

smenard@mohawkmedbuy.ca

Land Acknowledgement



Simon Brascoupé and Mairi Brascoupé, *Algonquin Medicinal Knowledge - Spring, Summer, Fall and Winter Series, 2021*

The Ottawa Hospital acknowledges it is located upon the traditional and unceded territory of the Algonquin people and respects the traditional knowledge and healing developed over generations.

We have the privilege and responsibility to serve First Nations, Métis and Inuit of many backgrounds and from many treaty and non-treaty lands and territories and to demonstrate respect for the contributions and cultures of Indigenous Peoples.



Emeric Leblanc

Ewing Sarcoma Patient, The Ottawa Hospital

À 14 ans, j'ai reçu un diagnostic de sarcome d'Ewing.

Today's Conversations

- Vision, Mission & Strategic Plan
- Doing Business with TOH
- New Campus Development Overview
- Vendor Code of Business Conduct
- Key Procurement Policy Messages
- Procurement Operations
- Mohawk Medbuy Corporation
- Q&A

Our Vision is:

To provide each patient with the world-class care, exceptional service and compassion we would want for our loved ones.

We Will



Enrich

the Quality of Care for Patients

We will help grow a healthy system based on integrated care for patients across our network of health and social partners.



Ignite

the Power of People

We will foster an environment that inspires people so that they are filled with pride, affinity and accomplishment at work.



Nurture

Our Social Responsibility

Everything we do in health care is engrained in a profound social responsibility to our community. We will provide leadership in navigating a complex health system to improve the health of our diverse population and contribute to a healthier planet for all.



Accelerate

Discovery

Pursue impactful, cutting-edge research to pioneer new treatments and tools that benefit patients and elevate further our leadership role in research and education globally.

Supply Chain Mission

*A supply chain service that is **reliable, responsive, and trusted** to provide timely goods and services at **great value** that allows our team to provide **world-class** care.*

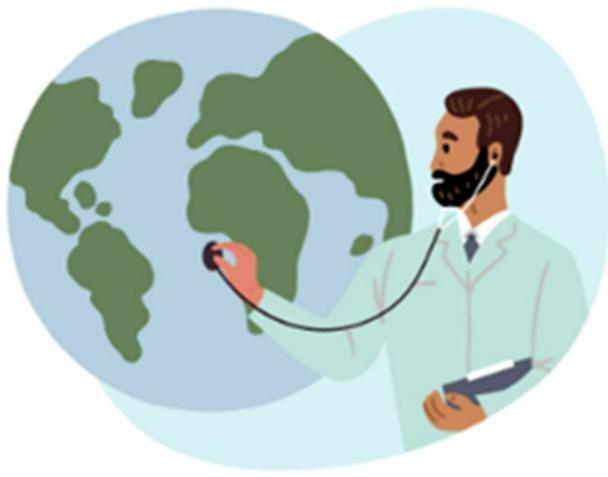
Supply Chain Strategic Plan 25/26



Enrich
the Quality of Care for Patients

- **Expand Partnerships across the Care Continuum** - Support the Transitional Care Unit Strategy with resilient and efficient supply chain services
- **Drive the Digital Evolution in Healthcare** - Advancement of supply chain digital solutions
- **Expand Infrastructure Development and Modernisation** - Provide efficient and effective procurement services to the New Campus project and supply chain functional planning expertise

Supply Chain Strategic Plan 2025-2026



Nurture

Our Social Responsibility

- **Ensure Financially Responsible Stewardship and Sustainability**
 - Diversify the strategic partnership with Mohawk Medbuy and opportunities for regional collaboration with Supply Ontario
- **Advance Indigenous Engagement**
 - Develop an Indigenous Procurement Strategy

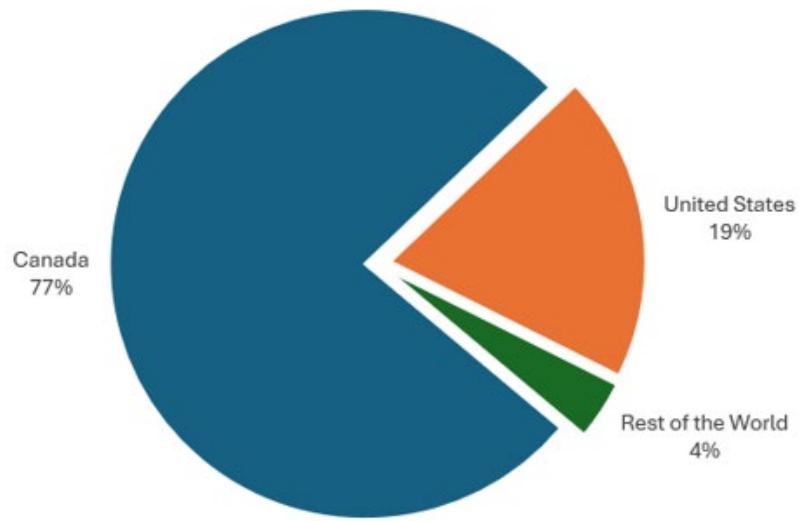
Indigenous Business

- 2025 Active contract value \$24 Million
- Growth from 2019 0.2% to 0.8% (1.8% in 2023) in 2025
- Social Value fund from co-branded gloves and masks contracts
- Procurement Champions

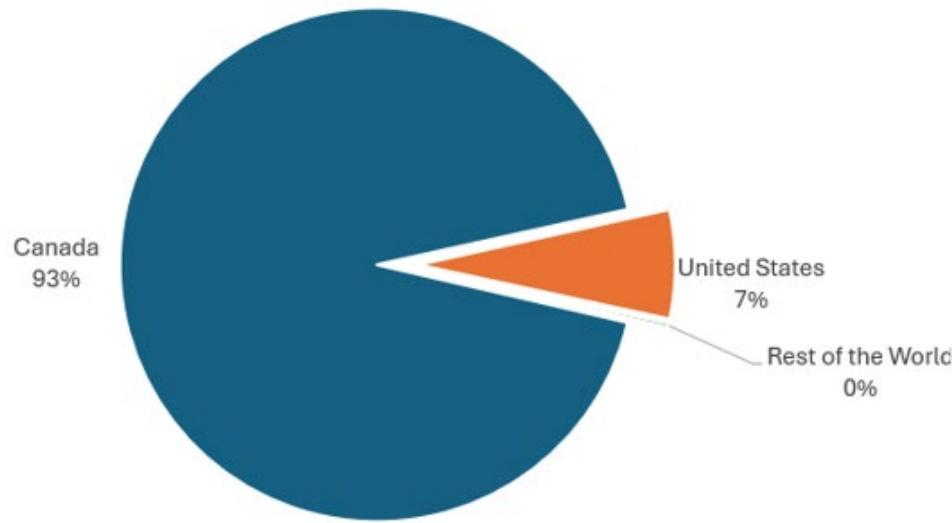


Supplier Diversity by Country

Suppliers by Country



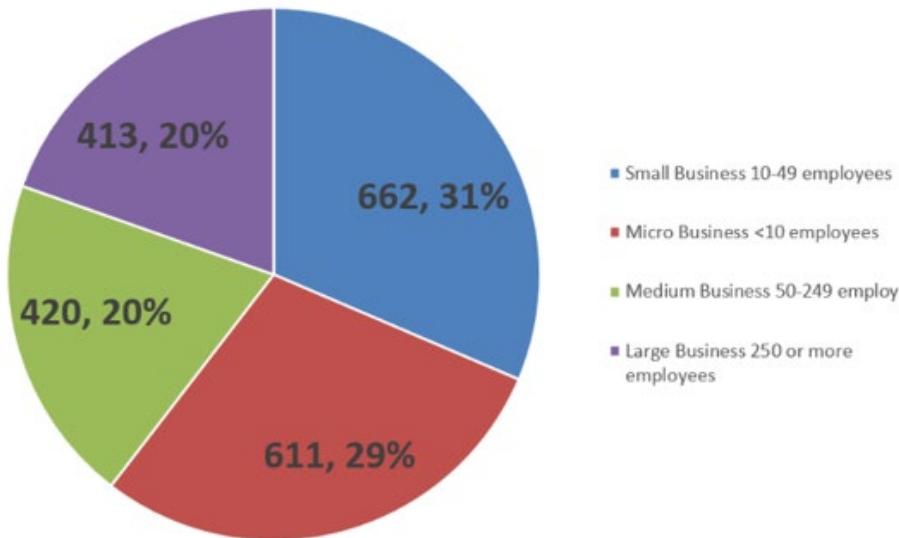
Spend by Country



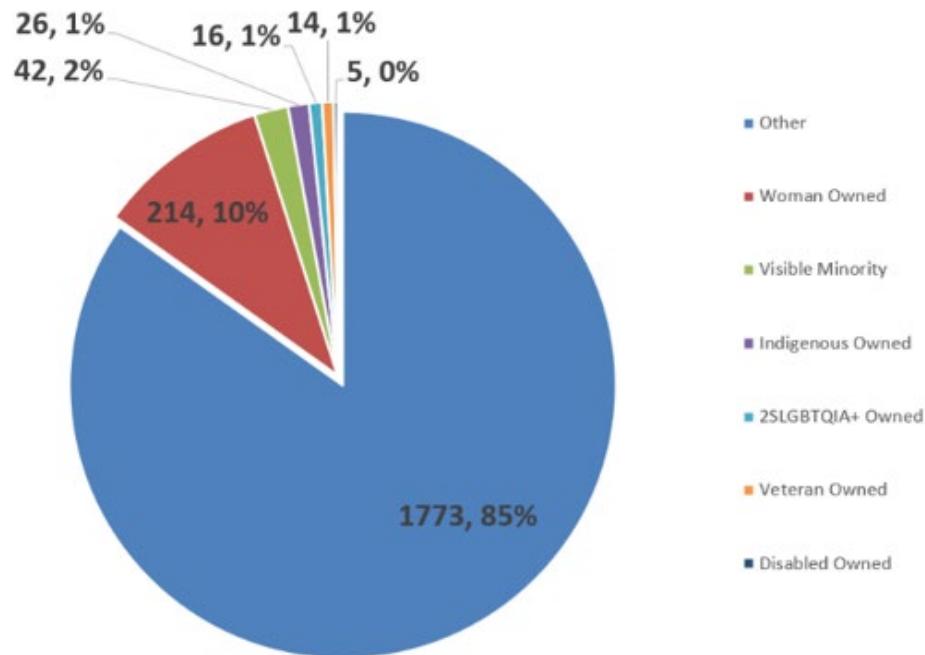
61% of suppliers are Ontario businesses

Supplier Diversity

Business Size



Type of Ownership



Doing Business with The Ottawa Hospital



- National Capital's 3rd largest employer, 13,000 staff
- 3 main campuses, 25 off-site locations
- 1,400 beds, 500,000 inpatients a year
- 1 million ambulatory visits

Affiliates



UNIVERSITY OF OTTAWA
HEART INSTITUTE
INSTITUT DE CARDIOLOGIE
DE L'UNIVERSITÉ D'OTTAWA



The Ottawa
Hospital
Research Institute

L'Hôpital
d'Ottawa
Institut de recherche

East Ontario Regional
Laboratory Association

University of Ottawa Heart
Institute

The Ottawa Hospital
Research Institute

Doing Business with TOH

- \$1Billion managed spend (inc. affiliates)
- All categories of goods, equipment and services



End to End Supply Chain



- Collaborative contracting via Supply Ontario and Mohawk Medbuy
- Offsite and onsite warehouses
- Internal distribution & inventory management
- 100% centralized eRequisitioning
- Procure to Pay Management (Oracle) with EDI

Business Opportunities



Vendor Resources

- Doing Business with TOH website
- Vendor Guide
- Vendor Code of Business Conduct
- Information sessions
- Procurement Fairs



The screenshot shows the official website of The Ottawa Hospital (L'Hôpital d'Ottawa). The top navigation bar includes links for 'The Hospital', 'Research', and 'Support Us'. Below the navigation is a search bar with the placeholder 'Enter Keyword(s)'. The main menu features categories: 'About Our Hospital', 'Patients and Visitors', 'Clinical Services', 'Our Model of Care', 'Quality and Safety', 'Education and Learning', and 'Careers and Volunteering'. The current page, 'Doing business with The Ottawa Hospital', is highlighted in the breadcrumb trail. The page content includes a sidebar with links to 'Environmental, Social and Governance (ESG) Procurement', 'Procurement Rules, Procedures and Policies', and a 'Previous' link. The main content area features a heading 'Doing business with The Ottawa Hospital' and a sub-section 'Business Opportunities' with a description of the partnership with Mohawk Medbuy Corporation. It also includes a link to 'Procurement for the New Campus Development Project' and information about the new campus equipment procurement process.

Affiliated with • Affilié à  uOttawa [The Hospital](#) [Research](#) [Support Us](#)

The Ottawa Hospital | L'Hôpital d'Ottawa

Enter Keyword(s)

[Home](#) [Français](#) [Directions & Maps](#) [New Campus](#) [Contact Us](#)

[About Our Hospital](#) [Patients and Visitors](#) [Clinical Services](#) [Our Model of Care](#) [Quality and Safety](#) [Education and Learning](#) [Careers and Volunteering](#)

[Home](#) [About Our Hospital](#) [Doing business with The Ottawa Hospital](#) -A+A Text Share Print

[Environmental, Social and Governance \(ESG\) Procurement](#)

[Procurement Rules, Procedures and Policies](#)

[Previous](#)

Doing business with The Ottawa Hospital

Business Opportunities

TOH has partnered with Mohawk Medbuy Corporation (MMC) for its sourcing and contracting services. Please visit the [MMC website for more information on business opportunities](#).

Procurement for the New Campus Development Project

Information about goods and services that could be considered in planning and design for The Ottawa Hospital's new campus can be submitted to NCDequipment@toh.ca.

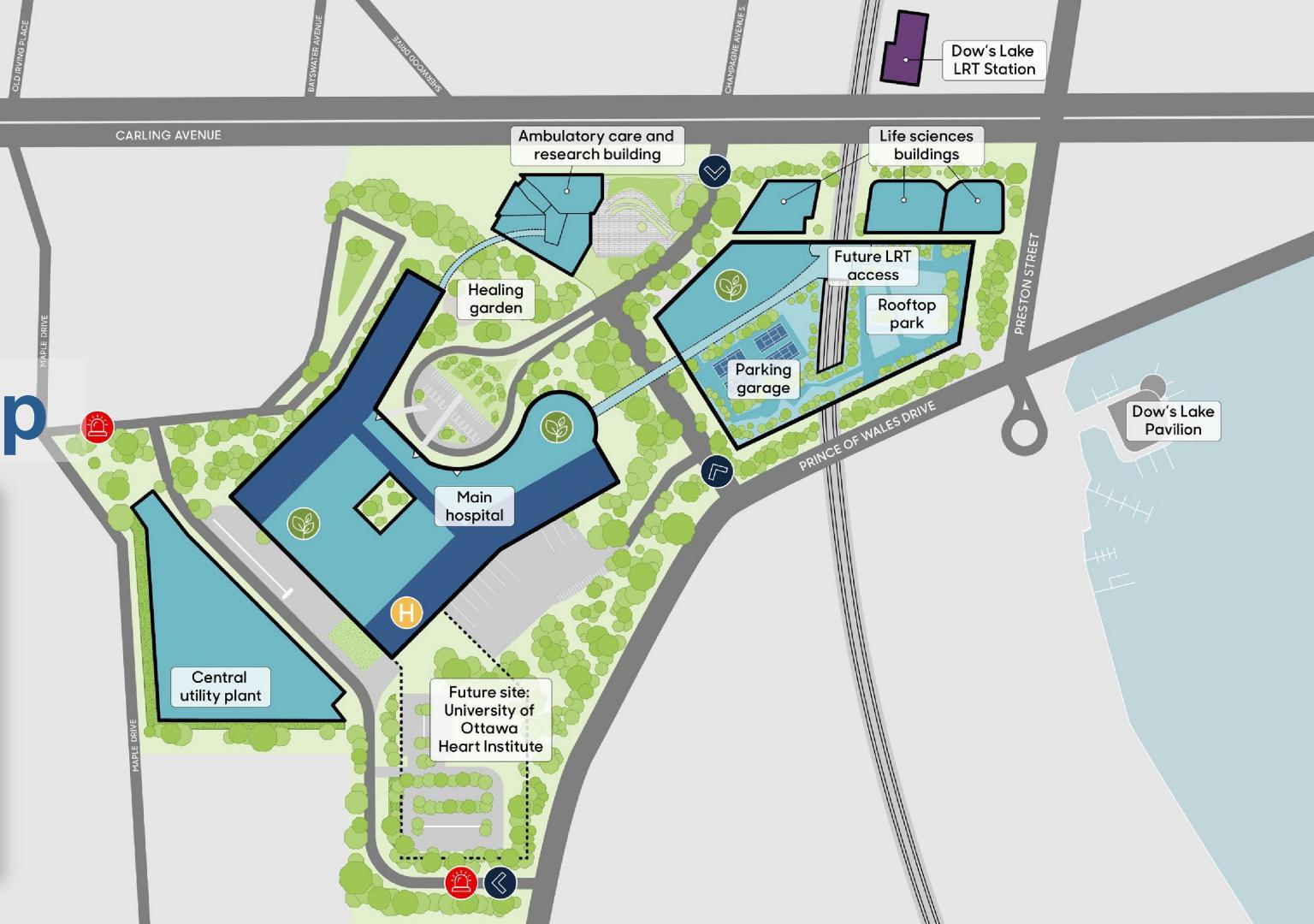
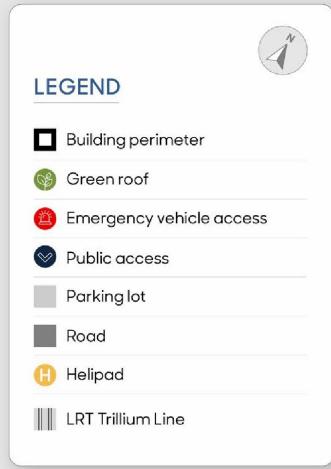
New Campus Development

Joanne Read

The Ottawa Hospital's New Campus



Site Map



Highlights



641 private rooms



2.5 million square feet



6000+ employees



Specialized programs and services

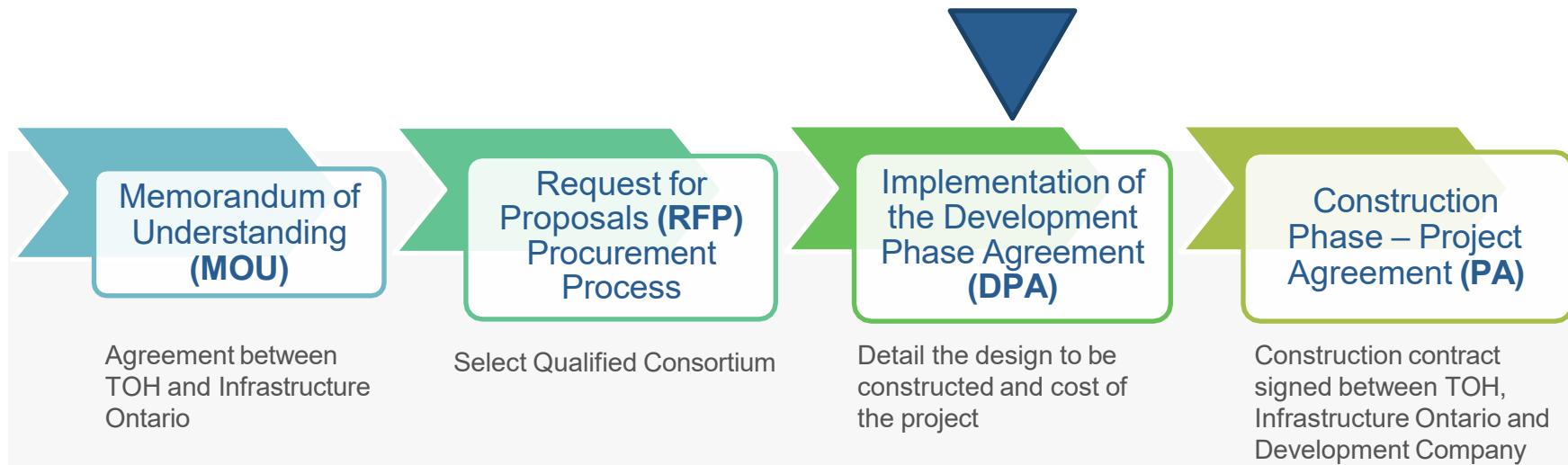


Space for research and education

Economic boost during construction

- **2 billion** to Ottawa's GDP
- **4000+ jobs** created or sustained
- **\$1.24 billion** to Ottawa's labour income
- **\$3.77 billion** total economic output

Progressive P3 procurement





Prince of Wales

Maple Drive

Carling Ave

Preston St

LRT

Site view: January 16

Development and construction

- **Hospital** design development with The Ottawa Hospital Build Partners and IO began in February 2024
- **Advanced works** on the site began in 2024
- **Parking garage** construction began in 2023
- **Offsite works** on roads and intersections around the site began in 2024
- **Ambulatory care and research building** planning is underway

Next steps

- Finalize design
- Parking garage opening
- Financial close
- Construction documents

Vendor Code of Business Conduct

Tracey Dennis

The Vendor Code of Business Conduct



The Code sets out the minimum standards and values that we at The Ottawa Hospital expect our Vendors to support in conducting business with us. The Code is based on our values of:

*Respect for the individual
Compassion
Commitment to quality
Working together*

Principles of Business Integrity

Compliance

- **Compliance with applicable laws and regulations -**
E.g. financial, environmental, occupational health & safety, labour & employment practices, accessibility, French language, human rights, immigration, product safety, shipping & product labelling.
- **Compliance with Hospital Policy and Procedures -**
E.g. Privacy, Gifts, Fraud, Travel/Meals/Hospitality, Access, Respectful Behaviour, Violence & Harrassment etc. available on the TOH website
- **Risk and Performance Management -** participate in the management of risk, performance, contracts and service levels for goods and services supplied

Principles of Business Integrity

Policies

- **Anti-bribery and anti-corruption** - not to engage in any form of corrupt practices including extortion, fraud, bid rigging, or bribery
- **Gifts** - Not to offer gifts to staff
- **Conflict of Interest** - Disclose to the Hospital, any situation that could result in conflict of interest including the disclosure of any staff that has an interest in the Vendor's business or any other economic or personal relationship with the Vendor. Vendors must not try to gain improper advantage or preferential treatment from TOH staff

Principles of Business Integrity

Policies continued

- Confidential or personal health information – Do not disclose confidential information obtained during the course of your business relationship with TOH to any person or entity unless authorized by TOH or by law. You must use and protect TOH confidential information appropriately.
- Fraud - manage fraud risk with respect to the business relationship with TOH, including having controls in place to detect fictitious purchase orders, emails and impersonations of TOH staff. Disclose any situation that may result in a fraudulent risk to TOH.

Principles of Business Integrity

Human and Labour Rights

- **Abuse and Harassment** - uphold the principles of dignity and respect with all interactions with your workers, hospital staff, patients and visitors. Physical, sexual, verbal harassment and/or violence, bullying, teasing or other aggressive behaviour are strictly prohibited. Foster and encourage a positive, harmonious, and professional work environment.
- **Human and Labour Rights** - mitigate forced and child labour and human trafficking risks and monitor compliance of labour and human rights in your supply chain. E.g no child labour, no discrimination, provide fair wages etc.

Principles of Business Integrity

Social Responsibility

- **Environmental Sustainability** - provide goods and services that have a lesser or reduced impact on the environment. Have policies that consider the reduction of greenhouse gas emissions, improved energy efficiency, use of renewable resources, waste reduction, reduction of plastics and packaging, and reduction of hazardous waste.
- **Social Responsibility** - support community benefit through social responsibility initiatives.
- **Indigenous Businesses** - Respect the rights and freedoms of Indigenous Peoples; support Indigenous Businesses by reducing barriers and providing business opportunities that build competitiveness, skills and employment.

Principles of Business Integrity

- Vendor Representatives and Contractors

- a pre-approved appointment is required before arriving on site at TOH or stated purpose approved by a written agreement.
- The ORs and Pharmacy department have specific access/visitation procedures.
- Representatives can only access public areas, unless accompanied by a Staff member.
- Representatives must not interact with patients or other visitors unless under the direct supervision and approval of authorized hospital staff.
- Company identification must be always visible and presented to Staff upon request.
- Contractors providing construction, renovation and/or maintenance services to hospital buildings, grounds, equipment or services infrastructure on site must attend TOH's Contractor Safety Orientation before commencement of work.

Reporting Code Violations

- The Hospital will investigate alleged improper activities.
- Report a violation: Whistle-blower & Ethics

Whistle-blower & Ethics Reporting Program, Program Administrator Office of the EVP Finance & CFO

The Ottawa Hospital
1053 Carling Avenue,
Ottawa, ON K1Y 4E9

Or by email at whistleblower@toh.ca

Key Procurement Policy Messages

Tracey Dennis

Key Policy Messages

Compliance

TOH **must** conduct Procurement in **compliance** with applicable laws, regulations and trade agreements.

- Ontario Broader Public Sector Procurement Directive
- Buy Ontario Act
- Supply Chains Act – Bill S-211
- Domestic and International Trade Agreements
 - Government Procurement Rules
 - Limited Tendering / Non-competitive procurement
 - Thresholds
 - Notices and Reporting

Key Policy Messages

Competitiveness, Fairness and Transparency

- TOH intends to conduct Procurement in a **competitive, open, fair and transparent** manner and with regard to **value for money**
 - TOH spend is managed at a corporate level over multiple years
 - Competition Drives Value
 - We are spending public money and are held accountable
 - Procurement documents are subject to Freedom of Information requests
 - Processes must be transparent, and records maintained
 - Suppliers can challenge the process if they feel unfairly treated

Key Policy Messages

Provincial Collaboration and Centralisation

- The Policy supports provincial **collaboration** and **centralisation**
 - TOH has a centralised procurement function
 - Only TOH Procurement Operations can issue purchase orders
 - All goods and services used must have a purchase order before receipt
 - Strategic Partnership with Mohawk Medbuy Corporation (MMC)
 - All Procurement, Contracts and formal solicitation processes must be led and undertaken by TOH's agent for strategic sourcing services "Mohawk Medbuy Corporation"
 - Contract compliance - purchase from existing available contracts
 - TOH will participate in provincial procurement initiatives, VORs and as directed by Supply Ontario.

Key Policy Messages

US Vendor Restrictions

- The hospital is restricted from procuring goods and services from US businesses
 - Weekly reporting to Supply Ontario
- The hospital must buy from Ontario businesses for procurements <\$121,200
 - Procurement Activity Reporting to Supply Ontario

Key Policy Messages

Social Procurement

Social procurement

For procurement <\$121,200 and/or do not require a competitive procurement process staff are encouraged to source from Ontario Indigenous businesses or Social Enterprises listed on the Federal directory, Canadian Council for Indigenous Businesses or Centre for Social Enterprise Development directories.



Key Policy Messages

Minimum Thresholds & Means

- Minimum Thresholds & Means
 - <\$121,200 One written quotation
 - >\$121,200 Open, competitive process
 - All consulting requires competitive process
 - Public Sector VORs
 - <\$250,000 one written quotation
 - >\$250,000 invitational competitive process

Procurement Operations

Kathleen McGarragle

Supplier Registration Form

 The Ottawa Hospital | L'Hôpital d'Ottawa

Supplier Registration & Update Form

All **new and updated** Suppliers must be evaluated and approved by The Ottawa Hospital's (TOH) Procurement Operations team before conducting business with TOH or its affiliated organizations (University of Ottawa's Heart Institute, Ottawa Hospital Research Institute and Eastern Ontario Regional Laboratory Association). Procurement reviews all questions submitted per policies and legislation to complete due diligence and ensure suppliers are legitimate entities.

Please complete all mandatory fields as well as any other fields that require updating if this is an existing vendor.

Should you have questions/concerns and require support, please contact PSARequests@toh.ca.

Section 1 

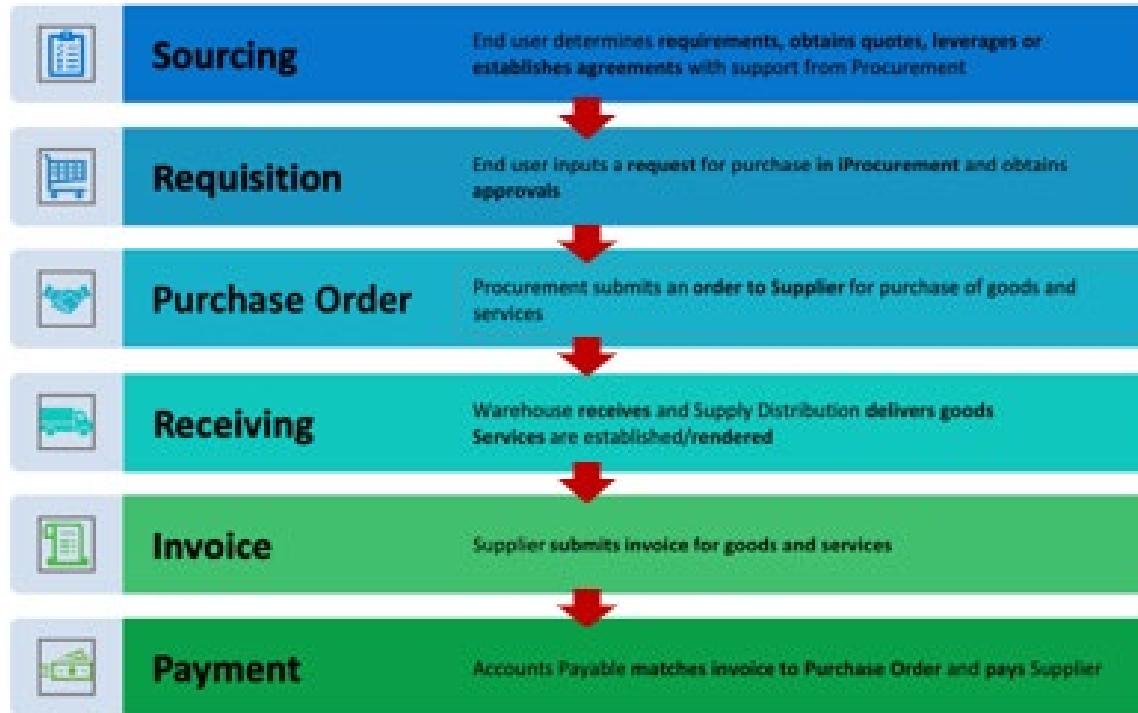
1 Reason for Submission *

Select your answer 

2 Full name of TOH contact *
Name of individual who has sent you this form

Enter your answer 

Procure to Pay at TOH

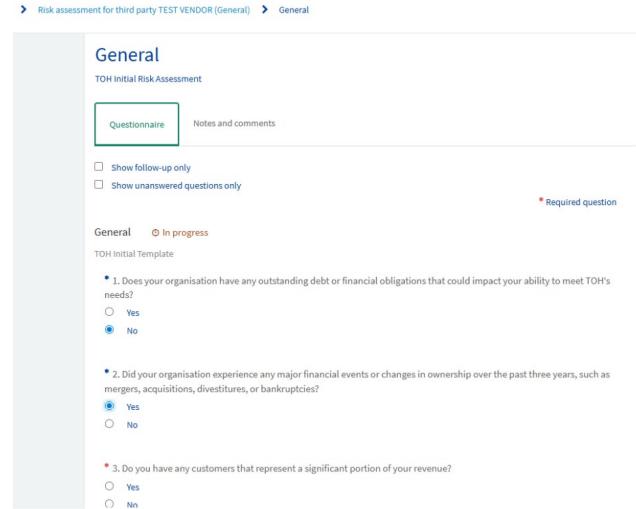


PO Management - Best Practices

- Standardized P2P workflows
- Maintain accurate data and documentation (Quote, PO, Agreements, Approvals)
- Track Supplier communication and performance
- Leverage automation (GHX for EDI/Metatrade/Internal)
- Alignment between Procurement and Accounts Payable

ServiceNow Vendor Risk Management

- Vendors complete the Risk Assessment Questionnaire and submit to TOH via company portal
- Based on responses, a Risk Score is generated; Vendors with med. to high risk scores require follow up
- TOH uses Bitsight platform to monitor risk



The screenshot shows a ServiceNow interface for a 'Risk assessment for third party TEST VENDOR (General)'. The page is titled 'General' and is part of 'TOH Initial Risk Assessment'. It has two tabs: 'Questionnaire' (selected) and 'Notes and comments'. There are two checkboxes: 'Show follow-up only' and 'Show unanswered questions only'. Below these, the status is 'General' and 'In progress'. The 'TOH Initial Template' section contains three questions marked with red asterisks as required questions. Question 1 asks if the organization has outstanding debt, with 'No' selected. Question 2 asks about major financial events, with 'Yes' selected. Question 3 asks if there are significant customers, with 'Yes' selected.

General

TOH Initial Risk Assessment

Questionnaire Notes and comments

Show follow-up only

Show unanswered questions only

General In progress

TOH Initial Template

* 1. Does your organisation have any outstanding debt or financial obligations that could impact your ability to meet TOH's needs?

Yes

No

* 2. Did your organisation experience any major financial events or changes in ownership over the past three years, such as mergers, acquisitions, divestitures, or bankruptcies?

Yes

No

* 3. Do you have any customers that represent a significant portion of your revenue?

Yes

No

Terms & Conditions

- Agreements established between the Supplier and MMC for TOH and affiliated orgs will govern the procurement
- In the absence of an Agreement, TOH's Purchase Order Term & Conditions take precedence

Important PO Terms & Conditions

Term	Standard	Details
Freight	TOH Standard: DPU MMC-led: DDP	Freight/Shipping and liability is covered by Supplier
Customs	TOH: DPU	Customs Clearance by TOH's Customs Broker
Invoice	Submit via EDI or email: tohaccountspayable@toh.ca	Official letterhead or template - itemized breakdown of goods/services and applicable costs (Quantity x Rate)
Net Payment	TOH Standard: Net 30 MMC-led: Net 45	Payment in 30 or 45 days via Direct Deposit (Canada/USA), EDI or Wire Transfer (International Only)

Incumbent Supplier Supports

- Contracts Opportunities:
posted on MERX, Mohawk
Medbuy Corporation (MMC)
staff and TOH Buyers
- Completing the Supplier
Registration & Update Form:
PSARequests@toh.ca

Welcome!



MOHAWK MEDBUY

Vendor Information Session

MMC/TOH

Sophie Ménard

Senior Manager, Strategic
Sourcing – Clinical Goods &
Services

Hend Salem

Senior Manager, Strategic
Sourcing – Non-Clinical
Goods & Services

January 2026

About Mohawk Medbuy

A National, **Not-for-Profit** Shared Services Organization



Support hundreds of Canadian health care providers, and child welfare agencies & other public sector organizations



Other services include warehousing & logistics, in-hospital logistics, purchasing, IT services, data analytics & accounts payable



Provide value-driven sourcing & contracting solutions for med/surg, pharmacy, capital & nutrition



Actively supporting a resilient, ESG-focused supply chain with Indigenous participation

What We Do



Service Offerings



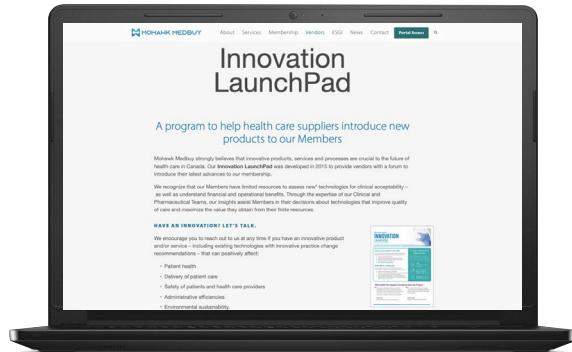
Supporting



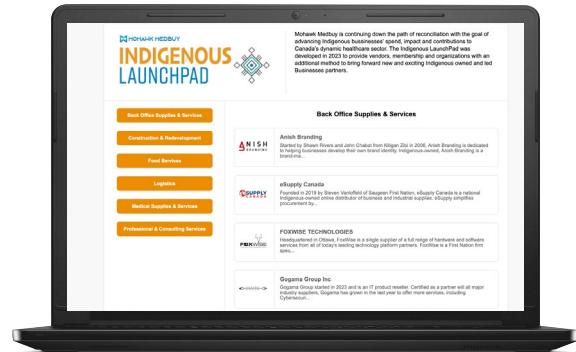
Our Ongoing Priorities



A program to introduce new products to Members that offer **measurable, incremental benefits to patient care**



An online **marketplace of Indigenous businesses** to support the reconciliation journeys of our Members



Collaborating with Members & suppliers to help drive change for a more **sustainable supply chain**



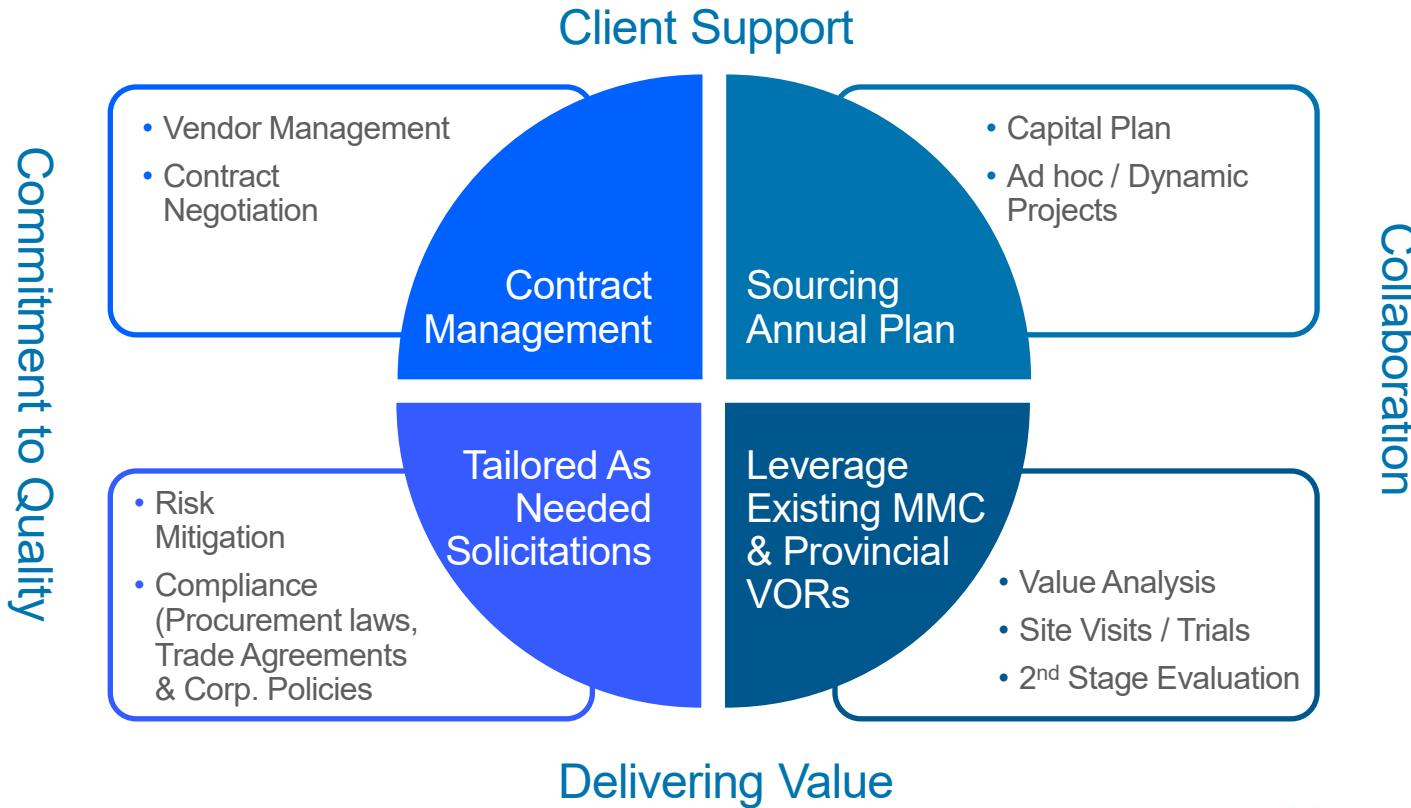
Why Tendering

The Doctrine of Public Sector Procurement

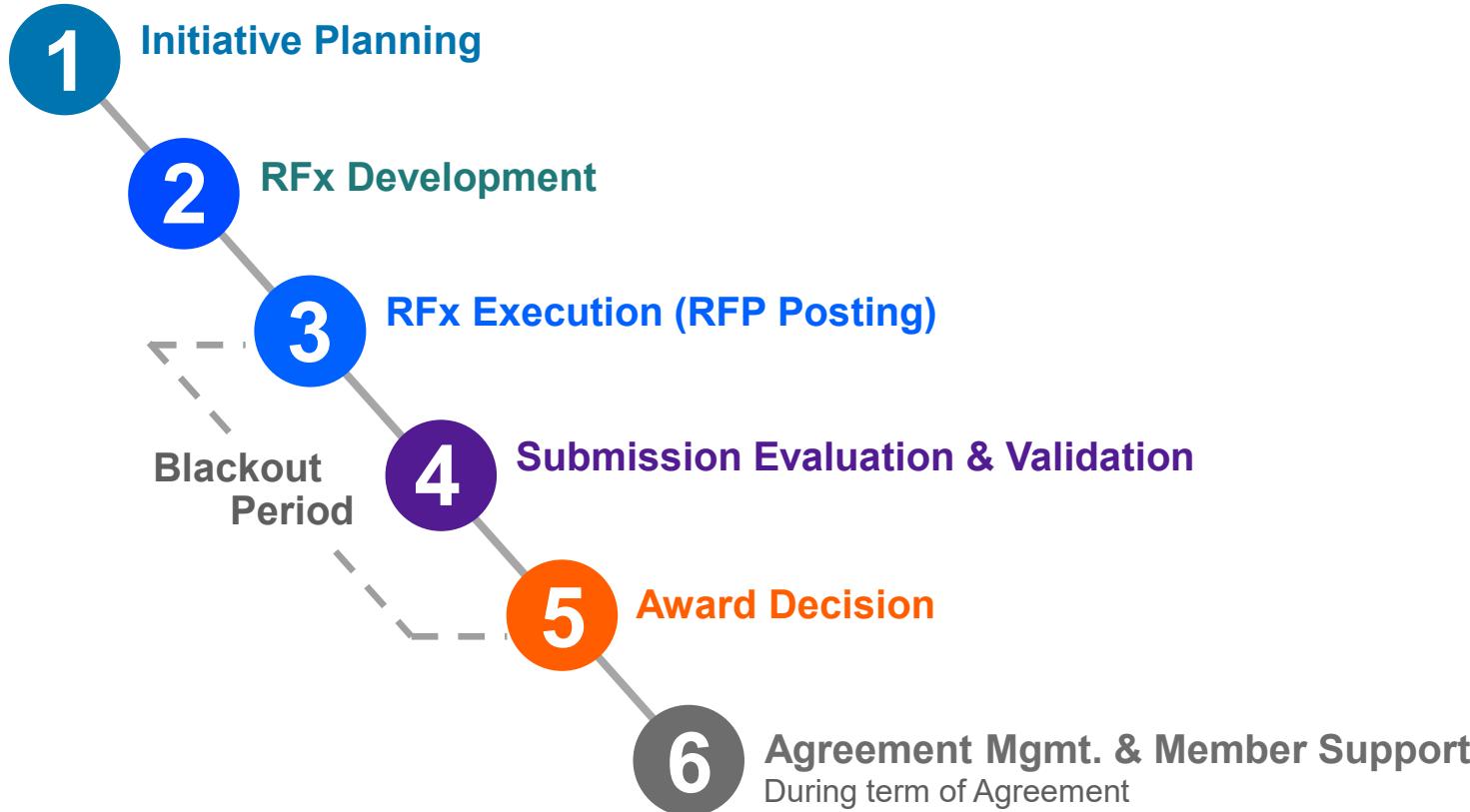


- ✓ Canadian & International Trade Agreements prescribe a competitive approach
- ✓ Governed by case law once launched
- ✓ All compliant bids must be evaluated fairly
- ✓ Allowable exceptions to a competitive procurement exist but are infrequent not the norm

MMC Local Sourcing – TOH Team



RFx Creation & Evaluation Process



BOBIA Overview

What is it?

- Ontario procurement legislation enacted January 1, 2024 and effective April 1, 2024

What does BOBIA stand for?

- Building Ontario Businesses Initiative Act, 2022

What is the objective?

- Leveraging Ontario's public sector spending to enhance supply chain security and economic growth in Ontario by helping support Ontario / local businesses within existing laws and trade agreements



Procurement Restriction Policy

What is it?

- Ontario procurement policy enacted March 4, 2025 in response to US tariffs on Canadian Goods & Services

What is the policy?

- Public sector entities must exclude U.S. businesses from procurements.
- Procuring from a U.S. business is allowed only when a U.S. business is the only viable source for the good/service, and the procurement cannot be delayed. The business case must be documented and approved by senior leadership.

Application & Scope:

- This Policy applies to all public sector entities, which means government entities (OPS) and all designated Broader Public Sector (BPS) organizations, unless otherwise specified.



MMC Tender Opportunities



MOHAWK MEDBUY

Current Opportunities

www.biddingo.com/medbuy

Biddingo.com

All opportunities posted on Biddingo

Subscription-based public procurement
website open to all registered suppliers

Contract Registry & RFP Schedule

www.mohawkmedbuy.ca/vendors

Proposal Submissions

RFx notification will be posted on Biddingo. All RFx documents will be hosted on Bonfire (now Euna Solutions). Complete proposals are submitted **electronically via Bonfire**



- **Responses to weighted criteria** to a proposal and other related documents
- No cost for suppliers to submit a bid through Bonfire (Euna Solutions)
- For more information: [Public Sector Procurement Software | Euna Solutions](https://www.eunasolutions.com/public-sector-procurement-software)



- Notice of RFx opportunity with direction to Bonfire.
- Paid subscription required by supplier to obtain details & submit bids through Biddingo
- For more information: www.biddingo.com

Helpful Tips for RFP Responses

1. Ensure your proposal is received **before** the closing date and time.
2. Conduct all communications regarding the tender **only** with authorized contact.
3. Read the entire tender before responding – ask for clarification for any ambiguity. Clearly state any assumptions made in preparing your proposal. Refrain from using technical jargon and undefined acronyms.
4. Don't rely on a second chance to improve your proposal.
5. Follow the instructions and requested format to ensure that all requirements are covered, and your proposal is compliant.
6. Spend the time addressing the higher value criteria in a clear concise manner. Consider the audience. Proposals that contain a lot of gloss over substance will not score well.

Questions
jcholette@toh.ca

-
Feedback Survey

-
Thank you