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RETOURNER LES SOUMISSIONS À:**

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soumissions - TPSGC**
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11 Laurier St./11, rue Laurier
Gatineau, Québec K1A 0S5
Bid Fax: (613) 997-9776

**REQUEST FOR PROPOSAL
DEMANDE DE PROPOSITION**

**Proposal To: Public Works and Government
Services Canada**

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out therefor.

**Proposition aux: Travaux Publics et Services
Gouvernementaux Canada**

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toute feuille ci-annexée, au(x) prix indiqué(s).

Comments - Commentaires

Vendor/Firm Name and Address

**Raison sociale et adresse du
fournisseur/de l'entrepreneur**

Issuing Office - Bureau de distribution

Health Services Project Division (XF)/Division des projets
de services de santé (XF)
Terrasses de la Chaudière 5th Floor
10 Wellington Street
Gatineau
Gatineau
K1A 0S5

Title - Sujet PSHCP ASO Retender	
Solicitation No. - N° de l'invitation 24062-180558/D	Date 2020-08-31
Client Reference No. - N° de référence du client 24062-180558	
GETS Reference No. - N° de référence de SEAG PW-\$\$XF-002-38428	
File No. - N° de dossier 002xf.24062-180558	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2020-11-02	Time Zone Fuseau horaire Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: You, Soun	Buyer Id - Id de l'acheteur 002xf
Telephone No. - N° de téléphone (613) 408-6402 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: TREASURY BOARD OF CANADA, SECRETARIAT 90 Elgin Street OTTAWA Ontario Canada	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée See Herein	Delivery Offered - Livraison proposée
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur	
Telephone No. - N° de téléphone Facsimile No. - N° de télécopieur	
Name and title of person authorized to sign on behalf of Vendor/Firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)	
Signature	Date

Solicitation No. - N° de l'invitation
24062-180558//D
Client Ref. No. - N° de réf. du client
24062-180558

Amd. No. - N° de la modif.
File No. - N° du dossier
002xf 24062-180558

Buyer ID - Id de l'acheteur
002xf
CCC No./N° CCC - FMS No./N° VME

REQUEST FOR PROPOSAL

FOR

TREASURY BOARD OF CANADA SECRETARIAT

Public Service Health Care Plan Administrative Services Only
Requirement

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NOTE: The following attachments and appendices to Annex A (SOW) are provided under separate covers:

- Appendix 1 to Annex A - Overview of the PSHCP Directive
- Appendix 2 to Annex A - Contract Resource Categories and Requirements
- Appendix 3 to Annex A - Standard Report Categories and Examples
 - Attachment 1 to Appendix 3 - Audit YTD Template
 - Attachment 2 to Appendix 3 - Claims And Population Template
 - Attachment 3 to Appendix 3 - Desk And Onsite Audit Template
 - Attachment 4 to Appendix 3 - Finance Template
 - Attachment 5 to Appendix 3 - Monthly Operations Template
 - Attachment 6 to Appendix 3 - PSHCP Investigations Template
- Appendix 4 to Annex A - PSHCP Data Elements
- Appendix 5 to Annex A - Acronyms and Glossary of Terms
- Appendix 6 to Annex A - PSHCP Member Eligibility Files, Formats and Frequencies
- Appendix 7 to Annex A - Work Deliverables
- Appendix 8 to Annex A - GC Event Logging Strategy

PART 1 - GENERAL INFORMATION

1.1 Introduction

The bid solicitation is divided into seven parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;
- Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, and the basis of selection;
- Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided;
- Part 6 Security, Financial and Other Requirements: includes specific requirements that must be addressed by Bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes include the Statement of Work, the Basis of Payment, the Security Requirements Check List, the Insurance Requirements, the Aboriginal Participation Component, and the Task Authorization Form.

1.2 Summary

- 1.2.1 This bid solicitation is being issued to satisfy the requirements of Treasury Board of Canada Secretariat, to acquire the services of a single contractor for the administration of the Public Service Health Care Plan (PSHCP). The PSHCP is a health insurance and benefits plan established pursuant to section 7.1 of the Financial Administration Act. The Contractor will be required to provide health care claims processing and other related services for the PSHCP. The Work under the PSHCP Administrative Services Only (ASO) contract (the "Contract") has been described herein under Annex A - Statement of Work (SOW) and will include, but is not be limited to:

- a) Contract Start-Up**

- The Contract includes a Start-Up Phase during which time the Contractor must develop, test, finalize and implement its solution for delivering the PSHCP ASO work requirements; migrate PSHCP Member information and claims data from Canada and the incumbent ASO contractor to its own claims processing system; and obtain the required TBS Project Authority approvals in order to commence processing claims for the PSHCP.

- b) Privacy and Security**

- All services and deliverables provided under the Contract must comply with the Privacy and Security requirements set-out in the Contract.

- c) Member and Provider Facing Core Services**

- The services to be provided under the Contract encompass Member and Provider facing services which are further described herein and summarized as follows:

- i. **Claims Processing and Claims Payment Services** provides PSHCP Members with timely and accurate claims processing, claims adjudication and claims payment services for eligible claims under the PSHCP;
- ii. **Positive Enrolment and Membership Management Services** provides the systems and processes necessary to maintain accurate PSHCP enrollment information for all Members and Eligible Dependents and affirm Consent from Members for the use of personal information;
- iii. **Provider Registration and Management Services** provides the systems and processes necessary to qualify and track Providers that are eligible to provide services to be considered for payment under the PSHCP as well as establishes formal Agreements with eligible Providers so that the Contractor can accept Digital claims submissions for these Providers;
- iv. **Member Communications and Information Services** - provides a solution which facilitates the provision of information related to the PSHCP and claims to Members through multiple channels including Contact Centers, Member Digital Services, and written communication products;
- v. **Provider Communications and Information Services** - provides a solution which facilitates the provision of information related to the PSHCP and its claim procedures to Providers through multiple channels including Provider Contact Centres, Provider Digital Services, and written communication products; and
- vi. **Veterans Affairs Canada (VAC) Remittance Administration Services** – provides collection services for VAC monthly Member contributions on behalf of the PSHCP.

d) Supporting Services

The supporting services required under the Contract facilitate high quality service to Participants and program accountability for sound fiduciary and resource management. The required programs and services included are further described herein and are summarized as follows:

- i. **Financial Management Services and Controls** ensure that all aspects of business transactions conducted by the Contractor for the PSHCP are accurate, efficient, secure and free from errors or abuse;
- ii. An **Audit and Claim Verification Program** to reduce the risk and financial implications of PSHCP claims being processed and reimbursed incorrectly and/or inconsistently with the PSHCP Directive;
- iii. A **Quality Assurance Program** provides ongoing assessment and continuous improvement activities, to foster quality service to all stakeholders, by defining ways to eliminate causes of unsatisfactory performance and incorporate recommendations into operations; and identify best practices and apply them consistently across PSHCP services;
- iv. **Reporting Services** provide an extensive and in-depth solution to facilitate the management of the PSHCP and support management of the Contractor's performance. The Reporting Services solution must include Standard, Ad-hoc and Plan Annual reports as well as management dashboard capabilities, which are accessible to the Project Authority via a Secure Reporting and Documentation Website dedicated to the PSHCP;
- v. **Continuity Management** ensures that the necessary processes and procedures are in place to enable the restoration and recovery of critical functions and services in the event of short-term interruption or a major interruption that requires access to alternative resources such as power, systems, buildings and staff;

- vi. **Retention of Records** safeguards all Digital and paper Records and Documentation (e.g. completed PSHCP Claim Forms and associated records and documents, communication materials, manuals, financial records, registration documentation, recorded calls and call logs and Provider Audit records), in a format which can be easily retrieved by the Project Authority when required; and
- vii. **Strategic Review and Advice Services** provides the Project Authority with insight to trends in the health benefit industry and opportunities to improve the administration of the PSHCP.

e) Contract Close-Out

During the Close-Out Phase the Contractor will assist Canada with the smooth, efficient and complete transition of services to a new service provider while continuing to provide Member and Provider Facing Core Services and supporting services.

- 1.2.2 There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the Contract Security Program of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.
- 1.2.3 The requirement is limited to Canadian goods and/or services.
- 1.2.4 The Federal Contractors Program (FCP) for employment equity applies to this procurement; refer to Part 5 – Certifications and Additional Information, Part 7 - Resulting Contract Clauses and the attachment titled Federal Contractors Program for Employment Equity - Certification.
- 1.2.5 This bid solicitation allows bidders to use the epost Connect service provided by Canada Post Corporation to transmit their bid electronically. Bidders must refer to Part 2 entitled Bidder Instructions, and Part 3 entitled Bid Preparation Instructions, of the bid solicitation, for further information.

1.3 Contract Period and Options

A single Bidder will be recommended for Contract award. The proposed length of the Contract includes an initial period of time for the provision of Contract Startup Phase activities as further described under the Request for Proposal (RFP). The Startup Phase period begins on the date this Contract is awarded and ends one day prior to the Operations Ready Date of October 1, 2022. The Startup Phase period is in addition to the initial eight year Contract Period, with an option to extend the period of the Contract by up to 4 additional 1 year periods.

1.4 Debriefings

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days from receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

1.5 Conflict of Interest

Without limiting Canada's rights under article 18 of 2003 (2020-05-28) Standard Instructions - Goods or Services - Competitive Requirements, the following private sector individuals and non-crown employees have been engaged in the preparation of this solicitation:

- i. Jocelyn Décoste, Fairness Monitor, BDO Canada
- ii. John Gilhooly, Back-Up FM Specialist, BDO Canada

- iii. Rick Wilson, Fairness Monitor Team Lead, BDO Canada
- iv. Cheryl Morris, Procurement Consultant, Pleaid Canada Inc.
- v. Leonid Auslender, Senior Project Manager, Thomas & Schmidt Inc.
- vi. Yiu Kwok (Robert) Chan, Senior Project Administrator, Les Entreprises Norleaf Networks
- vii. Chelsea Auclair, Federal Public Service Health Care Plan Administration Authority (FPSHCPAA)
- viii. Robert Chapman, FPSHCPAA
- ix. Katia Diagneault, FPSHCPAA
- x. Scott Fowler, FPSHCPAA
- xi. Dylan Guignon, FPSHCPAA
- xii. Caroline Hamelin, FPSHCPAA
- xiii. Omega Heliso, FPSHCPAA
- xiv. Marie Karam, FPSHCPAA
- xv. Natalie Ladouceur, FPSHCPAA
- xvi. Manon LeBlanc, FPSHCPAA
- xvii. John Lewis, FPSHCPAA
- xviii. Conor Steinberg, FPSHCPAA
- xix. Danielle Veillette, FPSHCPAA
- xx. Edward Gillis, FPSHCPAA Board of Directors
- xxi. Robert Hart, FPSHCPAA Board of Directors
- xxii. Jacques Lambert, FPSHCPAA Board of Directors
- xxiii. Seth Sazant, FPSHCPAA Board of Directors
- xxiv. Jean-Claude Bouchard, FPSHCPAA Board of Directors
- xxv. Pierrette Boyer, FPSHCPAA Board of Directors
- xxvi. John Gordon, FPSHCPAA Board of Directors
- xxvii. Tammy Labelle, FPSHCPAA Board of Directors
- xxviii. Wendy Loschiuk, FPSHCPAA Board of Directors
- xxix. Paul Morse, FPSHCPAA Board of Directors
- xxx. Tom Bird, former Federal Public Servant, (Casual)
- xxxi. Caroline Warburton, Senior Benefits Specialist, Mercer
- xxxii. Jack Gordon, Insurance and Risk Consulting Services, Sigma Risk Management Inc.
- xxxiii. Caroline Curran, FPSHCPAA Board of Directors (Chair)

1.6 Phased Bid Compliance Approach

The Phased Bid Compliance Process applies to this requirement. Refer to article 4.1 Phased Bid Compliance Process (PBCP) for further information.

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

- 2.1.1 All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

- 2.1.2 The 2003 (2020-05-28) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.
- 2.1.3 Subsection 5.4 of 2003 (2020-05-28) Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days
Insert: 365 days

2.2 Submission of Bids

- 2.2.1 Bids must be submitted only to the Public Works and Government Services Canada (PWGSC) Bid Receiving Unit **via e-post Connect** by the date and time indicated on page one of the bid solicitation.

Note: For bidders needing to register with epost Connect the email address is: tpsgc.dgareceptiondessomissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca. **Interested Bidders must register a few days prior to solicitation closing date.**

Note: Bids will not be accepted if emailed directly to this email address. This email address is to be used to open an epost Connect conversation, as detailed in Standard Instructions [2003](#), or to send bids through an epost Connect message if the bidder is using its own licensing agreement for epost Connect.

- 2.2.2 Due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail to PWGSC will not be accepted.

2.3 Former Public Servant

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

2.3.1 Definitions

- 2.3.1.1 For the purposes of this clause, "former public servant" is any former member of a department as defined in the Financial Administration Act, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant

may be:

- a) an individual;
- b) an individual who has incorporated;
- c) a partnership made of former public servants; or
- d) a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

2.3.1.2 "lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

2.3.1.3 "pension" means a pension or annual allowance paid under the [Public Service Superannuation Act](#) (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the [Supplementary Retirement Benefits Act](#), R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the [Canadian Forces Superannuation Act](#), R.S., 1985, c. C-17, the [Defence Services Pension Continuation Act](#), 1970, c. D-3, the [Royal Canadian Mounted Police Pension Continuation Act](#), 1970, c. R-10, and the [Royal Canadian Mounted Police Superannuation Act](#), R.S., 1985, c. R-11, the [Members of Parliament Retiring Allowances Act](#), R.S. 1985, c. M-5, and that portion of pension payable to the [Canada Pension Plan Act](#), R.S., 1985, c. C-8.

2.3.2 Former Public Servant in Receipt of a Pension

2.3.2.1 As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes () No ()**

If so, the Bidder must provide the following information, for all FPSs in receipt of a pension, as applicable:

- a) name of former public servant;
- b) date of termination of employment or retirement from the Public Service.

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with [Contracting Policy Notice: 2019-01](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

2.3.3 Work Force Adjustment Directive

2.3.3.1 Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive?

Yes () No ()

If so, the Bidder must provide the following information:

- a) name of former public servant;
- b) conditions of the lump sum payment incentive;
- c) date of termination of employment;
- d) amount of lump sum payment;
- e) rate of pay on which lump sum payment is based;
- f) period of lump sum payment including start date, end date and number of weeks;

- g) number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

2.4 Enquiries - Bid Solicitation

- 2.4.1 All enquiries must be submitted in writing to the Contracting Authority no later than 15 calendar days before the bid closing date. Enquiries received after that time may not be answered.
- 2.4.2 Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by Bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated and the enquiry can be answered to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

2.5 Applicable Laws

- 2.5.1 Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.
- 2.5.2 Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidders.

2.6 Improvement of Requirement during Solicitation Period

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favor a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least 15 days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

2.7 Basis for Canada's Ownership of Intellectual Property

The Treasury Board of Canada Secretariat has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, for the following reasons: The Intellectual Property in Foreground Information consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.

2.8 Volumetric Data

The PSHCP historical business and transactional volume data has been provided to Bidders to assist them in preparing their bids. The inclusion of this data in this bid solicitation does not represent a commitment by Canada that Canada's future usage of the services identified in this bid solicitation will be consistent with this data. It is provided purely for information purposes.

2.9 Defined Terms

Bidders should pay particularly close attention to defined terms that apply to specific sections of the RFP as similar defined terms may be used in a different context in other sections of the RFP.

2.10 Bid Challenge and Recourse Mechanisms

- 2.10.1 Several mechanisms are available to potential suppliers to challenge aspects of the procurement process up to and including contract award.
- 2.10.2 Canada encourages suppliers to first bring their concerns to the attention of the Contracting Authority. Canada's Buy and Sell website, under the heading "Bid Challenge and Recourse Mechanisms" contains information on potential complaint bodies such as:
 - a) Office of the Procurement Ombudsman (OPO)
 - b) Canadian International Trade Tribunal (CITT)
- 2.10.3 Suppliers should note that there are **strict deadlines** for filing complaints, and the time periods vary depending on the complaint body in question. Suppliers should therefore act quickly when they want to challenge any aspect of the procurement process.

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

3.1.1 Epost Connect Bid Submission

Canada requires that the Bidder submits its bid electronically via epost Connect in accordance with section 08 of the 2003 (2020-05-28) Standard Instructions - Goods or Services - Competitive Requirements. Bidders must provide their bid in a single transmission. The epost Connect service has the capacity to receive multiple documents, up to 1GB per individual attachment.

3.1.2 The bid must be gathered per section and separated as follows:

Section I: Technical Bid
Section II: Financial Bid
Section III: Aboriginal Participation Component Bid
Section IV: Certifications
Section V: Additional Information

3.1.3 For further information please refer to article 08 - Transmission by facsimile or by epost Connect at <https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/1/2003/23#transmission-by-facsimile>.

3.1.4 Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

3.1.5 Canada requests that Bidders follow the format instructions described below in the preparation of their bid:

- a) use 8.5 x 11 inch (216 mm x 279 mm) page formatting;
- b) use a numbering system that corresponds to the bid solicitation.

3.1.6 Electronic Bid provided by epost Connect service: Except for the Integrated Schedule for the Start-Up Phase referenced in Mandatory Evaluation Criteria M-3.1 set out under Appendix 1 to Attachment 3.1 (Mandatory Technical Evaluation Criteria), Canada requests that Bidders provide soft copies in unprotected PDF format to open (i.e. no password) such that copy and print functions in the PDF document are not restricted and/or disabled, and the PDF document cannot be edited.

For the Integrated Schedule for the Start-Up Phase referenced in Mandatory Evaluation Criteria M-3.1 set out under Appendix 1 to Attachment 3.1 (Mandatory Technical Evaluation Criteria), Canada requests that Bidders provide soft copies of their completed Integrated Schedule for the Start-Up Phase in MS Project 2019 format. Canada requests that Bidders provide soft copies in unprotected format to open (i.e. no password) such that copy and print functions are not restricted and/or disabled, and the document cannot be edited.

3.1.7 Any descriptive material, technical manuals and brochures referred to in the Bidder's bid must be included with the bid. Information referenced by hyperlink will not be considered.

3.1.8 Submission of Only One Bid

3.1.8.1 A Bidder, including related entities, will be permitted to submit only one bid in response to this bid solicitation. If a Bidder or any related entities participate in more than one bid (participating means being part of the Bidder, not being a subcontractor), Canada will provide those Bidders with 2 working days to identify the single bid to be considered by Canada. Should the Bidder fail to

identify the single bid to be considered by Canada, the bid that was submitted first, based on date and time stamp, will be the single bid to be considered by Canada.

3.1.8.2 For the purposes of this article, regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law (whether that entity is a natural person, corporation, partnership, etc.), an entity will be considered to be "related" to a Bidder if:

- a) they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);
- b) they are "related persons" or "affiliated persons" according to the Canada Income Tax Act;
- c) the entities have now or in the two years before bid closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
- d) the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.

3.1.8.3 The Bidder must provide, if requested by the Contracting Authority, the following information as well as any other requested information related to the ownership and control of the Bidder, its owners, its management and any related corporations and partnerships:

- a) An organizational chart for the Bidder showing all related corporations and partnerships;
- b) A list of all the Bidder's partners and/or major shareholders (a person or entity that owns and controls more than 50 percent of a company's outstanding shares), as applicable; if the Bidder is a subsidiary, this information must be provided for each parent corporation or partnership, up to the ultimate owner; and
- c) A list of all the Bidder's directors and officers, together with each individual's home address, date of birth, birthplace and citizenship(s); if the Bidder is a subsidiary, this information must be provided for each parent corporation or partnership, up to the ultimate owner.

In the case of a Joint Venture Bidder, this information must be provided for each member of the joint venture. The Contracting Authority may also require that this information be provided in respect of any subcontractors specified in a bid.

3.1.9 Joint Venture Experience:

3.1.9.1 Where the Bidder is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.

Example: A bidder is a joint venture consisting of members L and O. A bid solicitation requires that the bidder demonstrate experience providing maintenance and help desk services for a period of 24 months to a customer with at least 10,000 users. As a joint venture (consisting of members L and O), the bidder has previously done the work. This bidder can use this experience to meet the requirement. If member L obtained this experience while in a joint venture with a third party N, however, that experience cannot be used because the third party N is not part of the joint venture that is bidding.

3.1.9.2 A joint venture bidder may rely on the experience of one of its members to meet any given technical criterion of this bid solicitation.

Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the bidder have 3 years of experience providing maintenance service, and (b) that the bidder

have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single criterion, such as the requirement for 3 years of experience providing maintenance services, the bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years.

- 3.1.9.3 Joint venture members cannot pool their abilities with other joint venture members to satisfy a single technical criterion of this bid solicitation. However, a joint venture member can pool its individual experience with the experience of the joint venture itself. Wherever substantiation of a criterion is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. If the Bidder has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Bidder to submit this information during the evaluation period. If the Bidder does not submit this information within the period set by the Contracting Authority, its bid will be declared non-responsive. For point-rated criteria, the Bidder will lose points instead.

Example: A bidder is a joint venture consisting of members A and B. If a bid solicitation requires that the bidder demonstrate experience providing resources for a minimum number of 100 billable days, the bidder may demonstrate that experience by submitting either:

- a) Contracts all signed by A;
- b) Contracts all signed by B; or
- c) Contracts all signed by A and B in joint venture, or
- d) Contracts signed by A and contracts signed by A and B in joint venture, or
- e) Contracts signed by B and contracts signed by A and B in joint venture.

that show in total 100 billable days.

3.2 SECTION I: Technical Bid

- 3.2.1 Bidders must submit their Technical Bid in accordance with Attachment 3.1 to Part 3 (Technical Bid Requirements and Bidder Instructions) and as indicated elsewhere throughout this RFP.
- 3.2.2 In their technical bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the work.
- 3.2.3 The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

3.3 SECTION II: Financial Bid

- 3.3.1 Bidders must submit their financial bid in accordance with the Attachment 3.2 to Part 3 (Financial Bid Requirements and Bidder Instructions) and as indicated elsewhere throughout this RFP. The total amount of Goods and Services Tax or Harmonized Sales Tax is to be shown separately, if applicable.

3.3.2 Electronic Payment of Invoices

3.3.2.1 If Bidders are willing to accept payment of invoices by Electronic Payment Instruments, they must complete Appendix 1 to Attachment 3.2 – Electronic Payment Instruments, to identify which ones are accepted.

3.3.2.2 If Appendix 1 to Attachment 3.2 - Electronic Payment Instruments is not completed, it will be considered as if Electronic Payment Instruments are not being accepted for payment of invoices.

3.3.2.3 Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

3.4 SECTION III: Aboriginal Participation (APC) Component Bid

3.4.1 Bidders must submit their Aboriginal Participation Component (APC) bid in accordance with Attachment 3.4 to Part 3 (Aboriginal Participation Component Requirements and Bidder Instructions).

3.4.2 In their APC bid, Bidders must provide an APC Plan and demonstrate how it meets the requirements set out in Attachment 3.4 to Part 3 (Aboriginal Participation Component Requirements and Bidder Instructions).

3.4.3 In their APC bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability and describe their approach in thorough, concise and clear manner for carrying out the work.

3.5 SECTION IV: Certifications

Bidders must submit the certifications and additional information required under Part 5 of this RFP.

3.6 SECTION V: Additional Information

3.6.1 Bidder's Proposed Sites or Premises Requiring Safeguarding Measures

3.6.1.1 As per article 2.6 of the SOW, PSHCP data and data management services, data centres, contact centres, and centres of operation must be located in Canada at all times. The Bidder must provide the full addresses of the Bidder's and proposed individuals' sites or premises for which safeguarding measures are required for Work Performance:

Street Number / Street Name, Unit / Suite / Apartment Number
City, Province/Territory
Postal Code
Country

3.6.1.2 The Company Security Officer must ensure through the [Contract Security Program](#) that the Bidder and proposed individuals hold a valid security clearance at the required level, as indicated in Part 6 – Security, Financial and Other Requirements.

3.7 Exchange Rate Fluctuation

The requirement does not offer exchange rate fluctuation risk mitigation. Requests for exchange rate fluctuation risk mitigation will not be considered. All bids including such provision will render the bid non-responsive.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Phased Bid Compliance Process (PBCP)

4.1.1 General

- a) Canada is conducting the PBCP described below for this requirement.
- b) Notwithstanding any review by Canada at Phase I or II of the Phased Bid Compliance Process (PBCP), Bidders are and will remain solely responsible for the accuracy, consistency and completeness of their Bids and Canada does not undertake, by reason of this review, any obligations or responsibility for identifying any or all errors or omissions in Bids or in responses by a Bidder to any communication from Canada.

The Bidder acknowledges that the reviews in Phase I and II of this PBCP are preliminary and do not preclude a finding in Phase III that the bid is non-responsive, even for mandatory requirements which were subject to review in Phase I or II and notwithstanding that the bid had been found responsive in such earlier phase. Canada may deem a bid to be non-responsive to a mandatory requirement at any phase. The Bidder also acknowledges that its response to a Notice or a Compliance Assessment Report (CAR) (each defined below) in Phase I or II may not be successful in rendering its bid responsive to the mandatory requirements that are the subject of the Notice or CAR, and may render its bid non-responsive to other mandatory requirements.

- c) Canada may, in its discretion, request and accept at any time from a Bidder and consider as part of the Bid, any information to correct errors or deficiencies in the Bid that are clerical or administrative, such as, without limitation, failure to sign the Bid or any part or to checkmark a box in a form, or other failure of format or form or failure to acknowledge; failure to provide a procurement business number or contact information such as names, addresses and telephone numbers; failure to provide a complete Aboriginal Participation Component Plan (as outlined in Attachment 3.4 to Part 3); inadvertent errors in numbers or calculations that do not change the amount the Bidder has specified as the price or of any component thereof that is subject to evaluation. This shall not limit Canada's right to request or accept any information after the bid solicitation closing in circumstances where the bid solicitation expressly provides for this right. The Bidder will have the time period specified in writing by Canada to provide the necessary documentation. Failure to meet this deadline will result in the Bid being declared non-responsive.
- d) The PBCP does not limit Canada's rights under Standard Acquisition Clauses and Conditions (SACC) 2003 (2020-05-28) Standard Instructions – Goods or Services – Competitive Requirements nor Canada's right to request or accept any information during the solicitation period or after bid solicitation closing in circumstances where the bid solicitation expressly provides for this right, or in the circumstances described in subsection c).
- e) Canada will send any Notice or CAR by any method Canada chooses, in its absolute discretion. The Bidder must submit its response by the method stipulated in the Notice or CAR. Responses are deemed to be received by Canada at the date and time they are delivered to Canada by the method and at the address specified in the Notice or CAR. An email response permitted by the Notice or CAR is deemed received by Canada on the date and time it is received in Canada's email inbox at Canada's email address specified in the Notice or CAR. A Notice or CAR sent by Canada to the Bidder at any address provided by the Bidder in or pursuant to the Bid is deemed received by the Bidder on the date it is sent by Canada. Canada is not responsible for late receipt by Canada of a response, however caused.
- f) Bids will be assessed in accordance with the entire requirement of the bid solicitation

including the technical and financial evaluation criteria. There are several phases in the evaluation process, which are described below. Even though the evaluation and selection will be conducted in phases, the fact that Canada has proceeded to a later phase does not mean that Canada has conclusively determined that the Bidder has successfully passed all the previous phases. Canada may conduct phases of the evaluation in parallel.

- g) An evaluation team composed of representatives of Canada and the Bargaining Agents of the National Joint Council (NJC) will evaluate the bids. Canada may hire any independent consultant, or use any Government resources, to evaluate any bid. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.
- h) PWGSC has engaged BDO Canada LLP as a fairness monitor for this procurement. The fairness monitor will not be part of the evaluation team, but will observe the evaluation of the bids with respect to Canada's adherence to the evaluation process described in this bid solicitation and its even-handed application to all bidders.

4.1.2 Phase I: Financial Bid

- a) After the closing date and time of this bid solicitation, Canada will examine the Bid to determine whether it includes a Financial Bid and whether any Financial Bid includes all information required by the solicitation. Canada's review in Phase I will be limited to identifying whether any information that is required under the bid solicitation to be included in the Financial Bid is missing from the Financial Bid. This review will not assess whether the Financial Bid meets any standard or is responsive to all solicitation requirements.
- b) Canada's review in Phase I will be performed by officials of the Department of Public Works and Government Services.
- c) If Canada determines, in its absolute discretion that there is no Financial Bid or that the Financial Bid is missing all of the information required by the bid solicitation to be included in the Financial Bid, then the Bid will be considered non-responsive and will be given no further consideration.
- d) For Bids other than those described in c), Canada will send a written notice to the Bidder ("Notice") identifying where the Financial Bid is missing information. A Bidder, whose Financial Bid has been found responsive to the requirements that are reviewed at Phase I, will not receive a Notice. Such Bidders shall not be entitled to submit any additional information in respect of their Financial Bid.
- e) The Bidders who have been sent a Notice shall have the time period specified in the Notice (the "Remedy Period") to remedy the matters identified in the Notice by providing to Canada, in writing, additional information or clarification in response to the Notice. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the Notice.
- f) In its response to the Notice, the Bidder will be entitled to remedy only that part of its Financial Bid which is identified in the Notice. For instance, where the Notice states that a required line item has been left blank, only the missing information may be added to the Financial Bid, except that, in those instances where the addition of such information will necessarily result in a change to other calculations previously submitted in its Financial Bid, (for example, the calculation to determine a total price), such necessary adjustments shall be identified by the Bidder and only these adjustments shall be made. All submitted information must comply with the requirements of this solicitation.

- g) Any other changes to the Financial Bid submitted by the Bidder will be considered to be new information and will be disregarded. There will be no change permitted to any other Section of the Bidder's Bid. Information submitted in accordance with the requirements of this solicitation in response to the Notice will replace, in full, only that part of the original Financial Bid as is permitted above, and will be used for the remainder of the bid evaluation process.
- h) Canada will determine whether the Financial Bid is responsive to the requirements reviewed at Phase I, considering such additional information or clarification as may have been provided by the Bidder in accordance with this Section. If the Financial Bid is not found responsive for the requirements reviewed at Phase I to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- i) Only Bids found responsive to the requirements reviewed in Phase I to the satisfaction of Canada, will receive a Phase II review.

4.1.3 Phase II: Technical Bid

- a) Canada's review at Phase II will be limited to a review of the Technical Bid to identify any instances where the Bidder has failed to meet any Eligible Mandatory Criterion. This review will not assess whether the Technical Bid meets any standard or is responsive to all solicitation requirements. Eligible Mandatory Criteria are all mandatory technical criteria that are identified in this solicitation as being subject to the PBCP. Mandatory technical criteria that are not identified in the solicitation as being subject to the PBCP, will not be evaluated until Phase III.
- b) Canada will send a written notice to the Bidder (Compliance Assessment Report or "CAR") identifying any Eligible Mandatory Criteria that the Bid has failed to meet. A Bidder whose Bid has been found responsive to the requirements that are reviewed at Phase II will receive a CAR that states that its Bid has been found responsive to the requirements reviewed at Phase II. Such Bidder shall not be entitled to submit any response to the CAR.
- c) A Bidder shall have the period specified in the CAR (the "Remedy Period") to remedy the failure to meet any Eligible Mandatory Criterion identified in the CAR by providing to Canada in writing additional or different information or clarification in response to the CAR. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the CAR.
- d) The Bidder's response must address only the Eligible Mandatory Criteria listed in the CAR as not having been achieved, and must include only such information as is necessary to achieve such compliance. Any additional information provided by the Bidder which is not necessary to achieve such compliance will not be considered by Canada, except that, in those instances where such a response to the Eligible Mandatory Criteria specified in the CAR will necessarily result in a consequential change to other parts of the Bid, the Bidder shall identify such additional changes, provided that its response must not include any change to the Financial Bid.
- e) The Bidder's response to the CAR should identify in each case the Eligible Mandatory Criterion in the CAR to which it is responding, including identifying in the corresponding section of the original Bid, the wording of the proposed change to that section, and the wording and location in the Bid of any other consequential changes that necessarily result from such change. In respect of any such consequential change, the Bidder must include a rationale explaining why such consequential change is a necessary result of the change proposed to meet the Eligible Mandatory Criterion. It is not up to Canada to revise the

Bidder's Bid, and failure of the Bidder to do so in accordance with this subparagraph is at the Bidder's own risk. All submitted information must comply with the requirements of this solicitation.

- f) Any changes to the Bid submitted by the Bidder other than as permitted in this solicitation, will be considered to be new information and will be disregarded. Information submitted in accordance with the requirements of this solicitation in response to the CAR will replace, in full, only that part of the original Bid as is permitted in this Section.
- g) Additional or different information submitted during Phase II permitted by this section will be considered as included in the Bid, but will be considered by Canada in the evaluation of the Bid at Phase II only for the purpose of determining whether the Bid meets the Eligible Mandatory Criteria. It will not be used at any Phase of the evaluation to increase any score that the original Bid would achieve without the benefit of such additional or different information. For instance, an Eligible Mandatory Criterion that requires a mandatory minimum number of points to achieve compliance will be assessed at Phase II to determine whether such mandatory minimum score would be achieved with such additional or different information submitted by the Bidder in response to the CAR. If so, the Bid will be considered responsive in respect of such Eligible Mandatory Criterion, and the additional or different information submitted by the Bidder shall bind the Bidder as part of its Bid, but the Bidder's original score, which was less than the mandatory minimum for such Eligible Mandatory Criterion, will not change, and it will be that original score that is used to calculate any score for the Bid.
- h) Canada will determine whether the Bid is responsive for the requirements reviewed at Phase II, considering such additional or different information or clarification as may have been provided by the Bidder in accordance with this Section. If the Bid is not found responsive for the requirements reviewed at Phase II to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.

4.1.3.1 Mandatory Technical Criteria

- a) Each bid will be reviewed for compliance with the mandatory requirements of the bid solicitation. All elements of the bid solicitation that are mandatory requirements are identified specifically with the words "must" or "mandatory".
- b) All mandatory evaluation criteria described in Appendix 1 to Attachment 3.1 (Mandatory Technical Evaluation Criteria) are Eligible Mandatory Criteria subject to the PBCP.

4.1.3.2 Point-Rated Technical Criteria

- a) Where Point-Rated Technical Criteria are specified in the RFP, each bid will be rated by assigning a score to the point-rated criteria, which are identified in the bid solicitation by the word "rated" or by reference to a score. Point-Rated Technical Criteria identified by the superscript (^{PB}), will be subject to the PBCP.
- b) The Point-Rated evaluation criteria are described in Appendix 2 to Attachment 3.1 (Point-Rated Evaluation Criteria).

c) Determination of Technical Bid Score & Verification of Minimum Pass Marks

Following completion of the Technical Bid evaluation (i.e. mandatory and point-rated requirements), each bid's score will be verified against the applicable minimum pass marks listed in the following table. In accordance with 4.1.3.2 a) above, the PBCP will apply to the minimum pass mark criteria identified by the superscript (^{PB}). Only bids that meet all minimum pass marks will be considered responsive and move to the next phase in the evaluation process.

Point-Rated Technical Evaluation Criteria	Maximum Points	Minimum Pass Mark ^(PB)
Detailed Work Plans for Start-Up Phase:		
R-1.1 Integrated Schedule for Start-Up Phase	70	35 ^(PB)
R-1.2 Claims Processing and Claims Payment Services Set-Up	95	48 ^(PB)
R-1.3 Positive Enrolment and Membership Management Services Set-Up	95	48 ^(PB)
R-1.4 Provider Registration and Management Services Set-Up	95	48 ^(PB)
R-1.5 Financial Management Services and Controls Set-Up	70	35 ^(PB)
R-1.6 Audit and Claim Verification Program Set-Up	70	35 ^(PB)
R-1.7 Reporting Services Set-Up	70	35 ^(PB)
R-1.8 Member Communications and Information Services Set-Up	70	35 ^(PB)
R-1.9 Provider Communications and Information Services Set-Up	70	35 ^(PB)
R-1.10 Security Set-Up	95	48 ^(PB)
Sub-total	800	N/A
Operations Phase Solution:		
R-2.1 Claims Processing and Claims Payment Services solution	550	275 ^(PB)
R-2.2 Positive Enrolment and Membership Management Services solution	160	80 ^(PB)
R-2.3 Financial Management Services and Controls solution	100	50 ^(PB)
R-2.4 Audit and Claim Verification Program solution	400	200 ^(PB)
R-2.5 Reporting Services solution	250	125 ^(PB)
R-2.6 Member Communications and Information Services solution	380	190 ^(PB)
R-2.7 Provider Communications and Information Services solution	160	80 ^(PB)
R-2.8 Subcontractor governance	100	50 ^(PB)
Sub-total	2100	N/A
Innovation:		
R-3.1 Investment in Technology Infrastructure	155	N/A
R-3.2 Approach to Continuous Improvement	155	N/A
Sub-total	310	N/A
Total Points	3210	N/A
Technical Bid Score (70 points maximum)	[Bidders Score (out of 3210) / 3210] x 70 points	

4.1.4 Phase III: Final Evaluation of the Bid

- a) In Phase III, Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.

- b) A Bid is non-responsive and will receive no further consideration if it does not meet all mandatory evaluation criteria of the solicitation.

4.1.4.1 Validation and Scoring Adjustment

a) Purpose

During Phase III of the PBCP, the evaluation team may validate each responsive bid to confirm information provided by Bidders. Validation includes reference checking as determined appropriate to substantiate the experience and qualifications of the Bidder, its proposed resources, or both. Whether or not to conduct reference checks is at Canada's discretion. However, if PWGSC chooses to conduct reference checks for any mandatory requirement, it will check the references for that requirement for all Bidders who have not, at that point, been found non-responsive.

b) Reference Checking Process

- i. Bidders must provide a list of Customer Reference Projects for proposed resources along with the e-mail address and phone numbers for all Reference Contacts.
- ii. If any of the contact information required for a Reference Contact is not provided with the bid, the Contracting Authority will provide Bidders with 2 working days (or longer if specified in writing by the Contracting Authority) to provide the necessary information to Canada.
- iii. Bidders should provide a Reference Contact who is willing to act as a reference, and who will be able to confirm the Bidder's experience and qualifications as identified in the Bidder's bid in response to the Technical Evaluation Criteria specified in Appendix 1 and 2 to Attachment 3.1 to Part 3. Crown Reference Contact will be accepted.
- iv. Bidders should ensure that the Reference Contact will be available to provide a response and is willing to act as a Reference Contact.
- v. A sample question to a Reference Contact as follows:

"Did the Bidder provide your organization with health-care claims processing services during the period of time claimed above?"

____ Yes, the Bidder provided my organization with health-care claims processing services during the period of time claimed above.

____ No, the Bidder did not provide my organization with health-care claims processing services during the period of time claimed above.

____ I am unwilling or unable to provide any information about the health-care claims processing services described above.

- vi. The identified Reference Contact(s) may be contacted for a reference check via e-mail and the Bidder will be carbon copied (cc'd) on the correspondence. The Reference Contact(s) will have 5 working days (or otherwise specified in writing by the Contracting Authority) from the date that Canada's e-mail was sent to the Reference Contact to respond.
- vii. The Reference Contact will be required, within 2 working days after Canada sends out the reference check request to the Reference Contact, to acknowledge the receipt of the reference check request and identify his or her willingness and availability to conduct such reference check. If Canada has not received the required response from the Reference Contact, Canada will notify the Bidder by e-mail, to allow the Bidder to contact its Reference Contact directly to ensure that he or she responds to Canada within the

allotted time. The Reference Contact's failure to respond to Canada's request within the allotted time will result in non-consideration of the Bidder's claimed experience.

- viii. Notwithstanding article 4.1.4.1 b) vi., if the Reference Contact is unavailable during the reference check timeframe as stated in the e-mail, the Bidder will be requested to provide an alternate Reference Contact who can confirm the Bidder's experience and qualifications as identified in the Bidder's bid. Bidders will only be provided with this opportunity once for each experience or qualification claimed in their bid and only if the original Reference Contact is unavailable to respond. The Bidder will not be provided with an opportunity to submit an alternate Reference Contact if the original Reference Contact indicates that he or she is unwilling or unable to respond. The process as described in vi. and vii. is applicable for a reference check with the alternate Reference Contact. The period to respond for either the original Reference Contact, or the alternate Reference Contact, will be a total of 5 working days (or otherwise specified in writing by the Contracting Authority) in accordance with article 4.1.4.1 b) vi.
- ix. If information provided by a Reference Contact is different from the information supplied by the Bidder, the information supplied by the Reference Contact will be used for evaluation.
- x. The Bidder may not meet the mandatory experience requirement (as applicable) if:
 - 1. the Reference Contact fails to respond to Canada's request within the allotted time;
 - 2. the Reference Contact states he or she is unable or unwilling to respond; or
 - 3. the Reference Contact listed is related (as defined at 3.1.8.2) to the Bidder.

c) Scoring Adjustment

- i. If information received by the evaluation team through the validation process fails to substantiate the stated experience and qualifications of the Bidder, its proposed resources, or both, for any particular mandatory technical criteria, the Bidder will be re-evaluated.
- ii. In the case of a rated requirement, the Bidder's score for the specific requirement will be adjusted downward or rated zero, depending on the nature and degree of the discrepancy. Such revised score will be based on a re-evaluation of the response as modified by the information provided through the validation process. The re-evaluation will be in accordance with the evaluation criteria, applicable to the response. In the case of a mandatory requirement, the bid may be evaluated as non-responsive and receive no further consideration.
- iii. Following completion of the validation process and associated re-evaluation, the resulting adjusted scores will be re-verified against applicable minimum pass marks. Only bids with adjusted scores that meet or exceed all minimum pass marks will be deemed responsive.

4.1.4.2 Financial Evaluation

- 4.1.4.2.1 In the final phase of the evaluation process, each of the responsive Bidders' bids will be subject to a Financial Bid evaluation as detailed below.
- 4.1.4.2.2 The financial evaluation will be conducted using the pricing submitted by the Bidder in accordance with Annex B, Basis of Payment, and the Financial Bid Requirements and Bidder Instructions set out in Attachment 3.2 to Part 3. As part of its Bid, a Bidder must provide its proposed Firm, Fixed All-Inclusive:
 - a) Start-Up Phase Fees for each element set out in articles 2.1 to 2.6 of Annex B, Basis of Payment;

- b) Transaction Processing Fees for each element in Year 1, Year 2, Year 3, and Year 4 as set out in articles 3.2.1 to 3.2.7 of Annex B, Basis of Payment;
- c) VAC Administration Fees for each of Year 1, Year 2, Year 3, and Year 4 as set out in article 3.1 of Annex B, Basis of Payment; and
- d) Per diem rates for each of the 54 As Required Contract Resource Categories in the Start-Up Phase, Year 1, Year 2, Year 3, and Year 4 as set out in article 3.4 of Annex B, Basis of Payment.

4.1.4.2.3 The price of the bid will be evaluated in Canadian dollars, Applicable Taxes excluded, FOB Destination, Canadian customs duties and excise taxes included.

4.1.4.2.4 **Formulae in Pricing Table:** If the pricing tables provided to Bidders include any formulae, Canada may re-input the prices provided by Bidders into a fresh table, if Canada believes that the formulae may no longer be functioning properly in the version submitted by a Bidder.

4.1.4.2.5 An overall Financial Bid Score out of 30 points will be computed for each responsive Bidder. Each aspect of the financial pricing will be evaluated and scored separately as follows:

Financial Evaluation Criteria	Annex B, BOP	Financial Bid Pricing Element	Maximum Score
Firm Fees:			
Start-Up Phase Fee	2.0	Total Start-Up Phase Fee , for all Start-Up Deliverables (refer to section 4.1.4.4.6 for details)	2 points
Transaction Processing Fees	3.2	Total Processing Fees , total evaluated price for all transaction Processing Fees (refer to section 4.1.4.4.7 for details)	25 points
VAC Administration Fees	3.3	Total VAC Fees , total evaluated price for VAC Remittance Administration Services (refer to section 4.1.4.4.8 for details)	1 point
Per Diem Rates:			
Per Diem Rates	3.4	Per Diem Rates for each as required Contract Resource Category (Task Authorization Work) (refer to section 4.1.4.2.9 for details)	2 points
Total Financial Bid			30 points

4.1.4.2.6 Step 1 - Financial Evaluation and Scoring, Start-Up Phase Fee

- a) **Proposed Start-Up Phase Fee.** In accordance with article 4.1.4.2.2 above, Bidders are required to propose a Firm, Fixed All-Inclusive Start-Up Phase Fee, broken down by Milestone Payment, as identified in articles 2.1 to 2.6 of Annex B, Basis of Payment, including:
 - i. Positive Enrolment and Member Management Services Set-up (SOW article 3.4);

- ii. Provider Registration and Management Services Set-up (SOW article 3.5);
- iii. Member Communications and Information Services Set-up (SOW article 3.10);
- iv. Provider Communications and Information Services Set-up (SOW article 3.11);
- v. Security Set-Up (SOW article 3.15); and
- vi. All remaining Start-Up Phase requirements (SOW articles 3.2, 3.3, 3.6, 3.7, 3.8, 3.9, 3.12, 3.13, 3.14, 3.16 and 3.17).

b) Evaluated Price – Start-Up Phase. The Bidder's Evaluated Price for the Start-Up Phase will equal to the sum-total of Bidder's Total Firm fixed Price for each Milestone Payment Schedule A to F (inclusive) (i.e. the sum-total of all Start-Up Phase Milestone Payments).

c) Calculation of Bidder's Start-Up Phase Fee Score: The Bidder's Start-Up Phase Fee Score (out of 2 points) will be computed using the following formula, rounded to two decimal places:

$$\text{Start-Up Phase Fee Score} = \frac{\text{Lowest Bidder's Evaluated Price for Start-Up Phase}}{\text{Bidder's Evaluated Price for Start-Up Phase}} \times 2$$

4.1.4.2.7 Step 2 - Financial Evaluation and Scoring, Processing Fees

a) Processing Fees. In accordance with article 4.1.4.2.2 above, Bidders are required to bid Firm, Fixed All-Inclusive Processing Fees for each of the requirements identified in articles 3.2.1 to 3.2.7 of Annex B, Basis of Payment, including:

- i. Price Per Electronic Claim Line Processed – Pharmacy and Electronic Medical Supplies Providers
- ii. Price Per Electronic Claim Line Processed – Members
- iii. Price Per Electronic Claim Line Processed – Other Providers
- iv. Price Per Paper Claim Line Processed - DIN and Medical Supplies
- v. Price Per Paper Claim Line Processed - Non-DIN and Non-Medical Supplies
- vi. Price Per Electronic Claim Voids and Rejects
- vii. Emergency Travel Assistance and Out of Country Claim Processing and Payment Services - Monthly Per Member Fee

b) Evaluated Price – Transaction Processing Fees. The Bidder's Evaluated Price – Transaction Processing Fees will be calculated, using the pricing in the Bidder's Financial Bid, in accordance with the formulas in the table that follows:

Calculation of Evaluated Price – Transaction Processing Fees										
Item #	Transaction Processing Fees	A	B	C	D	E	F	G	H	I
		Year 1	Evaluation Weight (%)	Year 2	Evaluation Weight (%)	Year 3	Evaluation Weight (%)	Year 4	Evaluation Weight (%)	Evaluated Price
1	Electronic Claim Line Transaction Processing Fees – Pharmacy and Electronic Medical Supplies Providers	Bidder's Proposed Price Per Electronic Claim Line	60	Bidder's Proposed Price Per Electronic Claim Line	60	Bidder's Proposed Price Per Electronic Claim Line	60	Bidder's Proposed Price Per Electronic Claim Line	60	I = (A x B) + (C x D) + (E x F) + (G x H)
2	Electronic Claim Line Transaction Processing Fees - Members	Bidder's Proposed Price Per Electronic Claim Line	5	Bidder's Proposed Price Per Electronic Claim Line	6	Bidder's Proposed Price Per Electronic Claim Line	7	Bidder's Proposed Price Per Electronic Claim Line	8	I = (A x B) + (C x D) + (E x F) + (G x H)
3	Electronic Claim Line Transaction Processing Fees – Other Providers	Bidder's Proposed Price Per Electronic Claim Line	5	Bidder's Proposed Price Per Electronic Claim Line	6	Bidder's Proposed Price Per Electronic Claim Line	7	Bidder's Proposed Price Per Electronic Claim Line	8	I = (A x B) + (C x D) + (E x F) + (G x H)
4	Paper Claim Line Transaction Processing Fees - DIN and Medical Supplies	Bidder's Proposed Price Per Paper Claim Line	2	Bidder's Proposed Price Per Paper Claim Line	2	Bidder's Proposed Price Per Paper Claim Line	2	Bidder's Proposed Price Per Paper Claim Line	2	I = (A x B) + (C x D) + (E x F) + (G x H)
5	Paper Claim Line Transaction Processing Fees - Non-DIN and Non-Medical Supplies	Bidder's Proposed Price Per Paper Claim Line	8	Bidder's Proposed Price Per Paper Claim Line	7	Bidder's Proposed Price Per Paper Claim Line	6	Bidder's Proposed Price Per Paper Claim Line	5	I = (A x B) + (C x D) + (E x F) + (G x H)
6	Transaction Processing Fees – Electronic Claim Voids and Rejects	Bidder's Proposed Price Per Void/ Reject	15	Bidder's Proposed Price Per Void/ Reject	14	Bidder's Proposed Price Per Void/ Reject	13	Bidder's Proposed Price Per Void/ Reject	12	I = (A x B) + (C x D) + (E x F) + (G x H)
7	Emergency Travel Assistance and Out of Country Claim Processing and Payment Services Fees	Bidder's Proposed Monthly Price Per	4	Bidder's Proposed Monthly Price Per	4	Bidder's Proposed Monthly Price Per	4	Bidder's Proposed Monthly Price Per	4	I = (A x B) + (C x D) + (E x F) + (G x H)

Evaluated Price – Transaction Processing Fees

- Transaction Processing Fees Score =** $\frac{\text{Lowest Bidder's Evaluated Price for Transaction Processing Fees}}{\text{Bidder's Evaluated Price for Transaction Processing Fees}}$ X 25

a) **VAC Administration Fees.** In accordance with article 4.1.4.2.2 above, Bidders are required to bid Firm, Fixed All-Inclusive VAC Remittance Administration Fees for the requirements identified in article 3.3 of Annex B, Basis of Payment.

- b) **Evaluated Price – VAC Administration Fees.** The Bidder's Evaluated Price – VAC Administration Fees will be calculated, using the pricing in the Bidder's Financial Bid, in accordance with the formulas in the table that follows:

 Evaluated Price – VAC Administration Fees |

- c) **Calculation of Bidder's VAC Administration Fees Score:** The Bidder's VAC Administration Fees Score (out of 1 point) will be computed using the following formula, rounded to two decimal places:

VAC Administration Fees Score =

Lowest Bidder's Evaluated Price for VAC Administration Fees

Bidder's Evaluated Price for VAC Administration Fees

X 1

4.1.4.2.9 Step 4 - Financial Evaluation and Scoring, Per Diem Rates

- a) **Per Diem Rates (Task Authorization Work).** In accordance with article 4.1.4.2.2 above, Bidders are required to bid Firm, Fixed All-Inclusive Per Diem Rates for each of the 54 As Required Contract Resource Categories identified in article 3.4 of Annex B, Basis of Payment.
- b) **Calculation of Bidder's Per Diem Rate Score.** The Bidder's Per Diem Rate Score (out of 2 points) will be determined, using the Per Diem Rates in the Bidder's Financial Bid, by applying two possible financial evaluation methods for this requirement. The first method will be used if 3 or more bids are determined responsive (see Method A at paragraph c) Per Diem Rate Financial Evaluation below). The second method will be used if fewer than 3 bids are determined responsive (see (d) Per Diem Rate Financial Evaluation - Method B below).
- c) **Per Diem Rate Financial Evaluation - Method A.** The following financial evaluation method will be used if 3 or more bids are determined responsive:
- i. **Step 1 - Establishing the Lower and Upper Median Band Limits for Each Period and Each Resource Category.** The Contracting Authority will establish, for each period and each Resource Category, the median band limits based on the Firm Fixed All-Inclusive per diem rates provided in the technically responsive bids. For each such Resource Category, the median will be calculated using the median function in Microsoft Excel. The median band represents a range that encompasses any rate to a value of minus (-) 15% of the median, and an upper median rate to a value of plus (+) 30% of the median.
- ii. **Step 2 - Points Allocation:** For each period and each Resource Category points will be allocated as follows:
1. A Bidder's Firm, Fixed, All-Inclusive per diem rate that is either lower than the established lower median band limit or higher than the established upper median band limit for that period and Resource Category will be allocated 0 points.
2. A Bidder's Firm, Fixed, All-Inclusive per diem rate falling within the upper and lower median band limits, for that period and Resource Category, will be allocated points using the following calculation, which will be rounded to two decimal places:

Lowest Firm, Fixed All-Inclusive per diem rate _____ X Maximum Points assigned at Table 1 below
 within the median band limits

Bidder's Firm, Fixed All-Inclusive per diem rate _____
 within the medium band limits

3. A Bidder's Firm, Fixed All-Inclusive per diem rate falling within the established median band limits which is the lowest Firm, Fixed All-Inclusive per diem rate will be allocated the applicable maximum points assigned at Table 1 below.

TABLE 1 – MAXIMUM POINTS ASSIGNED						
Item #	As Required Contract Resource Categories	Start-Up Phase	Year 1	Year 2	Year 3	Year 4
Information Technology (IT) and Contract Management Categories						
1	Actuary	10	10	10	10	10
2	Audit Project Manager	10	10	10	10	10
3	Audit Risk Methodologist	10	10	10	10	10
4	Auditor (Junior)	10	10	10	10	10
5	Auditor (Senior)	10	10	10	10	10
6	Chartered Professional Accountant (CPA)	10	10	10	10	10
7	Chief Security Officer	10	10	10	10	10
8	Claims Analyst	10	10	10	10	10
9	Communications Service Manager	10	10	10	10	10
10	Contact Centre Administrator	10	10	10	10	10
11	Contact Centre Consultant (Set-up)	10	10	10	10	10
12	Data Analyst	10	10	10	10	10
13	Database Administrator	10	10	10	10	10
14	Dental Claim Audit Specialist	10	10	10	10	10
15	Digital Services Manager	10	10	10	10	10
16	Editor / Writer	10	10	10	10	10
17	E-Learning Courseware Developer	10	10	10	10	10
18	E-Learning Online Website Developer	10	10	10	10	10
19	IT Analyst / Developer	10	10	10	10	10
20	IT Application Tester	10	10	10	10	10

TABLE 1 – MAXIMUM POINTS ASSIGNED							
Item #	As Required Contract Resource Categories	Start-Up Phase	Year 1	Year 2	Year 3	Year 4	Total Points
21	IT Operations Manager	10	10	10	10	10	50
22	IT Security Specialist	10	10	10	10	10	50
23	Medical Supplies and Equipment Audit Specialist	10	10	10	10	10	50
24	Pharmacy Analyst	10	10	10	10	10	50
25	Pharmacy Audit Specialist	10	10	10	10	10	50
26	Privacy Specialist	10	10	10	10	10	50
27	Project Administrator	10	10	10	10	10	50
28	Project Manager	20	20	20	20	20	100
29	Quality Assurance Analyst	10	10	10	10	10	50
30	Service Delivery Manager	20	20	20	20	20	100
31	Training Instructor	10	10	10	10	10	50
32	Translator	10	10	10	10	10	50
33	Underwriting Analyst	10	10	10	10	10	50
Health Care Professional Categories							
34	Audiologist / Speech Language Pathologist	10	10	10	10	10	50
35	Chiropractor	10	10	10	10	10	50
36	Dental Surgeon	10	10	10	10	10	50
37	Dentist	10	10	10	10	10	50
38	Denturist	10	10	10	10	10	50
39	Electrologist	10	10	10	10	10	50
40	Naturopath	10	10	10	10	10	50
41	Ophthalmologist	10	10	10	10	10	50
42	Optometrist	10	10	10	10	10	50
43	Orthotist	10	10	10	10	10	50
44	Osteopath	10	10	10	10	10	50
45	Pathologist	10	10	10	10	10	50
46	Pharmacist	10	10	10	10	10	50
47	Physician	10	10	10	10	10	50
48	Physiotherapist	10	10	10	10	10	50
49	Podiatrist/Chiropodist	10	10	10	10	10	50
50	Prosthetist	10	10	10	10	10	50

TABLE 1 – MAXIMUM POINTS ASSIGNED							
Item #	As Required Contract Resource Categories	Start-Up Phase	Year 1	Year 2	Year 3	Year 4	Total Points
51	Psychiatrist	10	10	10	10	10	50
52	Psychologist	10	10	10	10	10	50
53	Registered Nurse	10	10	10	10	10	50
54	Respirologist	10	10	10	10	10	50
	TOTAL POINTS	560	560	560	560	560	2800

- iii. **Step 3 – Per Diem Rate Total Score:** Points allocated under Step 2 for each period and Resource Category will be added together and rounded to two decimal places to produce a Per Diem Rate Total Score. Bidders will find below an example of a financial evaluation using Method A.
- iv. **Example of a Per Diem Rate Financial Evaluation Using Method A**

TABLE 2 - EXAMPLE OF A PER DIEM RATE FINANCIAL EVALUATION USING METHOD A:							
Job Category	Max. Points	Bidder 1		Bidder 2		Bidder 3	
		Year 1	Year 2	Year 1	Year 2	Year 1	Year 2
Programmer	150 (75 points per year)	\$400.00	\$400.00	\$420.00	\$450.00	\$450.00	\$450.00
Business Analyst	100 (50 points per year)	\$600.00	\$600.00	\$600.00	\$620.00	\$650.00	\$820.00
Project Manager	50 (25 points per year)	\$555.00	\$900.00	\$750.00	\$800.00	\$700.00	\$800.00
TOTAL	300						
Step 1 - Establishing the Lower and Upper Median Band Limits for Each Year and Each Resource Category							
(Median 1) For the Programmer Resource Category, the year 1 median would be \$420.00. The lower median band limit would be \$357.00 and higher median band limit would be \$546.00.							
(Median 2) For the Programmer Resource Category, the year 2 median would be \$450.00. The lower median band limit would be \$382.50 and higher median band limit would be \$585.00.							
(Median 3) For the Business Analyst Resource Category, the year 1 median would be \$600.00. The lower median band limit would be \$510.00 and higher median band limit would be \$780.00.							
(Median 4) For the Business Analyst Resource Category, the year 2 median would be \$620.00. The lower median band limit would be \$527.00 and higher median band limit would be \$806.00.							
(Median 5) For the Project Manager Resource Category, the year 1 median would be \$700.00. The lower median band limit would be \$595.00 and higher median band limit would be \$910.00.							
(Median 6) For the Project Manager Resource Category, the year 2 median would be \$800.00. The lower median band limit would be \$680.00 and higher median band limit would be \$1,040.00.							
Step 2 - Points Allocation							

Bidder 1:

Programmer Year 1 = 75 points (lowest rate within the lower and upper median band limits)
Programmer Year 2 = 75 points (lowest rate within the lower and upper median band limits)
Business Analyst Year 1 = 50 points (lowest rate within the lower and upper median band limits)
Business Analyst Year 2 = 50 points (lowest rate within the lower and upper median band limits)
Project Manager Year 1 = 0 points (outside the lower and higher median band limits)
Project Manager Year 2 = 22.22 points (based on the following calculation = (Lowest rate of \$800.00 / Bidder's proposed rate of \$900.00) x 25 points)

Bidder 2:

Programmer Year 1 = 71.43 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$420.00) x 75 points)
Programmer Year 2 = 66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) x 75 points)
Business Analyst Year 1 = 50 points (lowest price within the lower and upper median band limits)
Business Analyst Year 2 = 48.39 points (based on the following calculation = (Lowest rate of \$600.00 / Bidder's proposed rate of \$620.00) x by 50 points)
Project Manager Year 1 = 23.33 points (based on the following calculation = (Lowest rate of \$700.00 / Bidder's proposed rate of \$750.00) x by 25 points)
Project Manager Year 2 = 25 points (lowest price within the lower and upper median band limits)

Bidder 3:

Programmer Year 1 = 66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) x 75 points)
Programmer Year 2 = 66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) x 75 points)
Business Analyst Year 1 = 46.15 points (based on the following calculation = (Lowest rate of \$600.00 / Bidder's proposed rate of \$650.00) x 75 points)
Business Analyst Year 2 = 0 points (outside the lower and higher median band limits)
Project Manager Year 1 = 25 points (lowest price within the lower and upper median band limits)
Project Manager Year 2 = 25 points (lowest price within the lower and upper median band limits)

Step 3 – Per Diem Rate Score	
Bidder 1: 75 + 75 + 50 + 50 + 0 + 22.22 = Total Per Diem Rate Score of 272.22 points out of a possible 300 points	
Bidder 2: 71.43 + 67.67 + 50 + 48.39 + 23.33 + 25 = Total Per Diem Rate Score of 284.82 points out of a possible 300 points	
Bidder 3: 66.67 + 66.67 + 46.15 + 0 + 25 + 25 = Total Per Diem Rate Score of 229.49 points out of a possible 300 points	

- d) **Per Diem Rate Financial Evaluation - Method B.** The following financial evaluation method will be used if less than 3 bids are determined responsive:
- i) **Step 1 – Points Allocation:** For each period and each Resource Category points will be allocated as follows:
Points will be established based on the following calculation, with points rounded to two decimal places:

Lowest Firm, Fixed All-Inclusive per diem rate

Bidder's Firm, Fixed All-Inclusive per diem rate

X Maximum Points assigned at Table 1 above
- The Bidder with the lowest Firm, Fixed All-Inclusive per diem rate will be allocated the applicable maximum points assigned at Table 1 above.
- ii) **Step 2 – Per Diem Rate Total Score:** Points allocated under Step 1, for each period and each Resource Category will be added together and rounded to two decimal places to produce a Per Diem Rate Total Score.
- iii) **Example of a Per Diem Rate Financial Evaluation Using Method B**

TABLE 3 - EXAMPLE OF A PER DIEM RATE FINANCIAL EVALUATION USING METHOD B:					
Resource Category	Max. Points	Bidder 1		Bidder 2	
		Year 1	Year 2	Year 1	Year 2
Programmer	150 (75 points per year)	\$400.00	\$400.00	\$420.00	\$450.00

Solicitation No. - N° de l'invitation 24062-180558/ID		Amd. No. - N° de la modif. 002xf		Buyer ID - Id de l'acheteur 002xf	
Client Ref. No. - N° de réf. du client 24062-180558		File No. - N° du dossier 002xf 24062-180558		CCC No./N° CCC - FMS No./N° VME	

Business Analyst	100 (50 points per year)	\$600.00	\$600.00	\$600.00	\$600.00	\$620.00	
Project Manager	50 (25 points per year)	\$555.00	\$900.00	\$750.00	\$800.00		
TOTAL	300						

STEP 1 - Points Allocation:							
Bidder 1:							
Programmer Year 1 =		75 points (lowest rate)					
Programmer Year 2 =		75 points (lowest rate)					
Business Analyst Year 1 =		50 points (lowest rate)					
Business Analyst Year 2 =		50 points (lowest rate)					
Project Manager Year 1 =		25 points (lowest rate)					
Project Manager Year 2 =		22.22 points (based on the following calculation = (Lowest rate of \$800.00 / Bidder's proposed rate of \$900.00) x 25 points)					
Bidder 2:							
Programmer Year 1 =		71.43 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$420.00) x 75 points)					
Programmer Year 2 =		66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) x 75 points)					
Business Analyst Year 1 =		50 points (lowest rate)					
Business Analyst Year 2 =		48.39 points (based on the following calculation = (Lowest rate of \$600.00 / Bidder's proposed rate of \$620.00) x 50 points)					
Project Manager Year 1 =		18.5 points (based on the following calculation = (Lowest rate of \$555.00 / Bidder's proposed rate of \$750.00) x 25 points)					
Project Manager Year 2 =		25 points (lowest rate)					

STEP 2 - PER DIEM RATE SCORE:	
Bidder 1:	75 + 75 + 50 + 50 + 25 + 22.22 = Total Per Diem Rate Score of 297.22 points out of a possible 300 points
Bidder 2:	71.43 + 67.67 + 50 + 48.39 + 18.5 + 25 = Total Per Diem Rate Score of 280.99 points out of a possible 300 points

4.1.4.2.10 Step 3 – Calculation of Total Financial Score

The Bidder's Total Financial Score (out of 30 points) will be determined as follows:

Total Financial Score =	Start-Up Phase Score (out of 2)	+ Transaction Processing Fees Score (out of 25)	+ VAC Administration Fees Score (out of 1)	+ Per Diem Rate Score (out of 2)
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4.2 Basis of Selection – Highest Combined Rating of Technical Merit and Price

4.2.1 To be declared responsive, a bid must:

- a) comply with all the requirements of the bid solicitation;
- b) meet all mandatory criteria; and
- c) obtain the required minimum points specified in the table set out in 4.1.3.2 c) of Part 4 herein.

4.2.2 Bids not meeting a) or b) or c) will be declared non-responsive.

4.2.3 The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 70% for the technical merit and 30% for the price.

4.2.4 To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 70%.

4.2.5 The pricing score out of 30% (points), for each responsive bid, will be determined in accordance with the Financial Evaluation methodology described in section 4.1.4.2 above.

4.2.6 For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.

4.2.7 Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrates an example where all 3 bids are responsive and the selection of the contractor is determined by a 70/30 ratio of technical merit and price, respectively. The total available technical merit points equals 135 and the total available pricing points equals 30.

Basis of Selection - Highest Combined Rating Technical Merit (70%) and Price (30%)				
		Bidder 1	Bidder 2	Bidder 3
Overall Technical Score		115/135	89/135	92/135
Calculations	Technical Merit Score	$115/135 \times 70 = 59.63$	$89/135 \times 70 = 46.15$	$92/135 \times 70 = 47.70$
	Pricing Score	24.55	27.00	30.00
Combined Rating		84.18	73.15	77.07
Overall Rating		1st	3rd	2nd

PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

5.1 Certifications Required with the Bid

Bidders must submit the following duly completed certifications as part of their bid.

5.1.1 Integrity Provisions - Declaration of Convicted Offences

In accordance with the Integrity Provisions of the Standard Instructions, all bidders must provide with their bid, if applicable, the Integrity declaration form available on the Forms for the Integrity Regime website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

5.2 Certifications Precedent to Contract Award and Additional Information

The certifications and additional information listed below should be submitted with the bid but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame specified will render the bid non-responsive.

5.2.1 Canadian Content Certification

SACC Manual clause A3056T (2018-12-06) - Canadian Content Certification

5.2.1.1 This procurement is limited to Canadian services.

5.2.1.2 The Bidder certifies that:

() the services offered are Canadian services as defined in paragraph 4 of clause A3050T.

5.2.1.3 For more information on how to determine the Canadian content for a mix of goods, a mix of services or a mix of goods and services, consult Annex 3.6, Example 2, of the Supply Manual.

5.2.1.4 Failure to provide this certification completed with the bid will render the bid non-responsive.

5.2.1.5 SACC Manual clause A3050T (2018-12-06) - Canadian Content Definition

5.2.2 Integrity Provisions – Required Documentation

In accordance with the section titled "Information to be provided when bidding, contracting or entering into a real procurement agreement" of the [Ineligibility and Suspension Policy](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

5.2.3 Federal Contractors Program for Employment Equity - Bid Certification

- 5.2.3.1 By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#) website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>).
- 5.2.3.2 Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](#)" list at the time of contract award.
- 5.2.3.3 Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "FCP Limited Eligibility to Bid" list during the period of the Contract.
- 5.2.3.4 The Bidder must provide the Contracting Authority with a completed Attachment 5.1 to Part 5 titled Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

5.2.4 Additional Certifications Precedent to Contract Award

5.2.4.1 Status and Availability of Resources

- 5.2.4.1.1 The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.
- 5.2.4.1.2 If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.

5.2.5 Education and Experience

The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.

5.2.6 Compliance with Privacy Requirements

Solicitation No. - N° de l'invitation
24062-180558//D
Client Ref. No. - N° de réf. du client
24062-180558

Amd. No. - N° de la modif.
File No. - N° du dossier
002xf 24062-180558

Buyer ID - Id de l'acheteur
002xf
CCC No./N° CCC - FMS No./N° VME

By submitting a bid, the Bidder hereby certifies that it has reviewed the requirements of this RFP (including all of its annexes), the resulting Contract clauses and, in particular, the requirements concerning the protection of personal information and privacy. The Bidder also certifies that it will comply with those terms and ensure that personal information that is managed, accessed, collected, used, disclosed, retained, received, created, or disposed of in order to fulfill the requirements of the Contract shall be treated in accordance with the Privacy Act R.S. 1985, c.P-21, the Personal Information Protection and Electronic Documents Act, 2000, c. 5 (PIPEDA), Treasury Board privacy policies and the requirements set out in SOW article(s) 3.13 and 4.13.

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 Security Requirements

6.1.1 Before award of a contract, the following conditions must be met:

- a) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
- b) the Bidder's:
 - i. Start-Up Phase Project Manager proposed in response to Mandatory evaluation criteria M2.4; and
 - ii. Service Delivery Manager proposed in response to Mandatory evaluation criteria M-2.3 as set out under Appendix 2 of Attachment 3.1, must meet the security requirements indicated in Part 7 - Resulting Contract Clauses;
- c) the Bidder must provide the full addresses of the Bidder's and proposed individuals' sites or premises, including all associated back-up sites or premises, for which safeguarding measures are required for Work Performance as indicated in Part 3 - Section IV Additional Information.

6.1.2 The Bidder should indicate in its bid the security status of its proposed Start-Up Phase Project Manager and Service Delivery Manager referenced in 6.1.1 (b) above, by providing the following information for each proposed resource:

- a) name of proposed resource as it appears on the security clearance application form;
- b) date of birth;
- c) level of security clearance obtained or applied for;
- d) Security Screening Certificate and Briefing Form file number;
- e) name of the entity under which the security clearances was obtained;
- f) name of the federal government departments under which the security clearance was obtained. If the federal government department is other than PWGSC, provide the name, telephone and fax numbers of the security clearance contact person within the department; and
- g) if the security clearance application is in process, the date the application was submitted to Contract Security Program with the level of security clearance requested.

6.1.3 Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful Bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.

6.1.4 When developing its Integrated Schedule for the Start-Up Phase in response to Mandatory evaluation criteria M-3.1 set out under Appendix 1 to Attachment 3.1 herein, Bidders should consider lead times associated with obtaining security clearances for Contractor personnel as described under article 7.5.1 of Part 7 of this RFP.

6.1.5 Without limiting the requirement for the Bidder to obtain the required security clearances for other applicable Bidder resources, if required clearances are not already in place it is strongly advised that the Bidder initiate the security clearance process with PWGSC's Contract Security Program (CSP) as soon as possible during the RFP solicitation process, particularly for the Bidder

organization itself, its proposed Start-Up Phase Project Manager and Service Delivery Manager referenced in 6.1.1 b) above and any other Bidder resources the selected contractor will require to implement its proposed solution. To initiate this process, Bidders should submit a written sponsorship request to the Contracting Authority identified herein, via e-mail, and provide the following information with its request:

- a) full legal name of organization;
- b) procurement business number (PBN);
- c) address of head office in Canada, telephone number, facsimile number & e-mail address;
- d) name of president or CEO; and
- e) additional information as deemed appropriate by the Bidder.

6.1.6 For additional information on security requirements, Bidders should refer to the Contract Security Program of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.

6.2 Financial Capability

SACC Manual clause A9033T (2012-07-16) - Financial Capability

6.3 Insurance Requirements

- a) The Contractor must comply with the insurance requirements specified in Annex D. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.
- b) The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

PART 7 - RESULTING CONTRACT CLAUSES

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

7.1 Statement of Work

- 7.1.1 The Contractor must perform the Work in accordance with the Statement of Work at Annex A and the Contractor's technical bid dated _____.
- 7.1.2 The Contractor must meet all requirements of the Contract, including all annexes to this Contract in the performance of the Work.

7.2 Task Authorization

The Work or a portion of the Work to be performed under the Contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract.

7.2.1 Task Authorization Process

- 7.2.1.1 The Project Authority will provide the Contractor with a description of the task using the Task Authorization form specified in Annex F.
- 7.2.1.2 The Task Authorization (TA) will contain the details of the activities to be performed, a description of the deliverables, and a schedule indicating completion dates for the major activities or submission dates for the deliverables. The TA will also include the applicable bases and methods of payment as specified in the Contract.
- 7.2.1.3 The Contractor must provide the Project Authority, within 10 business days, unless otherwise specified by the Project Authority, of its receipt, the proposed total estimated cost for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract. The Contractor will not be paid for providing the quotation or for providing other information required to prepare and issue the TA.
- 7.2.1.4 The Contractor must not commence work until a TA authorized by the Project Authority and the Contracting Authority has been received by the Contractor. The Contractor acknowledges that any Work performed before a TA has been received will be done at the Contractor's own risk.
- 7.2.1.5 There are no limitations to Canada's right to purchase or provide on an in-house basis, Work from any other source should Canada at its sole discretion, deem the Contractor's TA quotation to be unacceptable.

- 7.2.2 **Charges for Work under a TA:** The Contractor must not charge Canada anything more than the price set out in the Task Authorization unless Canada has issued a TA amendment authorizing the increased expenditure. Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work unless they have been approved, in writing, by the Contracting Authority before being incorporated into the Work.

- 7.2.3 **Consolidation of TAs for Administrative Purposes:** The Contract may be amended from time to time to reflect all Task Authorizations issued and approved by the Contracting Authority to date, to document the Work performed under those TAs for administrative purposes.

7.2.4 Canada's Obligation - Portion of the Work - Task Authorizations

Canada's obligation with respect to the portion of the Work under the Contract that is performed through task authorizations is limited to the total amount of the actual tasks performed by the Contractor.

7.2.5 Periodic Usage Reports - Contracts with Task Authorizations

- 7.2.5.1 The Contractor must compile and maintain records on its provision of services to the federal government under authorized Task Authorizations issued under the Contract.
- 7.2.5.2 The Contractor must provide this data in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "nil" report.
- 7.2.5.3 The data must be submitted on a monthly basis to the Contracting Authority with a copy to the Project Authority.
- 7.2.5.4 The data must be submitted to the Contracting Authority no later than 5 business days after the end of the reporting period.

7.2.5.5 Reporting Requirement- Details

- 7.2.5.5.1 A detailed and current record of all authorized tasks must be kept for each contract with a task authorization process. This record must contain:
 - a) For each authorized task:
 - i. the authorized task number or task revision number(s);
 - ii. a title or a brief description of each authorized task;
 - iii. the total estimated cost specified in the authorized Task Authorization (TA) of each task exclusive of Applicable Taxes;
 - iv. the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
 - v. the start and completion date for each authorized task; and
 - vi. the active status of each authorized task, as applicable.
 - b) For all authorized tasks:
 - i. the amount (exclusive of Applicable Taxes) specified in the contract (as last amended, as applicable) as Canada's total liability to the contractor for all authorized TAs; and
 - ii. the total amount, exclusive of Applicable Taxes, expended to date against all authorized TAs.

7.3 Change Management Procedures

- 7.3.1 Without in any way diminishing or restricting any of the Contractor's obligations outlined in the Contract, the Project Authority (through discussion with the Contracting Authority) may, by giving notice to the Contractor, at any time and from time to time, request changes in the Work described in the Contract or in any approved Task Authorization(s). Conversely, the Contractor may wish to propose a change to the Work described in the Contract or changes in any approved Task Authorization(s).

- 7.3.2 Where the Project Authority requests a change or modification, the Project Authority will request a written Change Proposal from the Contractor for consideration. Where the Contractor wishes to propose a change or a modification, the Contractor will submit a written Change Proposal to the Project Authority and the Contracting Authority for consideration. Canada will not be responsible for any costs associated with the preparation for a Change Proposal.
- 7.3.3 All changes requested, whether there is an associated cost or not, will not be enforceable unless it has been formally authorized through a TA or a Contract amendment.
- 7.3.4 As soon as reasonably possible, and no later than 10 working days after receipt of the request, the Contractor must either:
- a) give Notice to the Project Authority that the proposed modification is not sufficiently defined; or
 - b) submit to the Project Authority a completed Change Proposal which must contain the following:
 - i. a description of the change(s);
 - ii. the decrease or increase, if any, which the proposed change will cause to the Contract or Task Authorization price;
 - iii. change(s) in delivery dates, if any, for any part of the Work affected by the directed or proposed changes;
 - iv. the anticipated effect of the change(s) on the performance of the Work;
 - v. the plan or plans to minimize the effect of the change(s) on the performance of the Work;
 - vi. recommended plan or plans for the completion of the Work;
 - vii. any other change in the provisions of the Task Authorization or this Contract; and
 - viii. such additional information as may be reasonably required by the Project Authority.
- 7.3.5 All proposed changes by the Contractor to any previously approved deliverable will require the revised deliverable to be resubmitted by the Contractor to the Project Authority for acceptance in accordance with this Contract.
- 7.3.6 No change in the Contract, including the Work, or the price, or any resulting Task Authorization, will be enforceable under this Contract or any resulting Task Authorization(s), except in accordance with the provisions described in this article. No one other than the Contracting Authority has the authority to approve any amendments or changes to this Contract or any resulting Task Authorization(s).
- 7.3.7 If any directed change or changes approved after consideration of the proposal, causes an increase or decrease in the price of the Contract or any resulting Task Authorization or the time for performance, then the price of the respective Task Authorization, the time for performance and other affected provisions of the Contract or the respective Task Authorization must be adjusted accordingly, provided that, at no time, must the Contractor be entitled compensation for any loss of anticipated profits. The Contractor must not carry out any work arising from a change proposed by the Contractor or requested by the Project Authority until such time as a Contract Amendment has been issued by the Contracting Authority or the TA has been amended in writing.
- 7.3.8 It is the responsibility of the Contractor to verify with the Project Authority and the Contracting Authority whether the Work activity falls within the scope of the Contract or any approved Task Authorization(s), in the event that any uncertainty exists.

7.3.9 Excluding Change Proposals prepared during the Start-Up Phase, if preparation of a Change Proposal requires significant effort (10 working days or more) on the part of the Contractor, the Contractor will notify the Project Authority and the Contracting Authority of the Contractor's costs to prepare any such Change Proposal, that is, the "Estimated Cost". In such event, the Contracting Authority will:

- a) withdraw the request for the Change Proposal response; or
- b) authorize the Contractor to proceed to prepare the Change Proposal through the issuance of a TA, in which event Canada will be liable for the Contractor's costs to prepare the Change Proposal up to an amount not to exceed the Estimated Cost.

7.3.10 If the number of Change Proposals that the Contractor is required to prepare in any month will, in the aggregate, require significant effort on the part of the Contractor, the Contractor's Representative will give notice thereof to the Contracting Authority and the Project Authority. In such event, the parties will meet promptly to:

- a) identify the Change Proposal requests that may be withdrawn and prioritize those remaining; or
- b) identify the Estimated Cost to prepare the change proposals, and Canada must then authorize or withdraw the change requests in a similar manner as described article 7.3.9 above.

7.4 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

7.4.1 General Conditions

2035 [2020-05-28], General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

7.4.2 SACC MANUAL CLAUSES

The following SACC Manual clauses apply to and form part of this Contract:

- a) C0710C (2007-11-30) - Time and Contract Price Verification
- b) C6000C (2017-08-17) - Limitation of Price

7.5 Security Requirements

7.5.1 The following security requirements (SRCL and related clauses provided by the Contract Security Program) apply and form part of the Contract:

- a) The Contractor must, at all times during the performance of the Contract, hold a valid Designated Organization Screening (DOS) with Document Safeguarding at the level of **PROTECTED B**, issued by the Contract Security Program (CSP), **Public Works and Government Services Canada (PWGSC)**.
- b) The Contractor personnel requiring access to PROTECTED information, assets or work site(s) must EACH hold a valid **RELIABILITY STATUS**, granted or approved by the CSP/PWGSC.

- c) The Contractor MUST NOT utilize its Information Technology systems to electronically process, produce or store PROTECTED information until the CSP/PWGSC has issued written approval. After approval has been granted or approved, these tasks may be performed at the level of **PROTECTED B**.
- d) Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CSP/PWGSC.
- e) The Contractor must comply with the provisions of the:
 - i. Security Requirements Check List and security guide (if applicable), attached at Attachment A;
 - ii. Industrial Security Manual (Latest Edition) at <http://www.tpsgc-pwgsc.gc.ca/esc-src/msi-ism/index-eng.html>

7.5.2 Contractor's Sites or Premises Requiring Safeguarding Measures

- 7.5.2.1 Where safeguarding measures are required in the performance of the Work, the Contractor must diligently maintain up-to-date the information related to the Contractor's and proposed individuals' sites or premises for the following addresses:

Street Number / Street Name, Unit / Suite / Apartment Number
City, Province, Territory / State
Postal Code / Zip Code
Country

- 7.5.2.2 The Company Security Officer must ensure through the Contract Security Program that the Contractor and individuals hold a valid security clearance at the required level.

7.6 Term of Contract

7.6.1 Period of the Contract

- 7.6.1.1 The period of the Contract is from date of Contract award to _____ inclusive. *[To be inserted at Contract Award]*
- 7.6.1.2 The "Contract Period" is the entire period of time in which the Contractor is obliged to perform the Work, which includes:
- a) The "Start-Up Phase", which begins on the date this Contract is awarded and ends one day prior to the Operations Ready Date of October 1, 2022.
 - b) The "Operations Phase", which begins on the Operations Ready Date and continues for a period of 8 consecutive 12 month periods plus any option periods exercised, unless the Contract is terminated earlier in accordance with its terms. The last day of the Operations Phase will be the Final Claim Day.
 - c) The "Close-Out Phase", which begins any time during the Operations Phase upon formal written notification by Canada to the Contractor (notification would likely follow the award of a subsequent contract for the PSHCP) and continue until the expiry date of the Contract. The Contract expiry date will be 180 calendar days following the Final Claim Day.

Annex A, Statement of Work outlines the scope of the Work to be delivered by the Contractor in each of the phases of the Contract.

7.6.1.3 The period during which this Contract is extended, as applicable, will be in accordance with the options set out in 7.6.1.4 below.

7.6.1.4 Option Periods

- a) The Contractor grants to Canada irrevocable options to extend the Operations Phase of the Contract for up to four additional 1 year periods for a combined total of four additional years, under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.
- b) Canada may exercise any one of the options above at any time by sending a written notice to the Contractor at least 12 months prior to the Contract expiry date.
- c) The Contractor agrees that, during the extended period of the Contract, the Contract rates and fees will be in accordance with the provisions of the Contract as specified in the Basis of Payment detailed in Annex B herein.
- d) The exercise of options to extend the Contract period is independent from, and may overlap with, the Close-Out Period. As such, the exercise of options to extend the Contract period does not negate the Contractor's responsibility to deliver the requirements specified for the Close-Out Period.
- e) The options may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a formal Contract amendment.
- f) The exercise of an option is at Canada's sole discretion.

7.7 Authorities

7.7.1 Contracting Authority

[To be inserted at Contract Award]

The Contracting Authority for the Contract is:

Name: _____

Title: _____

Public Works and Government Services Canada
Acquisitions Branch

Directorate: _____

Address: _____

Telephone: ____ - ____ - _____

Facsimile: ____ - ____ - _____

E-mail address: _____

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform Work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

7.7.2 Project Authority

[To be inserted at Contract Award]

The Project Authority for the Contract is:

Name: _____

Title: _____

Organization: _____

Address: _____

Telephone: ____-____-_____

Facsimile: ____-____-_____

E-mail address: _____

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

7.7.3 Aboriginal Participation Component Authority

[To be inserted at Contract Award]

The Aboriginal Participation Component Authority for the Contract is:

Name: _____

Title: _____

Organization: _____

Address: _____

Telephone: ____-____-_____

Facsimile: ____-____-_____

E-mail address: _____

The Aboriginal Participation Component Authority (or their delegated representative), as designated by Crown-Indigenous Relations and Northern Affairs (CIRNA), is the person who is responsible for issues relating to the Aboriginal Participation Component (APC) requirements under this Contract.

7.7.4 Green Procurement Authority

[To be inserted at Contract Award]

The Green Procurement Authority for the Contract is:

Name: _____

Title: _____

Organization: _____

Address: _____

Telephone: ____-____-_____

Facsimile: ____-____-_____

E-mail address: _____

The Green Procurement Authority (or their delegated representative), as designated by the Treasury Board Secretariat of Canada, is the person who is responsible for issues relating to the Green Procurement requirements under this Contract.

7.7.5 Contractor's Representative

[To be inserted at Contract Award]

The Contractor's Representative for the Contract is:

Name: _____

Title: _____

Organization: _____

Address: _____

Telephone: ____ - ____ - ____

Facsimile: ____ - ____ - ____

E-mail address: _____

The Contractor's Representative is the person delegated by the Contractor who is responsible for the management and all technical and administrative matters relating to this Contract.

7.7.6 Federal Public Service Health Care Plan Administration Authority ("FPSHCPAA")

[To be inserted at Contract Award]

The FPSHCPAA is:

[The following to be identified in any resulting contract]

Name: _____

Title: _____

Organization: _____

Address: _____

Telephone: ____ ____ ____

Facsimile: ____ ____ ____

E-mail address: _____

- 7.7.6.1 The FPSHCPAA is a corporation without share capital established by Letters Patent issued pursuant to subsection 7.2(1) of the *Financial Administration Act*. It is charged with the administration of the PSHCP with the object of ensuring that benefits and services to PSHCP Members are delivered in a manner that ensures the effective and efficient administration of the PSHCP. Its responsibilities include oversight of the administration of the Contract and the provision of instructions to the Contractor regarding the administration and interpretation of the PSHCP. Where the Contractor requires instructions or interpretation of the PSHCP requirements it will direct such inquiries to the FPSHCPAA. The FPSHCPAA is responsible for ensuring that service standards set out in the Contract are achieved and for conducting audits and evaluations regarding the payment of benefits. It is responsible for considering appeals by PSHCP Members of decisions of the Contractor regarding a specific benefit entitlement.
- 7.7.6.2 In the exercise of its responsibilities, the FPSHCPAA may not change or amend the Contract or require the Contract to be changed or amended or provide instructions to the Contractor or take any action that would have the effect of altering or amending the Contract, or incurring any cost under the Contract that requires a Task Authorization without requisite approvals. The FPSHCPAA

is not an agent or representative of Canada and has no right or authority to bind or commit Canada or to provide, on behalf of Canada, any instruction under the Contract or otherwise.

7.8 Intentionally left blank

7.9 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a [Public Service Superannuation Act](#) (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with [Contracting Policy Notice: 2019-01](#) of the Treasury Board Secretariat of Canada.

7.10 Payment

7.10.1 Basis of Payment

7.10.1.1 Canada makes no representation as to the actual volumes of claim lines that may be realized under this Contract.

7.10.1.2 The Contractor will be paid in accordance with the Basis of Payment in Annex B for Work performed under the Contract. Customs duty is included and, Goods and Services Tax or Harmonized Sales Tax is extra, if applicable.

7.10.1.3 For general conditions regarding payment, refer to 2035 (2020-05-28 General Conditions – Services).

7.10.2 Limitation of Expenditure

7.10.2.1 Canada's total liability to the Contractor under the Contract must not exceed \$ _____ *[To be inserted at Contract Award]* Customs duties are included and Applicable Taxes are extra.

7.10.2.2 No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any Work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:

- a) when it is 75% committed, or
- b) four months before the contract expiry date, or
- c) as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,

whichever comes first.

7.10.2.3 If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

7.10.3 Method of Payment

One or more of the following methods of payment will be used for work performed for this Contract and Task Authorization(s) issued against the Contract. The appropriate clauses will be incorporated by reference in each Task Authorization.

7.10.3.1 Start-Up Phase

a) Milestone Payments

- i. Milestone payments will be made no more frequently than once a month and will be based on the acceptance of deliverables associated with each milestone by the Project Authority. Milestone payments will be spaced evenly over the Start-Up Phase and must clearly identify the associated deliverable, or series of deliverables, which will trigger payment.
- ii. Milestone payments during the Start-Up Phase are subject to the completion and delivery of associated milestone deliverables as indicated in Milestone Payment Schedules A through F, set out in article 2.0 of Annex B Basis of Payment, subject to acceptance by the Project Authority or his/her authorized representative(s).
- iii. Canada will make milestone payments in accordance with the Milestone Payment Schedule detailed in article ii. above and the payment provisions of the Contract, up to 85 percent of the amount claimed by the Contractor and approved by Canada, if:
 1. an accurate and complete claim for milestone payment using form PWGSC-TPSGC 1111 and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract. Form PWGSC-TPSGC 1111 is available at the following Website:
<https://www.tpsgc-pwgsc.gc.ca/app-acq/forms/1111-eng.html>
 2. the total amount for all milestone payments paid by Canada does not exceed 85 percent of the total amount to be paid under the Contract;
 3. all the certificates appearing on form PWGSC-TPSGC 1111 have been signed by the respective authorized representatives; and
 4. all Work associated with the milestone and any deliverable required have been completed, delivered, and accepted by the Project Authority.
- iv. Payment by Canada to the Contractor for the Work shall be made:
 1. in the case of a milestone payment other than the final payment, within 30 days following the date of receipt of a duly completed form PWGSC-TPSGC 1111;
 2. in the case of a final payment, within 30 days following the date of receipt of the duly completed form PWGSC-TPSGC 1111, or within 30 days following the date on which the Work is completed, whichever date is the later.
- v. If Canada disputes an invoice for any reason, Canada will pay the Contractor the undisputed portion of the invoice, as long as the undisputed items are separate line items on the invoice and are owing. In the case of disputed invoices, the invoice will only be considered to have been received for the purposes of the section of the General Conditions entitled "Interest on Overdue Accounts" once the dispute is resolved.

b) Payment of Holdbacks

The balance owing from holdbacks from the milestone payments during the Start-Up Phase (article a) above) will be paid in accordance with the basis of payment provisions of the Contract and will be paid within 30 days following the date on which the entire Start-Up

Phase is completed, delivered, and accepted by Canada and a completed final Form PWGSC-TPSGC 1111 (and any required substantiating documentation) has been received.

7.10.3.2 Start-Up Phase Performance Incentive Fees (PIF)

- a) Payment to the Contractor for any Start-Up Phase Performance Incentive Fee (PIF), as approved by Canada in accordance with article 5.0 of Annex B Basis of Payment, will be made provided that the Contractor prepares and certifies an accurate and complete claim for payment using form PWGSC-TPSGC 1111 and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract.
- b) Payment by Canada to the Contractor for an approved PIF will be made within 30 days following the date on which the claim is received.
- c) If Canada disputes an invoice for any reason, Canada will pay the Contractor the undisputed portion of the invoice, as long as the undisputed items are separate line items on the invoice and are owing. In the case of disputed invoices, the invoice will only be considered to have been received for the purposes of the section of the General Conditions entitled "Interest on Overdue Accounts" once the dispute is resolved.

7.10.3.3 Operations Phase

- a) Invoices will be paid no more frequently than once a month, for the provision of all requirements of the SOW for the Operations Phase excluding those requirements to be provided under a Task Authorization. Amounts billed under each firm unit price element of the Basis of Payment will be based on the actual number of Claims lines processed (electronic or paper as applicable) and/or the number of eligible Members (PSHCP Members or PSHCP-VAC Members as applicable).
- b) In addition to the invoicing instructions provided in the Contract, the Contractor must submit the following information and supporting documentation with each claim for payment:
 - i. the amount being billed;
 - ii. fee credits, if applicable, to be applied to the amount above, in accordance with article 8.0 of the Basis of Payment;
 - iii. amount claimed for the preceding month and the revised new total for amounts claimed to date; and
 - iv. reports and supporting documentation as required under the Statement of Work, as applicable.
- c) Payments will be regarded as interim payments only. Canada will have the right to conduct interim or final cost or time verifications or audits and to make adjustments from time to time during the performance of the Work. Any overpayments resulting from such progress payments or otherwise must be refunded promptly to Canada.
- d) If Canada disputes an invoice for any reason, Canada will pay the Contractor the undisputed portion of the invoice, as long as the undisputed items are separate line items on the invoice and are owing. In the case of disputed invoices, the invoice will only be considered to have been received for the purposes of the section of the General Conditions entitled "Interest on Overdue Accounts" once the dispute is resolved.

7.10.3.4 Close-Out Phase - Lump Sum Payment

- a) Once all the Work required by any Task Authorization issued for the Close-Out Phase Work in accordance with article 3.4 of the Basis of Payment has been completed, Canada will pay the Contractor in accordance with the article entitled Task Authorizations - Lump Sum Payment below.

7.10.3.5 Task Authorizations - Lump Sum Payment

- a) Once all the Work required by any Task Authorization with a firm price has been completed, Canada will pay the Contractor within 30 days following acceptance or within 30 days of receiving a complete invoice (and any required substantiating documentation), whichever is later. If Canada disputes an invoice for any reason, Canada will pay the Contractor the undisputed portion of the invoice, as long as the undisputed items are separate line items on the invoice and are owing. In the case of disputed invoices, the invoice will only be considered to have been received for the purposes of the section of the General Conditions entitled "Interest on Overdue Accounts" once the dispute is resolved.
- b) The Contractor must submit a claim in accordance with the invoicing instructions provided in the Contract. All claims must be sequentially numbered.
- c) In addition to the invoicing instructions provided in the Contract, the Contractor must submit the following information and supporting documentation with each claim for payment:
 - i. the TA number;
 - ii. the total amount(s) being billed against the TA;
 - iii. the approved TA basis of payment and method of payment for the TA, as applicable;
 - iv. reports/supporting documentation, as required under the TA;
 - v. a detailed breakdown of all costs incurred against the TA, including:
 - 1. the costs per applicable labour category and other direct costs in accordance with article 3.4 of the Basis of Payment;
 - 2. a summary of the time being charged;
 - 3. a certification from the Chief Financial Officer or an authorized signing officer of the Contractor, that the Work was completed and the costs presented were incurred; and
 - 4. a completed and signed copy of the "Deliverable Acceptance" portion of the Task Authorization.
- d) Canada reserves the right to unilaterally modify, at its sole discretion, the above process as it deems necessary.

7.10.3.6 Task Authorizations - Milestone Payments

- a) For any task authorization issued under the Contract that includes a schedule of milestone payments to be made once specific portions of the Work have been completed and accepted, Canada will make milestone payments in accordance with the schedule of milestones detailed in that task authorization and the payment provisions of the Contract, up to 85 percent, or the percentage specified in the TA, of the amount claimed and approved by Canada if:
 - i. an accurate and complete claim for milestone payment using form PWGSC-TPSGC 1111 and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract.

- ii. the total amount for all milestone payments paid by Canada does not exceed 85 percent, or the percentage specified in the TA, of the total amount to be paid under the TA;
 - iii. all the certificates appearing on form PWGSC-TPSGC 1111 have been signed by the respective authorized representatives; and
 - iv. all Work associated with the milestone and any deliverable required have been completed, delivered, and accepted by Canada.
- b) The holdback will be paid in accordance with the basis of payment provisions of the Contract and will be paid within 30 days following the date on which the entire task is completed and accepted by Canada and a completed final Form PWGSC-TPSGC 1111 (and any required substantiating documentation) has been received.
- c) If Canada disputes an invoice for any reason, Canada will pay the Contractor the undisputed portion of the invoice, as long as the undisputed items are separate line items on the invoice and are owing. In the case of disputed invoices, the invoice will only be considered to have been received for the purposes of the section of the General Conditions entitled "Interest on Overdue Accounts" once the dispute is resolved.
- d) The Contractor must submit a claim in accordance with the invoicing instructions provided in the Contract. All claims must be sequentially numbered.
- e) In addition to the invoicing instructions provided in the Contract, the Contractor must submit the following information and supporting documentation with each claim for payment:
 - i. the TA number;
 - ii. the total amount(s) being billed against the TA;
 - iii. the approved TA basis of payment and method of payment for the TA, as applicable;
 - iv. reports and supporting documentation, as required under the TA;
 - v. a detailed breakdown of all costs incurred against the TA, including:
 - 1. the costs per applicable labour category and other direct costs in accordance with article 3.4 of the Basis of Payment;
 - 2. a summary of the time being charged;
 - 3. a certification from the Chief Financial Officer or an authorized signing officer of the Contractor, that the Work was completed and the costs presented were incurred; and
 - 4. a completed and signed copy of the "Deliverable Acceptance" portion of the Task Authorization.
- f) Canada reserves the right to unilaterally modify, at its sole discretion, the above process as it deems necessary.

7.10.3.7 Task Authorizations – Ceiling Price

- a) The Contractor will be paid for the Work specified in the authorized task authorization, in accordance with the Basis of Payment at Annex B.
- b) Canada's liability to the Contractor under the authorized task authorization must not exceed the limitation of expenditure specified in the authorized task authorization. Custom duties are included and Applicable Taxes are extra.

- c) No increase in the liability of Canada or in the price of the Work specified in the authorized task authorization resulting from any design changes, modifications or interpretations of the Work will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the Contracting Authority before their incorporation into the Work.

7.10.3.8 Electronic Payment of Invoices – Contract

[To be inserted at Contract Award]

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

- a) Direct Deposit (Domestic and International);
- b) Electronic Data Interchange (EDI);
- c) Wire Transfer (International Only);
- d) Large Value Transfer System (LVTS) (Over \$25M)
- e) Electronic Funds Transfer (EFT)

7.10.3.9 Discretionary Audit

SACC Manual clause C0705C (2010-01-11) - Discretionary Audit

7.11 Invoicing Instructions

- 7.11.1 The Contractor must submit separate claims for payment using form PWGSC-TPSGC 1111, Claim for Progress Payment, for each fee element in Annex B Basis of Payment, except where noted in article 7.11.3 below.

- 7.11.2 Each claim must show:

- a) all information required on form PWGSC-TPSGC 1111;
- b) all applicable information detailed under the section entitled "Invoice Submission" of the General Conditions;
- c) the applicable article of Annex B Basis of Payment;
- d) a list of any cost-reimbursable expenses; and
- e) the description and value of the milestone claimed as detailed in the Contract.

- 7.11.3 In addition to article 7.11.2 above, where applicable, the Contractor must submit claims related to articles 3.2.1, 3.2.2, 3.2.3, 3.2.4, 3.2.5, 3.2.6, 3.2.7 and 3.3 of Annex B Basis of Payment using a single invoice and must show separately:

- a) the number of claim lines processed multiplied by each respective Transaction Processing Fee type as set out in article 3.2 of Annex B;
- b) the number of Eligible PSHCP Members for Emergency Travel Assistance and Out of Country Claim Processing and Payment Services multiplied by the Monthly Per Member Fee as set out in article 3.2.7.1 of Annex B; and
- c) the number of Eligible PSHCP-VAC Members for VAC Remittance Administration Services multiplied by the applicable Monthly Per Member Fee as set out in article 3.3.1 of Annex B.

- 7.11.4 Each claim, where applicable, must be supported by:

- a) a copy of time sheets to support the time claimed;

- b) a copy of the invoices, receipts, vouchers for all direct expenses, travel and living expenses;
 - c) for claims submitted in accordance with article 7.11.3 above, the volume of Transaction Processing Fees or Eligible Members, as applicable broken down by benefit for each of Basis of Payment articles 3.2.1, 3.2.2, 3.2.3, 3.2.4, 3.2.5, 3.2.6, 3.2.7 and 3.3 as specified in 7.11.3 above, and
 - d) a monthly statement of accounts.
- 7.11.5 Applicable Taxes must be calculated on the total amount of the claim before the holdback is applied. At the time the holdback is claimed, there will be no Applicable Taxes payable as it was claimed and payable under the previous claims for progress payments.
- 7.11.6 Each claim must be distributed as follows:
- a) 1 copy to the Secure Reporting and Documentation Website (refer to SOW article 4.9.9); and
 - b) 1 copy to the following generic email address: TPSGC.PADGARSSFPSAS-APPBPSHCPASO.PWGSC@tpsgc-pwgsc.gc.ca.
- 7.11.7 The Contractor must not submit claims until all Work identified in the claim is completed.

7.12 Certifications and Additional Information

7.12.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

7.12.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "[FCP Limited Eligibility to Bid](#)" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.13 Certifications – Contract

- 7.13.1 Compliance with the certifications provided by the Contractor in its bid is a condition of the Contract and subject to verification by Canada during the entire period of the Contract. If the Contractor does not comply with any certification or it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.
- 7.13.2 The following SACC Manual clauses relating to certifications apply to and form part of this Contract:
- a) A3005T (2010-08-16) - Status and Availability of Resources
 - b) A3010T (20010-08-16) - Education and Experience

c) A3060C (2008-05-12) - Canadian Content Certification

7.14 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in _____. *[To be inserted at Contract Award]*

7.15 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- a) the Articles of Agreement;
- b) the general conditions SACC Manual 2035 (2020-05-28), General Conditions - Higher Complexity – Services, as amended;
- c) Annex A, Statement of Work;
- d) Annex B, Basis of Payment;
- e) Annex C, Security Requirements Check List;
- f) Annex D, Insurance Requirements;
- g) Annex E, Aboriginal Participation Component
- h) the signed Task Authorizations (including all of its annexes, if any);
- i) the Contractor's bid dated _____, *(insert date of bid)* *(If the bid was clarified or amended, insert at the time of contract award: " or ", as amended on _____ " and insert date(s) of clarification(s) or amendment(s)).*

7.16 Foreign Nationals (Canadian Contractor)

SACC Manual clause A2000C (2006-06-16) - Foreign Nationals (Canadian Contractor)

7.17 Insurance – Specific Requirements

- a) The Contractor must comply with the insurance requirements specified in Annex D. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.
- b) The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

7.18 Dispute Resolution

- 7.18.1 The parties agree to maintain open and honest communication about the Work throughout and after the performance of the contract.
- 7.18.2 The parties agree to consult and co-operate with each other in the furtherance of the contract and promptly notify the other party or parties and attempt to resolve problems or differences that may arise.

7.18.3 If the parties cannot resolve a dispute through consultation and cooperation, the parties agree to consult a neutral third party offering alternative dispute resolution services to attempt to address the dispute.

7.18.4 Options of alternative dispute resolution services can be found on Canada's Buy and Sell website under the heading "[Dispute Resolution](#)".

7.19 Joint Venture Contractor

NOTE: This article will be deleted if the bidder awarded the Contract is not a joint venture. If the Contractor is a joint venture, this clause will be completed with information provided in its bid.

- a) The Contractor represents and warrants that the name of the joint venture is _____ and that it is comprised of the following members: *[Contract will include a list of all joint venture members named in the Contractor's original bid]*.
- b) With respect to the relationship among the members of the joint venture Contractor, each member agrees, represents and warrants (as applicable) that:
 - i. _____ has been appointed as the "representative member" of the joint venture Contractor and has full authority to act as agent for each member regarding all matters relating to this Contract;
 - ii. by giving notice to the representative member, Canada will be considered to have given notice to all the members of the joint venture Contractor; and
 - iii. all payments made by Canada to the representative member will act as a release from all the members.
- c) All the members agree that Canada may terminate the Contract in its discretion if there is a dispute among the members that, in Canada's opinion, affects the performance of the Work in any way.
- d) All the members are jointly and severally or solidarity liable for the performance of the entire Contract.
- e) The Contractor acknowledges that any change in the membership of the joint venture (i.e., a change in the number of members or the substitution of another legal entity for an existing member) constitutes an assignment and is subject to the provisions of the General Conditions.
- f) The Contractor acknowledges that all security and controlled goods requirements in the Contract, if any, apply to each member of the joint venture Contractor.

7.20 Representations and Warranties

The Contractor made statements regarding its and its proposed resources' experience and expertise in its bid that resulted in the award of the Contract. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding this Contract. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will have, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

7.21 Safeguarding Electronic Media

- a) Before using them on Canada's equipment or sending them to Canada, the Contractor must electronically scan, using a regularly updated product, all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.
- b) In addition to the reporting requirements set out in the attached SOW, if magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately notify the Project Authority of any such loss or damage and replace it at its own expense.

7.22 Reporting Requirements

- a) The Contractor must provide the reports as detailed in the Statement of Work (SOW) and elsewhere throughout this Contract to the Project Authority at the frequency and format specified herein.
- b) Timely Problem Identification
 - i. The Contractor must immediately advise the Contracting Authority and Project Authority in writing of any and all situations or difficulties that the Contractor considers will have a significant impact upon the scope of the Work, expected technical achievement, delivery schedule, person-power or cost to Canada. Notwithstanding the submission of any such report, the Contractor remains responsible for the completion of the Work in accordance with the terms of this Contract.
 - ii. Such reports must include proposed detailed remedial action plans to resolve or alleviate the identified situations or difficulties. The plans must set out the Contractor's detailed estimates of any increase in time, resources and cost to effect such plans. Such plans must include all reasonable options for consideration by Canada plus the costs and consequences to Canada of taking no remedial action and must also provide a reasonable amount of time for Canada to review these options and obtain any necessary funding authorization.
 - iii. The Contractor will be prohibited from claiming for any additional costs incurred in remedying a problem not reported as described above within 7 business days from date of occurrence (or longer, subject to Project Authority prior approval), and the Contractor will be required to remedy such problems at its own expense.

7.23 Access to Canada's Property and Facilities

- a) Canada's property, facilities, equipment, documentation and personnel are not automatically available to the Contractor. If the Contractor would like access to any of these, it is responsible for making a request to the Project Authority. Unless expressly stated in the Contract, Canada has no obligation to provide any of these to the Contractor. If Canada chooses, in its discretion, to make its property, facilities, equipment, documentation or personnel available to the Contractor to perform the Work, Canada may require an adjustment to the Basis of Payment and additional security requirement may apply.
- b) Contractor personnel are employees of the Contractor and are paid by the Contractor on the basis of services rendered. Where the Contractor, its employees, subcontractors, or agents are providing services on government premises pursuant to this Contract and the said premises become non accessible due to, but not limited to, evacuation, closure of government

offices or as a result of any strike or lockout, and consequently no Work is being performed as a result of the closure or when access was prevented, Canada will not be liable for payment to the Contractor for the period of closure or for the period when access was prevented.

7.24 Transition Services

- a) The Contractor agrees that, in the period leading up to the end of the Contract Period and for up to 6 months afterwards, it will make all reasonable efforts to assist Canada in the transition from this Contract to a new contract with another supplier.
- b) The Contractor will cooperate with the Project Authority and with the incoming contractor to ensure a seamless transition and a continuance of service including transferring data, and winding down services in accordance with SOW article 5 Close-Out Phase Requirements.
- c) The provisions of this clause will be applicable to all technical data, such as handbooks, service manuals, or other information necessary to deliver the PSHCP as called for herein.

7.25 Collection and Use of Personal Information by the Contractor

- a) Interpretation: In the Contract, unless the context otherwise requires,
 - i. **“Personal Information”** means information about an individual, including the types of information specifically described in Canada’s Privacy Act; and
 - ii. **“Record”** means any hard copy document or any data in a machine-readable format
- b) **Control of Personal Information and Records:** To perform the Work, the Contractor will be provided with or will be collecting Personal Information. The Contractor acknowledges that it has no rights in the Personal Information or the Records. The Contractor agrees only to create, collect, receive, manage, access, use, retain, and dispose of the Personal Information and the Records in accordance with the Contract. On request, the Contractor must make all the Personal Information and Records available to the Project Authority immediately in a format acceptable to the Project Authority.
- c) **Use of Personal Information:** The Contractor must use the Personal Information and the Records only to perform the Work. It is a default under the Contract for the Contractor (or any person to whom the Contractor provides access to the Personal Information) to use the Personal Information for its own purposes, or to compile, sell, use, copy, disclose, dispose of or destroy the Personal Information or any Record, except in accordance with the Contract.
- d) **Collection of Personal Information:**
 - i. If Canada requests that the Contractor collect Personal Information to perform the Work, the Contractor must only collect Personal Information that is required to perform the Work. The Contractor must collect the Personal Information from the individual to whom it relates, except where the individual authorizes the Contractor to obtain the individual's personal information from a third party, and the Contractor must inform that individual (at or before the time when the Personal Information is collected) of the following:
 - 1. that the Personal Information is being collected on behalf of, and will be provided to, Canada;
 - 2. the ways the Personal Information will be used;

3. that the disclosure of the Personal Information is voluntary or, if there is a legal requirement to disclose the Personal Information, the basis of that legal requirement;
 4. that the individual has a right to access and correct his or her own Personal Information; and
 5. that the Personal Information will form part of a specific personal information bank (within the meaning of the *Privacy Act*), together with information about which government institution controls that personal information bank, if the Project Authority has provided this information to the Contractor.
- ii. The Contractor's employees must identify themselves to the individuals from whom they are collecting Personal Information and must provide those individuals with the means to verify that they are actually working on behalf of Canada and are authorized to collect the Personal Information.
 - iii. If requested by the Project Authority, the Contractor must develop a request for consent form to be used when collecting Personal Information or a script for collecting Personal Information by telephone. The Contractor must not begin using a form or script until the Project Authority approves it. The Contractor must also obtain the Project Authority's approval before making any changes to a form or script.
 - iv. At the time it requests Personal Information from any individual, if the Contractor knows or suspects that the individual lacks the capacity to provide consent to the disclosure and use of his or her Personal Information, the Contractor must ask the Project Authority for instructions.
- e) **Maintaining the Accuracy, Privacy and Integrity of Personal Information:** The Contractor must adhere to the Privacy requirements as set out in SOW article 4.13.
- f) **Location of Records:** All Records, whether stored in hard copy or in electronic form must be stored in Canada, unless the Project Authority has first consented in writing. The Contractor acknowledges that it is prohibited from storing the Personal Information, electronically or otherwise, in any jurisdiction in which the laws allow a foreign government or its agent, or any other person in that jurisdiction, to obtain disclosure of any Personal Information unless the Project Authority has first consented in writing.
- g) **Appointment of Privacy Officer:** In accordance with SOW article 3.13.2, the Contractor must appoint a senior officer to be its privacy officer and to act as the Contractor's representative for all matters concerning the Personal Information and the Records. The Contractor must provide the name of the privacy officer to the Project Authority within 15 calendar days of the Contract being awarded.
- h) **Quarterly Reporting Obligations:** Within 30 calendar days of the end of each quarter (January-March; April-June; July-September; October-December), the Contractor must submit the following to the Project Authority:
- i. a description of any new measures taken by the Contractor to protect the Personal Information (for example, new software or access controls being used by the Contractor);
 - ii. a list of any corrections made to Personal Information at the request of an individual (including the name of the individual, the date of the request, and the correction made);
 - iii. details of any complaints received from individuals about the way in which their Personal Information is being collected or handled by the Contractor; and

- i) **Audit:** Canada may audit the Contractor's compliance with this article. On request, the Contractor must provide Canada with access to its premises and to the Personal Information and Records at all reasonable times. If Canada identifies any deficiencies during an audit, the Contractor must immediately correct the deficiencies at its own expense.
- j) **Statutory Obligations:** The Contractor acknowledges that Canada is required to handle the Personal Information and the Records in accordance with the provisions of Canada's *Privacy Act*, *Access to Information Act*, and *Library and Archives of Canada Act*. The Contractor agrees to comply with any requirement established by the Contracting Authority that is reasonably required to ensure that Canada meets its obligations under these acts and any other legislation in effect from time to time.
- k) **Written Agreements:** The Contractor must ensure that its employees, agents and subcontractors are aware of the confidential nature of the personal information and are bound by written agreements to hold the information in confidence and deal with it in accordance with this Contract and Canadian legislation in accordance with the requirements set out in SOW article 4.14.27.
- l) **Other Privacy Legislation:** The Contractor acknowledges that its obligations under the Contract are in addition to any obligations it has under the *Personal Information Protection and Electronic Documents Act* or similar legislation in effect from time to time in any province or territory of Canada. If the Contractor believes that any obligations in the Contract prevent it from meeting its obligations under any of these laws, the Contractor must immediately notify the Project Authority of the specific provision of the Contract and the specific obligation under the law with which the Contractor believes it conflicts.
- m) **Disposing of Records and Returning Records to Canada:** The Contractor must adhere to the requirements set out in SOW articles 4.15 Retention of Records and Documentation and 5.1.4 Transition and Decommissioning Activities.
- n) **Obligations if Required to Disclose Personal Information:** Before disclosing any of the Personal Information under any applicable legislation, regulation, or an order of any court, tribunal or administrative body, the Contractor must immediately notify the Project Authority, in order to provide the Project Authority with an opportunity to participate in any relevant proceedings.
- o) **Exception:** The obligations set out in this article do not apply to any Personal Information that is already in the public domain, as long as it did not become part of the public domain (including by inadvertence) as a result of any act or omission of the Contractor or any of its subcontractors, agents, representatives, or any of their employees.
- p) **Default of Contract:** Should the Contractor or its Subcontractors fail or be unable to continue to comply with the privacy requirements and its Management Plan for the Privacy and Protection of Personal Information which it provided to the Project Authority in its bid, or in the event that a verification by the Project Authority or its agents discloses a misrepresentation on the part of the Bidder, Canada has the right to treat this Contract as being in default, and the Contracting Authority may terminate it in accordance with the termination for default clause of the Contract (Section 29 of SACC Manual 2035 (2020-05-28), General Conditions - Higher Complexity – Services).

7.26 Professional Services – Resources

- a) The Contractor must provide, as and when requested by Canada using a Task Authorization, professional services relating to the Work requirements set out under the SOW. To be able to provide these professional services on request, the Contractor must have available a team of experts, including individuals as detailed in Appendix 2 to the SOW.
- b) Once a requirement for a resource is identified by Canada (including any resource required under the Contract to be available immediately following Contract award or once a Task Authorization is issued), the Contractor must make the resource available to Canada within 10 working days (or longer if approved by the Project Authority).
- c) If there must be a change in a resource performing work under the Contract (which must in any case comply with the requirements in General Conditions - Services 2035, Section 08 entitled "Replacement of Specific Individuals"), the Contractor must make the replacement available for work within 10 working days (or longer if approved by the Project Authority) of the departure of the existing resource (or, if Canada has requested the replacement, within 15 working days of Canada's notice of the requirement for a replacement).
- d) All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, and language proficiency) and must be competent to provide the required services by any delivery dates described in the Contract.
- e) If it is necessary to replace personnel, the Contractor must give at least 10 working days' notice in writing to the Project Authority, but 30 days would be preferable. The replacement must possess qualifications acceptable to the Project Authority and be approved by the Project Authority prior to replacement. The Project Authority reserves the right to interview (at no cost to Canada) the personnel assigned to the Contract.
- f) If the Contractor fails to meet any of its obligations under this article, or fails to deliver any deliverable or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Project Authority within 10 working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.

7.27 Dispute Resolution

- a) If a dispute arises out of, or in connection with this Contract, the parties agree to meet to pursue resolution through negotiation or other appropriate dispute resolution process acceptable to both parties, before resorting to litigation.
- b) All information exchanged during this meeting or any subsequent dispute resolution process, must be regarded as "without prejudice" communications for the purpose of settlement negotiations and shall be treated as confidential by the parties and their representatives, unless otherwise required by law. However, evidence that is independently admissible or discoverable shall not be rendered inadmissible or non-discoverable by virtue of its use during the dispute resolution process.
- c) Article 7.27 Dispute Resolution will not affect any of Canada's rights of cancellation or termination contained in this Contract.

7.28 Subrogation

The Contractor shall on behalf of Canada, except where otherwise directed by the Project Authority, take all such actions or do such things as may reasonably be required or considered commercially prudent to preserve or to pursue the right, if any, of Canada to be subrogated to the rights of a Participant in relation to any matter that is or was the subject of an eligible Claim, and to seek or have such rights in respect of whom Canada has the right of subrogation discharged or satisfied, other than by the institution of judicial proceedings or by the engagement of legal counsel for the purpose of enforcing such rights, unless directed or otherwise authorized by the Attorney General of Canada.

7.29 Independent Verification and Validation

- a) It is acknowledged and accepted that Canada may decide to enter into a contract with a third party, an Independent Verification and Validation ("IV & V") contractor selected by Canada, for the provision of verification and validation services in support of the PSHCP ASO requirement.
- b) It is agreed that the Contractor will support the performance of the verification and validation services by any IV & V contractor so engaged. The terms of communication will be as follows:
 - i. the IV & V contractor reports to, receives direction from and provides recommendations to only the Project Authority, unless engaged by the Contractor;
 - ii. the Contractor will designate a point of contact for the IV & V contractor personnel, and will notify Canada in writing of any change; and
 - iii. the IV & V contractor will not be required to furnish the Contractor with work plans or schedules, or with any other documentation or information.
- c) The Contractor will make available to the IV & V contractor both the use of temporary workspace for a maximum of 3 people, and access to PSHCP Project working materials such as documentation, software and schedules, as are normally available to the Contractor's Quality Assurance personnel.

7.30 Joint Venture Agreement

[The following section will be removed if the contractor is not a joint venture]

To witness their agreement with the terms and conditions of this Contract, Her Majesty and the Contractor (by its agent, the Lead Member of the joint venture Contractor) have signed the cover page of this Contract. To witness that each member of the joint venture Contractor is a party to this Contract and is jointly and severally and solidarily liable for the performance of all the Work, each member of the joint venture Contractor, including the Lead Member, has signed below.

[Insert Full Legal Name of Lead Member]

By its Authorized Signatory,

Print Name of Authorized Signatory: _____
Print Title of Authorized Signatory: _____

[Insert Full Legal Name of Second Member]

By its Authorized Signatory,

Print Name of Authorized Signatory: _____
Print Title of Authorized Signatory: _____

[Insert Full Legal Name of Third Member - add or subtract as many signature blocks as necessary so that each member of the Joint Venture is signing the Contract]

By its Authorized Signatory,

Print Name of Authorized Signatory: _____
Print Title of Authorized Signatory: _____

7.31 Canadian Content Certification

- a) The Contractor warrants that the certification of Canadian Content submitted by the Contractor is accurate and complete, and that the goods, services or both to be provided under the Contract are in accordance with the definition contained in *SACC Manual* clause A3050T (2018-12-06) - Canadian Content Definition.
- b) The Contractor must keep proper records and documentation relating to the origin of the goods, services or both provided to Canada. The Contractor must not, without obtaining before the written consent of the Contracting Authority, dispose of any such records or documentation until the expiration of 6 years after final payment under the Contract, or until settlement of all outstanding claims and disputes under the Contract, whichever is later. All such records and documentation must at all times during the retention period be open to audit, inspection and examination by the representatives of Canada, who may make copies and take extracts. The Contractor must provide all facilities for such audits, inspections and examinations, and must furnish all such information as the representatives of Canada may from time to time require with respect to such records and documentation.
- c) Nothing in this clause must be interpreted as limiting the rights and remedies which Canada may otherwise have pursuant to the Contract.

7.32 Targeted Investment (TI)

A Targeted Investment (TI) is a mechanism designed to encourage the development of innovative and effective solutions to address unforeseen issues or deficiencies related to this requirement. The usage of a TI is not guaranteed – it will be used on an as-and-when-required basis. The process will be as follows:

- a) The Contracting Authority will present the Contractor with a Targeted Investment requirement (through a description of the task using the Task Authorization form), which will include, at a minimum, the following elements:
 - i. a description of the problem;
 - ii. a description of the desired outcome;
 - iii. the method of payment; and
 - iv. the basis of payment.
- b) Should the Contractor accept the TI requirement, within 30 calendar days from when the Contracting Authority provided the Contractor with the TI requirement, the Contractor must provide the Contracting Authority a draft plan detailing how it intends to achieve the desired outcome set out in the TI requirement. The draft plan must include a description of how Canada will objectively and quantifiably determine whether the desired outcome has been achieved, the proposed timeline, and a detailed price breakdown showing direct costs and any profit and overhead.
- c) If the Contracting Authority does not approve the draft plan, the Contracting Authority and the Contractor will work collaboratively to arrive at a mutually acceptable plan.
- d) Should the Contractor wish, it may submit a proposal for a TI for consideration by Contracting Authority. The proposal must include:

- i. a description of the problem;
 - ii. a description of the desired outcome;
 - iii. a description of how Canada could objectively and quantifiably determine whether the desired outcome has been achieved;
 - iv. the proposed timeline; and
 - v. a detailed price breakdown showing direct costs and any profit and overhead.
- e) Approval of a TI, whether requested by Canada or proposed by the Contractor, remains at the discretion of the Contracting Authority.
- f) The Contractor must not commence Work until the Contracting Authority accepts and approves the plan, and authorizes the associated Task Authorization in accordance with the applicable provisions of article 7.2 Task Authorization. The Contractor acknowledges that any Work performed prior to the Contracting Authority's authorization of the Task Authorization will be done at the Contractor's own risk.

7.33 Greenhouse Gas (GHG) Emissions Reduction

NOTE: During the solicitation publication period, Bidders are encouraged, where applicable, to submit a question seeking to confirm if an alternative equivalent standard, platform, methodology, or system is acceptable to Canada with respect to measuring, tracking and reporting of the selected Contractor's GHG Emissions reduction targets. The question should provide sufficient detail on how the alternative approach would meet the requirements of Canada.

7.33.1 START-UP PHASE

7.33.1.1 Greenhouse Gas (GHG) Emissions Inventory – ISO 14064-1

Prior to the Operations Ready Date, the Contractor must have the systems and processes in place for taking inventory of its GHG emissions in accordance with ISO standard 14064-1. The WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard is an acceptable alternative to ISO 14064-1.

7.33.1.2 Verification of GHG Emissions Inventory – ISO 14064-3

Prior to the Operations Ready Date, the Contractor must have the systems and processes in place for the annual verification of its GHG emissions inventory by an accredited third party in accordance with ISO 14064-3. The International Standard on Assurance Engagements (ISAE) 3410: Assurance Engagements on Greenhouse Gas Statements is an acceptable alternative to ISO 14064-3.

7.33.2 OPERATIONS PHASE AND CLOSE-OUT PHASE

7.33.2.1 Establishment of GHG Emissions Reduction Targets

- a) The Contractor must establish and work towards achieving long term Greenhouse Gas (GHG) emissions reduction target(s) for Scope 1 and 2 emissions in accordance with the objectives set out in the Paris Agreement:
https://unfccc.int/sites/default/files/english_paris_agreement.pdf
- i. Scope 1 emissions are direct emissions from owned or controlled sources (i.e. company facilities and company vehicles).
 - ii. Scope 2 emissions are indirect emissions from the generation of purchased energy (i.e.

purchased electricity, steam, heating & cooling for own use).

- b) The Contractor should establish its targets either based on Canada's own commitments to the Paris Agreement ((<https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html>)) or on science-based targets (<https://sciencebasedtargets.org/>).
- c) Within 90 calendar days after Contract Award, the Contractor must document its GHG emissions reduction target(s) for Scope 1 and Scope 2 emissions in a Corporate Green Strategy document and post it on the Secure Reporting and Documentation website (see article 4.9 of the Statement of Work). The Contractor's Carbon Disclosure Project (CDP) response document is an acceptable alternative to the Corporate Green Strategy document.
- d) In the event the Secure Reporting and Documentation website is not available on the date the GHG emissions reduction target(s) are required to be posted, the Contractor must send its Corporate Green Strategy document, via email, to the Green Procurement Authority. As a required follow-up, the Contractor must post the Corporate Green Strategy document to the Secure Reporting and Documentation website within 14 calendar days from which it becomes available again.
- e) The Contractor must notify the Green Procurement Authority, via email, of any changes to the GHG emissions reduction target(s) set out in the Corporate Green Strategy document. This notification must be provided to the Green Procurement Authority within 14 calendar days of any such change. Subsequently, the updated Corporate Green Strategy document must then be posted to the Secure Reporting and Documentation website within 30 calendar days of when the changes were made.

7.33.2.2 Verification of GHG Emissions Inventory

- a) In accordance with article 7.33.1.2 above, starting from the second calendar year after the Contract has been awarded, the Contractor must obtain verification of its GHG emissions inventory and reduction for the previous calendar year by an "accredited" and independent third party within 180 calendar days after the end of the calendar year being verified. Accredited means recognized by a GHG accreditation body such as the American National Standards Institute (ANSI), the California Resources Board (CARB), the Standards Council of Canada (SCC), and the International Auditing and Assurance Standards Board.
- b) Once the Contractor has obtained the verified results inventory from the independent third-party, the Contractor must post them to the Secure Reporting and Documentation website within 14 calendar days.

7.33.2.3 Reporting of GHG Emissions Inventory

Starting from the second calendar year after the Contract has been awarded, the Contractor must report the verified GHG emissions inventory for the previous calendar year to the Carbon Disclosure Project (CDP) or an equivalent voluntary public disclosure platform.

7.33.2.4 Public Disclosure of GHG Emissions Inventory

- a) The Contractor must publicly disclose its previous calendar year's verified GHG emissions inventory within 30 calendar days of when it is posted on the Secure Reporting and Documentation website. How the GHG emissions reduction results are disclosed is at the discretion of the Contractor. This may include publication on its corporate website, or inclusion in its Annual Report, for example.

Solicitation No. - N° de l'invitation
24062-180558//D
Client Ref. No. - N° de réf. du client
24062-180558

Amd. No. - N° de la modif.
File No. - N° du dossier
002xf 24062-180558

Buyer ID - Id de l'acheteur
002xf
CCC No./N° CCC - FMS No./N° VME

- b) The Contractor must notify the Green Procurement Authority, via email, when its previous calendar year's verified GHG emissions inventory have been publicly disclosed, including the manner by which the GHG emissions inventory were publicly disclosed.

ANNEX A - STATEMENT OF WORK

Annex A and all of the following attachments and appendices are provided under separate covers:

- Appendix 1 to Annex A - Overview of the PSHCP Directive
- Appendix 2 to Annex A - Contract Resource Categories and Requirements
- Appendix 3 to Annex A - Standard Report Categories and Examples
 - Attachment 1 to Appendix 3 - Audit YTD Template
 - Attachment 2 to Appendix 3 - Claims And Population Template
 - Attachment 3 to Appendix 3 - Desk And Onsite Audit Template
 - Attachment 4 to Appendix 3 - Finance Template
 - Attachment 5 to Appendix 3 - Monthly Operations Template
 - Attachment 6 to Appendix 3 - PSHCP Investigations Template
- Appendix 4 to Annex A - PSHCP Data Elements
- Appendix 5 to Annex A - Acronyms and Glossary of Terms
- Appendix 6 to Annex A - PSHCP Member Eligibility Files, Formats and Frequencies
- Appendix 7 to Annex A - Work Deliverables
- Appendix 8 to Annex A - GC Event Logging Strategy

ANNEX B - BASIS OF PAYMENT

1.0 GENERAL

- 1.1 This Annex B describes the framework and fee structure that Canada will use to establish payments to the Contractor for Work performed under the Contract. The framework and fee structure will be in place for the duration of the Contract including any applicable option periods.
- 1.2 All services and deliverables are FOB Destination, and Canadian Customs Duty and Excise Taxes included, if applicable.
- 1.3 The Contractor's detailed cost breakdowns provided with its Financial Bid form part of the Contract and will be used as required to support negotiations of any subsequent Contract amendment or Task Authorization.

2.0 START-UP PHASE FEES

2.1 Positive Enrolment and Member Management Services Set-up (SOW Article 3.4)

The Contractor will be paid the total firm all-inclusive lot price of \$ _____ *[To be inserted at Contract Award]* for the completion of all Positive Enrolment and Member Management Services Set-up work requirements set out under SOW article 3.4. The total Positive Enrolment and Member Management Services Set-up fee has been broken down into individual milestone component fees which will each be paid upon delivery and acceptance of each Milestone's Associated Deliverables as set out in the below Milestone Payment Schedule A.

NOTE: Milestone Payment Schedule A, in accordance with selected Bidder's Financial Bid, will be inserted at Contract Award

Milestone Payment Schedule A			
Positive Enrolment and Member Management Services Set-Up (SOW Article 3.4)			
"A"	"B"	"C"	"D"
Milestone Number	Milestone Payment Firm Fixed Price	Associated Deliverables (must include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
1	\$___ to be inserted at Contract award	1. List to be inserted at contract award 2. List to be inserted at contract award 3. List to be inserted at contract award	1. Date to be inserted at contract award 2. Date to be inserted at contract award 3. Date to be inserted at contract award
2	" "	" "	" "
3	" "	" "	" "
4	" "	" "	" "
5	" "	" "	" "
Total	\$___ to be inserted at	Total Firm fixed price Milestone Payment Schedule A	

Milestone Payment Schedule A			
Positive Enrolment and Member Management Services Set-Up (SOW Article 3.4)			
"A"	"B"	"C"	"D"
Milestone Number	Milestone Payment Firm Fixed Price	Associated Deliverables (must include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
	<i>Contract award (sum-total of Milestones above)</i>		

2.2 Provider Registration and Management Services Set-up (SOW Article 3.5)

The Contractor will be paid the total firm all-inclusive lot price of \$ _____ *[To be inserted at Contract Award]* for the completion of all Provider Registration and Management Services Set-up work requirements set out under SOW article 3.5. The total Provider Registration and Management Services Set-up fee has been broken down into individual milestone component fees which will each be paid upon delivery and acceptance of each Milestone's Associated Deliverables as set out in the below Milestone Payment Schedule B.

NOTE: Milestone Payment Schedule B, in accordance with selected Bidder's Financial Bid, will be inserted at Contract Award

Milestone Payment Schedule B			
Provider Registration and Management Services Set-Up (SOW Article 3.5)			
"A"	"B"	"C"	"D"
Milestone Number	Milestone Payment Firm Fixed Price	Associated Deliverables (must include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
1	<i>\$___ to be inserted at Contract award</i>	<i>1. List to be inserted at contract award 2. List to be inserted at contract award 3. List to be inserted at contract award</i>	<i>1. Date to be inserted at contract award 2. Date to be inserted at contract award 3. Date to be inserted at contract award</i>
2	" "	" "	" "
3	" "	" "	" "
4	" "	" "	" "
5	" "	" "	" "
Total	<i>\$___ to be inserted at Contract award</i>	Total Firm fixed price, Milestone Payment Schedule B	

Milestone Payment Schedule B			
Provider Registration and Management Services Set-Up (SOW Article 3.5)			
"A"	"B"	"C"	"D"
Milestone Number	Milestone Payment Firm Fixed Price	Associated Deliverables (must include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
	(sum-total of Milestones above)		

2.3 Member Communications and Information Services Set-up (SOW Article 3.10)

The Contractor will be paid the total firm all-inclusive lot price of \$ _____ *[To be inserted at Contract Award]* for the completion of all Member Communications and Information Services Set-up work requirements set out under SOW article 3.10. The total Member Communications and Information Services Set-up fee has been broken down into individual milestone component fees which will each be paid upon delivery and acceptance of each Milestone's Associated Deliverables as set out in the below Milestone Payment Schedule C.

NOTE: Milestone Payment Schedule C, in accordance with selected Bidder's Financial Bid, will be inserted at Contract Award

Milestone Payment Schedule C			
Member Communications and Information Services Set-Up (SOW Article 3.10)			
"A"	"B"	"C"	"D"
Milestone Payments	Milestone Payment Firm Fixed Price	List of Deliverables associated with Each Milestone Payment (include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
1	\$___ to be inserted at Contract award	1. List to be inserted at contract award 2. List to be inserted at contract award 3. List to be inserted at contract award	1. Date to be inserted at contract award 2. Date to be inserted at contract award 3. Date to be inserted at contract award
2	" "	" "	" "
3	" "	" "	" "
4	" "	" "	" "
5	" "	" "	" "
Total	\$___ to be inserted at Contract award	Total Firm fixed price Milestone Payment Schedule C	

Milestone Payment Schedule C			
Member Communications and Information Services Set-Up (SOW Article 3.10)			
"A"	"B"	"C"	"D"
Milestone Payments	Milestone Payment Firm Fixed Price	List of Deliverables associated with Each Milestone Payment (include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
	(sum-total of Milestones above)		

2.4 Provider Communications and Information Services Set-up (SOW Article 3.11)

The Contractor will be paid the total firm all-inclusive lot price of \$ _____ *[To be inserted at Contract Award]* for the completion of all Provider Communications and Information Services Set-up work requirements set out under SOW article 3.11. The total Provider Communications and Information Services Set-up fee has been broken down into individual milestone component fees which will each be paid upon delivery and acceptance of each Milestone's Associated Deliverables as set out in the below Milestone Payment Schedule D.

NOTE: Milestone Payment Schedule D, in accordance with selected Bidder's Financial Bid, will be inserted at Contract Award

Milestone Payment Schedule D			
Provider Communications and Information Services Set-Up (SOW Article 3.11)			
"A"	"B"	"C"	"D"
Milestone Number	Milestone Payment Firm Fixed Price	Associated Deliverables (must include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
1	\$___ to be inserted at Contract award	1. List to be inserted at contract award 2. List to be inserted at contract award 3. List to be inserted at contract award	1. Date to be inserted at contract award 2. Date to be inserted at contract award 3. Date to be inserted at contract award
2	" "	" "	" "
3	" "	" "	" "
4	" "	" "	" "
5	" "	" "	" "
Total	\$___ to be inserted at Contract award	Total Firm fixed price Milestone Payment Schedule D	

Milestone Payment Schedule D			
Provider Communications and Information Services Set-Up (SOW Article 3.11)			
"A"	"B"	"C"	"D"
Milestone Number	Milestone Payment Firm Fixed Price	Associated Deliverables (must include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
	(sum-total of Milestones above)		

2.5 Security Set-Up (SOW Article 3.15)

The Contractor will be paid the total firm all-inclusive lot price of \$ _____ *[To be inserted at Contract Award]* for the completion of all Security Set-Up work requirements set out under SOW article 3.15. The total Security Set-up fee has been broken down into individual milestone component fees which will each be paid upon delivery and acceptance of each Milestone's Associated Deliverables as set out in the below Milestone Payment Schedule E.

NOTE: Milestone Payment Schedule E, in accordance with selected Bidder's Financial Bid, will be inserted at Contract Award

Milestone Payment Schedule E			
Security Set-Up (SOW Article 3.15)			
"A"	"B"	"C"	"D"
Milestone Number	Milestone Payment Firm Fixed Price	Associated Deliverables (must include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
1	\$___ to be inserted at Contract award	1. List to be inserted at contract award 2. List to be inserted at contract award 3. List to be inserted at contract award	1. Date to be inserted at contract award 2. Date to be inserted at contract award 3. Date to be inserted at contract award
2	" "	" "	" "
3	" "	" "	" "
4	" "	" "	" "
5	" "	" "	" "
Total	\$___ to be inserted at Contract award (sum-total of Milestones above)	Total Firm fixed price, Milestone Payment Schedule E	

2.6 All Remaining Start-Up Phase requirements (combined) (SOW Articles 3.2, 3.3, 3.6, 3.7, 3.8, 3.9, 3.12, 3.13, 3.14, 3.16 and 3.17)

The Contractor will be paid the total firm all-inclusive lot price of \$ _____ *[To be inserted at Contract Award]* for the completion of All Remaining Start-Up Phase requirements as set out under SOW articles 3.2, 3.3, 3.6, 3.7, 3.8, 3.9, 3.12, 3.13, 3.14, 3.16 and 3.17. The total remaining Start-Up Phase requirements fee has been broken down into individual milestone component fees which will each be paid upon delivery and acceptance of each Milestone's Associated Deliverables as set out in the below Milestone Payment Schedule F.

NOTE: Milestone Payment Schedule F, in accordance with selected Bidder's Financial Bid, will be inserted at Contract Award

Milestone Payment Schedule F			
All remaining Start-Up Phase requirements (combined)			
i. Contract Initiation (SOW article 3.2) ii. Claims Processing and Claims Payment Services Set-Up (SOW article 3.3) iii. Financial Management Services and Controls Set-Up (SOW article 3.6) iv. Audit and Claim Verification Program Set-Up (SOW article 3.7)		v. Quality Assurance Program Set-Up (SOW article 3.8) vi. Reporting Services Set-Up (SOW article 3.9) vii. Continuity Management Plan Development (SOW article 3.12) viii. Privacy Set-Up (SOW article 3.13) ix. Technical and Administrative Documentation Development (SOW article 3.14) x. Data Migration (SOW article 3.16) xi. VAC Remittance Administration Services Set-Up (SOW article 3.17)	
"A"	"B"	"C"	"D"
Milestone Number	Milestone Payment Firm Fixed Price	Associated Deliverables (must include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
1	\$____ to be inserted at Contract award	1. List to be inserted at contract award 2. List to be inserted at contract award 3. List to be inserted at contract award	1. Date to be inserted at contract award 2. Date to be inserted at contract award 3. Date to be inserted at contract award
2	" "	" "	" "
3	" "	" "	" "
4	" "	" "	" "
5	" "	" "	" "
Total	\$____ to be inserted at Contract award (sum-total of Milestones above)	Total Firm fixed price, Milestone Payment Schedule F	

- 2.7 The Start-Up Phase Fees set out in article 2.0 are "one-time" fees and are not subject to the Economic Price Adjustment (EPA) provisions of article 4.0, herein.

3.0 OPERATIONS PHASE AND CLOSE-OUT PHASE

3.1 Start of Year 1 of Operations Phase:

Year 1 of the Operations Phase will start at 00:00 ET on the Operations Ready date and end exactly 12 calendar months later at 24:00 ET.

3.2 Transaction Processing Fees

- a) The Contractor will be paid a firm all-inclusive fee for each Claim Line processed for:
- i each Electronic Claim Line Transaction for Pharmacy and Electronic Medical Supplies Providers; Members; and Other Providers;
 - ii each Paper Based Claim Line Transaction (for DIN and Medical Supplies; and Non-DIN and Non-Medical Supplies); and
 - iii each Electronic Claim Void and Reject.
- NOTE: Other Providers include all Providers, excluding Pharmacy and Electronic Medical Supplies Providers, who submit a Claim electronically for payment under the PSHCP Benefit provisions (e.g. Electronic Paramedical Providers, Electronic Hospital Providers).
- b) The Contractor will be paid a firm all-inclusive monthly fee for each eligible Member in the PSHCP for Emergency Travel Assistance and Out of Country Claim Processing and Payment Services.
- c) The Contractor will be paid a firm all-inclusive monthly fee for each eligible PSHCP-VAC Member for VAC Remittance Administration Services.
- d) These transaction processing fees will compensate the Contractor for all Work requirements set out under the Contract other than the following Work components which will be invoiced under their own respective Basis of Payment Fee Elements as listed below and as further described herein:
- i. article 2.0 – Start-Up Phase Fees;
 - ii. article 3.3 – VAC Remittance Administration Fees
 - iii. article 3.4 – Task Authorization Work;
 - iv. article 3.5 – Close-Out Phase Fee; and
 - v. article 5.0 – Start-Up Phase Performance Incentive Fee (PIF).
- e) For the purpose of determining Claim Line Processing Fees, the number of Claim Lines processed (paper or electronic) will not include returned Claim Lines for Claims returned due to Contractor (or subcontractor) error.

3.2.1 Electronic Claim Line Transaction Processing Fees – Pharmacy and Electronic Medical Supplies Providers

The Contractor will be paid the following applicable firm all-inclusive electronic Claim Line transaction processing fees:

Operations Phase Price Per Electronic Claim Line Processed - Pharmacy and Electronic Medical Supplies Providers			
Year 1	Year 2	Year 3	Year 4
<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>

3.2.2 Electronic Claim Line Transaction Processing Fees - Members

The Contractor will be paid the following applicable firm all-inclusive electronic Claim Line transaction processing fees:

Operations Phase Price Per Electronic Claim Line Processed – Members			
Year 1	Year 2	Year 3	Year 4
<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>

3.2.3 Electronic Claim Line Transaction Processing Fees – Other Providers

The Contractor will be paid the following applicable firm all-inclusive electronic Claim Line transaction processing fees:

Operations Phase Price Per Electronic Claim Line Processed – Other Providers			
Year 1	Year 2	Year 3	Year 4
<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>

3.2.4 Paper Claim Line Transaction Processing Fees - DIN and Medical Supplies

The Contractor will be paid the following applicable firm all-inclusive paper based DIN and Medical Supplies Claim Line transaction processing fee:

Operations Phase Price Per Paper Claim Line Processed - DIN and Medical Supplies			
Year 1	Year 2	Year 3	Year 4
<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>

3.2.5 Paper Claim Line Transaction Processing Fees - Non-DIN and Non-Medical Supplies

The Contractor will be paid the following applicable firm all-inclusive paper based Non-DIN and Non-Medical Supplies Claim Line transaction processing fee:

Operations Phase Price Per Paper Claim Line Processed – Non-DIN and Non-Medical Supplies			
Year 1	Year 2	Year 3	Year 4
<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>

3.2.6 Transaction Processing Fees – Electronic Claim Voids and Rejects

The Contractor will be paid the following applicable firm all-inclusive Electronic Claim Voids and Rejects transaction processing fee:

Operations Phase Price Per Electronic Claim Voids and Rejects			
Year 1	Year 2	Year 3	Year 4
<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>

3.2.7 Emergency Travel Assistance and Out of Country Claim Processing and Payment Services Fees

3.2.7.1 The Contractor will be paid a firm all-inclusive monthly Emergency Travel Assistance and Out of Country Claim Processing Services Per Member fee for each Operations Phase Year of the Contract as set out below. The total monthly fee is based on the number of PSHCP Members (as determined in 3.2.7.2 below), regardless of the Member's amount of Emergency Travel Assistance and Out of Country Claim usage.

Operations Phase Emergency Travel Assistance and Out of Country Claim Processing and Payment Services - Monthly Per Member Fee			
Year 1	Year 2	Year 3	Year 4
<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>

3.2.7.2 Methodology for determining Emergency Travel Assistance and Out of Country Claim Processing and Payment Monthly Services Fees

- a) Operations Phase Year 1, month 1: For the first month of Operations Phase Year 1, the Contractor will calculate its Emergency Travel Assistance and Out of Country Claim Processing and Payment Services - Monthly Per Member Fee by:
 - i. multiplying the applicable Monthly Per Member Fee set out in the above table; with

- ii. the total number of eligible Members indicated in the final eligibility file provided to the Contractor by Canada during the Start-Up Phase.
- b) Operations Phase Years 1 through 4 (excluding month 1 of Operations Phase Year 1): Starting in month 2 of Operations Phase Year 1 and for each subsequent month thereafter, the Contractor will calculate each month's Emergency Travel Assistance and Out of Country Claim Processing and Payment Services - Monthly Per Member Fee by:
 - i. multiplying the applicable Monthly Per Member Fee set out in the above table; with
 - ii. the total number of Eligible Members indicated in the first set of monthly eligibility files or eligibility files updates received by the Contractor from Canada (SOW article 4.4.2) for that month.

3.3 VAC Remittance Administration Services Fees

- 3.3.1 The Contractor will be paid a firm all-inclusive monthly VAC Remittance Administration Services Per Member fee for each Operations Phase Year of the Contract as set out below. The total monthly fee due is based on the number of PSHCP-VAC Members (as determined in 3.3.2 below), regardless of the Member's amount of VAC Remittance Administration Services usage.

Operations Phase VAC Remittance Administration Services - Monthly Per Member Fee			
Year 1	Year 2	Year 3	Year 4
<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>	<i>\$Fees will be inserted at Contract award.</i>

3.3.2 Methodology for determining VAC Remittance Administration Monthly Services Fees

- a) Operations Phase Year 1, month 1: For the first month of Operations Phase Year 1, the Contractor will calculate its VAC Remittance Administration Services Fee by:
 - i. multiplying the applicable Monthly Per Member Fee set out in the above table; with
 - ii. the total number of eligible PSHCP VAC Members indicated in the eligibility files provided to the Contractor by Canada during the Start-Up Phase.
- b) Operations Phase Years 1 through 4 (excluding month 1 of Operations Phase Year 1): Starting in month 2 of Operations Phase Year 1 and for each subsequent month thereafter, the Contractor will calculate each month's VAC Remittance Administration Services fee by:
 - i. multiplying the applicable Monthly Per Member Fee set out in the above table; with
 - ii. the total number of Eligible PSHCP VAC Members indicated in the first set of monthly eligibility files or eligibility files updates received by the Contractor from Canada (SOW article 4.4.3) for that month.

3.4 Task Authorization Work

- a) The following firm all-inclusive per diem labour rates, including overhead and profit, will be used to calculate the labour costs for any Task Authorization (TA). The qualifications for each resource must meet or exceed the applicable resource qualifications set out under Appendix 2 of the Statement of Work.
- b) The following pricing basis will be used to calculate the cost of Work requirements to be delivered on an "as and when requested basis". These Work requirements will be provided under TAs in accordance with article 7.2 of the Contract. TAs may be used by Canada during all Phases of the Contract, including the Start-Up Phase.

PROFESSIONAL SERVICES PER DIEM RATES (TASK AUTHORIZATION WORK)					
As Required Contract Resource Categories	Start-Up Phase	Operations Phase and Close-Out Phase			
		Year 1	Year 2	Year 3	Year 4
Information Technology (IT) and Contract Management Categories					
Actuary	Per Diem to be inserted at Contract Award	Per Diem to be inserted at Contract Award	Per Diem to be inserted at Contract Award	Per Diem to be inserted at Contract Award	Per Diem to be inserted at Contract Award
Audit Project Manager	" "	" "	" "	" "	" "
Audit Risk Methodologist	" "	" "	" "	" "	" "
Auditor (Junior)	" "	" "	" "	" "	" "
Auditor (Senior)	" "	" "	" "	" "	" "
Chartered Professional Accountant (CPA)	" "	" "	" "	" "	" "
Chief Security Officer	" "	" "	" "	" "	" "
Claims Analyst	" "	" "	" "	" "	" "
Communications Service Manager	" "	" "	" "	" "	" "
Contact Centre Administrator	" "	" "	" "	" "	" "
Contact Centre Consultant (Set- up)	" "	" "	" "	" "	" "
Data Analyst	" "	" "	" "	" "	" "
Database Administrator	" "	" "	" "	" "	" "
Dental Claim Audit Specialist	" "	" "	" "	" "	" "
Digital Services Manager	" "	" "	" "	" "	" "
Editor / Writer	" "	" "	" "	" "	" "
E-Learning Courseware Developer	" "	" "	" "	" "	" "
E-Learning Online Website Developer	" "	" "	" "	" "	" "
IT Analyst / Developer	" "	" "	" "	" "	" "
IT Application Tester	" "	" "	" "	" "	" "
IT Operations Manager	" "	" "	" "	" "	" "
IT Security Specialist	" "	" "	" "	" "	" "
Medical Supplies and Equipment Audit Specialist	" "	" "	" "	" "	" "
Pharmacy Analyst	" "	" "	" "	" "	" "
Pharmacy Audit Specialist	" "	" "	" "	" "	" "

PROFESSIONAL SERVICES PER DIEM RATES (TASK AUTHORIZATION WORK)					
As Required Contract Resource Categories	Start-Up Phase	Operations Phase and Close-Out Phase			
		Year 1	Year 2	Year 3	Year 4
Privacy Specialist	“ “	“ “	“ “	“ “	“ “
Project Administrator	“ “	“ “	“ “	“ “	“ “
Project Manager	“ “	“ “	“ “	“ “	“ “
Quality Assurance Analyst	“ “	“ “	“ “	“ “	“ “
Service Delivery Manager	“ “	“ “	“ “	“ “	“ “
Training Instructor	“ “	“ “	“ “	“ “	“ “
Translator	“ “	“ “	“ “	“ “	“ “
Underwriting Analyst	“ “	“ “	“ “	“ “	“ “
Health Care Professional Categories					
Audiologist / Speech Language Pathologist	“ “	“ “	“ “	“ “	“ “
Chiropractor	“ “	“ “	“ “	“ “	“ “
Dental Surgeon	“ “	“ “	“ “	“ “	“ “
Dentist	“ “	“ “	“ “	“ “	“ “
Denturist	“ “	“ “	“ “	“ “	“ “
Electrologist	“ “	“ “	“ “	“ “	“ “
Naturopath	“ “	“ “	“ “	“ “	“ “
Ophthalmologist	“ “	“ “	“ “	“ “	“ “
Optometrist	“ “	“ “	“ “	“ “	“ “
Orthotist	“ “	“ “	“ “	“ “	“ “
Osteopath	“ “	“ “	“ “	“ “	“ “
Pathologist	“ “	“ “	“ “	“ “	“ “
Pharmacist	“ “	“ “	“ “	“ “	“ “
Physician	“ “	“ “	“ “	“ “	“ “
Physiotherapist	“ “	“ “	“ “	“ “	“ “
Podiatrist/Chiropodist	“ “	“ “	“ “	“ “	“ “
Prosthetist	“ “	“ “	“ “	“ “	“ “
Psychiatrist	“ “	“ “	“ “	“ “	“ “
Psychologist	“ “	“ “	“ “	“ “	“ “
Registered Nurse	“ “	“ “	“ “	“ “	“ “
Respirologist	“ “	“ “	“ “	“ “	“ “

c) Additional Firm All-Inclusive Per Diem Labour Rates

Firm all-inclusive per diem rates for Labour Categories not identified above and which are required for "as and when requested" Work to be performed in accordance with Contract article 7.2 Task Authorization, will be negotiated as and when required by the Contracting Authority. Per Diem rates must be fair and reasonable and the Contractor must demonstrate they are not in excess of the best price for similar type quality and quantity of work. Canada reserves the right to apply Contract Cost Principles 1031-2 and the PWGSC departmental Profit Policy in effect at the time. The rates will only apply to the Task Authorization for which they were negotiated unless incorporated into the Contract through a formal Contract amendment issued by the Contracting Authority.

d) Definition of a Day (Proration)

A day is defined as 7.5 hours exclusive of meal breaks. Payment will be for days actually worked with no provision for annual leave, statutory holidays and sick leave. Time worked which is more or less than a day will be prorated to reflect actual time worked in accordance with the following formula:

$$\frac{\text{Hours worked} \times \text{firm per diem rate}}{7.5 \text{ hours}}$$

e) Other Direct Costs

Other direct costs, reasonably and properly incurred as part of Work carried out under a Task Authorization (for example printing and mailing costs) must be preauthorized as part of the Task Authorization, and the Contractor will be reimbursed at actual laid down cost with no provision for overhead and profit. All costs must be supported by receipts and/or documentation.

f) Travel & Living Expenses - Cost Reimbursable

- i. Should a requirement for travel arise as part of a Task Authorization, the Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead in accordance with the meal, private vehicle and incidental allowances provided in Appendices B, C and D of the National Joint Council Travel Directive (<https://www.njc-cnm.gc.ca/directive/d10/en>) and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". All travel must have the prior authorization of the Project Authority. The Contractor will be paid for actual time spent travelling in accordance with the Per Diem Rates set out in article b) above.
- ii. Travel and living expenses associated with the provision of On-Site Provider Audit Services are included in the above stated fixed per diem labour rates if the audit location is within 50 km of the auditor's primary place of business. Otherwise, travel and related living expenses are extra and will be paid in accordance with above article f) i. above.
- iii. Canada will not accept any travel and living expenses incurred by the Contractor, except where indicated otherwise in the Contract.

g) Time Verification

This article applies only to Task Authorizations, as described under article 3.4 above, utilizing labour categories.

- i. Time charged and the accuracy of the Contractor's time recording system may be verified by Canada's representatives before or after payment is made to the Contractor under the terms and conditions of the Contract. If verification is done after payment, the Contractor agrees to repay any overpayment immediately upon demand by Canada.
- ii. Canada shall have the right to holdback, drawback, deduct and set off from and against the amounts of any moneys owing at any time by Canada to the Contractor, any credits owing and unpaid under this article. Should Canada elect not to exercise the foregoing right at any given time, this shall not be deemed a waiver of this right nor shall it affect the right(s) described above.
- iii. In lieu of submitting time sheets to support time claimed on each invoice related to a Task Authorization (TA), the Contractor is required to keep all time sheets. The Project Authority reserves the right to verify any invoice to ensure that the time claimed against a TA has been accurately recorded. Should the verification indicate that there has been an overpayment on any given invoice, the amount of the overpayment shall be immediately refunded to Canada.

- h) The firm all-inclusive Labour Category per diem rates for Operations Year 5 and all subsequent years, will be adjusted from year to year in accordance with the Economic Price Adjustment (EPA) set out under article 4.0 herein. The Basis of Payment will be amended via a Contract amendment to reflect the new firm all-inclusive per diem rates.

3.5 Close-Out Phase Fee

- 3.5.1 In addition to the payments indicated herein for the Operations Phase, the Contractor will be paid a fee for the completion of all Close-Out Phase Work described under article 5 of the SOW.
- 3.5.2 The Close-Out Phase Work defined under SOW article 5 will be authorized through the issuance of a Task Authorization using the applicable Per Diem Rates set out in article 3.4 b) above.

4.0 ECONOMIC PRICE ADJUSTMENT (EPA)

4.1 Escalation Index - Operations Phase

- 4.1.1 The Provisions of this article apply to the Operations Phase and Close-Out Phase fees and per diem rates set out in articles 3.2, 3.3, 3.4 and 3.5 above.
- 4.1.2 Beginning in Year 5 of the Operations Phase, the applicable Year 4 fees and per diem rates will be escalated for the next 12 month period in accordance with the provisions of this article. The same methodology will apply to all subsequent periods that the Contract is in place (including any applicable option periods), and the Basis of Payment will be amended to reflect the new fees and per diem rates.
- 4.1.3 Applicable fees and per diem rates for Year 5, and subsequent years (including any applicable option periods), will be calculated based on the previous year's fees and per diem rates in the Basis of Payment and adjusted annually two weeks prior to the start of the new Operations Phase year, based on the percentage increase (decrease) in the annual average index of the Insurance Industry Wage Index – Reference Point = Table 14-10-0204-01 NAICS Insurance Carriers and related activities [524] excluding OT, in accordance with the following formula, rounded to the nearest two decimals:

$$\text{EPA \%} = \left(\frac{A}{B} - 1 \right) \times 100$$

Where:

A = Average of the monthly Insurance Industry Wage Index for Canada, for the 12 month period ending 3 months preceding the start date of the new Operations Phase year.

B = Average of the monthly Insurance Industry Wage Index for Canada for the 12 month period ending 15 months preceding the start date of the new Operations Phase year

- 4.1.4 Any amount determined by using the escalation index which is less than zero, will be deemed to be equal to zero.

4.2 Annual Adjustments to Fees and Per Diem Rates

- 4.2.1 The Contractor must notify the Contracting Authority in writing of the applicable EPA % (determined in accordance with Article 4.1.3 above), no later than 30 calendar days prior to the commencement of the new Operations Phase Year. The Contracting Authority will in turn verify the information and amend the Contract accordingly to reflect the updated fees and per diem rates.
- 4.2.2 Until such time as the adjustments to the fees and per diem rates are made through a Contract amendment, the fees and per diem rates valid for the last 12-month period will be used. The same

process will apply for each 12-month period, including any option year exercised. Once the new fees and per diem rates have been incorporated into the Contract, the Contractor may submit a claim for any underpayment that may have occurred as a result of any delays on the part of Canada in implementing the annual adjustment.

- 4.2.3 Where the notification of the applicable EPA % is not received by the Contracting Authority at least 30 calendar days prior to the commencement of the new Operations Phase Year, any underpayment will be the Contractor's liability and will not be reimbursed by Canada.

4.3 Discontinuation of Escalation Indices

If any of the official Government(s) Economic Price Adjustment indices set out in the Contract are discontinued, the parties should immediately thereafter agree to establish replacement indices or formulate adjustments consistent with those set forth in the Contract.

4.4 Processing Fee Rate Negotiations in the Event of a National Pharmacare Plan

- 4.4.1 The 2019 Federal Budget announcement included the creation of the Canadian Drug Agency. The probability, timing and impact of implementation of National Pharmacare remains unknown at this time. The provisions of this article will apply to the Transaction Processing Fees set out in article 3.2 above in the event that the Government of Canada implements a National Pharmacare plan which materially impacts Contractor costs for delivery of the specified transaction processing fee services.
- 4.4.2 The fees referenced in article 3.2 above are subject to upward or downward adjustment subject to the parties satisfactory negotiation.
- 4.4.3 Any renegotiation of fees would be contingent on the Contractor demonstrating, in good faith, how the introduction of a National Pharmacare Plan would impact their true operating costs and associated profit margins to ascertain the amount of fee increase or decrees.
- 4.4.4 Negotiations will take into account independent industry benchmark pricing research for Work similar in size and scope of that provided for under the Contract.
- 4.4.5 All negotiated price increases are subject to Canada obtaining required Government of Canada authorizations and approvals.
- 4.4.6 If the parties cannot agree on firm pricing for any of the Transaction Processing Fees, then Canada reserves the sole right to cease all National Pharmacare Plan Transaction Processing Fee rate negotiations.

5.0 START-UP PHASE PERFORMANCE INCENTIVE FEE (PIF)

- 5.1 Performance Incentive Fees are being made available by Canada to encourage the Contractor to provide the management, labour and supervision required to exceed the performance requirements under the Contract. The maximum PIF amount is paid for achieving the maximum level of beneficial performance.
- 5.2 Canada will make available a Start-Up Phase PIF of up to a maximum combined amount of \$1,000,000.00 (GST/HST extra) for the following Key Performance Indicators (KPIs):
- i. KPI1: Positive Enrolment of Members; and
 - ii. KPI2: Pharmacy and Electronic Medical Supply Providers Signed Agreements

5.2.1 Positive Enrolment of Members (KPI1)

- i. The Contractor will be eligible to receive a maximum PIF of up to \$600,000.00 (GST/HST extra) for the Positive Enrolment of Members (KPI1). Refer to SOW article 3.4, Positive Enrolment (PE) and Membership Management Services Set-Up, for details of the associated Work requirements. The PIF (KPI1) will be calculated based on the percentage of completed positive enrolments of Members as of the Operations Ready Date.
- ii. The Positive Enrolment of Members (KPI1) PIF percentage of Eligible Members Enrolled will be calculated (rounding to the closest digit with no decimal), using the total number of Eligible Members listed in the Member eligibility files, which will be provided to the Contractor by Canada within 10 Days of Contract Award (refer to SOW article 3.4).
- iii. The Contractor will provide the actual number of Members Positively Enrolled, as of the Operations Ready Date, to the Project Authority for calculation of the performance score. The Project Authority will have the opportunity to ask for substantiation of the information provided by the Contractor, related to KPI1, within 10 Days of receipt.
- iv. If there are no concerns raised, or once concerns are resolved to the satisfaction of the Project Authority, the evaluation of the performance score for KPI1 will be performed.
- v. In accordance with the Incentive Fee Calculation Table set out below, the Contractor will be eligible for an incentive fee for the Positive Enrolment of 85% or more of Eligible Members as of the Operations Ready Date.

PIF Calculation Table - KPI1	
% of Eligible Members Enrolled by Operations Ready Date	PIF Amount
85%	\$350,000.00
86%	\$361,000.00
87%	\$372,000.00
88%	\$383,000.00
89%	\$394,000.00
90%	\$405,000.00
91%	\$416,000.00
92%	\$427,000.00
93%	\$438,000.00
94%	\$449,000.00
95%	\$474,000.00
96%	\$499,000.00
97%	\$524,000.00
98%	\$550,000.00
99%	\$575,000.00
100%	\$600,000.00

Examples:

- If the Contractor reaches Positive Enrolment of 87% of Eligible Members by the Operations Ready Date a \$372,000 incentive fee would apply.
 - If the Contractor reaches Positive Enrolment of 98% of all Eligible Members by the Operations Ready Date a \$550,000 incentive fee would apply.
- vi. The calculation of incentive fee payments for KPI1 will be based on the Contractor's positive enrolment results (article 3.4 of the SOW) specifically, the applicable percentage of Positive Enrolment of Eligible Members achieved against the total number of Eligible Members identified in the eligibility files provided to the Contractor (refer to SOW article 3.4).

5.2.2 Pharmacy and Electronic Medical Supply Providers Signed Agreements (KPI2)

- i. The Contractor will be eligible to receive a maximum PIF of up to \$400,000.00 (GST/HST extra) for the establishment of signed Provider Agreements with Pharmacy and Electronic Medical Supply Providers (KPI2). Refer to SOW article 3.5, Provider Registration and Management Services Set-Up, for details of the associated Work requirements. The PIF (KPI2) will be calculated based on the percentage of Pharmacy and Electronic Medical Supply Provider Agreements signed as of the Operations Ready Date.
- ii. The Pharmacy and Electronic Medical Supply Providers Signed Agreements (KPI2) PIF percentage will be calculated (rounding to the closest digit with no decimal) using the total number of registered Providers, which will be provided to the Contractor by Canada within 10 Days of Contract Award (refer to SOW article 3.5).
- iii. The Contractor will provide the actual number of Pharmacy and Electronic Medical Supply Providers Signed Agreements, as of the Operations Ready Date, to the Project Authority for calculation of the performance score. The Project Authority will have the opportunity to ask for substantiation of the information provided by the Contractor, related to KPI2, within 10 Days of receipt. If there are no concerns raised, or once concerns are resolved to the satisfaction of the Project Authority, the evaluation of the performance score for KPI2 will be performed.
- iv. In accordance with the Incentive Fee Calculation Table set out below, the Contractor will be eligible for an incentive fee for the establishment of signed Agreements with 85% or more of current Pharmacy and Electronic Medical Supply Providers as of the Operations Ready Date.

PIF Calculation Table - KP2	
% of Provider Agreements Signed by Operations Ready Date	PIF Amount
85%	\$250,000.00
86%	\$256,600.00
87%	\$263,200.00
88%	\$269,800.00
89%	\$276,400.00
90%	\$283,000.00
91%	\$289,600.00
92%	\$296,200.00
93%	\$302,800.00
94%	\$309,400.00
95%	\$324,400.00
96%	\$339,400.00
97%	\$354,400.00
98%	\$370,000.00
99%	\$385,000.00
100%	\$400,000.00

Examples:

- If the Contractor establishes signed Agreements with 86% of Pharmacy and Electronic Medical Supply Providers by the Operations Ready Date a \$256,600 incentive fee would apply.
 - If the Contractor establishes signed Agreements with 95% of Pharmacy and Electronic Medical Supply Providers by the Operations Ready Date a \$324,400 incentive fee would apply.
- v. The calculation of incentive fee payments will be based on the Contractor's registration of Providers including the establishment of signed Provider Agreements (SOW article 3.5.2) specifically, the applicable percentage of signed Agreements achieved against the total number of Pharmacy and Electronic Medical Supply Providers identified to the Contractor by Canada (refer to SOW article 3.5).

NOTE: SOW Article 3.5 sets out the Provider Registration and Management Services Set-Up Requirements; the PIF for KPI2 is limited to the establishment of signed Agreements with Pharmacy and Electronic Medical Supplies Providers only.

6.0 GOODS AND SERVICES TAX / HARMONIZED SALES TAX

- 6.1 All prices and amounts of money in the Contract are exclusive of Goods and Services Tax (GST) or Harmonized Sales Tax (HST), as applicable, unless otherwise indicated. The GST or HST, whichever is applicable, is extra to the price herein and will be paid by Canada.

- 6.2 The estimated GST or HST is included in the total estimated cost. GST or HST, to the extent applicable, will be incorporated into all invoices and progress claims and shown as a separate item on invoices and progress claims. All items that are zero-rated, exempt or to which the GST or HST does not apply, are to be identified as such on all invoices. The Contractor agrees to remit to the Canada Revenue Agency any amounts of GST and HST paid or due.

7.0 HOLDBACKS

7.1 Start-Up Phase

During the Start-Up Phase of the Contract, a 15% holdback will be applied to each milestone claim for payment and each lump sum claim for payment submitted by the Contractor for fees described in article 2.0 above. The balance owing from the holdbacks will be released to the Contractor in accordance with Contract article 7.10.3.6 b) of the Contract.

8.0 FEE CREDITS – SERVICE LEVEL STANDARDS (SLS)

8.1 Operations Phase

- 8.1.1 Actual damages, which would be sustained by Canada in the event that the Contractor fails to meet the SOW requirements, would be commercially impracticable or extremely difficult to compute or ascertain. The Contractor agrees that the credits described below constitute liquidated damages and are their best pre-estimate of the loss to Canada in the event of the applicable failure; no such credit is intended to be, nor is it to be construed as, a penalty.
- 8.1.2 Canada has the right to holdback, drawback, deduct and set off from and against the amounts of any moneys owing at any time by Canada to the Contractor, any credits owing and unpaid under this article. Should Canada elect not to exercise the foregoing right at any given time, this will not be deemed a waiver of this right nor will it affect the right(s) described above.
- 8.1.3 Nothing in this article is to be interpreted as limiting the rights and remedies to which Canada may otherwise be entitled under this Contract, including the right to terminate the Contract for default.
- 8.1.4 During the Operations Phase of the Contract payment of the various fees indicated in the Basis of Payment is predicated on the performance of the requirements in accordance with the SOW. In the event that the Contractor fails to meet the service standards requirements specified in the SOW, Canada will be entitled to receive a SLS Fee Credit for the specific areas of the Basis of Payment as detailed in 8.2 below.
- 8.1.5 Service Level Performance monitoring will come into effect on January 1st of the Calendar Year following the Operations Ready Date (e.g. January 1, 2023). SLS Fee Credits shall remain applicable for the duration of the Contract, including any options periods that are exercised.
- 8.1.6 The amount of the SLS Fee Credit will be calculated based on the total Transaction Processing Fees billed (Annex B, Basis of Payment, section 3.2, excluding taxes) for the period assessed.
- 8.1.7 The SLS Fee Credit must be credited to Canada on a quarterly basis in a manner determined during the Start-Up Phase and approved by the Project Authority.
- 8.1.8 SLS Fee Credits for the final Quarter (or part thereof) of the last calendar year of the Contract, if applicable, must appear on the Contractor's monthly claim for the last month of the Contract. The determination of SLS Fee Credits for the final Quarter (i.e. period) will be prorated according to the actual number of months in the period.

8.1.9 Canada reserves the right to re-examine, in consultation with the Contractor and at a minimum of once each year, and revise as Canada deems necessary, the provisions for SLS Fee Credits, in order to address PSHCP priorities and determine the need for possible adjustments to the parameters of the application of fee credits. These revisions will be reflected through a Contract amendment.

8.1.10 In extraordinary circumstances, the Contractor can make application to Canada to waive Fee Credits. Fee Credits may be waived at Canada's sole discretion if it can be demonstrated that the abnormally high activity came as a result of a policy change or other action taken by Canada.

8.2 SLS Fee Credits for Failure to Meet Service Level Standards

8.2.1 The quality of the service delivered by the Contractor is critical for the PSHCP. During the Operations Phase of the Contract, Canada will have the right to receive SLS Fee Credits should the Contractor fail to meet specific Service Level Standards (SLS) (i.e. Service Levels and Service Requirements) stipulated in the SOW and identified in the tables provided under article 8.2.8 below.

8.2.2 The Contractor must report to the Project Authority on its performance on a Monthly, Quarterly and Annual basis in accordance with the requirements of the SOW. In addition to the Reporting Requirements in the SOW, the Contractor must self-assess its performance against the pre-determined performance criteria to determine any SLS Fee Credits owing to Canada in accordance with the methodology set out in this article 8.2. The format of the Quarterly Service Performance Report will be agreed to between the Project Authority (PA) and the Contractor during the Start-Up Phase.

8.2.3 Fee Credits will be calculated against applicable individual SLS as follows:

- a) Member / Provider Facing Services (Quarterly), including:
 - i. SOW 4.3 Claims Processing and Claims Payment Services
 - ii. SOW 4.10 Member Communications and Information Services
 - iii. SOW 4.11 Provider Communications and Information Services
- b) SOW 4.9 Reporting Services
- c) SOW 4.7 Audit and Claim Verification Program

8.2.4 While certain SLS are subject to Fee Credits, the Contractor is accountable to Canada and is obliged to meet all SLS as stipulated in the SOW. The application of Fee Credits by Canada in no way limits, or otherwise prevents, Canada from taking other steps permitted under the Contract for failure to adhere to the stipulated SLS, including terminating the Contract for default.

8.2.5 Each of the eligible SLS were assessed and assigned an Impact Level for the purposes of Fee Credit determination. Refer to the table contained in 8.2.8 below for the list of eligible SLS and the associated Impact Level.

8.2.6 SLS Fee Credits will be calculated as described in sections 8.2.8 – 8.2.14 below.

8.2.7 The Total Quarterly SLS Fee Credit Amount is capped at a maximum of 10% of the applicable Quarterly billing amount of Transaction Processing Fees as set out in article 3.2 of the Basis of Payment above (for example; if the total amount of Transaction Processing Fees billed, excluding taxes, during the Quarter being assessed was \$8,100,000, the SLS Fee Credit amount would be capped at \$810,000).

NOTE: All SLS Fee Credit formulas that follow will be calculated to 3 decimal places.

8.2.8 Eligible SLS and Impact Level for determination of Fee Credits

8.2.8.1 Member / Provider Facing Services

a) SOW 4.3 Claims Processing and Claims Payment Services

SOW 4.3.3 Provider Digital Claims Processing Eligible Service Level Standards (SLS) - Fee Credits Applicable						
SLS #	Benefit Type	Submission Method	Plan Type (Coverage)	Service Level Standard (SLS)	Reporting Period	Impact Level Financial/User
1)	All (excluding Out of province)	Paper	Supplementary	95% of claims processed with 9 Days of receipt	Monthly	Low-High
2)	All Out of province	Paper	Supplementary	80% of claims processed with 10 Days once all documentation is obtained	Monthly	Medium-High
3)	All	Paper	Comprehensive	90% of claims processed with 10 Days	Monthly	Low-High
4)	All	Paper Claims	Supplementary	99% Financial Accuracy	Monthly	High-High
5)	All	Paper Claims	Supplementary	98% Non-Financial Accuracy	Monthly	Low-Medium
6)	All	Paper Claims	Comprehensive	99% Financial Accuracy	Monthly	High-High
7)	All	Paper Claims	Comprehensive	98% Non-Financial Accuracy	Monthly	Low-Medium
8)	All	Provider Digital Claims	Supplementary	99% Financial Accuracy	Monthly	High-High
9)	All	Provider Digital Claims	Supplementary	98% Non-Financial Accuracy	Monthly	Low-Medium

SOW 4.3.3 Provider Digital Claims Processing Eligible Service Level Standards (SLS) - Fee Credits Applicable						
SLS #	Benefit Type	Submission Method	Plan Type (Coverage)	Service Level Standard (SLS)	Reporting Period	Impact Level Financial/User
10)	Paramedical and Vision Claims	Provider Digital Claims – Non - Assignment)	Supplementary	95% of Provider digital claims to be processed within 5 Days	Monthly	Low-Medium
11)	All Paramedical and Vision Claims	Member Digital Claims	Supplementary	95% of Member digital claims to be processed within 5 Days	Monthly	Low-High
12)	All	Member Digital Claims	Comprehensive	99% Financial Accuracy	Monthly	High-High
13)	All	Member Digital Claims	Comprehensive	98% Non-Financial Accuracy	Monthly	Low-Medium
14)	All	Member Digital Claims	Supplementary	99% Financial Accuracy	Monthly	High-High
15)	All	Member Digital Claims	Supplementary	98% Non-Financial Accuracy	Monthly	Low-Medium

b) SOW 4.10 Member Communications and Information Services

SOW 4.10 Member Communications and Information Services Eligible Service Level Standards (SLS) - Fee Credits Applicable					
SL S #	Service Area	Plan Type (Coverage)	Service Level Standard	Reporting Period	Impact Level Financial/User
16)	Member Contact Centre	Supplementary	70% English Calls Answered < 20 seconds	Monthly	Low-Medium
17)	Member Contact Centre	Supplementary	70% French Calls Answered < 20 seconds	Monthly	Low-Medium

SOW 4.10 Member Communications and Information Services Eligible Service Level Standards (SLS) - Fee Credits Applicable					
SL S #	Service Area	Plan Type (Coverage)	Service Level Standard	Reporting Period	Impact Level Financial/Use r
18)	Member Contact Centre	Supplementary	85% First Call Resolution	Monthly	Low-High
19)	Member Contact Centre	Supplementary	99% Call Centre Availability	Monthly	Low-High
20)	Member Contact Centre	Comprehensive	70% English Calls Answered < 20 seconds	Monthly	Low-Medium
21)	Member Contact Centre	Comprehensive	70% French Calls Answered < 20 seconds	Monthly	Low-Medium
22)	Member Contact Centre	Comprehensive	85% First Call Resolution	Monthly	Low-High
23)	Member Contact Centre	Comprehensive	99% Call Centre Availability	Monthly	Low-High
24)	Member Contact Centre	Emergency Travel Assistance	70% English Calls Answered < 20 seconds	Monthly	Medium-High
25)	Member Contact Centre	Emergency Travel Assistance	70% French Calls Answered < 20 seconds	Monthly	Medium-High
26)	Member Contact Centre	Emergency Travel Assistance	99.9% Call Centre Availability	Monthly	Medium-High
27)	Member Contact Centre	Emergency Travel Assistance	90% calls that require call back < 1 hour	Monthly	Low-High
28)	Member Digital Services	Digital (web, mobile)	95% response rate of English inquires within 2 Days	Monthly	Low-Low
29)	Member Digital Services	Digital (web, mobile)	95% response rate of French inquires within 2 Days	Monthly	Low-Low
30)	Member Digital Services	Digital (web, mobile)	70% English Real-time chat Answered < 20 seconds	Monthly	Low-Medium
31)	Member Digital Services	Digital (web, mobile)	70% French Real-time chat Answered < 20 seconds	Monthly	Low-Medium

c) SOW 4.11 Provider Communications and Information Services

SOW 4.11 Provider Communications and Information Services Eligible Service Level Standards (SLS) - Fee Credits Applicable				
SLS #	Service Type	Call Type	Service Level Standard	Reporting Period Impact Level Financial/User
32)	Provider Contact Centre	Pay Direct Drug	99.5% Call Centre Availability	Monthly Low-High
33)	Provider Contact Centre	Pay Direct Drug	85% First Call Resolution	Monthly Low-High
34)	Provider Contact Centre	Pay Direct Drug	90% English Calls Answered < 30 seconds	Monthly Low-Medium
35)	Provider Contact Centre	Pay Direct Drug	90% French Calls Answered < 30 seconds	Monthly Low-Medium

8.2.8.2 Reporting Services

SOW 4.9 Reporting Services Eligible Service Level Standards (SLS) - Fee Credits Applicable			
SLS #	Reporting Services component	Service Level Standard	Reporting Period Impact Level Financial/User
36)	Standard Reports	100% Accuracy of all Standard Reports provided within a Quarter	Quarterly Low-Low

8.2.8.3 Audit and Claim Verification Program

SOW 4.7 Audit and Claim Verification Program Eligible Service Level Standards (SLS) - Fee Credits Applicable			
SLS #	Service Level Standard	Reporting Period	Impact Level Financial/User
37)	Prior Day Claim Verification Audits	As per SOW	Low-Low
38)	Pharmacy Member Confirmation Program, defined Statistically Valid Sample (SVS) of claims each month	As per SOW	Low-Low
39)	Pharmacy and Electronic Medical Supplies Provider Desk Claim Verification Audits (120 minimum) per year, claim selection based on defined SVS criteria	As per SOW	Low-Low
40)	Pharmacy and Electronic Medical Supplies Provider On-Site Claim Verification Audits (80 minimum) per year, claim selection based on defined SVS Criteria	As per SOW	Low-Low
41)	Compound Claims Verification Audits based on defined SVS Criteria	As per SOW	Low-Low
42)	Hospital Member Confirmation Audits based on defined SVS Criteria	As per SOW	Low-Low
43)	Hospital Provider Desk Claim Verification Audits based on hospitals identified as high risk Providers	As per SOW	Low-Low
44)	Paramedical Practitioner/Medical Equipment Provider Desk Claim Verification Audits (minimum of 25 per year) of claims based on defined SVS Criteria	As per SOW	Low-Low
45)	Paramedical Practitioner/Medical Equipment Provider On-Site Claim Verification Audits (minimum of 15 per year) of claims based on defined SVS Criteria	As per SOW	Low-Low
46)	Paramedical Practitioner/Medical Equipment Provider Confirmation Audits based on defined SVS Criteria	As per SOW	Low-Low
47)	Emergency Travel and Comprehensive Claim Verification Confirmation Audits based on defined SVS Criteria	As per SOW	Low-Low
48)	Emergency Travel and Comprehensive Desk Claim Verification Audits based on defined SVS Criteria	As per SOW	Low-Low
49)	Digital Claims Audits based on defined SVS criteria	As per SOW	Low-Low
50)	Provider Confirmation Audits consisting of confirmation requests based on defined SVS criteria	As per SOW	Low-Low
51)	Dependant Eligibility Verification Audits based on defined SVS criteria	As per SOW	Low-Low

8.2.9 Step 1 – The Contractor's Service Performance percentage (%), to a maximum of 100%, will be assessed for each eligible SLS (1-51 above, excluding SLS #36 Standard Reports), in each reporting period, using one of the following formulas (as applicable):

$$\begin{array}{l} \text{(A) Service Performance \% (by SLS, \#1-35) = } \frac{\text{Contractor's Actual Service Level Achieved (during applicable reporting period)}}{\text{SLS}} \\ \text{OR} \\ \text{(B) Service Performance \% (by Audit SLS, \#37-51) = } \frac{\text{Contractor's Actual number of Audits initiated (during applicable period as per SOW)}}{\text{Number of Audits identified via SVS}} \end{array}$$

Examples:

(A) SLS #1 – Claims Processing and Claims Payment Services (Paper Claims), 95% of claims processed with 9 Days of receipt

$$\begin{array}{l} \text{Service Performance \% (SLS \#1) = } \frac{\text{Contractor's Actual Service Level Achieved (January) = 66.7\%}}{\text{SLS = 95\%}} = 70.211\% \end{array}$$

(B) SLS #39 – Pharmacy and Electronic Medical Supplies Provider Desk Claim Verification Audits (120 minimum) per year, claim selection based on defined SVS criteria, where SVS = 136 audits

$$\begin{array}{l} \text{Service Performance \% (SLS \#39) = } \frac{\text{Contractor's Actual number of Audits initiated = 129}}{\text{Number of Audits identified via SVS = 136}} = 94.853\% \end{array}$$

8.2.10 Step 2 - If the Contractor's Service Performance %, against an eligible SLS (1-51 above, excluding SLS #36 Standard Reports), is below 100%, the Contractor's Missed Service Level (%) will be determined using the following formula:

$$\text{Missed Service Level \% (by SLS) = 100\% - Contractor's Service Performance \% (applicable to SLS) (determined per article 8.2.8 above)}$$

Examples:

$$\text{(A) Missed Service Level \% = 100\% - 70.211\% = 29.789\%}$$

$$\text{(B) Missed Service Level \% = 100\% - 94.853\% = 5.147\%}$$

8.2.11 Step 3 - Fee credits will be assessed, against each eligible SLS (1-51 above, excluding SLS #36 Standard Reports), based on the Contractor's Missed Service Level % (determined in 8.2.10) and the Impact Level assigned to the eligible SLS in accordance with the following scale:

Assesse d Impact	Financial	Low			Medium			High		
	User	Low	Medium	High	Low	Medium	High	Low	Medium	High
	Impact Level	Low-Low	Low-Medium	Low-High	Medium-Low	Medium-Medium	Medium-High	High-Low	High-Medium	High-High
Missed Service Level %										
Fee Credit %										
0.000%		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
0.001% – 0.999%		0.100%	0.167%	0.233%	0.300%	0.367%	0.433%	0.500%	1.000%	1.500%
1.000% – 1.999%		0.100%	0.250%	0.400%	0.550%	0.700%	0.850%	1.000%	2.000%	3.000%
2.000% – 2.999%		0.100%	0.333%	0.567%	0.800%	1.033%	1.267%	1.500%	3.000%	4.500%
3.000% – 3.999%		0.100%	0.416%	0.734%	1.050%	1.366%	1.684%	2.000%	4.000%	6.000%
4.000% – 4.999%		0.100%	0.499%	0.901%	1.300%	1.699%	2.101%	2.500%	5.000%	7.500%
5.000% – 5.999%		0.100%	0.582%	1.068%	1.550%	2.032%	2.518%	3.000%	6.000%	9.000%
6.000% – 6.999%		0.100%	0.665%	1.235%	1.800%	2.365%	2.935%	3.500%	7.000%	10.000%
7.000% – 7.999%		0.100%	0.748%	1.402%	2.050%	2.698%	3.352%	4.000%	8.000%	10.000%
8.000% – 8.999%		0.100%	0.831%	1.569%	2.300%	3.031%	3.769%	4.500%	9.000%	10.000%
9.000% – 9.999%		0.100%	0.914%	1.736%	2.550%	3.364%	4.186%	5.000%	10.000%	10.000%
10.000% and above		0.100%	0.997%	1.903%	2.800%	3.697%	4.603%	5.500%	10.000%	10.000%

Examples:

(A) Missed Service Level %	29.789%
=	
Impact Level =	Low-High
Fee Credit % =	1.903%

(B) Missed Service Level %	5.147%
=	
Impact Level =	Low-Low
Fee Credit % =	0.100%

8.2.12 Step 4 - The Fee Credit Amount will be calculated for each eligible SLS (as applicable), in each month of the period (i.e. Quarter or Year), using the Fee Credit % (determined in 8.2.11) multiplied by the actual amount of Transaction Processing Fees billed, excluding taxes (Annex B, Basis of Payment, section 3.2) during the period being assessed.

The Fee Credit Amount will be calculated using the following formula:

$$\begin{array}{lll} \text{Fee Credit Amount} = & \text{Fee Credit \%} & \text{X Actual amount of Fees billed} \\ \text{(by SLS, by period)} & \text{(determined in 8.2.11)} & \text{(the actual amount of Transaction Processing} \\ & & \text{Fees billed, excluding taxes (i.e. Annex B,} \\ & & \text{Basis of Payment, section 3.2) during the} \\ & & \text{period being assessed} \end{array}$$

Examples:

$$\text{(A) Fee Credit Amount} = 1.903\% \times \$2,700,000.00 = \$51,381.00$$

$$\text{(B) Fee Credit Amount} = 0.100\% \times \$2,700,000.00 \times 12 \text{ months} = \$32,400.00$$

NOTE: The amount of monthly Fees billed is provided for illustration purposes only and does not reflect any actual or forecasted transaction processing fee amounts. For the purposes of Example B, the monthly Transaction Processing Fee is the same for each month of the year.

8.2.13 Determination of Fee Credit Amount for SLS #36, Standard Reports - The Fee Credit Amount for SLS #36 will be calculated based on the number of reports delivered, within the applicable period, which contained errors.

The Fee Credit Amount will be calculated using the following formula:

$$\begin{array}{lll} \text{Fee Credit} & & \text{X Actual amount of Fees billed (the} \\ \text{Amount} & & \text{actual amount of Transaction Processing} \\ \text{(SLS \#36,} & \text{Fee Credit \%} & \text{containing errors} & \text{Fees billed, excluding taxes (i.e. Annex} \\ \text{Standard} & & \text{(within applicable} & \text{B, Basis of Payment, section 3.2) during} \\ \text{Reports) =} & & \text{period)} & \text{the period being assessed} \end{array}$$

Example:

$$\text{Fee Credit Amount} = 0.100\% \times 6 \times \$2,700,000.00 = \$16,200.00$$

8.2.14 Step 5 – The total Quarterly SLS Fee Credit will be presented in the Quarterly Service Performance Report, to include an itemized list of all individual Fee Credit Amounts (determined in 8.2.11), by applicable period (i.e. Month, Quarter or Year), subject to the 10% cap as set out in section 8.2.7. The Contractor must post the Quarterly Service Performance Report to the Secure Reporting and Documentation Website (refer to SOW article 4.9.9).

9.0 LIQUIDATED DAMAGES

9.1 In accordance with the SOW Work requirements referenced under the table titled START-UP REQUIREMENTS of Appendix 7 to Annex A and the Contractor's approved Start-Up Phase Work Plan, the Contractor must deliver the Work referenced under columns A and B of the table set out below by the associated Delivery Due Date indicated under column C of the table set out below.

A	B	C
SOW Reference	Deliverable Description	Delivery Due Date
3.3	<p>Claims Processing and Claims Payment Services Set-Up</p> <p>The Contractor must demonstrate that it has implemented a solution which meets all Claims Processing and Claims Payment Services requirements as stipulated in SOW article 4.3 and is ready to commence Operations; including the Contractor having obtained Project Authority Approval (SOW article 3.1.2) for the following Deliverables referenced under the table titled Work Deliverables - Start-Up Phase Deliverables Checklist of Appendix 7 to Annex A:</p> <ul style="list-style-type: none"> a) Start-Up Phase Deliverable #5 b) Start-Up Phase Deliverable #6 c) Start-Up Phase Deliverable #7 	<p>Prior to the Systems Ready Date or in accordance with the Project Authority approved Start-Up Phase Work Plan and Integrated Schedule</p>
3.4	<p>Positive Enrolment and Membership Management Services Set-Up</p> <p>The Contractor must demonstrate that it has implemented a solution which meets all Positive Enrolment and Membership Management Services requirements as stipulated in SOW article 4.4 and is ready to commence Operations; including Project Authority Approval (SOW article 3.1.2) for the following Deliverables referenced under the table titled Work Deliverables - Start-Up Phase Deliverables Checklist of Appendix 7 to Annex A:</p> <ul style="list-style-type: none"> a) Start-Up Phase Deliverable #8 b) Start-Up Phase Deliverable #9 c) Start-Up Phase Deliverable #10 d) Start-Up Phase Deliverable #11 e) Start-Up Phase Deliverable #12 f) Start-Up Phase Deliverable #13 g) Start-Up Phase Deliverable #14 h) Start-Up Phase Deliverable #15 i) Start-Up Phase Deliverable #16 j) Start-Up Phase Deliverable #17 k) Start-Up Phase Deliverable #18 l) Start-Up Phase Deliverable #19 m) Start-Up Phase Deliverable #20 	<p>Prior to the Systems Ready Date or in accordance with the Project Authority approved Start-Up Phase Work Plan and Integrated Schedule</p>
3.5	<p>Provider Registration and Management Services Set-Up</p> <p>The Contractor must demonstrate that it has implemented a solution which meets all Provider Registration and Management Services requirements as stipulated in SOW article 4.5 and is ready to commence Operations; including Project Authority Approval (SOW article 3.1.2) for the following Deliverables referenced under the table titled Work Deliverables - Start-Up Phase Deliverables Checklist of Appendix 7 to Annex A:</p>	<p>Prior to the Systems Ready Date or in accordance with the Project Authority approved Start-Up Phase Work Plan and Integrated Schedule</p>

A	B	C
SOW Reference	Deliverable Description	Delivery Due Date
	<ul style="list-style-type: none"> a) Start-Up Phase Deliverable #21 b) Start-Up Phase Deliverable #22 c) Start-Up Phase Deliverable #23 d) Start-Up Phase Deliverable #24 e) Start-Up Phase Deliverable #25 f) Start-Up Phase Deliverable #26 g) Start-Up Phase Deliverable #27 h) Start-Up Phase Deliverable #28 i) Start-Up Phase Deliverable #29 	
3.10	<p>Member Communications and Information Services Set-Up</p> <p>The Contractor must demonstrate that it has implemented a solution which meets all Member Communications and Information Services requirements as stipulated in SOW article 4.10 and is ready to commence Operations; including Project Authority Approval (SOW article 3.1.2) for the following Deliverables referenced under the table titled Work Deliverables - Start-Up Phase Deliverables Checklist of Appendix 7 to Annex A:</p> <ul style="list-style-type: none"> a) Start-Up Phase Deliverable #71 b) Start-Up Phase Deliverable #72 c) Start-Up Phase Deliverable #73 d) Start-Up Phase Deliverable #74 e) Start-Up Phase Deliverable #75 f) Start-Up Phase Deliverable #76 g) Start-Up Phase Deliverable #77 h) Start-Up Phase Deliverable #78 i) Start-Up Phase Deliverable #79 j) Start-Up Phase Deliverable #80 k) Start-Up Phase Deliverable #81 l) Start-Up Phase Deliverable #82 m) Start-Up Phase Deliverable #83 	12 months after Contract Award or in accordance with the Project Authority approved Start-Up Phase Work Plan and Integrated Schedule
3.11	<p>Provider Communications and Information Services Set-Up</p> <p>The Contractor must demonstrate that it has implemented a solution which meets all Provider Communications and Information Services requirements as stipulated in SOW articles 4.11 and is ready to commence Operations; including Project Authority Approval (SOW article 3.1.2) for the following Deliverables referenced under the table titled Work Deliverables - Start-Up Phase Deliverables Checklist of Appendix 7 to Annex A:</p> <ul style="list-style-type: none"> a) Start-Up Phase Deliverable #84 b) Start-Up Phase Deliverable #85 c) Start-Up Phase Deliverable #86 d) Start-Up Phase Deliverable #87 	12 months after Contract Award or in accordance with the Project Authority approved Start-Up Phase Work Plan and Integrated Schedule

A	B	C
SOW Reference	Deliverable Description	Delivery Due Date
	<ul style="list-style-type: none"> e) Start-Up Phase Deliverable #88 f) Start-Up Phase Deliverable #89 g) Start-Up Phase Deliverable #90 h) Start-Up Phase Deliverable #91 i) Start-Up Phase Deliverable #92 	
3.15	<p>Security Set-Up</p> <p>The Contractor must demonstrate that it has implemented a solution which meets all Security requirements as stipulated in SOW article 4.14 and is ready to commence Operations; including Project Authority Approval (SOW article 3.1.2) for the following Deliverables referenced under the table titled Work Deliverables - Start-Up Phase Deliverables Checklist of Appendix 7 to Annex A:</p> <ul style="list-style-type: none"> a) Start-Up Phase Deliverable #104 b) Start-Up Phase Deliverable #105 c) Start-Up Phase Deliverable #106 d) Start-Up Phase Deliverable #107 e) Start-Up Phase Deliverable #108 f) Start-Up Phase Deliverable #109 g) Start-Up Phase Deliverable #110 h) Start-Up Phase Deliverable #111 i) Start-Up Phase Deliverable #112 j) Start-Up Phase Deliverable #113 k) Start-Up Phase Deliverable #114 l) Start-Up Phase Deliverable #115 m) Start-Up Phase Deliverable #116 n) Start-Up Phase Deliverable #117 o) Start-Up Phase Deliverable #118 p) Start-Up Phase Deliverable #119 q) Start-Up Phase Deliverable #120 r) Start-Up Phase Deliverable #121 s) Start-Up Phase Deliverable #122 t) Start-Up Phase Deliverable #123 u) Start-Up Phase Deliverable #124 v) Start-Up Phase Deliverable #125 w) Start-Up Phase Deliverable #126 x) Start-Up Phase Deliverable #127 y) Start-Up Phase Deliverable #128 z) Start-Up Phase Deliverable #129 	Prior to the Systems Ready Date or in accordance with the Project Authority approved Start-Up Phase Work Plan and Integrated Schedule
3.16	<p>Data Migration</p> <p>The Contractor must demonstrate that it has obtained Project Authority Approval (SOW article 3.1.2) for the following Deliverables referenced under the table titled Work Deliverables - Start-Up Phase Deliverables Checklist of Appendix 7 to Annex A:</p> <ul style="list-style-type: none"> a) Start-Up Phase Deliverable #130 	Prior to the Systems Ready Date or in accordance with the Project Authority approved Start-Up Phase Work Plan and Integrated Schedule

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24062-180558

Amd. No. - N° de la modif.
File No. - N° du dossier
002xf 24062-180558

Buyer ID - Id de l'acheteur
002xf
CCC No./N° CCC - FMS No./N° VME

A	B	C
SOW Reference	Deliverable Description	Delivery Due Date
	b) Start-Up Phase Deliverable #131 c) Start-Up Phase Deliverable #132	

Should the Contractor fail to deliver any of the seven Start-Up Phase deliverables referenced under columns A and B of the above table by the associated applicable date as indicated under column C of the above table, then the Contractor agrees to pay to Canada the sum of \$80,000.00 for each calendar day of delay up to a maximum amount of \$3,500,000.00.

- 9.2 The Parties agree that the aforesaid amounts constitute liquidated damages and are their best pre-estimate of the loss to Canada in the event of such a failure, and that the amounts are not intended to be, nor are they to be construed as, a penalty.
- 9.3 Canada will have the right to holdback, drawback, deduct or set off from and against the amounts of any monies owing at any time by Canada to the Contractor, any liquidated damages owing and unpaid under this article. Should Canada elect not to exercise the foregoing right at any given time, this shall not be deemed a waiver of this right nor shall it affect the right(s) described above.
- 9.4 Nothing in this article is to be interpreted as limiting the rights and remedies to which Canada may otherwise be entitled to under the Contract, including the right to terminate the Contract for default.

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Buyer ID - Id de l'acheteur
002xf
CCC No./N° CCC - FMS No./N° VME

ANNEX C - SECURITY REQUIREMENTS CHECK LIST (SRCL)

Annex C is provided under separate cover.

ANNEX D - INSURANCE REQUIREMENTS

1. GENERAL

Each insurance required hereunder shall have the following characteristics or terms:

- a) insurers shall have a minimum A.M. Best rating of B++ or a minimum Standard and Poor's rating of BBB;
- b) the insurance shall be maintained continuously during the term of the Contract;
- c) an insurance certificate evidencing the major terms of the insurance in effect shall be produced annually;
- d) a certified insurance policy shall be produced upon request;
- e) the insurer shall agree to provide the Contracting Authority with 30 calendar days written notice of cancellation of the insurance;
- f) insurance deductibles shall not exceed \$1 million;
- g) the insurance shall provide primary coverage with respect to operations and activities pertaining to the Contract;
- h) breach of any term by an insured, an additional insured or any other Person shall not invalidate the insurance with respect to other insureds;
- i) any negligence or willful act or omission or false representation by an insured, an additional insured or any other Person shall not invalidate the insurance with respect to the Contracting Authority;
- j) any coverage written on a claims made basis shall include provision for 24 months extended reporting period in the event of termination of the Contract for any reason; and
- k) any requirement for an insurance specified herein may be waived by Canada, at its sole and reasonable discretion, upon request by the Contractor for such waiver, accompanied by acceptable evidence of other financial resources available to the Contractor in an amount commensurate with the amount of insurance otherwise required.

2. Commercial General Liability Insurance

- a) The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$10,000,000 per accident or occurrence and in annual aggregate. The required limit can be obtained through the use of excess or umbrella liability insurance acting excess of, and follow form to, a primary Commercial General Liability Insurance.
- b) The Commercial General Liability policy must include the following:
 - i. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada as represented by Public Works and Government Services Canada.
 - ii. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
 - iii. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.

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- iv. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
 - v. Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy has been issued to each.
 - vi. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
 - vii. Employees and, if applicable, Volunteers must be included as Additional Insured.
 - viii. Employers' Liability (or confirmation that all employees are covered by Worker's Compensation insurance or similar program).
 - ix. Broad Form Property Damage including Completed Operation.
 - x. Notice of Cancellation: The Contractor will provide Canada 30 days prior written notice of policy cancellation or any changes to the insurance policy.
 - xi. Coverage for damages that the Contractor or Canada becomes legally obligated to pay arising out of the operations of a subcontractor of the Contractor.
 - xii. Non-Owned Automobile Liability - Coverage for suits against the Contractor resulting from the use of hired or non-owned vehicles.
 - xiii. Advertising Injury: Coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.
 - xiv. All Risks Tenants Legal Liability - Coverage for liabilities arising out of its occupancy of leased premises.
 - xv. Litigation Rights: Pursuant to subsection 5(d) of the Department of Justice Act, S.C. 1993, c. J-2. s. 1, if a suit is instituted for or against Canada which the Insured would, but for this clause, have the right to pursue or defend on behalf of Canada as an Additional Named Insured under the insurance policy, the Insurer must promptly contact the Attorney General of Canada to agree on the legal strategies by sending a letter, by registered mail or by courier, with an acknowledgement of receipt.

For the province of Quebec, send to:

Director Business Law Directorate
Quebec Regional Office (Ottawa),
Department of Justice,
284 Wellington Street, Room SAT - 6042,
Ottawa, Ontario, K1A 0H8

For other provinces and territories, send to:

Senior General Counsel
Civil Litigation Section,
Department of Justice
284 Wellington Street, East Tower
Ottawa, Ontario, K1A 0H8

A copy of the letter must be sent to the Contracting Authority. Canada reserves the right to co-defend any action brought against Canada. All expenses incurred by Canada to co-defend such actions will be at Canada's expense. If Canada decides to co-defend any actions brought against it, and Canada does not agree to a proposed settlement agreed to by the Contractor's insurer and the plaintiff(s) that would result in the settlement or

dismissal of the action against Canada, then Canada will be responsible to the Contractor's insurer for any difference between the proposed settlement amount and the amount finally awarded or paid to the plaintiffs (inclusive of costs and interest) on behalf of Canada.

3. Crime Insurance

- a) Crime insurance shall be effected by the Contractor and maintained in force throughout the duration of the Contract with a limit of liability of not less than \$5,000,000 per loss and in the annual aggregate.
- b) Coverage shall include loss arising from employee dishonesty or fraud, forgery or alteration, external fraud, fraudulent instruction, computer fraud, extortion, funds transfer fraud and audit expense to prove loss.
- c) Canada, as its interest may appear or as it may direct, shall be added as Loss Payee and as Additional Insured.
- d) The Contractor's sub-consultants and consultants involved in the Contract shall be added as Additional Insureds with respect to the Contract.

4. Errors and Omissions Liability Insurance

- a) Errors and Omissions Liability insurance shall be effected by the Contractor and maintained in force throughout the duration of the Contract with a limit of liability of not less than \$15,000,000 per loss and in the annual aggregate, inclusive of defence costs.
- b) The policy or policies shall cover liability arising out of error or omission in the rendering of, or failure to render, services in connection with the Contract.
- c) Coverage shall be sufficiently broad to respond to the duties and obligation as in undertaken by the Contractor in the Contract and shall include, but not be limited to, third-party claims involving infringement of intellectual property, (including but not limited to infringement of copyright, trademark), failure to detect fraudulent behaviour, penalties or additional expenses associated with late filings and failure to maintain compliance with legal requirements.
- d) To the extent not provided under the Comprehensive Data Security, Liability and Extra Expense Insurance, coverage should be provided under the Errors and Omissions Liability Insurance for invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, alteration of electronic information, and network security.
- e) The insurance shall contain a cross liability clause.
- f) The policy shall include an extended discovery and reporting period of not less than 24 months in the event of cancellation, termination or non-renewal of the policy or termination of the Contract for any reason, including its expiration.
- g) The Contractor's sub-consultants and consultants involved in the Contract shall be added as Additional Insureds, but only with respect to operations directly connected to the Contract.

5. Property and Extra Expense Insurance

- a) Property and Extra Expense insurance shall be effected by the Contractor and maintained in force throughout the duration of the Contract.

- b) The insurance shall cover all property, including all computer hardware, computer software and all other property that is used in performance of the Contract. Coverage shall be for all risks of physical loss or damage, including flood, earthquake, windstorm, and ice storm.
- c) Coverage shall be provided, following insured loss or damage, for extra expenses incurred by the Insured in order to continue as nearly as practicable the normal conduct of the Insured's business to a sublimit of not less than \$5,000,000.
- d) Coverage shall include extra expenses incurred by the insured by reason of insured property damage to premises, equipment or utilities upon which the insured is dependent.
- e) Coverage shall be provided for the Contractor and its subcontractors involved in the Contract.
- f) Canada shall be added as an Additional Insured.
- g) A waiver of underwriters rights of subrogation shall be granted in favour of Canada.

6. Comprehensive Data Security, Liability and Extra Expense Insurance

- a) Comprehensive data security, liability and extra expense insurance shall be effected by the Contractor and maintained in force throughout the duration of the Contract, in an amount not less than \$65,000,000 per claim and in the aggregate.
- b) The insurance shall provide coverage for liability arising from data breach, privacy breach, system security breach, Denial of Service, malicious code, extortion, network impairment, electronic theft, unauthorized access, and unauthorized use events.
- c) Coverage shall include judgments or settlements, defence and legal costs, claim avoidance costs, notification and communications costs, data and restoration costs, investigation costs, cost of regulatory proceedings, penalties and fines, and the costs of credit protection and crises management services. Coverage shall include extra expenses incurred in order to continue as nearly as practicable the normal conduct of the Insured's business following insured events.
- d) The Contractor's sub-consultants and consultants involved in the Contract shall be added as Insureds, but only with respect to operations directly connected to the Contract.
- e) Canada shall be added as an Additional Insured.

ANNEX E - ABORIGINAL PARTICIPATION COMPONENT (APC)

1. APC Transaction Value

- a) Starting on January 1 of the first calendar year following the Contract Award date and ending on December 31 of that same calendar year (the first "APC Calendar Year"), and for each calendar year thereafter, the Contractor must contribute, to the Indigenous community, a minimum annual APC Transaction Value of \$3.5M.
- b) The annual APC Transaction Value is calculated as the total financial contributions (excluding applicable taxes) made by the Contractor through Direct Benefits and Indirect Benefits (refer to article 2 below) throughout each applicable calendar year.
- c) A minimum of 60% of each calendar year's APC Transaction Value must come from Direct Benefits.
- d) In order for a contribution to be considered as an APC transaction, the recipient of the transaction must either meet the definition of an Indigenous business or Indigenous person in accordance with Annex 9.4 of the Supply Manual entitled "Requirements for the Set-aside Program for Aboriginal Business, OR the recipient is a support program that provides goods or services specifically aimed at benefiting the Indigenous community.
- e) Contributions made by the Contractor's subcontractor in the category of Direct Benefits – Indigenous Business Development may count towards the annual APC Transaction Value. Other contributions (Indigenous employment, training, skills development, Indirect Benefits) made by the subcontractor will not count. No contributions of any kind made by a subcontractor's supplier will count.

2. Direct Benefits and Indirect Benefits

a) Direct Benefits

Direct Benefits can be any one of the following:

- i. *Indigenous Business Development*: The Contractor must demonstrate it builds and develops viable Indigenous business capacity (refer to Appendix A to Annex E Indigenous Business Capacity). The Contractor must contribute and invest in the development and viability of Indigenous businesses by procuring goods and services from qualified Indigenous firms. The Contractor is also encouraged to demonstrate how it intends to maximize the use of Indigenous businesses, such as identifying the work intended to be carried out by Indigenous businesses, including contract and supply chain management.
- ii. *Indigenous Employment*: The Contractor must demonstrate its Indigenous employment. The Contractor may include details pertaining to Indigenous recruitment and retention strategies and related job activities such as the work to be carried out by each position.
- iii. *Indigenous Training and Skills Development*: The Contractor must demonstrate the training opportunities and skills development for its Indigenous employees, such as on-the job training, in-house training, as well as succession plans.

b) Indirect Benefits

Indirect Benefits include specialized training, career development, scholarships, grants, and community outreach to help local and Indigenous communities in meeting their economic development needs.

3. Annual APC Reporting

- a) Within 90 calendar days after the end of the first APC Calendar Year, and within 90 calendar days after the end of each calendar year thereafter, the Contractor must deliver to the APC Authority, the Contracting Authority, and the Project Authority, an APC Report with the following information:
 - i. the minimum APC Transaction Value from the previous calendar year;
 - ii. the APC Transaction Value achieved during the previous calendar year;
 - iii. the surplus or deficit of the APC Transaction Value over/under the minimum APC Transaction Value for the previous calendar year;
 - iv. a list of all APC contributions made during the previous calendar year, categorized by Direct Benefits and Indirect Benefits; and
 - v. if applicable, a formal commitment to make up for the previous calendar year's APC Transaction Value deficit in accordance with the corrective measures plan that was included in the Contractor's APC bid response to the solicitation.
- b) Carryover from previous years' surplus APC Transaction Value will not count towards the current year's APC Transaction Value.

4. Certification

- a) Each APC Report must include signed and completed certifications (as applicable) as set out in Appendix B to Annex E Participation Component Certifications. Certifications must be accompanied by documentation and evidence supporting the information detailed within the certifications.
- b) Where applicable, the Contractor must provide invoices, pay stubs, receipts, or any other documentation that provide evidence that a transaction was made in the amount claimed.
- c) The Contractor must keep proper records and documentation relating to the accuracy of the certification provided to Canada. The Contractor must obtain the written consent of the Contracting Authority before disposing of any such records or documentation before the expiration of six years after final payment under the Contract, or until settlement of all outstanding claims and disputes, under the Contract, whichever is later. All such records and documentation must, at all times during the retention period, be open to audit by the representatives of Canada, who may make copies and take extracts.

5. APC Revisions

Throughout the duration of the Contract, it may be necessary to update the APC in order to reflect changes to management emphasis, business capacities, Indigenous communities, or any other changes as required. Updates may include, but is not limited to, changes to the APC Transaction Value and/or the contribution percentages of Direct and Indirect Benefits. Any recommended changes to the APC, whether made by the Contractor or Canada, require approval from both parties. Once approved, the revised APC will only go into effect once a contract amendment has been issued to reflect the changes.

Appendix A to Annex E - Indigenous Business Capacity

1. Early engagement with Indigenous communities and businesses may help the Contractor meet the desired outcomes outlined in the Aboriginal Participation Component. Early engagement can benefit by
 - i. enhancing relationships;
 - ii. ensuring a common understanding of the project requirements;
 - iii. determining Indigenous business capacity for the procurement of goods and services; and
 - iv. identifying skills and training gaps for employment of Indigenous peoples.
2. The following list is provided to assist in the identification of Indigenous business capacity:
 - a) Indigenous Business Directory (IBD)
http://www.ic.gc.ca/eic/site/ccc_bt-rec_ec.nsf/eng/h_00011.html
 - b) Canadian Council for Aboriginal Business
<https://www.ccab.com/>
 - c) Union Gas
<https://www.uniongas.com/about-us/community/aboriginal/business-list>
 - d) Indigenous Business and Investment Council
<https://www.bcibic.ca/>
 - e) Canadian Aboriginal and Minority Supplier Council
www.camsc.ca
 - f) Province of Manitoba
<https://www.gov.mb.ca/inr/>

3. Identifying Aboriginal Employment Opportunities

Industry respondents may wish to contact Employment and Social Development Canada (ESDC) to learn more about their Indigenous Labour Programs that may help support the Aboriginal Participation Component. ESDC's Indigenous Skills and Employment Training Program is designed to help Indigenous people improve their skills and find employment, visit their website for more information: <https://www.canada.ca/en/employment-social-development/programs/indigenous-skills-employment-training.html>.

In addition to ESDC, there are numerous provincial Aboriginal employment and skills development programs. For more information contact: aadnc.saea-psab.aandc@canada.ca

Appendix B to Annex E - Aboriginal Participation Component Certifications

1. Aboriginal Participation Component – Subcontractor Certification

- a) The Indigenous business subcontracted to provide goods and/or services to the Contractor of the PSHCP ASO requirement certifies that it meets the definition of an Indigenous business in accordance with Annex 9.4 of the Supply Manual entitled "Requirements for the Set-aside Program for Aboriginal Business".
- b) The Indigenous subcontractor certifies that it meets, and will continue to meet, throughout the duration of any subcontract with the Contractor, the requirements described in article a) above.
- c) The Indigenous subcontractor must check the applicable box below:
- () The subcontractor is an Indigenous business that is a sole proprietorship, band, limited company, co-operative, partnership or not-for-profit organization.
- OR**
- () The subcontractor is either a joint venture consisting of two or more Indigenous businesses or a joint venture between an Indigenous business and a non-Indigenous business.
- d) The Indigenous subcontractor must check the applicable box below:
- () The Indigenous business has fewer than six full-time employees.
- OR**
- () The Indigenous business has six or more full-time employees.
- e) The Indigenous subcontractor must, upon request by Canada, provide all information and evidence supporting this certification. It must ensure that this evidence will be available for audit during normal business hours by a representative of Canada, who may make copies and take extracts from the evidence. The Indigenous subcontractor must provide all reasonably required facilities for any audits.
- f) The Indigenous subcontractor certifies that the information herein is accurate and complete.

Date

Signature

Name

Title (Duly authorized business representative)

Name of Business

2. **Aboriginal Participation Component – Partnering Organization or Program Certification**

- a) The partnering Indigenous organization receiving Indirect Benefits contributions from the Contractor of the PSHCP ASO requirement certifies that it meets the definition of an Indigenous business in accordance with Annex 9.4 of the Supply Manual entitled "Requirements for the Set-aside Program for Aboriginal Business".
- b) The partnering Indigenous organization or program certifies that it meets, and will continue to meet, throughout the duration of any partnership with the Contractor, the requirements described in article a) above.
- c) The partnering Indigenous organization or program must, upon request by Canada, provide all information and evidence supporting this certification. It must ensure that this evidence will be available for audit during normal business hours by a representative of Canada, who may make copies and take extracts from the evidence. The partnering Indigenous organization or program must also provide all reasonably required facilities for any audits.
- d) The partnering Indigenous organization or program certifies that the information herein is accurate and complete.

Date

Signature

Name

Title (Duly authorized organization representative)

Name of Organization or Program

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3. Aboriginal Participation Component - Employee Certification

- a) I certify that I am an Indigenous person, as defined in Annex 9.4 of the Supply Manual entitled "Requirements for the Set-aside Program for Aboriginal Business".
- b) I certify that I am a full-time employee of _____ (*insert name of business*).
- c) Upon request, I agree to provide all information and evidence supporting this certification.

Printed name of employee

Signature of employee

Date

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ANNEX F - TASK AUTHORIZATION FORM

The following Task Authorization form is provided for illustrative purposes only. The PSHCP TA Process and associated Form will be determined during the Start-up Phase.

PSHCP TASK AUTHORIZATION REQUEST FORM		
1.0 Administrative Information:		
Contractor :		
Contract Number:	Task Authorization #	Date:
2.0 Description of Work to be performed:		
<u>Task Requirement</u>		
<u>Requirements</u>		
3.0 Period of Work / Delivery Date		
4.0 Work location	Contractor Name Address	
5.0 Travel requirements	N/A	
6.0 Gov't furnished equipment/material	N/A	
7.0 Authorities		
Project Authority Treasury Board of Canada Secretariat Name Tel: Fax: E-Mail:		Contracting Authority Public Works and Government Services Canada Name Tel: Fax: E-Mail :

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TASK AUTHORIZATION QUOTATION			
8.0 Task Authorization Basis of Payment			
Type of Labour Category (as per article B of the Contract Basis of Payment)	Fixed All-inclusive Per Diem Labour Rate	Level of Effort	Total Price (\$)
Estimated Travel and Accommodations Costs (if applicable), not to exceed			
Other direct costs (if applicable)			
Subtotal – All costs			
10% contingency when applicable			
TOTAL PRICE			
Check applicable method of payment (select one basis only):			
Payment upon completion and acceptance _____	Milestone Payments _____		

TASK AUTHORIZATION APPROVALS		
9.0 TBS Project Authority - Contractor's TA Quotation is Accepted: (Indicate Name, title of individual authorized to sign on behalf of Project Authority; type or print)		
TBS:	Name, Title, Group— Pensions and Benefits Sector – Treasury Board Secretariat	Date:
10.0 PSPC Contracting Authority - Concurrence to Proceed with TA: (Indicate name, title of individual authorized to sign on behalf of Contracting Authority ; type or print)		
PSPC:	Name, Title, Acquisitions Branch, Public Works and Government Services Canada	Date:
You are requested to provide to Canada, in accordance with the terms and conditions included in PSPC Contract no. XXXXX and the terms and conditions set out herein, referred to herein or attached hereto, the Work listed herein for this Task Authorization at the price set out thereof.		
11.0 Contractor: (Indicate Name, title of individual authorized to sign on behalf of the Contractor; type or print)		
Contract or:	Name, Title, Contractor Name	Date:

CONFIRMATION, RECEIPT AND ACCEPTANCE of Delivery	
Contract No.	Task Authorization No. _____
11.0 Work Completed (to be completed by Contractor)	
The Work was completed as per the terms of the task authorization and the deliverable(s) submitted for review and acceptance.	
Date delivered: _____	
Contractor signature: _____ Date: _____	
Name and title of individual authorized to sign on behalf of Contractor Name, Contractor	
Comments:	
12.0 Receipt of the deliverable(s) (to be completed by TA SME)	
The Work was completed in accordance with the requirement of the task authorization and deliverable(s) received.	
Recommend acceptance of the Work / deliverable(s): Yes: _____ No: _____	
Confirmed by: _____ Date: _____	

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Name and title of individual authorized to confirm receipt (TA SME)

Comments:

13.0 Acceptance of the Work / deliverable(s) (to be completed by TBS, PSHCP Project Authority)

The Work and deliverable(s) are accepted: Yes: _____ No: _____

Accepted by: _____ Date: _____

Name and title of individual authorized to accept deliverable (Project Authority)

Comments:

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Attachment 2.1 to Part 2 - PSHCP Volumetric Data

Provided under separate cover.

Attachment 3.1 to Part 3 - Technical Bid Requirements and Bidder Instructions

1. Contents of Technical Bid

To facilitate bid preparation and bid evaluation, Bidders should prepare and submit their Technical Bid using the following Table of Contents

TECHNICAL BID Table of Contents	
TECHNICAL BID Part 1	
Part 1, Section 1	Signed Copy of RFP
Part 1, Section 2	Bidder Contact
TECHNICAL BID Part 2	
Part 2, Section 1	Mandatory Technical Bid Requirements Bidder's responses to Mandatory Technical Evaluation Criteria contained in Appendix 1 to Attachment 3.1 to Part 3 of this RFP
Part 2, Section 2	Point-Rated Technical Bid Requirements Bidder's responses to Point-Rated Technical Evaluation Criteria contained in Appendix 2 to Attachment 3.1 to Part 3 of this RFP
TECHNICAL BID Part 3	
Part 3, Section 1	Technical Bid Documentation Any supporting documentation to the Bidder's Technical Bid (if applicable).

2. Definitions

In addition to the definitions contained in Appendix 5 to Annex A, Acronyms and Glossary of Terms, the following definitions apply to the Mandatory and Point-Rated Technical Bid Requirements and Evaluation Criteria for this RFP:

Term	Definition
Block of Business	Means all customers or clients under contract with the Bidder for the provision of claims processing services, at a given point in time.
Book of Business	Means a single customer or client under contract with the Bidder for the provision of claims processing services.
Claim Line (individually "Claim Line" or collectively "Claim Lines")	Means a claim submitted, in paper or electronic format, for a single drug, product or service that is eligible for full or partial payment under a health-care benefit plan.
Contact Centre	Means an organization or service that interacts with customers, across a range of channels (e.g. phone calls, SMS, email, live chat, social media, etc.), to provide support and/or handle requests.

Term	Definition
Customer Reference Contract (individually "Contract" or collectively "Contracts")	Means a contract that the Bidder held to deliver services to a customer and is used to demonstrate the Bidder's experience.
Customer Reference Project	Means an external customer's project that the proposed resource worked on and is used to demonstrate the resource's experience.
Digital Claim Line	Means a health-care claim submitted via a web based interface and/or through an e-wallet/smartphone application.
Electronic Claim Line	Means a health-care claim submitted through a pay direct drug card.
Feasible	Assessed by Canada, based on Canada's experience, as capable of being done, effected or accomplished within the GC or PSHCP environment.
Health	Refers to benefits or claims for expenses related to health care products and services which typically includes prescription drugs; medical supplies; medical equipment; vision care; paramedical provider services; Hearing aids; and emergency travel assistance. This term does not include any dental services, appliances and supplies.
Participant (individually "Participant" or collectively "Participants")	Participants include eligible Members and dependants (e.g. spouse, common law partner, dependant children) covered under a health-care benefit plan.
Paper Claim Lines	Means a health-care claim submitted through paper format.
Reference Contact	Means the individual identified as a representative and point of contact for the customer organization (identified in the Customer Reference Contract or Customer Reference Project as applicable) that can be contacted via the Reference Checking Process set out in Part 4, article 4.1.4.3 b) of this RFP, to confirm the information provided by the Bidder with respect to a Customer Reference Contract or Customer Reference Project.

3. Bid Preparation Instructions

3.1 Part 1, Section 1 – Signed Copy of the RFP

This Section should include a signed copy of page "1" of this RFP (which is deemed to include all amendments) as per instructions detailed in article 2.2 of Part 2 of this RFP. This Section may also contain an executive summary and/or letter of transmittal at the Bidder's discretion.

3.2 Part 1, Section 2 – Bidder Contact

This Section should include at a minimum the Name and Telephone Number of a single person that is authorized by the Bidder for all communication related to this RFP.

3.3 Part 2, Section 1 – Mandatory Technical Bid Requirements

Further to the submission instructions above:

- a) This Part of the Bid should be prepared in response to the Mandatory Technical Evaluation Criteria contained in Appendix 1 to Attachment 3.1 to Part 3 of this RFP.
- b) For the purposes of this RFP, projects used as Customer Reference Contracts to demonstrate Corporate Qualifications in response to submission requirement M-1 must have been contracted directly with the Bidder or a corporate predecessor where the Bidder can demonstrate to the Contracting Authority, upon request, that the corporate processor amalgamated with one or more corporations to form the Bidder. Projects contracted with the Bidder's parent, affiliate, subsidiary, or sub-contractor will not be considered.
- c) If a Bidder submits more than the stipulated maximum number of Customer Reference Contracts or Customer Reference Projects, only the maximum number will be evaluated in the order presented in the Bidder's Bid.
- d) Canada has included response table templates (refer to Appendix 1 to Attachment 3.1 to Part 3 – Mandatory Technical Evaluation Criteria) for selected mandatory criteria (i.e. M-1, Table #1; M-1, Table #2; M-2.3; M-2.4 & M-2.5). For ease of Bid preparation and evaluation, the Bidder is requested to use these response table templates. The Bidder may, at its discretion, resize columns as required.

3.4 Part 2, Section 2 – Point-Rated Technical Submission Requirements

Further to the submission instructions above:

- a) This Part of the Bid should be prepared in response to the Point-Rated Technical Evaluation Criteria contained in Appendix 2 to Attachment 3.1 to Part 3 of this RFP.
- b) Canada has included response table templates for all point-rated criteria. For ease of Bid preparation and evaluation, the Bidder is requested to use these response table templates. The Bidder may, at its discretion, resize columns as required.

3.5 Part 3, Technical Bid Documentation

This Part of the Bid should list and include all documentation specified in the Bid Requirements or otherwise referenced by the Bidder in its Technical Bid as applicable.

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Appendix 1 to Attachment 3.1 to Part 3 – Mandatory Technical Evaluation Criteria

Provided under separate cover.

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Appendix 2 to Attachment 3.1 to Part 3 – Point-Rated Technical Evaluation Criteria

Provided under separate cover.

Attachment 3.2 to Part 3 - Financial Bid Requirements and Bidder Instructions

1. OVERVIEW

- a) The Financial Bid must be submitted in accordance with all the instructions herein and must include the elements listed under article 3.4 below. The Financial Bid should be submitted using the Financial Bid Pricing Tables, in MS Excel format, provided under Attachment 3.3 to Part 3 of this RFP.

2. METHODOLOGY FOR EVALUATING FINANCIAL BIDS

- a) Bidders' Financial Bids will be evaluated in accordance with Part 4 - Evaluation Procedures and Basis of Selection of this Solicitation.
- b) The scenario of work volumes and usage will be used consistently across all Bidders to calculate the bid price for prices proposed in accordance with article 3 below. The inclusion of work volumes provided in this bid solicitation do not represent a commitment by Canada that Canada's future usage of the services identified in this bid solicitation will be consistent with the work volumes provided herein. Work volumes are provided purely for bid evaluation purposes only.

3. FINANCIAL BID PREPARATION INSTRUCTIONS

3.1 Format of Bid

- a) The Bidder's Financial Bid must address each of the price elements specified in the RFP and must provide prices in accordance with the stated requirements, as detailed in the Annex B Basis of Payment and the associated Financial Bid Pricing Tables, provided under Attachment 3.3 to Part 3.
- b) Variation in Professional Services Resource Rates from Year to Year: If the Contractor proposes different rates for resources for different years of the resulting Contract, the difference from one year to the following year must be no more than 10%.
- c) Blank Prices: Bidders are requested to insert "\$0.00" for any item for which it does not intend to charge or for items that are already included in other prices set out in the tables.
- d) Bidders must not make any assumptions or restrictions that are associated with their Financial Bid. In order to keep its Bid responsive, the Bidder must clarify all issues or concerns and obtain all required information beforehand, in accordance with the "Enquiries - Bid Solicitation" process referred to in article 2.4, Part 2 of the RFP.

3.2 General Instructions

Bidders must submit their Financial Bids in accordance with the following:

- a) all prices in the Financial Bid must be exclusive of Harmonized Sales Tax (HST), and Good and Services Tax (GST). The GST/HST, where applicable, is extra to these prices and will be paid by Canada;
- b) prices must be firm with Canadian customs duties and excise taxes included as applicable and pricing must be on an FOB Destination basis; and

- c) any and all costs associated with meeting the requirements detailed in this RFP, including any travel and living expenses incurred as a consequence of any relocation required to satisfy the terms of the Contract, are the responsibility of the Bidder.

3.3 Intentionally left blank

3.4 Proposed Pricing by Fee Element

3.4.1 Start-Up Phase Fees (Article 2.0 of Annex B Basis of Payment)

a) Positive Enrolment and Member Management Services Set-up (SOW Article 3.4)

Bidders must include in their Financial Bid, their proposed Milestone Payment Schedule and associated milestone pricing to deliver the Positive Enrolment and Member Management Services Set-up work requirements (SOW article 3.4) by completing the applicable cells in columns A, B, C and D of the table titled *Milestone Payment Schedule A – Positive Enrolment and Member Management Services Set-up* under the Start-Up Phase Fees tab (worksheet) of the Financial Bid Pricing Tables provided under Attachment 3.3 to Part 3.

b) Provider Registration and Management Services Set-up (SOW Article 3.5)

Bidders must include in their Financial Bid, their proposed Milestone Payment Schedule and associated milestone pricing to deliver the Provider Registration and Management Services Set-up work requirements (SOW article 3.5) by completing the applicable cells in columns A, B, C and D of the table titled *Milestone Payment Schedule B – Provider Registration and Management Services Set-up* under the Start-Up Phase Fees tab (worksheet) of the Financial Bid Pricing Tables provided under Attachment 3.3 to Part 3.

c) Member Communications and Information Services Set-up (SOW Article 3.10)

Bidders must include in their Financial Bid, their proposed Milestone Payment Schedule and associated milestone pricing to deliver the Member Communications and Information Services Set-up work requirements (SOW article 3.10) by completing the applicable cells in columns A, B, C and D of the table titled *Milestone Payment Schedule C - Member Communications and Information Services Set-up* under the Start-Up Phase Fees tab (worksheet) of the Financial Bid Pricing Tables provided under Attachment 3.3 to Part 3.

d) Provider Communications and Information Services Set-up (SOW Article 3.11)

Bidders must include in their Financial Bid, their proposed Milestone Payment Schedule and associated milestone pricing to deliver the Provider Communications and Information Services Set-up work requirements (SOW article 3.11) by completing the applicable cells in columns A, B, C and D of the table titled *Milestone Payment Schedule D - Provider Communications and Information Services Set-up* under the Start-Up Phase Fees tab (worksheet) of the Financial Bid Pricing Tables provided under Attachment 3.3 to Part 3.

e) Security Set-Up (SOW Article 3.15)

Bidders must include in their Financial Bid, their proposed Milestone Payment Schedule and associated milestone pricing to deliver the Security Set-Up requirements (SOW article 3.15) by completing the applicable cells in columns A, B, C and D of the table titled *Milestone Payment Schedule E - Security Set-Up* under the Start-Up Phase Fees tab (worksheet) of the Financial Bid Pricing Tables provided under Attachment 3.3 to Part 3.

f) All remaining Start-Up Phase Requirements combined (SOW Articles 3.2, 3.3, 3.6, 3.7, 3.8, 3.9, 3.12, 3.13, 3.14, 3.16 and 3.17)

Bidders must include in their Financial Bid, their proposed Milestone Payment Schedule and associated milestone pricing to deliver All remaining Start-Up Phase requirements (SOW articles 3.2, 3.3, 3.6, 3.7, 3.8, 3.9, 3.12, 3.13, 3.14, 3.16 and 3.17) by completing the applicable cells in columns A, B, C and D of the table titled *Milestone Payment Schedule F - All remaining Start-Up Phase requirements (combined)* under the Start-Up Phase Fees tab (worksheet) of the Financial Bid Pricing Tables provided under Attachment 3.3 to Part 3.

- g) When developing the Milestone Payment Schedules referenced in 3.4.1 a) through f) above, Bidders must consider the following elements:
- i. There must be no more than 5 milestone payments, however there may be fewer, associated with each individual Milestone Payment Schedule (A – F);
 - ii. Milestones should be spaced out as evenly as possible over the Start-Up Phase and it should be clear what triggers the payment. A milestone payment should follow the acceptance of key associated milestone deliverables;
 - iii. When establishing the milestone schedule, the Bidder should consider the Project Authority Approval process (including acceptance processes) set out in SOW article 3.1.2; and
 - iv. The associated payment value of each milestone must be commensurate with the level of effort of achieving that milestone and, in no event, will the payment value of a milestone constitute a de facto advance payment (“Contract Award” is not deemed an acceptable milestone).
- h) Each proposed Milestone Payment Schedule (A-F) should include the following information:
- i. The proposed milestone by sequential number (1-5 as applicable) under column “A” (Milestone Number);
 - ii. The Bidder’s proposed Firm Fixed Price for each milestone payment (Number 1 – 5 as applicable) under column “B” (Milestone Payment Firm Fixed Price);
 - iii. A list of the applicable Start-Up Phase Deliverables associated with each milestone payment (Number 1 – 5 as applicable) under column “C” (Associated Deliverables) based on the Start-Up Phase Deliverables Checklist set out under Appendix 7 to Annex A); and
 - iv. Provide a completion date for each Associated Deliverable (listed in Column “C”) under column “D” (Delivery Date for each Deliverable) expressed as the number of weeks or months after Contract Award in accordance with the Bidder’s Work Plans and Integrated Schedule for Start-Up Phase provided in response to the Mandatory and Point-Rated Technical Submission Requirements and Evaluation criteria set out in Attachment 3.1 to Part 3 of this Solicitation. The proposed delivery dates must meet the deadlines set out in Annex A, Statement of Work. Refer to SOW article 3.1.1 i. for mandatory Start-Up Phase deadlines.

3.4.2 Transaction Processing Fees (Operations Phase and Close-Out Phase)

The Bidder must propose its transaction processing fees in accordance with the following requirements:

- a) Electronic Claim Line Transaction Processing Fees – Pharmacy and Electronic Medical Supplies Providers

The Bidder must provide its proposed firm, all-inclusive price for each Pharmacy and Electronic Medical Supplies Provider Electronic Claim Line transaction processed for Operations Phase Years 1, 2, 3 and 4 by inserting its proposed firm all-inclusive price for each

Pharmacy and Electronic Medical Supplies Provider Electronic Claim Line transaction processed in each cell under the Transaction Processing Fees tab (worksheet) of the Financial Bid Pricing Tables provided under Attachment 3.3 to Part 3.

b) Electronic Claim Line Transaction Processing Fees – Members

The Bidder must provide its proposed firm, all-inclusive price for each Member Electronic Claim Line transaction processed for Operations Phase Years 1, 2, 3 and 4 by inserting its proposed firm all-inclusive price for each Member Electronic Claim Line transaction processed in each cell under the Transaction Processing Fees tab (worksheet) of the Financial Bid Pricing Tables provided under Attachment 3.3 to Part 3.

c) Electronic Claim Line Transaction Processing Fees – Other Providers

The Bidder must provide its proposed firm, all-inclusive price for each Other Provider (i.e. Providers excluding Pharmacy and Electronic Medical Supplies Providers covered in a) above) Electronic Claim Line transaction processed for Operations Phase Years 1, 2, 3 and 4 by inserting its proposed firm all-inclusive price for each Other Provider Electronic Claim Line transaction processed in each cell under the Transaction Processing Fees tab (worksheet) of the Financial Bid Pricing Tables provided under Attachment 3.3 to Part 3.

d) Paper Claim Line Transaction Processing Fees – DIN and Medical Supplies

The Bidder must provide its proposed firm, all-inclusive price for each DIN and Medical Supplies Paper Claim Line transaction processed for Operations Phase Years 1, 2, 3 and 4 by inserting its proposed firm all-inclusive price for each DIN and Medical Supplies Paper Claim Line transaction processed in each cell under the Transaction Processing Fees tab (worksheet) of the Financial Bid Pricing Tables provided under Attachment 3.3 to Part 3.

e) Paper Claim Line Transaction Processing Fees – Non-DIN and Non-Medical Supplies

The Bidder must provide its proposed firm, all-inclusive price for each Non-DIN and Non-Medical Supplies Paper Claim Line transaction processed for Operations Phase Years 1, 2, 3 and 4 by inserting its proposed firm all-inclusive price for each Non-DIN and Non-Medical Supplies Paper Claim Line transaction processed in each cell under the Transaction Processing Fees tab (worksheet) of the Financial Bid Pricing Tables provided under Attachment 3.3 to Part 3.

f) Transaction Processing Fees - Electronic Claim Voids and Rejects

The Bidder must provide its proposed firm, all-inclusive price for each Electronic Claim Void and Reject transaction processed for Operations Phase Years 1, 2, 3 and 4 by inserting its proposed firm all-inclusive price for each Electronic Claim Void and Reject transaction processed in each cell under the Transaction Processing Fees tab (worksheet) of the Financial Bid Pricing Tables provided under Attachment 3.3 to Part 3.

g) Emergency Travel Assistance and Out of Country Claim Processing and Payment Services Monthly Per Member Fees

The Bidder must provide its proposed firm, all-inclusive Emergency Travel Assistance and Out of Country Claim Processing and Payment Services Monthly Per Member fee for each Eligible PSHCP Member for Operations Phase Years 1, 2, 3 and 4 by inserting its proposed firm, all-inclusive Emergency Travel Assistance and Out of Country Claim Processing and Payment

Services Monthly Per Member fee for each Eligible PSHCP Member in each cell under the Transaction Processing Fees tab (worksheet) of the Financial Bid Pricing Tables provided under Attachment 3.3 to Part 3.

3.4.3 VAC Remittance Administration Services Fees (Operations Phase and Close-Out Phase)

The Bidder must provide its proposed firm, all-inclusive VAC Remittance Administration Services Monthly Per Member fee for each Eligible PSHCP VAC Member for Operations Phase Years 1, 2, 3 and 4 by inserting its proposed firm, all-inclusive VAC Remittance Administration Services Monthly Per Member fee for each Eligible PSHCP VAC Member in each cell under the VAC Administration Fees tab (worksheet) of the Financial Bid Pricing Tables provided under Attachment 3.3 to Part 3.

3.4.4 Pricing Basis for Task Authorizations

The Bidder must provide its proposed firm all-inclusive Per Diem rates for the Contract Start-Up Phase and Contract Operations Years 1, 2, 3 and 4; for each As Required Contract Resource Category by inserting its proposed firm all-inclusive Per Diem rates in each cell under the Per Diem Rates tab (worksheet) of the Financial Bid Pricing Tables provided under Attachment 3.3 to Part 3.

Solicitation No. - N° de l'invitation
24062-180558//D
Client Ref. No. - N° de réf. du client
24062-180558

Amd. No. - N° de la modif.
File No. - N° du dossier
002xf 24062-180558

Buyer ID - Id de l'acheteur
002xf
CCC No./N° CCC - FMS No./N° VME

Appendix 1 to Attachment 3.2 to Part 3 – Electronic Payment Instructions

The Bidder accepts to be paid by any of the following Electronic Payment Instrument(s):

- ☐ Direct Deposit (Domestic and International);
- ☐ Electronic Data Interchange (EDI);
- ☐ Wire Transfer (International Only);
- ☐ Large Value Transfer System (LVTS) (Over \$25M)
- ☐ Electronic Funds Transfer (EFT)

Solicitation No. - N° de l'invitation
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002xf
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Attachment 3.3 to Part 3 - Financial Bid Pricing Tables

Attachment 3.3 to Part 3 is provided under separate cover.

Attachment 3.4 to Part 3 – Aboriginal Participation Component and Bidder Instructions

Mandatory Aboriginal Participation Component Bid Requirements

The Aboriginal Participation Component (APC) is a mechanism designed to elevate contribution and investment in the Indigenous community. To this end, as part of its Aboriginal Participation Component Bid in response to this RFP, the Contractor must develop and submit an Aboriginal Participation Component plan (APC Plan) that, at a minimum, includes the following:

- a) a detailed description of how the Contractor plans to achieve the minimum annual \$3.5 million minimum calendar year APC Transaction Value identified in article 1a) of Annex E Aboriginal Participation Component; and
- b) a corrective measures plan, detailing how the Contractor plans to address any failure on its part to achieve the APC Transaction Value in any given year. The corrective measures plan must detail how the Contractor will make up for the deficiency in the following year. Carryover from previous years' surplus APC Transaction Value will not count towards the current year's APC Transaction Value

Attachment 5.1 to Part 5 – Federal Contractor's Program for Employment Equity – Certifications

FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY – CERTIFICATION

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit [Employment and Social Development Canada \(ESDC\) – Labour's](#) website.

Date: _____ (YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

- ☐ A1. The Bidder certifies having no work force in Canada.
- ☐ A2. The Bidder certifies being a public sector employer.
- ☐ A3. The Bidder certifies being a [federally regulated employer](#) being subject to the [Employment Equity Act](#).
- ☐ A4. The Bidder certifies having a combined work force in Canada of less than 100 permanent full-time and/or permanent part-time employees.

A5. The Bidder has a combined workforce in Canada of 100 or more employees; and

- ☐ A5.1. The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with ESDC-Labour

OR

- ☐ A5.2. The Bidder certifies having submitted the [Agreement to Implement Employment Equity \(LAB1168\)](#) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

- ☐ B1. The Bidder is not a Joint Venture.

OR

- ☐ B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions.)

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1. INTRODUCTION

1.1 Background

The Public Service Health Care Plan (PSHCP) is a private health insurance benefits plan sponsored by the Government of Canada for federal public servants and pensioners, and their Dependents. It was established pursuant to section 7.1 of the Financial Administration Act. As of December 31, 2018, the PSHCP had over 691,000 Members, of which almost 332,000 are retired Members. Including Dependents, the PSHCP covers approximately 1.5 million Canadians. This makes the PSHCP the largest employer-sponsored health care plan in Canada. For detailed information on the PSHCP, refer to the PSHCP Directive: <http://www.njc-cnm.gc.ca/directive/d9/v9/en> and Appendix 1 to Annex A.

The PSHCP provides reimbursement for a range of health-related goods and services that are not provided through private insurance plans, provincial or territorial insured health, social or other publicly funded programs.

1.2 Objective

The objective is to secure a cost-effective, flexible, Administrative Services Only (ASO) contract to address Treasury Board of Canada Secretariat (TBS)'s business needs as employer and steward of the PSHCP. This contract will ensure excellence in ongoing claims processing services, high-quality data to support decision-making, robust auditing, advanced fraud detection, increase digitization and improve member communications and services. In addition, this contract will also contribute to the Government of Canada's socio-economic policy goals on green procurement and provide opportunities for the Indigenous community.

1.3 Scope of the PSHCP ASO Work (hereinafter referred to as the "Contract")

The ASO Contractor (hereinafter referred to as the "Contractor") must deliver the services set out in this Statement of Work (SOW). The SOW reflects the principal requirement for Digital Claims processing services for Pharmacy and Electronic Medical Supplies Providers, Electronic Paramedical Practitioner, Electronic Hospital Providers, paper Claims processing, as well as the services to manage and support Claims processing. Refer to the PSHCP Directive: <https://www.njc-cnm.gc.ca/directive/d9/v9/en> and Appendix 1 to Annex A. for further details of all of the Benefits covered under the PSHCP.

To the maximum extent possible, the SOW is based on industry standards; however, there are requirements that are unique to the PSHCP. The SOW defines the minimum service requirements under the Contract. The Contractor may provide services and service levels that exceed the minimum requirements and may deliver the Work utilizing innovative methods and/or approaches that enable the Contractor to increase efficiency, improve service levels, diminish risk and reduce cost with Project Authority Approval.

The scope of the Work is summarized in the following areas:

1.3.1 Start-Up

The Contract includes a Start-Up Phase during which time the Contractor must develop, test, and implement the solution for the PSHCP; migrate PSHCP Member information and claims data; and obtain the required Project Authority Approvals in order to commence processing claims for the PSHCP on October 1, 2022, see section 1.5 that follows.

1.3.2 Member and Provider Facing Core Services

The core services to be provided under the Contract encompass Member and Provider facing services which are further described herein and summarized as follows:

- i. **Claims Processing and Claims Payment Services** provides PSHCP Members with timely and accurate claims processing, claims adjudication and claims payments for eligible claims under the PSHCP (Refer to SOW Articles 3.3 and 4.3);
- ii. **Positive Enrolment and Membership Management Services** provides the systems and processes necessary to maintain accurate PSHCP enrollment information for all Members and Eligible Dependents and affirm Consent from Members for the use of personal information (Refer to SOW Articles 3.4 and 4.4);
- iii. **Provider Registration and Management Services** provides the systems and processes necessary to qualify and track Providers that are eligible to provide services to be considered for payment under the PSHCP as well as establishes formal Agreements with eligible Providers so that the Contractor can accept Digital Claims submissions for these Providers (Refer to SOW Articles 3.5 and 4.5);
- iv. **Member Communications and Information Services** - provides a solution which facilitates the provision of information related to the PSHCP and claims to Members through multiple channels including Contact Centres, Member Digital Services, and written communication products (Refer to SOW Articles 3.10 and 4.10);
- v. **Provider Communications and Information Services** - provides a solution which facilitates the provision of information related to the PSHCP and its claim procedures to Providers through multiple channels including Provider Contact Centres, PSHCP Provider Digital Services, and written communication products (Refer to SOW Articles 3.11 and 4.11); and
- vi. **Veterans Affairs Canada (VAC) Remittance Administration Services** – provides collection services for VAC monthly Member contributions on behalf of the PSHCP (Refer to SOW Articles 3.17 and 4.17).

1.3.3 Supporting Services

The supporting services required under the Contract facilitate high quality service to Participants and program accountability for sound fiduciary and resource management. The required programs and services included are further described herein and are summarized as follows:

- i. **Financial Management Services and Controls** ensure that all aspects of business transactions conducted by the Contractor for the PSHCP are accurate, efficient, secure and free from errors or abuse (Refer to SOW Articles 3.6 and 4.6);
- ii. An **Audit and Claim Verification Program** to reduce the risk and financial implications of PSHCP claims being processed and reimbursed incorrectly and/or inconsistently with the PSHCP Directive (Refer to SOW Articles 3.7 and 4.7);
- iii. A **Quality Assurance Program** provides ongoing assessment and continuous improvement activities, to foster quality service to all stakeholders, by defining ways to eliminate causes of unsatisfactory performance and incorporate recommendations into operations, and identify best practices and apply them consistently across PSHCP services (Refer to SOW Articles 3.8 and 4.8);
- iv. **Reporting Services** provides an extensive and in-depth solution to facilitate the management of the PSHCP and support management of the Contractor's performance. The Reporting Services solution must include standard, ad hoc and plan annual reports as well as

management dashboard capabilities, which are accessible to the Project Authority via a Secure Reporting and Documentation Website dedicated to the PSHCP (Refer to SOW Articles 3.9 and 4.9);

- v. **Continuity Management** ensures that the necessary processes and procedures are in place to enable the restoration and recovery of critical functions and services in the event of short-term interruption or a major interruption that requires access to alternative resources such as power, systems, buildings and staff (Refer to SOW Articles 3.12 and 4.12);
- vi. **Retention of Records** safeguards all Digital and paper Records and Documentation (e.g. completed PSHCP Claim Forms and associated records and documents, communication materials, manuals, financial records, registration documentation, recorded calls and call logs and Provider Audit records), in a format which can be easily retrieved by the Project Authority when required (Refer to SOW Article 4.15); and
- vii. **Strategic Review and Advice Services** provides the Project Authority with insight to trends in the health benefit industry and opportunities to improve the administration of the PSHCP (Refer to SOW Article 4.16).

1.3.4 Close-Out

During the Close-Out Phase the Contractor will assist Canada with the smooth, efficient and complete transition of services to a new supplier while continuing to provide Member and Provider facing core services and supporting services.

1.4 Plan Governance

The Treasury Board of Canada (TB), as Employer and Plan sponsor, is accountable to the Cabinet and the Prime Minister, who appoints ministers to the Board, with the President, like all ministers, being accountable to Parliament for the use of authority granted to him or her under legislation. It is the TB that has the foundational authority regarding benefit plans, such as the PSHCP, as set out under Section 7.1(1) of the *Financial Administration Act*. (<https://laws-lois.justice.gc.ca/eng/acts/F-11/>)

“Treasury Board is empowered to establish or modify any group insurance or other benefit programs for Employees of the federal public administration and any other persons or classes of persons it may designate to be Members of those programs, may take any measure necessary for that purpose, including contracting for services, may set any terms and conditions in respect of those programs, including those relating to Premiums, contributions, benefits, management, control and expenditures and may audit and make payments in respect of those programs, including payments relating to Premiums, contributions, benefits and other expenditures.”

The TBS, the administrative arm of the TB, supports the TB in its role. Within the TBS, the Pensions and Benefits Sector of the Office of the Chief Human Resources Officer is responsible for the management and oversight of the Public Service Health Care Plan.

The PSHCP Partners Committee is the senior collaborative negotiation forum comprised of Employer, bargaining agent (Employee) and Pensioner representatives. The committee is mandated to examine and resolve shared interests and jointly develop plan design recommendations for TB approval based on the need for the Plan to remain affordable and comparable to plan sponsored by similar employers. The committee is also responsible for overseeing, and reviewing the performance of, The Federal Public Service Health Care Plan Administration Authority (FPSHCPAA).

The FPSHCPAA is the arms-length corporation, mandated by Letters Patent issued pursuant to subsection 7.2(1) of the *Financial Administration Act* (Refer to SOW Article 1.4), to ensure benefits set out under the current plan design are delivered in an efficient, effective manner by the Contractor.

1.5 Governance of the Work

The day-to-day administration of the PSHCP is carried out by a third party otherwise known as the Contractor, under the provisions set out in the Contract. As TB has authority to establish and modify benefit plans for the federal public administration, as well as contract for related services, and the PSHCP's benefits and services are delivered by the Contractor under contract with Canada, while the Pensions and Benefits Sector within the Office of the Chief Human Resources Officer of the TBS acts as the Project Authority. The Government of Canada's central procurement agent, Public Services and Procurement Canada (PSPC) acts as the Contracting Authority. The FPSHCPAA is responsible for overseeing the day-to-day performance of the Contractor.

1.5.1 Responsibilities

Specific responsibilities with respect to the Contract are as follows:

- a) The **Project Authority (TBS)** acts as the technical authority and decision-maker for all matters relating to the provision of benefits and services to Plan Members by the Contractor, subject to the terms of the Contract.
- b) The **Contracting Authority (PSPC)** is responsible for the management and administration of the Contract, including issuing and approving all Contract documents and any changes to the Contract.
- c) The **FPSHCPAA** is responsible for ensuring that the Contractor adjudicates claims according to the Contract, conducting audits and evaluations regarding the payment of benefits, management of the Appeals process, communicating with Members as well as collecting information about the Plan and Contractor's performance. The FPSHCPAA also oversees the implementation of Task Authorizations (including the review of related invoices), which must be approved by the Project Authority and the Contracting Authority. The FPSHCPAA provides reports to the Project Authority, as required, confirming that the Contractor has fulfilled its obligations under the Contract. The FPSHCPAA may not change or amend the Contract or provide instructions to the Contractor to take any action that would have the effect of altering or amending the Contract or incur any cost under the Contract.

To enable the FPSHCPAA to fulfill its mandate, the Project Authority will direct the Contractor to comply with instructions regarding the administration of the PSHCP received from the FPSHCPAA, and to do such things as may be required to enable the FPSHCPAA to oversee the administration of the ASO Contract and to carry out its responsibilities and obligations under the Letters Patent.

1.5.2 Governance Committees

The following Committees facilitate the effective governance of the Work:

- a) **Operations Committee**, composed of representatives from the Project Authority, the Contracting Authority, the FPSHCPAA and the Contractor (as required) work together to ensure a consistent and coordinated approach to the resolution of operational and administrative issues, and to make recommendations, as necessary, to the Project Authority in respect of these issues. (Refer to SOW Article 2.12)
- b) **Start-Up Sub-Committees**, composed of respective Subject Matter Experts from the Project Authority, the Contracting Authority, the FPSHCPAA and the Contractor support the Operations Committee. This includes the Members Services Subcommittee, the Audit Services Subcommittee, the Reporting Services Subcommittee and the Communications Subcommittee.

(Refer to SOW Article 2.13)

- c) **Operations Sub-committees**, composed of respective Subject Matter Experts from the Project Authority, the Contracting Authority, the FPSHCPAA and the Contractor support the Operations Committee. This includes the Members Services Subcommittee, the Audit Services Subcommittee, the Reporting Services Subcommittee and the Communications Subcommittee. (Refer to SOW Article 2.14)
- d) **The Senior Contract Management Committee**, is composed of senior management representatives of the Project Authority, the Contracting Authority, the FPSHCPAA, and a senior representative of the Contractor. The Committee is established to meet annually or as needed to consider contract management issues, including improvements to the Contract, unsettled issues concerning the Contractor's performance or responsibilities, the enforcement of provisions or the application of remedies under the Contract, and to make recommendations in respect of these matters, as necessary, to the Contracting Authority. (Refer to SOW Article 2.10)

1.6 Service Delivery Phases

The Contractor must proceed in accordance with the following three phases:

1) Start-Up Phase

The Start-Up Phase commences upon Contract Award and ends on the Operations Ready Date. The Start-Up Phase must be completed by October 1, 2022 which Canada estimates to be approximately 20 months after Contract Award.

During the Start-Up Phase the Contractor will develop, test, and implement the Contractor's solution for the PSHCP (including systems and processes) and obtain the required Project Authority Approvals (Refer to SOW Article 3.1.2) in order to commence processing claims for the PSHCP on the Operations Ready Date.

Key deliverables and milestones associated with the Start-Up Phase include:

- a) The Contractor must receive Project Authority Approval for all Start-up Phase deliverables prior to the Systems Ready Date.
- b) The Systems Ready Date can be no less than six weeks prior to the Operations Ready Date.
- c) The Systems Ready Date is stipulated in the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3) and can be no less than six weeks prior to the Operations Ready Date of October 1, 2022.
- d) The Member Contact Centre must be fully operational and ready to accept inquiries from Members no later than six months prior to the Operations Ready Date.
- e) PSHCP Member Digital Services must be ready to accept PE no later than six months prior to the Operations Ready Date
- f) The Provider Contact Centre must be fully operational no later than six months prior to the Operations Ready Date.
- g) During the Start-Up Phase, the Contractor must undertake a program to ensure that PSHCP Members complete the process to confirm their enrollment information and provide Consent prior to Operations Ready Date. There is a Performance Incentive Fee (PIF) associated with the enrollment of Members by the Operations Ready Date, as set out in Article 5.2.1 of

Annex B, Basis of Payment.

- h) During the Start-Up Phase, the Contractor must establish formal Agreements with eligible Providers so that the Contractor can accept Digital Claims submissions for these Providers beginning on the Operations Ready Date. There is a PIF associated with the establishment of signed Provider Agreements by the Operations Ready Date, as set out in Article 5.2.2 of Annex B, Basis of Payment.
- i) During the period after the Systems Ready Date and prior to the Operations Ready Date (minimum six weeks), the Contractor will continue to execute or implement PSHCP services (e.g. training for Reporting Services, continued registration of Providers, continued Positive Enrolment (PE) confirmation and Consent processes, etc.).
- j) The Contractor must complete all Start-Up Phase Work in accordance with the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule.

The Start-Up Phase Requirements are fully detailed in Section 3 of the SOW.

2) Operations Phase

The Operations Phase commences on the Operations Ready Date (October 1, 2022) and ends on the Final Claim Day. The Contractor must begin processing and paying eligible Claims for all enrolled Participants of the PSHCP on the Operations Ready Date.

During the Operations Phase, the Contractor must provide all services directly associated with the efficient and effective processing and payment of eligible Claims as indicated in this SOW.

Operations Phase requirements include:

- a) Technical and Administrative Documentation (Refer to SOW Article 4.2)
- b) Claims Processing and Claims Payment Services (Refer to SOW Article 4.3)
- c) Positive Enrolment and Membership Management Services (Refer to SOW Article 4.4)
- d) Provider Registration and Management Services (Refer to SOW Article 4.5)
- e) Financial Management Services and Controls (Refer to SOW Article 4.6)
- f) Audit and Claim Verification Program (Refer to SOW Article 4.7)
- g) Quality Assurance Program (Refer to SOW Article 4.8)
- h) Reporting Services (Refer to SOW Article 4.9)
- i) Member Communications and Information Services (Refer to SOW Article 4.10)
- j) Provider Communications and Information Services (Refer to SOW Article 4.11)
- k) Continuity Management (Refer to SOW Article 4.12)
- l) Privacy (Refer to SOW Article 4.13)
- m) Security (Refer to SOW Article 4.14)
- n) Retention of Records and Documentation (Refer to SOW Article 4.15)
- o) Strategic Review and Advice Services (Refer to SOW Article 4.16)

- p) Veterans Affairs Canada (VAC) Remittance Administration Services (Refer to SOW Article 4.17)

The Operations Phase Requirements are fully detailed in Section 4 of the SOW.

3) Close-Out Phase

The Close-Out Phase commences upon receipt of formal written notification from Canada to the Contractor and ends on the Contract Expiration Date or termination date, whether the subsequent agreement is with the Contractor or a subsequent supplier.

During the Close-Out Phase the Contractor must, in addition to continuing to perform Operations Phase activities, assist Canada and the subsequent Contractor with the smooth, efficient and complete transition to the subsequent agreement whether the subsequent agreement is with the Contractor or a different supplier.

The Close-Out Phase requirements are fully detailed in Section 5 of the SOW.

2. GENERAL REQUIREMENTS

The General Requirements apply to all requirements and service delivery phases as stated above.

2. General Requirements	
Ref #	Work
2.1	<p>Language of Service</p> <p>Once approved by the Project Authority, the Contractor must provide all products (final versions) and services in both official languages (English and French) unless otherwise specified.</p>
2.2	<p>Accessibility and Duty to Accommodate</p> <ul style="list-style-type: none"> i. The Contractor must ensure that all Digital Services, provided to Members, Providers and Canada, comply with the following Government of Canada accessibility standards: <ul style="list-style-type: none"> a) Standard on Web Accessibility (http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=23601); b) Standard on Web Interoperability (http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25875); and c) Canada.ca Content Style Guide (https://www.canada.ca/en/treasury-board-secretariat/services/government-communications/canada-content-style-guide.html). ii. The Contractor must accommodate Members and Providers who have alternate accessibility needs to gain equal access to services and information. iii. The Contractor must comply with the most up to date accessibility standards as they evolve during the period of the Contract.
2.3	<p>Official Languages</p> <ul style="list-style-type: none"> i. The Contractor must ensure all products and services provided to Members or Providers are in the official language of the Member's or Provider's choice (i.e. English or French). The Contractor must ensure all products and services provided to Canada are in both official languages unless otherwise approved by the Project Authority. Therefore, the Contractor must comply with the following Government of Canada official languages requirements: <ul style="list-style-type: none"> a) Policy on Official Languages (http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26160); b) Directive on the Implementation of the Official Languages (Communications with and Services to the Public) Regulations (http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26163); and c) Directive on Official Languages for Communications and Services (http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26164). ii. The Contractor must comply with the most up to date official languages requirements as they evolve during the period of the Contract.
2.4	<p>Security</p> <p>The Contractor must ensure that all products, services, and solutions provided under the contract comply with the security requirements stipulated in the Security Requirements Check List (SRCL) and SOW Articles 3.15 and 4.14.</p>

2. General Requirements	
Ref #	Work
2.5	<p>Privacy</p> <p>The Contractor must ensure that all products, services, and solutions provided under the contract comply with the privacy requirements stipulated in SOW Articles 3.13 and 4.13.</p>
2.6	<p>Location of Facilities and Work</p> <ul style="list-style-type: none"> i. All aspects of the Work must be conducted in Canada. ii. PSHCP data and data management services, data centres, contact centres, and centres of operation must be located in Canada at all times. iii. All PSHCP data must be logically, not physically separate from all other data (i.e. other books of business). iv. Centres of operation, Contact Centres, the Positive Enrolment service, and the PSHCP Member Website must be securely accessible by Participants and Eligible Third Parties within Canada and abroad. v. Centres of operation, Contact Centres, provider registration, and the PSHCP Provider Website must be securely accessible by Providers within Canada.
2.7	<p>Subcontractor Management</p> <p>The Contractor must ensure that all requirements set out herein are met, including any products or services delivered by subcontractors.</p>
2.8	<p>Plan Revisions</p> <p>The PSHCP Directive is periodically revised as a result of negotiations between the Employer and bargaining agents. Subject to an approved Task Authorization or Contract amendment, the Contractor must make any necessary adjustments to the services and/or service levels under this Contract as a result of Plan changes.</p>
2.9	<p>Contractor Governance</p> <ul style="list-style-type: none"> i. The Contractor must use a formally documented governance model to manage its Work. The Contractor governance model must work in conjunction with, and be complementary to, the PSHCP governance structure set out in SOW Article 1.5. ii. The Contractor's governance model must identify, at a minimum, individuals to fulfill the following responsibilities: <ul style="list-style-type: none"> a) Executive Sponsor - A senior executive resource with overall responsibility, on behalf of the Contractor. The Executive Sponsor should be at a Vice-President, or higher level, within the Contractor's organization. The Executive Sponsor will be an escalation point for issues that cannot be resolved by the Start-up Phase Project Manager or Service Delivery Manager (as applicable) and must be clearly identified in the Contractor's proposed project governance model. This role is to be fulfilled at no direct cost to Canada and the designated individual must be clearly identified in the Contractor governance model. b) Service Delivery Manager - A senior management resource with responsibility at an operational level, on behalf of the Contractor, for the day to day business relationship between Canada and the Contractor. The Service Delivery Manager will have a high level of interaction with TBS and FPSCHPAA staff in the National Capital Region

2. General Requirements	
Ref #	Work
	<p>(NCR). The Service Delivery Manager is the primary point of contact for Canada during the period of the Contract. The resource must meet the minimum qualifications stipulated in Appendix 2 to Annex A, Contract Resource Categories and Requirements. This role and the designated individual must be clearly identified in the Contractor governance model.</p> <p>c) Start-Up Phase Project Manager - A senior project management resource with responsibility, on behalf of the Contractor, for the planning and execution of all Start-up Phase activities in accordance with SOW Article 3, Start-Up Phase requirements. The resource must meet the minimum qualifications stipulated in Appendix 2 to Annex A, Contract Resource Categories and Requirements. The role of Start-Up Phase Project Manager may, at the discretion of the Contractor, be fulfilled by the Service Delivery Manager resource. This role and the designated individual must be clearly identified in the Contractor governance model.</p> <p>d) Pharmacist Strategic Advisor – A licensed Pharmacist with responsibility, on behalf of the Contractor, to provide ongoing strategic guidance and advice, including in-depth analysis and recommendations, related to trends and new developments in the Canadian health care benefit industry and opportunities for improvements to the PSHCP and the services provided under the Contract. The resource must meet the minimum qualifications stipulated in Appendix 2 to Annex A, Contract Resource Categories and Requirements. This role and the designated individual must be clearly identified in the Contractor governance model.</p>
2.10	<p>Senior Contract Management Committee</p> <p>i. The Contractor must attend senior contract management committee meetings with the Project Authority, Contracting Authority, the FPSHCPAA, and other senior representatives as identified by the Project Authority. The Contractor's representatives at this meeting must include its Executive Sponsor and other senior representatives identified in the Contractor's governance structure.</p> <p>ii. Senior contract management committee meetings must be conducted at a minimum of once a year during the Operations Phase. These meetings may be conducted more frequently if requested by the Project Authority.</p> <p>iii. The senior contract management committee meetings must be conducted in person, at a Government of Canada location in the NCR.</p>
2.11	<p>Implementation Committee</p> <p>i. The Contractor must participate in regular implementation committee meetings with the Project Authority, Contracting Authority, the FPSHCPAA, and other representatives as identified by the Project Authority. The Contractor's representatives at the Implementation Committee meetings must include its Start-Up Phase Project Manager and other representatives identified in the Contractor's governance structure.</p> <p>ii. Implementation committee meetings must be conducted weekly. Implementation committee meetings may be conducted more or less frequently if requested by the Project Authority.</p> <p>iii. The implementation committee meetings must be conducted in person, at a location in the NCR approved by the Project Authority, or by teleconference or video conference, at the discretion of the Project Authority.</p> <p>iv. The Contractor must maintain the following implementation committee documentation:</p>

2. General Requirements	
Ref #	Work
	<ul style="list-style-type: none"> a) Forward agenda; b) Start-Up Phase Work Plan and Integrated Schedule as stipulated in SOW Article 3.2.3, as applicable (updated to show actual progress against the approved plan and variances); c) Issues and decisions log; and d) Other progress reports as determined during Start-Up Phase. <p>v. The Contractor must securely provide all participants, at a minimum of 48 hours in advance of each Implementation Committee meeting the following documentation:</p> <ul style="list-style-type: none"> a) Meeting agenda; b) Start-Up Phase Work Plan and Integrated Schedule (as stipulated in SOW Article 3.2.3) updated to show actual progress against the approved plan and variances; c) Updated issues and decisions log; and d) Other progress reports as determined during Start-Up Phase.
2.12	<p>Operations Committee</p> <ul style="list-style-type: none"> i. The Contractor must participate in regular operations committee meetings with the Project Authority, Contracting Authority, the FPSHCPAA, and other representatives as identified by the Project Authority during the Operations Phase. The Contractor's representatives at the Operations Committee meetings must include its Executive Sponsor, Service Delivery Manager and other representatives identified in the Contractor's governance structure. ii. Operations committee meetings must be conducted monthly during the Operations Phase. Operations committee meetings may be conducted more or less frequently if requested by the Project Authority. iii. The operations committee meetings must be conducted in person, at a location in the NCR approved by the Project Authority, or by teleconference or video conference, at the discretion of the Project Authority.
2.13	<p>Start-Up Sub-committees</p> <ul style="list-style-type: none"> i. Start-Up sub-committee meetings must be conducted as per the Contractor's Work Plan and Integrated Schedule for the Start-Up Phase with the Project Authority, the FPSHCPAA, and other representatives as identified by the Project Authority. Start-Up sub-committee meetings may be conducted more frequently if requested by the Project Authority. ii. The Contractor must participate in regular start-up sub-committee meetings with the Project Authority, the FPSHCPAA, and other representatives as identified by the Project Authority. The Contractor's representatives at the start-up sub-committee meetings must reflect the resources identified in the Contractor's work plan. iii. The Contractor must maintain the following documentation: <ul style="list-style-type: none"> a) Forward agenda; b) Issues and decisions log; and c) Other progress reports as determined during Start-Up Phase. iv. The Contractor must securely provide all participants in advance of each Start-Up Sub-committee meeting the following documentation: <ul style="list-style-type: none"> a) Meeting agenda; b) Updated issues and decisions Log; and

2. General Requirements	
Ref #	Work
	c) Other progress reports as determined during Start-Up Phase.
2.14	<p>Operations Sub-committees</p> <ul style="list-style-type: none"> i. The Contractor must participate in regular operations sub-committee meetings with the Project Authority, the FPSHCPAA, and other representatives as identified by the Project Authority. The Contractor's representatives at the operations sub-committee meetings must include its Service Delivery Manager and appropriate Subject Matter Experts working in each service area. ii. Operations sub-committee meetings must be conducted monthly during the Operations Phase. Operations sub-committee meetings may be conducted more or less frequently if requested by the Project Authority. iii. Operations sub-committees must be established, and operate throughout the Operations Phase, to activity manage each of the following service areas: <ul style="list-style-type: none"> a) Claims Processing and Claims Payment Services (refer to SOW Article 4.3); b) Audit and Claim Verification Program (refer to SOW Article 4.7); c) Reporting Services (refer to SOW Article 4.9); d) Member Communications and Information Services (refer to SOW Article 4.10); e) Provider Communications and Information Services (refer to SOW Article 4.11); and f) Financial Management Services and Controls (refer to SOW Article 4.6). iv. The operations sub-committee meetings will be conducted in person, at a location in the NCR approved by the Project Authority, or by teleconference or video conference, at the discretion of the Project Authority. v. The Contractor must maintain the following documentation: <ul style="list-style-type: none"> a) Forward agenda; b) Issues and decisions log; and c) Other progress reports as determined during Start-Up Phase. vi. The Contractor must securely provide all participants, at a minimum of one week in advance of each operations sub-committee meeting the following documentation: <ul style="list-style-type: none"> a) Meeting agenda; b) Updated issues and decisions log; and c) Other progress reports as determined during Start-Up Phase.
2.15	<p>Electronic Communications</p> <p>The Contractor must make electronic communications the default for all Member and Provider products and services. Paper communications processes must also be available at Member's request.</p>
2.16	<p>Protected B Storage</p> <p>All completed claim forms, claim submissions, and supporting documentation is considered Protected B (Refer to SOW Article 4.14).</p>
2.17	<p>Contractor Proprietary Information</p> <p>Deeming information to be proprietary does not remove the requirement to provide the information to the Project Authority. Any proprietary information identified would be considered confidential by the Project Authority and treated accordingly. Non-disclosure agreements would</p>

2. General Requirements	
Ref #	Work
	be acceptable to the Project Authority, where applicable.
2.18	<p>Authorization of Work using Task Authorizations (TAs)</p> <ul style="list-style-type: none"> i) Task Authorizations (TAs) will be issued throughout the period of the Contract. TAs will be issued in accordance with the process stipulated in clause 7.2 Task Authorization and using the form contained in Annex F. Examples of Work, for which a TA is required, may include: <ul style="list-style-type: none"> a) As requested services (e.g. Member satisfaction surveys, Provider satisfaction surveys, Member Bulletins, etc.) (Refer to SOW Articles 4.10 and 4.11); b) Production and distribution of communications products (Refer to SOW Articles 3.10, 3.11, 4.10 and 4.11); and/or c) As requested services during the Close-out Phase (Refer to SOW Article 5). ii) All as requested services provided via the TA process must be provided by Contractor resources that meet the minimum qualifications as stipulated in Appendix 2 to Annex A. Canada reserves the right to add Contractor resource categories throughout the Contract period as required to deliver the Work in the SOW.

3. START-UP PHASE REQUIREMENTS

The requirements associated with the Start-Up Phase are set out in Articles 3.1 to 3.17 that follow.

3.1 General Start-Up Phase Requirements

During the Start-Up Phase the Contractor will develop, test, and implement the Contractor's solution for the PSHCP (including systems and processes) and obtain the required Project Authority Approvals in order to commence processing claims for the PSHCP on the Operations Ready Date of October 1, 2022.

The Contractor must complete the Start-Up Phase by October 1, 2022 in accordance with the requirements set out in sections 3.1 – 3.17 of the SOW that follow.

3. Start-Up Phase	
3.1 General Start-Up Phase	
Ref #	Work
3.1.1	<p>General</p> <ul style="list-style-type: none"> i. The Start-Up Phase must be completed by October 1, 2022 (estimated to be approximately 20 months after Contract Award): <ul style="list-style-type: none"> a) The Systems Ready Date can be no less than six weeks prior to the Operations Ready Date; b) The Contractor must undertake a program to ensure that PSHCP Members complete the process to confirm their PE information and provide Consent prior to Operations Ready Date (Refer to SOW Article 3.4) (Note: There is a Performance Incentive Fee associated with the enrollment of Members by the Operations Ready Date, as set out in Article 5.2.1 of Annex B, Basis of Payment.); c) The Contractor must undertake a program to establish formal Agreements with eligible Providers so that the Contractor can accept Digital Claims submissions for these Providers beginning on the Operations Ready Date (Note: There is a Performance Incentive Fee associated with the establishment of signed Provider Agreements by the Operations Ready Date, as set out in Article 5.2.2 of Annex B, Basis of Payment.); d) Member Digital Services must be fully operational and ready to accept inquiries from Members (related to the PE process) no later than 6 months prior to the Operations Ready Date (Refer to SOW Article 3.10.4); e) The Member Contact Centre must be fully operational and ready to accept inquiries from Members (related to the PE process) no later than 6 months prior to the Operations Ready Date (Refer to SOW Article 3.10.2); and f) The Provider Contact Centre must be fully operational and ready to accept inquiries from Providers no later than 6 months prior to the Operations Ready Date (Refer to SOW Article 3.11). ii. The Contractor must complete all Start-Up Phase Work (SOW Articles 3.2 to 3.17 inclusive) in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3). iii. The Contractor must receive Project Authority Approval for all Start-up Phase deliverables as set out on Appendix 7 to Annex A, Work Deliverables, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3). iv. During the period after the Systems Ready Date and prior to the Operations Ready

3. Start-Up Phase	
3.1 General Start-Up Phase	
Ref #	Work
	Date (minimum six weeks), the Contractor will continue to execute or implement PSHCP services as set out in SOW Article 3, Start-Up Phase (e.g., training for reporting services, continued registration of Providers, continued PE confirmation and Consent processes, etc.), in accordance with the Contractor's Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).
3.1.2	<p>Project Authority Approval</p> <ul style="list-style-type: none"> i. Project Authority Approval is defined as written authorization given to the Contractor by the Project Authority after the appropriate level of acceptance has been completed by the Contractor to validate that the Contractor's systems and/or Work processes, including changes to those systems or processes, meet the requirements set out in the SOW and are fully functional for the purpose for which the solution (including systems, programs and processes) will be used by the Contractor under the Contract. ii. Deliverables are subject to one or more of the following acceptance types: <ul style="list-style-type: none"> a) <u>Documentation</u> – Includes plans (e.g. Quality Assurance (QA) plan); documentation; processes; manuals; Standard Operating Procedures (SOPs); user stories; test plans; etc. The acceptance for all applicable documentation must be completed in accordance with the following process: <ul style="list-style-type: none"> 1) Where Project Authority Approval is required, the Contractor must allow a minimum of 10 Days to obtain Project Authority Approval, decisions and/or feedback for each deliverable. 2) Should changes be required to a deliverable, the Contractor must resubmit the revised deliverable to the Project Authority for Project Authority Approval. 3) For each iteration of a revised deliverable, the Project Authority will have a minimum of 5 Days to provide the Contractor with Project Authority Approval, decisions and/or feedback. b) <u>Contractor Testing</u> – Includes Contractor IT Systems for (internal) Contractor use to deliver the Work; the acceptance for all applicable systems must be completed in accordance with the following process: <ul style="list-style-type: none"> 1) Submit draft user stories; test plan and test cases along with the acceptance criteria to the Project Authority for input and approval: <ul style="list-style-type: none"> a) The Contractor must allow a minimum of 10 Days to obtain Project Authority feedback. b) Should changes be required, the Contractor must resubmit the revised test plan and test cases for Project Authority Approval. c) For each iteration of a revised test plan and test cases, the Project Authority will have a minimum of 5 Days to provide the Contractor with Project Authority Approval and/or feedback. 2) Submit evidence of successful test results (including expected results and actual results) to the Project Authority for approval. <ul style="list-style-type: none"> a) The Contractor must allow a minimum of 10 Days to obtain Project Authority approval. b) Should subsequent testing be required, the Contractor must resubmit the revised test results for Project Authority Approval. c) For each iteration of a revised test results, the Project Authority will have a minimum of 5 Days to provide the Contractor with Project Authority Approval and/or feedback.

3. Start-Up Phase	
3.1 General Start-Up Phase	
Ref #	Work
	<p>c) <u>User Acceptance Testing (UAT)</u>– Includes Contractor IT Systems that are PSHCP Member, Provider or Project Authority facing (i.e. use); the acceptance for all applicable systems must be completed in accordance with the following process:</p> <ol style="list-style-type: none"> 1) Demonstrate system functionality and capability to the Project Authority and designated stakeholders in a UAT environment; 2) Collaborate with the Project Authority to establish UAT plan and criteria; 3) Support UAT processes to be conducted by the Project Authority in the NCR; 4) Make changes to systems if deficiencies are determined through the UAT process; 5) Allow for the Project Authority to retest once deficiencies are corrected; and 6) Obtain Project Authority Approval. <p>iii. The Project Authority's approval does not relieve the Contractor of its responsibility for defects, errors or other failures to meet the requirements of the Contract.</p>

3.2 Contract Initiation

The purpose of the Contract Initiation activities is to confirm and finalize, with input from the Project Authority, the solution to be implemented and the schedule for completion of the Start-Up Phase Work.

Following award of the contract, the Contractor must undertake Initiation activities as follows:

3. Start-Up Phase	
3.2 Contract Initiation	
Ref #	Work
3.2.1	<p>Initial Start-Up Meeting</p> <ul style="list-style-type: none"> i. The Contractor must participate in start-Up Meeting(s) with the Project Authority. At the initial face-to-face meeting, the Project Authority will: <ul style="list-style-type: none"> a) Present the PSHCP governance structure and identify Project Authority working and executive level contacts; b) Provide feedback and discuss any required adjustments to the Contractors' Start-Up and Operations Phase solutions (as proposed at time of solicitation) in any of the following areas: <ul style="list-style-type: none"> i. Claims Processing and Claims Payment Services solution (Refer to SOW Articles 3.3 and 4.3); ii. Positive Enrolment and Member Management Services solution (Refer to SOW Articles 3.4 and 4.4); iii. Financial Management Services and Controls solution (Refer to SOW Articles 3.6 and 4.6); iv. Audit and Claim Verification Program solution (Refer to SOW Articles 3.7 and 4.7); v. Reporting Services solution (Refer to SOW Articles 3.9 and 4.9); vi. Provider Registration solution (Refer to SOW Article 4.3); vii. Member Communications and Information Services solution (Refer to SOW Articles 3.10 and 4.10); and viii. Provider Communications and Information Services solution (Refer to SOW Articles 3.11 and 4.11). c) Provide feedback and discuss any required adjustments to the Contractors' approach (as proposed at time of solicitation) to the program to be undertaken during Start-Up to ensure that at least 85% of PSHCP Members confirm their Positive Enrolment information and provide Consent prior to Operations Ready Date; d) Provide feedback and discuss any required adjustments to the Contractors' approach (as proposed at time of solicitation) to the development of Provider Agreements and the extent to which existing agreements with Providers can be leveraged to address the PSHCP requirements; e) Provide feedback and discuss any required adjustments to the Contractor's proposed schedule and work plans for Start-Up Phase (as proposed at time of solicitation) including: <ul style="list-style-type: none"> i. Integrated Schedule for Start-Up Phase (including the proposed Systems Ready Date); ii. Detailed Work Plan for Claims Processing and Claims Payment Services Set-up; iii. Detailed Work Plan for Positive Enrolment and Member Management Services Set-up (including the proposed program to

3. Start-Up Phase	
3.2 Contract Initiation	
Ref #	Work
	<p>complete the PE confirmation and Consent processes during the Start-Up Phase);</p> <ul style="list-style-type: none"> iv. Detailed Work Plan for Provider Registration and Management Services Set-Up (including the approach to establish formal Agreements and register eligible Providers); v. Detailed Work Plan for Audit and Claim Verification Program Set-up; vi. Detailed Work Plan for Reporting Services Set-up; vii. Detailed Work Plan for Member Communications and Information Services Set-up; viii. Detailed Work Plan for Provider Communications and Information Services Set-up; and ix. Security Set-up. <p>f) Identify and discuss any other Start-Up Phase issues.</p> <p>ii. It is Canada's expectation that the initial Start-Up meeting will be held within 5 Days of Contract Award. Weekly meetings (teleconference and face-to-face) will be required throughout the Start-Up Phase and continuing to the Operations Ready Date. Additional meetings may be required as determined by the Project Authority. Unless otherwise specified, all meetings will be held in the NCR.</p> <p>iii. The initial Start-Up Meeting must be attended by the Contractor's Executive Sponsor, Service Delivery Manager, and Start-Up Phase Project Manager.</p>
3.2.2	<p>Finalization of Organization and Governance Plans</p> <p>The Contractor must revise and finalize, based on input from the Project Authority, the following plans (as proposed at time of solicitation) and obtain Project Authority Approval (Refer to SOW Article 3.1.2) within 10 Days of the initial Start-Up meeting:</p> <ul style="list-style-type: none"> i. Contractor's governance structure; ii. Subcontractor plan; and iii. Start-Up Phase delivery team structure.
3.2.3	<p>Start-Up Phase Work Plan and Integrated Schedule</p> <ul style="list-style-type: none"> i. The Contractor must revise and finalize, based on input from the Project Authority, the Start-Up Phase Work Plan and Integrated Schedule (as proposed at time of solicitation) and obtain Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) within 20 Days of initial Start-Up meeting. ii. The Start-Up Phase Work Plan and Integrated Schedule must identify all activities the Contractor will perform to successfully complete the Start-Up Phase and include detailed work plans. iii. Detailed Work Plans (comprised of the Work Breakdown Structure (WBS) for the tasks and activities to be completed, the associated schedule indicating the milestones, deliverables and interdependencies between tasks and activities identified in the WBS, resource plan, required acceptance activities for Deliverables as set out in Appendix 7 to Annex A, and identification of Canada's interdependent

3. Start-Up Phase	
3.2 Contract Initiation	
Ref #	Work
	<p>tasks) are required for each of the following major activities:</p> <ul style="list-style-type: none"> a) Claims Processing and Claims Payment Services Set-Up (Refer to SOW Article 3.3); b) Positive Enrolment and Member Management Services Set-Up (Refer to SOW Article 3.4); c) Provider Registration and Management Services Set-Up (Refer to SOW Article 3.5); d) Financial Management Services and Controls (Refer to SOW Article 3.6); e) Audit and Claim Verification Program Set-up (Refer to SOW Article 3.7); f) Reporting Service Set-Up (Refer to SOW Article 3.9); g) Member Communications and Information Services Set-Up (Refer to SOW Article 3.10); h) Provider Communications and Information Services Set-Up (Refer to SOW Article 3.11); and i) Security Set-Up (Refer to SOW Article 3.15). <p>iv. The Integrated Schedule for Start-Up Phase must, at a minimum, identify the tasks, milestones, deliverables, interdependencies and critical path associated with the following major activities:</p> <ul style="list-style-type: none"> a) Contract Initiation (Refer to SOW Article 3.2); b) Claims Processing and Claims Payment Services Set-Up (Refer to SOW Article 3.3); c) Positive Enrolment and Member Management Services Set-Up (Refer to SOW Article 3.4); d) Provider Registration and Management Services Set-Up (Refer to SOW Article 3.5); e) Financial Management Services and Controls (Refer to SOW Article 3.6); f) Audit and Claim Verification Program Set-up (Refer to SOW Article 3.7); g) Quality Assurance Program Set-Up (Refer to SOW Article 3.8); h) Reporting Service Set-Up (Refer to SOW Article 3.9); i) Member Communications and Information Services Set-Up (Refer to SOW Article 3.10); j) Provider Communications and Information Services Set-Up (Refer to SOW Article 3.11); k) Continuity Management Plan Development (Refer to SOW Article 3.12); l) Privacy Operations Plan Development (Refer to SOW Article 3.13); m) Security Set-Up (Refer to SOW Article 3.15); n) Data Migration (Refer to SOW Article 3.16); and o) VAC Remittance Administration Services (Refer to SOW Article 3.17). <p>v. The Start-Up Phase Integrated Schedule must be developed using Microsoft Project 2019, or a version approved by the Project Authority, and provided to the Project Authority in native electronic and pdf formats.</p>

3. Start-Up Phase	
3.2 Contract Initiation	
Ref #	Work
	<ul style="list-style-type: none"> vi. The Contractor must obtain Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) for the execution of the Start-Up Phase Work Plan and Integrated Schedule. The approved Start-Up Phase Work Plan and Integrated Schedule will become the baseline for managing and reporting on the progress of Start-Up Phase Work (Refer to SOW Article 3.2.3). vii. The Contractor must provide the Project Authority with weekly status reports on progress against the approved Start-Up Phase Work Plan and Integrated Schedule and participate in weekly meetings with the Project Authority to discuss the reports.

3.3 Claims Processing and Claims Payment Services Set-Up

In order to begin delivery of the Claims Processing and Claims Payment Services stipulated in SOW Article 4.3, the Contractor must complete the following tasks and/or activities during the Start-Up Phase:

3.0 Start-Up Phase	
3.3 Claims Processing and Claims Payment Services Set-Up	
Ref #	Work
3.3.1	<p>General</p> <ul style="list-style-type: none"> i. The Contractor must update the Contractors' Claims Processing and Claims Payment Services solution (as proposed at time of Solicitation) in accordance with the Project Authority's feedback provided at the Initial Start-Up meeting (Refer to SOW Article 3.2.1) and any subsequent working group meetings. At a minimum, the Contractors' Claims Processing and Claims Payment Services solution must meet the requirements set out in SOW Article 4.3. ii. The Contractor must obtain Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the Claims Processing and Claims Payment Services solution prior to implementation. iii. The Contractor must develop and implement, in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the Claims Processing and Claims Payment Services to meet the requirements set out in SOW Article 4.3. iv. The Contractor must obtain the applicable Project Authority Approval(s) (Refer to SOW Article 3.1.2 and Appendix 7 to Annex A, Work Deliverables, for details of the Claims Processing and Claims Payment Services, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), including: <ul style="list-style-type: none"> a. The solution implemented meets all Claims Processing and Claims Payment Services requirements as stipulated in SOW Article 4.3; b. Obtain input to and approval of complimentary administrative practices to address PSHCP benefit requirements where applicable (e.g. questionnaires); and c. The Contractor is ready to accept electronic data files and paper records (with respect to all aspects of the administration of the PSHCP).

3.4 Positive Enrolment and Membership Management Services Set-Up

During the Start-Up Phase, the Contractor must implement a Positive Enrolment (PE) solution to collect and maintain, for Canada, PSHCP Member and Dependant data. Additionally, the Contractor must undertake a program to ensure that at least 85% of PSHCP Members complete the process to confirm their PE information and provide Consent prior to Operations Ready Date. As such, the Contractor's PE solution must be ready for use in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule in order to support completion of the PE confirmation and Consent processes during the Start-Up Phase.

In order to implement the PE solution as stipulated in SOW Article 4.4 and commence the PE confirmation and Consent processes, the Contractor must complete the following tasks and/or activities during the Start-Up Phase:

3.0 Start-Up Phase	
3.4 Positive Enrolment Services	
Ref #	Work
3.4.1	<p>General</p> <ul style="list-style-type: none"> i. The Contractor must update the Contractor's PE and Membership Management Services solution and program (as proposed at time of solicitation) in accordance with the Project Authority's feedback provided at the Initial Start-Up meeting (Refer to SOW Article 3.2.1) and any subsequent working group meetings. At a minimum, the Contractors' PE and Membership Management Services solution must meet the requirements set out in SOW Article 4.4. ii. The Contractor must obtain Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the Contractor's PE and Membership Management Services solution and program prior to implementation. iii. The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the PE and Membership Management Services to meet the requirements set out in SOW Article 4.4. iv. The Contractor must obtain the applicable Project Authority Approval(s) (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the PE and Membership Management Services prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).

3.0 Start-Up Phase	
3.4 Positive Enrolment Services	
Ref #	Work
3.4.2	<p>Development of Positive Enrolment Solution</p> <ul style="list-style-type: none"> i. The Contractor must develop the processes and services to support Digital and paper PE solution processes (Refer to SOW Article 4.4.2). The same information must be captured and maintained by both processes. It should be noted that PSHCP Members who do not complete the process to confirm their PE information and provide Consent prior to Operations Ready Date, will not be able to have claims considered for reimbursement until the confirmation and Consent processes have been completed. ii. The Contractor must obtain applicable Project Authority Approval(s) for the PE processes and systems (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3). iii. The Contractor must initiate the PE Start-Up Phase Member enrolment (Digital and paper PE) prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3). The PE processes may be operational earlier based on the Contractor's approved Start-Up Phase Work Plan.
3.4.3	<p>Positive Enrolment Consent and Authorization</p> <ul style="list-style-type: none"> i. The Contractor must work with the Project Authority to develop consent wording that will be included in the Digital and paper PE processes. ii. The consent wording must contain, at a minimum: <ul style="list-style-type: none"> a) Consent to the release and use of personal information (Consent clause(s) will be determined in collaboration with the Project Authority during Start-Up); b) PSHCP Privacy Statement (to be discussed during Start-Up); and c) Signature and acceptance (electronic for digital and wet for paper).
3.4.4	<p>Weekly Member Eligibility Files</p> <ul style="list-style-type: none"> i. The Contractor must develop and implement the necessary infrastructure and process(es) in order to receive and conduct weekly Member eligibility file updates (Refer to SOW Article 4.4.3 and Appendix 6 to Annex A) prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3). ii. The Contractor must ensure the Managed Secure File Transfer (MSFT) (Refer to SOW Article 3.4.5) is operational prior to receiving PSHCP eligibility files.

3.0 Start-Up Phase	
3.4 Positive Enrolment Services	
Ref #	Work
3.4.5	<p>Delivery Method of the Weekly Eligibility Files</p> <ul style="list-style-type: none"> i. The Contractor must receive PSHCP eligibility files using Shared Services Canada's (SSC) MSFT service. ii. The MSFT service is the only accredited system for government to provide a secure means by which government organizations can transfer electronic information up to and including Protected B level to other government departments and organizations, internal and/or external, as well as outside, non-government organizations. iii. Additional information about the MSFT service (i.e. Platform Readiness Guide, Operations and User Guide, etc.) can be found on http://sftweb.pwgsc.gc.ca/sft-html/Documents_e.html
3.4.6	<p>Eligibility Interface</p> <ul style="list-style-type: none"> i. The Contractor must develop a secure, web-based tool to meet the requirements set out in SOW Article 4.4.7. ii. The Contractor must obtain Project Authority Approval of the eligibility interface (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).
3.4.7	<p>Biennial Confirmation and Consent of Positive Enrolment Information</p> <ul style="list-style-type: none"> i. The Contractor must develop Digital and paper-based processes to allow Members to confirm and update their PE information on a biennial basis. ii. The Contractor must obtain Project Authority Approval of its Digital and paper-based processes (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables).
3.4.8	<p>Positive Enrolment and Membership Management Report</p> <ul style="list-style-type: none"> i. During the Start-Up Phase, the Contractor must develop and provide a report weekly to the Project Authority and the Positive Enrolment and Membership Management Services Start-Up Sub-committee to meet the requirements set out in SOW Article 4.4.5. ii. The Contractor must obtain Project Authority Approval of the Positive Enrolment and Membership Management report (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables). iii. During the Start-Up Phase, the Contractor must post the report (Start-Up and Operations) to the Secure Reporting and Documentation Website once the website solution is available.

3.0 Start-Up Phase	
3.4 Positive Enrolment Services	
Ref #	Work
3.4.9	<p>Positive Enrolment Communications Program</p> <ul style="list-style-type: none"> i. The Contractor must update, based on the Positive Enrolment and Membership Management Start-Up Sub-committee feedback, the Contractor's program (as proposed at time of solicitation) to complete the PE confirmation and Consent processes for at least 85% of PSHCP Members prior to the Operations Ready Date. ii. The Contractor must work with the Project Authority to develop and implement a joint communications strategy (Refer to SOW Article 3.10.8) in support of the Contractor's program to inform PSHCP Members of the process to confirm and update their Positive Enrolment information prior to Operations Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3). The communications strategy must support the objective that 85% of the PSHCP membership confirm their PE information and provide Consent by the Operations Ready Date. iii. The Contractor, with the assistance of the Project Authority, must develop a detailed communications plan to support internal and external communications for the Positive Enrolment and Membership Management Services. The Contractor must obtain Project Authority Approval of the communications plan (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) prior to Systems Ready Date or in accordance with the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3). iv. The Contractor, with the assistance of the Project Authority, must develop the necessary electronic and paper communication products (including, at a minimum, Member-centric forms, booklets and instruction manuals) to support the Positive Enrolment and Membership Management Services. v. The Contractor must obtain Project Authority Approval of the communication materials (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3). vi. The Contractor must, based on Project Authority input, make communications products available electronically through Member Digital Services (Refer to SOW Article 4.10.3) and paper upon Member's request.

3.5 Provider Registration and Management Services Set-Up

During the Start-Up Phase, the Contractor must implement a Provider Registration and Management solution to qualify and track Providers that are eligible to provide services that will be considered for payment under the PSHCP. Additionally, during the Start-Up Phase, the Contractor must undertake a program to establish formal Agreements with eligible Providers so that the Contractor can accept Digital Claims submissions for these Providers beginning on the Operations Ready Date.

In order to begin delivery of the Provider Registration and Management Services stipulated in SOW Article 4.5, the Contractor must complete the following tasks and/or activities during the Start-Up Phase:

3. Start-Up Phase	
3.5 Provider Registration and Management Services Set-Up	
Ref #	Work
3.5.1	General <ul style="list-style-type: none"> i. The Contractor must update the Contractors' Provider Registration and Management Services solution and approach (as proposed at time of Solicitation) in accordance with the Project Authority's feedback provided at the Initial Start-Up meeting (Refer to SOW Article 3.2.1) and any subsequent working group meetings. At a minimum, the Contractors' Provider Registration and Management Services solution must meet the requirements set out in SOW Article 4.5. ii. The Contractor must obtain Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the Contractor's Provider Registration and Management Services solution and program prior to implementation. iii. The Contractor must develop and implement, in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the Provider Registration and Management Services to meet the requirements set out in SOW Article 4.5. iv. The Contractor must obtain the applicable Project Authority Approval(s) (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the Provider Registration and Management Services in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).
3.5.2	Provider Agreements <ul style="list-style-type: none"> i. The Contractor must, at the Initial Start-Up Meeting (Refer to SOW Article 3.2.1), submit draft provider Agreement templates for Pharmacy and Electronic Medical Supplies Providers, Electronic Paramedical Practitioners, and Electronic Hospital Providers that address the requirements contained in SOW Article 4.5.5 for Project Authority review and feedback. ii. The Contractor must post, to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9), all of the Provider Agreement templates once Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables)) has been obtained. iii. The Contractor must post, to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) and the PSHCP Provider Digital Services, any affiliated documents (e.g. Provider registration manual, Claims submission manual, etc.).
3.5.3	Provider Registration Process <ul style="list-style-type: none"> i. The Contractor must execute the Provider registration process (Refer to SOW Article 4.5.4), distribute Provider Agreements (Refer to SOW Article 4.5.5), and conduct follow-up activities, as necessary, to maximize registration of Providers in accordance with the

3. Start-Up Phase	
3.5 Provider Registration and Management Services Set-Up	
Ref #	Work
	<p>timelines set out in the Project Authority Approved Provider registration plan.</p> <p>ii. The Contractor must provide updates and detailed reporting to the Provider Registration Start-Up Sub-committee (Refer to SOW Article 2.13) on the status of registration of Providers (by type) throughout the Start-Up Phase. At a minimum, updates must be provided monthly or more frequently as required by the Provider Registration Start-Up Sub-committee.</p>
3.5.4	<p>Provider Management System</p> <p>i. The Contractor must develop and implement a Provider Management System to meet the requirements stipulated in SOW Article 4.5.2.</p> <p>ii. The Contractor must ensure that the Provider Management System is available during the Start-Up Phase to support the Provider registration process in accordance with the timelines set out in the approved Provider registration plan (Refer to SOW Article 3.5.3).</p> <p>iii. The Contractor must update its' Provider Management System with the PSHCP list of previously Deregistered and Delisted Providers that will be provided by the Project Authority and identify any variances between the Contractor's system and the PSHCP list for Project Authority consideration.</p> <p>iv. The Contractor must, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), develop and maintain a listing of registered, Deregistered and Delisted Providers and make it available to the Project Authority via the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9).</p> <p>v. The Contractor must obtain the applicable Project Authority Approval(s) (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the Provider Registration and Management Services solution in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).</p>
3.5.5	<p>Provider Deregistration</p> <p>i. The Contractor must develop and implement Provider Deregistration services to meet the requirements stipulated in SOW Article 4.5.6 prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).</p> <p>ii. The Contractor must obtain the applicable Project Authority Approval(s) (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the Provider Deregistration Services solution in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).</p>

3.6 Financial Management Services and Controls Set-Up

In order to begin delivery of the Financial Management Services and Controls stipulated in SOW Article 4.6, the Contractor must complete the following tasks and/or activities during the Start-Up Phase:

3. Start-Up Phase	
3.6 Financial Management Services and Controls Set-Up	
Ref #	Work
3.6.1	<p>General</p> <ul style="list-style-type: none"> i. The Contractor must update the Contractors' Financial Management Services and Controls solution (as proposed at time of solicitation) in accordance with the Project Authority's feedback provided at the Initial Start-Up meeting (Refer to SOW Article 3.2.1) and any subsequent working group meetings. At a minimum, the Contractors' Financial Management Services and Controls solution must meet the requirements set out in SOW Article 4.6. ii. The Contractor must obtain Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the Contractor's Financial Management Services and Controls solution prior to implementation. iii. The Contractor must develop and implement, prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the Financial Management Services and Controls to meet the requirements set out in SOW Article 4.6. iv. The Contractor must obtain the applicable Project Authority Approval(s) (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the Financial Management Services and Controls solution in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).
3.6.2	<p>Establishment of a PSHCP Dedicated Bank Account (DBA)</p> <p>The Contractor must propose prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), for Project Authority Approval (Refer to SOW Article 3.1), a PSHCP DBA to be established in the Contractor's name, and managed by the Contractor for the PSHCP. The DBA must be a dedicated interest-earning account. The DBA must be established at a major Canadian chartered financial institution that is a member of Payments Canada. The Contractor's proposed DBA must at a minimum include a comparison of all banking arrangements and terms (e.g. interest rate, access to history etc.) offered by financial institutions with a recommendation for preferred option for the PSHCP.</p>
3.6.3	<p>Establishment of a PSHCP Payment Services</p> <p>The Contractor must, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), establish PSHCP Payment Services with the Project Authority approved financial institution to allow the PSHCP DBA to be used for the payment of all PSHCP Claims, Claim reimbursements, adjustments and other activities related to the Work as approved by the Project Authority to Providers (Refer to SOW Article 4.3.6), Members (Refer to SOW Article 4.3.8) and other eligible third parties.</p>
3.6.4	<p>Establishment of a PSHCP Invoicing Service</p> <p>The Contractor must, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), establish a PSHCP Invoicing Service with the Project Authority (Refer to SOW Article 4.6.7).</p>

3.6.5	Establishment of a PSHCP Pricing Discount and Rebate Service The Contractor must, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), propose and establish PSHCP Pricing Discount and Rebate Service with the Project Authority (Refer to SOW Article 4.6.4).
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3.7 Audit and Claim Verification Program Set-Up

In order to begin delivery of the Audit and Claim Verification Program (ACVP) stipulated in SOW Article 4.7, the Contractor must complete the following tasks and/or activities during the Start-Up Phase:

3. Start-Up Phase	
3.7 Audit and Claim Verification Program (ACVP) Set-Up	
Ref #	Work
3.7.1	<p>General</p> <ul style="list-style-type: none"> i. The Contractor must update the Contractor's Audit and Claim Verification Program (ACVP) solution (as proposed at time of solicitation) in accordance with the Project Authority's feedback provided at the Initial Start-Up meeting (Refer to SOW Article 3.2.1) and any subsequent working group meetings. At a minimum, the Contractor's ACVP must meet the requirements set out in SOW Article 4.7. ii. The Contractor must obtain Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the Contractor's ACVP prior to implementation. iii. The Contractor must develop and implement, in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the ACVP to meet the requirements set out in SOW Article 4.7. iv. The Contractor must obtain the applicable Project Authority Approval(s) (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the ACVP in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3). v. The Contractor must incorporate the use artificial intelligence in the analysis, data mining and profiling solutions for the ACVP. The Contractor must disclose to the Project Authority, at a minimum, how the artificial intelligence will be used within the ACVP as well as the methodologies for its application, thresholds, parameters, and learning capacity against PSHCP data.
3.7.2	<p>PSHCP Risk Assessment</p> <ul style="list-style-type: none"> i. The Contractor must complete a targeted PSHCP Risk Assessment, no later than six months after Contract Award, to determine the areas of risk of inappropriate Claims by Members and Providers and develop strategies to minimize and mitigate the identified risks. ii. The PSHCP Risk Assessment must consist, at a minimum, of a review of all eligible health care benefits (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en and Appendix 1 to Annex A); the current methods of Claims submission and Claims payments; the existing audit programs; examples of audit programs from other comparable plans; and PSHCP areas of risk. iii. Following completion of the PSHCP Risk Assessment, and at least 20 Days in advance of consultation with the Project Authority, the Contractor must prepare and securely provide an electronic PSHCP Risk Assessment report to the Project Authority which, at a minimum, identifies: <ul style="list-style-type: none"> a) the specific areas of risk reviewed; b) the detailed results of the risk assessment; and c) the Contractor's comprehensive recommendations to mitigate the PSHCP areas of risk identified. iv. The Contractor must ensure that the results of the risk assessment are incorporated into the development of the ACVP. The Contractor must also ensure

3. Start-Up Phase	
3.7 Audit and Claim Verification Program (ACVP) Set-Up	
Ref #	Work
	<p>that the ACVP includes, at a minimum, the following program components:</p> <ul style="list-style-type: none"> a) Pharmacy and Electronic Medical Supplies Provider Audits (Refer to SOW Article 4.7.2); b) Hospital Provider Audits (Refer to SOW Article 4.7.3); c) Paramedical Practitioner and Medical Equipment Provider Audits (Refer to SOW Article 4.7.4); d) Emergency Travel and Comprehensive Claim Verification Audits (Refer to SOW Article 4.7.5); e) Digital Claims Audits (Refer to SOW Article 4.7.6); f) Provider Confirmation Audits (Refer to SOW Article 4.7.7); g) Dependant Eligibility Verification Audits (Refer to SOW Article 4.7.8); and h) Benefit Misuse and Abuse Detection Services (Refer to SOW Article 4.7.9).
3.7.3	<p>Audit and Claim Verification Program Approval and Demonstration</p> <ul style="list-style-type: none"> i. The Contractor must develop, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), and implement all services that are part of the ACVP stipulated in SOW Article 4.7. ii. The Contractor must Demonstrate that all ACVP services are ready for implementation and obtain Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).
3.7.4	<p>Pharmacy and Electronic Medical Supplies Provider Profiling</p> <p>The Contractor must propose and disclose to the Project Authority, prior to building the Provider profiling solution as set out in SOW Article 4.7.2 iii c), the profiling tests and associated weights for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables). Profiling tests and associated weights and reporting must take into consideration individual Providers. Examples of tests and criteria consist of dollar and claims volumes, adjudication profiling (e.g. rejected and voided transactions), Claim activity ratios (e.g. quantity of services rendered), and fluctuations in billing patterns.</p>
3.7.5	<p>Paramedical Practitioner and Medical Equipment Provider Profiling</p> <p>The Contractor must propose and disclose to the Project Authority, prior to building the Provider profiling solution as set out in SOW Article 4.7.4 iii a), the profiling tests and associated weights for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables). Profiling tests and associated weights and reporting must take into consideration individual Providers, as well as facilities at which multiple Providers may render services. Examples of tests and criteria consist of dollar and claims volumes, adjudication profiling (e.g. rejected and voided transactions), Claims activity ratios (e.g. quantity of services rendered) and fluctuations in billing patterns.</p>

3. Start-Up Phase	
3.7 Audit and Claim Verification Program (ACVP) Set-Up	
Ref #	Work
3.7.6	<p>Audit Data and Associated Information</p> <p>The Contractor must accept and store audit data and associated information (e.g. audit outcomes identified during the previous contract, Member benefit statuses, ongoing collecting arrangements, etc.) originating from the Project Authority to support the administration of the ACVP (Refer to SOW Article 4.15).</p>
3.7.7	<p>Hospital Listing for Pre-Payment Reviews</p> <p>The Contractor must work with the Project Authority during the Start-Up Phase to develop an initial list of hospitals that will be subject to pre-payment Claims reviews (Refer to SOW Article 4.7.3 ii b) i).</p>
3.7.8	<p>Audit Methodologies</p> <p>a) Prior Day Claim Verification Audits</p> <p>The Contractor must propose and disclose to the Project Authority an Claims selection audit methodology, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverable), in order to conduct a review and assessment of a Statistically Valid Sample (SVS) of prior day Claims submitted by Pharmacy and Electronic Medical Supplies Providers. (Refer to SOW Article 4.7.2 iii a)</p> <p>b) Pharmacy Member Confirmation Audits</p> <p>The Contractor must propose and disclose to the Project Authority a Member selection audit methodology, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverable), in order to conduct a review and assessment of a SVS of Members to confirm that the Benefits have been received from Pharmacy and Electronic Medical Supplies Providers. (Refer to SOW Article 4.7.2 iii b)</p> <p>c) Pharmacy and Electronic Medical Supplies Provider Desk Claim Verification Audits</p> <p>i. The Contractor must propose and disclose to the Project Authority a Provider audit selection methodology for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables). The methodology will be used to select Providers for Desk Claim Verification Audits each quarter. The Contractor's proposed methodology must incorporate profiling results, past audit results, and other relevant information (Refer to SOW Article 4.7.2 iii d).</p> <p>ii. The Contractor must propose and disclose to the Project Authority an audit scoring methodology for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables). The methodology must be used to assign an audit score (e.g. Pass, Fail) for each Desk Claim Verification Audit and inform follow-up actions required (Refer to SOW Article 4.7.2 iii d).</p> <p>d) Pharmacy and Electronic Medical Supplies Provider On-Site Claim Verification Audits</p> <p>i. The Contractor must propose and disclose to the Project Authority a Provider audit selection methodology for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work</p>

3. Start-Up Phase	
3.7 Audit and Claim Verification Program (ACVP) Set-Up	
Ref #	Work
	<p>Deliverables). The methodology will be used to select Providers for on-site Claim Verification Audits each quarter. The Contractor's proposed methodology must incorporate profiling results, past audit results, and other relevant information (Refer to SOW Article 4.7.2 iii e).</p> <p>ii. The Contractor must propose, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), and share with the Project Authority an audit scoring methodology for the PSHCP. The methodology must be used to assign an audit score (e.g. Pass, Fail) for each On-Site Claim Verification Audit and inform follow-up actions required (Refer to SOW Article 4.7.2 iii e).</p> <p>e) Compound Claims Verification Audits</p> <p>The Contractor must propose and disclose to the Project Authority an audit methodology, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverable), in order to conduct a review and assessment of a SVS of compound Claims each month (Refer to SOW Article 4.7.2 iii f).</p> <p>f) Hospital Member Confirmation Audits</p> <p>The Contractor must propose and disclose to the Project Authority a Member selection audit methodology, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverable), for a specified number of confirmation requests each month based on a SVS of Members to verify that eligible services have been received from Hospital Providers. (Refer to SOW Article 4.7.3 ii a).</p> <p>g) Hospital Provider Desk Claim Verification Audits</p> <p>The Contractor must propose and disclose to the Project Authority a risk based criteria for Hospital Provider Desk Claim Verification Audits for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables). (Refer to SOW Article 4.7.3 ii b).</p> <p>h) Paramedical Practitioner and Medical Equipment Provider Desk Claims Verification Audits</p> <p>i. The Contractor must propose, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), and share with the Project Authority a Provider audit selection methodology. The methodology will be used to select Providers for Desk Claims Verification Audits each quarter. The Contractor's proposed methodology must incorporate profiling results, past audit results, and other relevant information. (Refer to SOW Article 4.7.4 iii b).</p> <p>ii. The Contractor must propose, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), and share with the Project Authority an audit scoring methodology. The methodology will be used to assign an audit score (e.g. Pass, Fail) for each Desk Claims Verification Audit and inform follow-up actions required.</p> <p>i) Paramedical Practitioner and Medical Equipment Provider On-Site Claims Verification Audits</p> <p>i. The Contractor must propose and disclose to the Project Authority a</p>

3. Start-Up Phase	
3.7 Audit and Claim Verification Program (ACVP) Set-Up	
Ref #	Work
	<p>Provider audit selection methodology for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables). The methodology will be used to select Providers for On-Site Claims Verification Audits each quarter. The Contractor's proposed methodology must incorporate profiling results, past audit results, and other relevant information (Refer to SOW Article 4.7.4 iii c).</p> <p>ii. The Contractor must propose and disclose to the Project Authority an audit scoring methodology for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables). The methodology will be used to assign an audit score (e.g. Pass, Fail) for each On-Site Claims Verification Audit and inform follow-up actions required (Refer to SOW Article 4.7.4 iii c).</p> <p>j) Paramedical Practitioner and Medical Equipment Provider Confirmation Audits</p> <p>The Contractor must propose and disclose to the Project Authority a Member selection audit methodology, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverable), for a specified number of confirmation requests each month based on a SVS of Members to verify that eligible services submitted by Providers have been received. (Refer to SOW Article 4.7.4 iii d).</p> <p>k) Paramedical Practitioner and Medical Equipment Provider Investigations</p> <p>The Contractor must propose and disclose to the Project Authority the frequency and the content of the Delisting report, based on the results of the investigations, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables). (Refer to SOW Article 4.7.4 iii e).</p> <p>l) Emergency Travel and Comprehensive Claim Verification Confirmation Audits</p> <p>The Contractor must propose and disclose to the Project Authority a Member selection audit methodology, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverable), for a specified number of confirmation requests each month based on a SVS of Members to verify that eligible services submitted by Providers have been received. (Refer to SOW Article 4.7.5 ii a).</p> <p>m) Emergency Travel and Comprehensive Desk Claim Verification Audits</p> <p>The Contractor must conduct a review and assessment of a SVS of risk-based Claims. The Contractor must then propose, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), risk-based criteria for the audit component. (Refer to SOW Article 4.7.5. ii b).</p> <p>n) Digital Claims Audits</p> <p>The Contractor must propose and disclose to the Project Authority a Claims selection audit methodology, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverable), for a specified number of confirmation requests each month based on a SVS of Digital Claims submitted in the prior day (Refer to SOW Article 4.7.6).</p> <p>o) Provider Confirmation Audits</p> <p>The Contractor must propose and disclose to the Project Authority a Provider</p>

3. Start-Up Phase	
3.7 Audit and Claim Verification Program (ACVP) Set-Up	
Ref #	Work
	<p>selection audit methodology, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverable), for a specified number of confirmation requests each month based on a SVS of Claims submitted (Refer to SOW Article 4.7.7).</p> <p>p) Dependant Eligibility Verification Audits</p> <ul style="list-style-type: none"> i. The Contractor must propose, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), the risk-based criteria applied to Dependant Eligibility Verification Audits (Refer to SOW Article 4.7.8). ii. The Contractor must propose, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), acceptable forms of documentation for validation of Dependents. (Refer to SOW Article 4.7.8). <p>q) Benefit Misuse and Abuse Detection Services</p> <p>The Contractor must propose and disclose to the Project Authority defined PSHCP risk criteria and tests, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), that will be used by the data mining tool to conduct comprehensive benefit utilization reviews (Refer to SOW Article 4.7.9 ii a).</p>
3.7.9	<p>Audit and Claim Verification Program Standard Reports</p> <p>The Contractor must propose, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), Audit and Claim Verification standard reports and their frequencies (Refer to SOW Article 4.7.12).</p>

3.8 Quality Assurance Program Set-Up

In order to begin delivery of the Quality Assurance (QA) Program stipulated in SOW Article 4.8, the Contractor must complete the following tasks and/or activities during the Start-Up Phase:

3. Start-Up Phase	
3.8 Quality Assurance Program Set-Up	
Ref #	Work
3.8.1	<p>Quality Assurance (QA) Program Development</p> <ul style="list-style-type: none"> i. The Contractor must develop, in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the QA Program to meet the requirements set out in SOW Article 4.8. ii. The Contractor must develop a QA Program document in support of the QA Program requirements set out in SOW Article 4.8. The QA Program document must, at a minimum, describe the Contractors QA Program as it relates to each of the following areas: <ul style="list-style-type: none"> a) Claims Processing; b) Positive Enrolment; c) Contact Centres; d) PSHCP Member Digital Services and PSHCP Provider Digital Services; e) Reporting Services; and f) Financial Operations and Control Services. iii. The QA Program document must be submitted for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) no later than 60 Days after Contract Award. iv. The approved QA Program document must be posted to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) once the website is available. v. The Contractor must obtain the Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the QA Program in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).

3.9 Reporting Services Set-Up

In order to begin delivery of the Reporting Services stipulated in SOW Article 4.9, the Contractor must complete the following tasks and/or activities during the Start-Up Phase:

3. Start-Up Phase	
3.9 Reporting Services Set-Up	
Ref #	Work
3.9.1	<p>General</p> <ul style="list-style-type: none"> i. The Contractor must update, for Project Authority Approval, the Contractors' Reporting Services solution (as proposed at time of solicitation) in accordance with the Project Authority's feedback provided at the Initial Start-Up meeting (Refer to SOW Article 3.2.1) and any subsequent working group meetings. At a minimum, the Contractors' Reporting Services solution must meet the requirements set out in SOW Article 4.9. ii. The Contractor must develop and implement, in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the Reporting Services to meet the requirements set out in SOW Article 4.9. iii. The Contractor must obtain the applicable Project Authority Approval(s) (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the Reporting Services, including the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) through which all reporting services must be delivered prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).
3.9.2	<p>Training</p> <ul style="list-style-type: none"> i. The Contractor must provide targeted user training during the Start-Up Phase to allow up to 5 identified individuals, designated by the Project Authority, to access reporting services required to meet operational needs such as the processing of daily claims funding requests. (Refer to SOW Article 4.6.3). ii. The Contractor must develop, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), targeted training material specific to performing functions related to the processing and validation of daily claims funding requests. The approved training materials must be available no later than 10 Days in advance of the training. iii. The training must be provided no later than 20 Days prior to the Operations Ready Date. (Refer to SOW Article 4.9.10).

3.10 Member Communications and Information Services Set-Up

In order to support Positive Enrolment Services and Member Management Services and to begin delivery of the Member Communications and Information Services, as stipulated in SOW Articles 3.4 and 4.10, the Contractor must complete the following tasks and/or activities during the Start-Up Phase:

3.0 Start-Up Phase	
3.10 Member Communications and Information Services Set-Up	
Ref #	Work
3.10.1	<p>General</p> <ul style="list-style-type: none"> i. The Contractor must update the Contractors' Member Communications and Information Services solution (as proposed at time of solicitation) in accordance with the Project Authority's feedback provided at the Initial Start-Up meeting (Refer to SOW Article 3.2.1) and any subsequent working group meetings. At a minimum, the Contractor's Member Communications and Information Services solution must meet the requirements set out in SOW Article 4.10. ii. The Contractor must obtain Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the Contractor's Member Communications and Information Services solution prior to implementation. iii. The Contractor must develop and implement, in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the Member Communications and Information Services to meet the requirements set out in SOW Article 4.10. iv. The Contractor must obtain the applicable Project Authority Approval(s) (Refer to Appendix 7 to Annex A, Work Deliverables, for details) of the Member Communications and Information Services prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).
3.10.2	<p>Member Contact Centre</p> <ul style="list-style-type: none"> i. The Contractor must establish a Member Contact Centre to deliver the services set out in SOW Article 4.10.1, including a dedicated toll-free North American phone number. ii. The Contractor must obtain Project Authority Approval of all scripts to be used within the Member Contact Centre prior to their use (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables). iii. The Member Contact Centre must be fully operational and ready to accept inquiries from Members related to the PE process (which will be initiated during the Start-Up Phase) no later than 6 months prior to the Operations Ready Date or in accordance with the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).
3.10.3	<p>Emergency Travel Assistance and Comprehensive Coverage Contact Centre</p> <ul style="list-style-type: none"> i. The Contractor must establish an Emergency Travel Assistance and Comprehensive Coverage Contact Centre to deliver the services set out in SOW Article 4.10.2, including a dedicated toll-free North American phone number and a collect call phone number for outside North America. ii. The Contractor must obtain Project Authority Approval of all scripts to be used within the Emergency Travel Assistance and Comprehensive Coverage Contact

3.0 Start-Up Phase	
3.10 Member Communications and Information Services Set-Up	
Ref #	Work
	<p>Centre prior to their use (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables).</p> <p>iii. The Emergency Travel Assistance and Comprehensive Coverage Contact Centre must be fully operational and ready to accept inquiries from Members no later than the Operations Ready Date.</p>
3.10.4	<p>PSHCP Member Digital Services</p> <p>i. The Contractor must develop and implement PSHCP Member Digital Services to deliver the services set out in SOW Article 4.10.3.</p> <p>ii. The Contractor's solution must include the ability for the Member to securely receive their login credentials (i.e. username and password) electronically as well as supporting a paper-based process on Member request.</p> <p>iii. The Contractor must obtain applicable Project Authority Approval(s) Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables, for details)for the PSHCP Member Digital Services prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).</p> <p>iv. PSHCP Member Digital Services (Refer to SOW Article 4.10.3) must be ready to accept PE in accordance with its approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3) or no later than 6 months prior to the Operations Ready Date.</p>
3.10.5	<p>Transition Communications</p> <p>i. The Contractor must develop and implement a platform and communication products to distribute communications relevant to the transition of services to the Contractor. These products and platform must be available no later than 6 months prior to the Operations Ready Date or in accordance with the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).</p> <p>ii. The Contractor must obtain applicable Project Authority Approval(s) for the platform and communication products to distribute communications relevant to the transition prior to use (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables).</p> <p>iii. The Contractor must provide existing Members with the information, documentation and tools for Members to confirm PE and submit a Claim immediately as of the Operations Ready Date. The transition communications must include the following information:</p> <ul style="list-style-type: none"> a) The awarding of the PSHCP to the Contractor; b) The date when Members will be able to confirm PE information; c) The date when Members can begin submitting claims; d) The impact of the change for Members (e.g. Certificate Numbers, policy number, PSHCP Benefit Card, PSHCP Member Digital Services registration and PE process, Claims processing, appeals, etc.);

3.0 Start-Up Phase	
3.10 Member Communications and Information Services Set-Up	
Ref #	Work
	<ul style="list-style-type: none"> e) The process for confirming PE (i.e. what is required for Members to confirm PE information); f) All phone numbers and hours of operation of the Member Contact Centre and Emergency Travel Assistance and Comprehensive Coverage Contact Centre; g) Website address and availability of PSHCP Member Digital Services and how to register for such services (if applicable); h) Claims submission and appeals process to be followed effective on the Operations Ready Date and a high-level description of the Benefits available; and i) A reminder to Members to notify their Providers of the change of Contractor and new policy number (if applicable).
3.10.6	<p>PSHCP Benefit Guide</p> <ul style="list-style-type: none"> i. The Contractor must develop, in an electronic and printable format acceptable to the Project Authority, a PSHCP Benefit Guide which must be ready for distribution as of the Operations Ready Date. The Contractor must obtain Project Authority Approval for the PSHCP Benefit Guide prior to the Operations Ready Date (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables). ii. The PSHCP Benefit Guide must, at a minimum, include: <ul style="list-style-type: none"> a) A description of the Positive Enrolment process; b) The process to obtain PSHCP Benefit Card; c) A description of the Claim submission and appeals process; d) All phone numbers and hours of operation of the Member Contact Centre and Emergency Travel Assistance and Comprehensive Coverage Contact Centre; e) Contact information for various PSHCP stakeholders; f) The website address and availability of PSHCP Member Digital Services and a description of how to register for such services (if applicable); and g) A summary of benefits and coverage available.
3.10.7	<p>PSHCP Benefit Card</p> <ul style="list-style-type: none"> i. The Contractor must create and make accessible a Digital PSHCP Benefit Card, prior to Operations Ready Date, for each new and existing Member once Positive Enrolment information has been validated and completed by the Member. ii. The Digital PSHCP Benefit Card must be able to be stored on a mobile device. iii. The PSHCP Benefit Card must be available in a printable format via the PSHCP Member Digital Services.

3.0 Start-Up Phase	
3.10 Member Communications and Information Services Set-Up	
Ref #	Work
	<ul style="list-style-type: none"> iv. The Contractor must produce and provide a paper copy of the PSHCP Benefit Card upon a Member request. v. The PSHCP Benefit Card must, at a minimum, include the following information: <ul style="list-style-type: none"> a) Name of the Member; b) Certificate Number; c) Policy number; d) Carrier Number; e) All phone numbers for Member Contact Centre; f) All phone numbers for Emergency Travel Assistance and Comprehensive Coverage Contact Centre; and g) PSHCP Member Website URL.
3.10.8	<p>Continuity Management Plan Communications</p> <p>The Contractor must develop, with input from the Project Authority, a communications strategy to be implemented in the event of any business disruptions or disasters (Refer to SOW Articles 3.12 and 4.12). The Contractor must obtain Project Authority approval of the Continuity Management Plan Communications prior to distribution or posting (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables).</p>
3.10.9	<p>Accessibility Standards and Official Languages</p> <p>All Member Communications and Information Services provided by the Contractor must comply with the accessibility standards and official language requirements (Refer to SOW Articles 2.2 and 2.3). The Contractor must comply with the most up to date accessibility standards and official language requirements as they evolve during the period of the Contract.</p>
3.10.10	<p>Approval of Communication Products</p> <p>All PSHCP communication products developed or modified by the Contractor (including PSHCP Member Digital Services content) must be submitted to the Project Authority for review. The Contractor must revise the communication products to incorporate any required changes and/or modifications requested by the Project Authority. The Contractor must subsequently obtain Project Authority Approval of the revised communications product prior to distribution or posting (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables).</p>

3.11 Provider Communications and Information Services Set-Up

In order to begin delivery of the Provider Communications and Information Services as stipulated in SOW Article 4.11, the Contractor must complete the following tasks and/or activities during the Start-Up Phase:

3. Start-Up Phase	
3.11 Provider Communications and Information Services Set-Up	
Ref #	Work
3.11.1	<p>General</p> <ul style="list-style-type: none"> i. The Contractor must update the Contractor's Provider Communications and Information Services solution (as proposed at time of solicitation) in accordance with the Project Authority's feedback provided at the Initial Start-Up meeting (Refer to SOW Article 3.2.1) and any subsequent working group meetings. At a minimum, the Contractor's Provider Communications and Information Services solution must meet the requirements set out in SOW Article 4.11. ii. The Contractor must obtain Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the Contractor's Provider Communications and Information Services solution prior to implementation. iii. The Contractor must develop and implement, in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the Provider Communications and Information Services to meet the requirements set out in SOW Article 4.11. iv. The Contractor must obtain the applicable Project Authority Approval(s) (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the Provider Communications and Information Services in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).
3.11.2	<p>Communications to Providers</p> <ul style="list-style-type: none"> i. Prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the Contractor must develop the following: <ul style="list-style-type: none"> a) A description of the methodology and processes that will apply with respect to Provider Claims; and b) Details on Contractor support resources available to Providers such as the Contractor's PSHCP Provider Digital Services and the Provider Contact Centre. ii. Prior to the Operations Ready Date, or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the Contractor must distribute, electronically and/or on paper, to all registered Providers and post to the PSHCP Provider Digital Services (Refer to SOW Article 3.11.4) the above information regarding the transition.
3.11.3	<p>Provider Contact Centre</p> <ul style="list-style-type: none"> i. The Contractor must establish a Contact Centre dedicated to Providers to deliver the services set out in SOW Article 4.11.2, including includes a dedicated toll-free North American phone number. ii. The Contractor must obtain Project Authority Approval of all scripts to be used within the Provider Contact Centre prior to their use (Refer to SOW Article 3.1.2 and the

3. Start-Up Phase	
3.11 Provider Communications and Information Services Set-Up	
Ref #	Work
	<p>associated Appendix 7 to Annex A, Work Deliverables).</p> <p>iii. The Provider Contact Centre must be fully operational no later than 6 months prior to the Operations Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).</p>
3.11.4	<p>PSHCP Provider Digital Services</p> <p>i. The Contractor must develop and implement PSHCP Provider Digital Services to deliver the services set out in SOW Article 4.11.3.</p> <p>ii. The Contractor must obtain Project Authority Approval of all scripts to be used within the Provider Contact Centre prior to their use (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables).</p> <p>iii. The Provider Contact Centre must be fully operational and ready to accept inquiries from Provider related to the Provider Registration process (which will be initiated during the Start-Up Phase) no later than 6 months prior to the Operations Ready Date or in accordance with the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).</p> <p>iv. All Provider communication and documentation, including the material required for Providers to register with the PSHCP (Refer to SOW Article 4.5), must be available through PSHCP Provider Digital Services.</p>
3.11.5	<p>Approval of Communication Products</p> <p>All PSHCP communication products developed or modified by the Contractor (including the PSHCP Provider Website content) must be submitted to the Project Authority for review. The Contractor must revise the communication products to incorporate any required changes and/or modifications requested by the Project Authority. The Contractor must subsequently obtain Project Authority Approval of the revised communications product prior to distribution or posting. (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables).</p>

3.12 Continuity Management Plan Development

During the Start-Up Phase, the Contractor must develop the Continuity Management Plan (CMP), including the Business Continuity and Disaster Recovery Plans, and establish the processes and procedures required to ensure the restoration and recovery of critical functions and services in the event of short-term interruption or a major interruption that requires access to alternative resources such as power, systems, buildings and staff as stipulated in SOW Article 4.12. In order to begin delivery of the Operations Phase services stipulated in SOW Section 4.

In order to complete specific Start-Up Phase data-related activities, as well as the delivery of the PSHCP Operations Phase requirements, the Contractor must complete all required Security Set-Up activities as follows.

3. Start-Up Phase	
3.12 Continuity Management Plan Development	
Ref #	Work
Continuity Management Plan (CMP)	
3.12.1	<p>Availability of Continuity Management Plan</p> <p>The Contractor must, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), validate and confirm in writing to the Project Authority that the CMP (Refer to SOW Article 4.12) is ready and functionally available to be activated.</p>
3.12.2	<p>CMP Development and Approval</p> <ul style="list-style-type: none"> i. The Contractor must develop the CMP document, which includes a Communications Plan, Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP), as described below. ii. The CMP must be created and documented according to ISO 22301 to reflect the go-forward contingency planning to address any interruptions in: <ul style="list-style-type: none"> a) the Claims Processing and Claims Payment Services (Refer to SOW Article 4.3); b) the Reporting Services (Refer to SOW Article 4.9); c) the Member Services (Refer to SOW Article 4.4); <ul style="list-style-type: none"> a. Website b. Positive Enrollment d) the Provider Services – Website (Refer to SOW Article 4.5). iii. The Contractor must categorize interruptions causing unavailability to the services as follows: <ul style="list-style-type: none"> a) Short-term outages of less than 2 hours; b) Emergency outages of less than 2 Calendar Days needing immediate attention; or c) Disaster or long-term disruptions of more than 2 Calendar Days needing alternative remedial actions. iv. The Contractor must obtain Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the Contractor's CMP prior to implementation.
3.12.3	<p>Communications Plan</p> <ul style="list-style-type: none"> i. The Communications Plan must describe the protocol used to communicate messages to the Project Authority, Members and Providers, on how the interruptions are going to be resolved.

3. Start-Up Phase	
3.12 Continuity Management Plan Development	
Ref #	Work
	<ul style="list-style-type: none"> ii. The Contractor must include instructions on how to communicate temporary alternative services and advise the Project Authority and the affected groups of services. iii. The Contractor must include plans for the Contractor, Providers, Project Authority and Members including at a minimum: <ul style="list-style-type: none"> a. Release and announcement of new systems; b. Tutorials on how to register in and use the system; c. Contacts and support numbers, web links, etc.; d. Escalation process (how and when to use it – during regular and interrupted service); e. Service availability – standard hours of operation; f. Service interruption contacts and notification for both electronic and paper processes, including the contact tree (complete with names and telephone numbers); g. Responsibility matrix for Contractor, Project Authority and Members – for communications during operational and interrupted services; and h. Projected Service updates and proposed system changes for the upcoming year. iv. The Communications plan for event or Security Incident and Privacy Breach must include: <ul style="list-style-type: none"> a. Details on the expected notifications in the case of an event or Security Incident or Privacy Breach; b. Service levels for actual versus a suspected event, Security Incident, or Privacy Breach; c. Escalation process (how and when to use it); d. Responsibility matrix for incident management; e. Notification of corrective action; f. Development plan for testing – based on the type of event, Security Incident, or Privacy Breach; and g. Documentation of occurrence and remedial activities. v. The Contractor must include the timelines to broadcast the declaration and closure or end of the interruption in service as well as the timelines to notify the Project Authority, the Members and the Providers on how and how often updates will be communicated to them on the status of the interruption. vi. The Contractor must include notification to the Project Authority with respect to the estimated time to restore the affected group(s) of services in a Disaster Recovery (DR) situation (assuming internet services are available and the DR site has been approved by the Industrial Personnel Security Services Directorate (formerly Canadian Industrial Security Directorate (CISD) whereby the Members will be able to access services and support.
Activating the CMP	
3.12.4	Business Continuity Plan (BCP) <ul style="list-style-type: none"> i. The Contractor must develop a BCP which documents the process and procedures (including a failover solution) to be followed in the event of interruptions in service for short-term outages (< 2 hours) or emergency outages (< 2 Calendar Days outage), in order to maintain an on-going service to the Members and Providers. ii. The BCP must, at a minimum:

3. Start-Up Phase	
3.12 Continuity Management Plan Development	
Ref #	Work
	<ul style="list-style-type: none"> a) Specify how services and products will be continuously available to Participants, Pharmacy and Electronic Medical Supplies Providers, and Electronic Medical Practitioners during a service disruption (e.g. system or datacentre failure); b) Specify, for system unavailability situations, how the primary service will transfer to a secondary instance which has been restored back to the moment prior to the loss or unavailability of the primary service. The failover process must include a methodology to validate and verify the integrity and completeness of the restored data and data management systems; and c) Ensure, in a failover scenario, that the data created under the secondary instance continues to be backed up and restored back to the primary service when it is available to return to normal operation. (Refer to SOW Article 3.16). <p>iii. The Contractor must obtain the applicable Project Authority Approval(s) (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the BCP in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3). The Contractor must include the approved BCP in the CMP document.</p>
3.12.5	<p>Disaster Recovery Plan (DRP)</p> <ul style="list-style-type: none"> i. The Contractor must develop a DRP which documents the process and procedures to be followed to maintain and restore on-going Digital services to the Members and Providers in the event of long-term unavailability of the primary and failover services (greater than 2 Calendar Days). ii. The DRP must include a strategy for the recovery and performance of system and service operations at an alternate Canadian facility, which is Protected B cleared by the Industrial Personnel Security Services Directorate (formerly CISD), for an extended period of time. iii. Industrial Personnel Security Services Directorate (formerly CISD) is responsible to validate the security requirements of the DR site(s), services, and personnel including subcontractors at the time that the site(s) is (are) available for inspection. (Refer to SOW Article 4.14). iv. The PSHCP data must continue to be backed up while services are being processed from a DR site. v. For DRP information specific to data management systems, the recovery strategy must include a methodology to validate and verify the integrity and completeness of the restored data and data management systems. vi. In the event that the electronic system is not available to allow for submitting of the PSHCP claims or processing of processing of payments, the transition to the manual procedure for processing claims and payments must be documented for reference and available for distribution to Members. vii. Following a disruption of service, all manual (paper) transactions processed during the disruption must be restored to the electronic Systems as applicable and the Contractor must confirm the completion of the work with the Project Authority. viii. The Contractor must obtain the applicable Project Authority Approval(s) (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the DRP in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3). The Contractor must include the approved DRP in the CMP document.

3. Start-Up Phase	
3.12 Continuity Management Plan Development	
Ref #	Work
3.12.6	<p>Emergency Claim Approval</p> <ul style="list-style-type: none"> i. Emergency Claim Approval must be made available during system unavailability. There must be support for emergency situations whereby a Member or a Provider on behalf of a Member, may require assistance to process a claim (e.g. emergency prescription) or receive a request for an Emergency Claim Approval and payment. ii. The Contractor must obtain the applicable Project Authority Approval(s) on the Emergency Claim Approval processes (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables). The Contractor must include the approved processes in the CMP document.
3.12.7	<p>Scheduled Maintenance</p> <p>The Scheduled Maintenance plan must be developed to identify a list of potential known or regularly scheduled planned disruptions to service which is to be included in the CMP. (Refer to SOW Articles 4.12).</p>
3.12.8	<p>Security</p> <p>The DRP and BCP activities, sites, and personnel including subcontractors to manage the PSHCP systems and services, must be compliant with the security requirements. (Refer to SOW Articles 3.15 and 4.14).</p>
3.12.9	<p>Reporting</p> <p>The Project Authority will work with the Contractor during the Start-Up Phase to establish the appropriate reporting that will be required to monitor activities during a service interruption.</p>
3.12.10	<p>BCP and DRP Testing</p> <p>The Project Authority must be able to securely access and review the latest results of the BCP and DRP testing to validate that it is being done at least annually (in accordance with ISO22301 and ITSG-33 CP-4) and to review what elements of the plans are being tested.</p>
3.12.11	<p>Finance</p> <p>The Project Authority must be able to validate that a process for payment requests (daily and monthly) is available during Business Continuity (BC) and DR situations and that this process is documented in the CMP. (Refer to SOW Article 3.12.2).</p>

3.13 Privacy Set-Up

During the Start-Up Phase, the Contractor must put in place all Privacy requirements as set out below in order to begin delivery of the PSHCP Operations Phase services stipulated in SOW Section 4.13.

3. Start-Up Phase	
3.13 Development of Operations Plan	
Ref #	Work
3.13.1	<p>Privacy Legislation and Policy Compliance</p> <p>The Contractor must obtain Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), that the Contractor's policies and data systems which handle Personal Information (as described in Article 7.25 a) i. of the contract) comply with the Privacy Act R.S. 1985, c.P-21, the Personal Information Protection and Electronic Documents Act, 2000, c. 5 (PIPEDA), Treasury Board privacy policies, and other privacy legislation and policies set out in Article 4.13.</p>
3.13.2	<p>Appointment of Privacy Officer</p> <p>The Contractor must, within 15 Calendar Days following the Contract Award, appoint a senior Privacy Officer and provide the contact information to the Project Authority. The Privacy Officer will act as the Contractor's representative for all matters concerning the personal information and the Records and Documentation.</p>
3.13.3	<p>Privacy Operations Document</p> <ul style="list-style-type: none"> i. The Contractor must develop a Privacy Operations Document in accordance with SOW Article 4.13.2. ii. The Contractor must obtain the Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) of the Privacy Operations Document in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).
3.13.4	<p>Privacy Impact Assessment and Threat and Risk Assessment</p> <ul style="list-style-type: none"> i. Following award of the Contract, Canada will retain the services of third-party contractor to conduct a Privacy Impact Assessment (PIA) as well as a Threat and Risk Assessment (TRA) in accordance with Government of Canada policies and guidelines. ii. The Contractor must support the PIA and TRA activities as set out in SOW Article 4.13.4 and incorporate applicable PIA and/or TRA recommendations into its Privacy Operations Document (Refer to SOW Article 3.13.3). iii. The Contractor must produce, prior to Systems Ready Date, a corrective measures plan and schedule to address any deficiencies identified and obtain Project Authority Approval (Refer to SOW Article 3.1.2). These corrective measures must be implemented, prior to Systems Ready Date at the Contractor's expense.
3.13.5	<p>Training and UAT Environments</p> <p>The Contractor must ensure the privacy of production data if it is used or use test data when creating the training and UAT environments.</p>

3.14 Technical and Administrative Documentation Development

In order to meet the Technical and Administrative Documentation requirements stipulated in SOW Article 4.2, the Contractor must complete the following tasks and/or activities during the Start-Up Phase:

3. Start-Up Phase	
3.14 Technical and Administrative Documentation Development	
Ref #	Work
3.14.1	<ul style="list-style-type: none"> i. The Contractor must develop, all Technical and Administrative Documentation to meet the requirements set out in SOW Article 4.2. ii. The Contractor must obtain the applicable Project Authority Approval(s) of the Technical and Administrative Documentation prior to posting (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables). iii. The Contractor must, 90 Days prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), post all documents to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9).

3.15 Security Set-Up

During the Start-Up Phase, the Contractor must put in place all Security requirements, including obtaining necessary Security Clearances: 1) Personnel Security Screening Division (PSSD) and 2) Industrial Personnel Security Services Directorate (formerly combined in forming the CISD) of PSPC Certification.

In order to complete specific Start-Up Phase data-related activities, as well as the delivery of the PSHCP Operations Phase requirements, the Contractor must complete all required Security Set-Up activities as follows.

3. Start-Up Phase	
3.15 Security Set-Up	
Part A – General Compliance Requirements	
Ref #	Work
3.15.1	<p>Industrial Security Manual Compliance</p> <p>The Contractor must obtain Project Authority Approval, (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), that the Contractor's policies and all data systems which handle Protected B information will not prevent Canada from complying with the Government of Canada security policies and legislation and must be in compliance with:</p> <ul style="list-style-type: none"> i. Industrial Security Manual - https://www.tpsgc-pwgsc.gc.ca/esc-src/msi-ism/index-eng.html ii. other applicable Federal, Provincial, or Territorial privacy and security requirements for private sector organizations bidding and working on sensitive Government of Canada contracts.
3.15.2	<p>Industrial Certifications</p> <ul style="list-style-type: none"> i. The Contractor must obtain Project Authority Approval, (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), that the Contractor is in compliance with the industry certifications set out in SOW Article 4.14.2. ii. Compliance must be confirmed, to the Project Authority, through the mapping of the Contractor's security controls to the applicable industry certifications and validated through independent third-party assessments. The Contractor must make the results of the independent third-party assessment available for Project Authority review via the Secure Reporting and Documentation Website. (Refer to SOW Article 4.9.9).
3.15.3	<p>Protected B, Medium Integrity and Medium Availability for Cloud Services Compliance (If Applicable)</p> <ul style="list-style-type: none"> i. If the Contractor's solution for the PSHCP is a cloud-based solution, The Contractor must obtain Project Authority Approval, (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), that the Contractor is in compliance with the security requirements selected in the Government of Canada Cloud Security Risk Management Approach and Procedures. https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/cloud-security-risk-management-approach-procedures.html ii. The Contractor must provide certification or assessment reports as described in the SOW Article 4.14.3 ii).

3. Start-Up Phase	
3.15 Security Set-Up	
	<ul style="list-style-type: none"> iii. The Contractor must meet the Government of Canada public cloud security requirements for information and services up to Protected B in accordance with SOW Article 4.14.3 iii).
Part B – Environment	
Ref #	Work
3.15.4	<p>Facility Security Clearance</p> <ul style="list-style-type: none"> i. The Contractor must obtain, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule, a Facility Security Clearance (FSC) to a Protected B level for all primary and secondary and Disaster Recovery sites hosting, storing or processing PSHCP data, in accordance with the Directive on Security Management: https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32611&section=procedure&p=C ii. The Contractor must provide all necessary information and access to PSPC's PSSD (formerly CISD) to approve all primary and secondary and Disaster Recovery Sites to obtain the required facility clearances. iii. Industrial Personnel Security Services Directorate (formerly CISD) will identify any deficiencies requiring remedial action and the Contractor must make necessary adjustments until such time as the Contractor has satisfactorily met the requirements for Protected B for all sites.
3.15.5	<p>Physical Security</p> <p>The Contractor must implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), Physical Security measures in accordance with SOW 4.14.6.</p>
3.15.6	<p>Security Zoning</p> <p>The Contractor must implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), Security Zoning in accordance with SOW 4.14.7.</p>
Part C – Systems and Data	
Ref #	Work
3.15.7	<p>Malware Protection</p> <p>The Contractor must implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), malware protection in accordance with SOW Article 4.14.9.</p>
3.15.8	<p>Change Management Process</p> <p>The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), a process to manage changes within the PSHCP Solution in accordance with SOW Article 4.14.10.</p>
3.15.9	<p>Security Integrity of the PSHCP Environment</p> <p>The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), a process to address protection for any backdoor connections that provide access to the</p>

3. Start-Up Phase	
3.15 Security Set-Up	
	system or solution(s).
3.15.10	<p>Patch and Vulnerability Management</p> <p>The Contractor must implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), a patch and vulnerability management strategy in accordance with SOW Article 4.14.12.</p>
3.15.11	<p>Privilege Management</p> <p>The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), a process to manage and monitor privileged access to the PSHCP solution to ensure that all service interfaces are protected from unauthorized access in accordance with SOW Article 4.14.12. The Contractor must make the documented process available for Project Authority review via the Secure Reporting and Documentation Website. (Refer to SOW Article 4.9.9).</p>
3.15.12	<p>Federated Identity</p> <p>The Contractor must develop its PSHCP solution to enable future support for federated identity that includes support for Security Assertion Markup Language (SAML) 2.0 and/or OpenID Connect 1.0.</p>
3.15.13	<p>Threat Monitoring</p> <p>a) For cloud-based environments:</p> <ul style="list-style-type: none"> i. The Contractor must allow for PSHCP application data and associated network traffic to be copied and forwarded to a Government of Canada approved location. ii. The Contractor must deploy and operate security software to perform advanced monitoring and mitigations of cyber threats for PSHCP services at the Contractor's managed host and network layer, for PSHCP managed components. iii. All events and logs for systems supporting the PSHCP solution must be forwarded to a Government of Canada approved system in accordance with Section 4.14.37. Alternatively, the Contractor must provide APIs that provide the ability to: <ul style="list-style-type: none"> a) Inspect and interrogate data at rest in SaaS applications; and b) Assess events such as user access and behaviour, administrator access and behaviour, and changes to third-party API access, stored in SaaS application logs. <p>b) For non-cloud-based environments:</p> <ul style="list-style-type: none"> i. The Service Design for the PSHCP Solution must allow Canada to install passive network tap(s), provided as Government Furnished Equipment (GFE), to enable a full sustained network capture of all Internet Protocol (IP) Layer network traffic and interactions between Canada and the PSHCP solution with the ability to inspect within encrypted traffic (use of Secure/Multipurpose Internet Mail Extensions (S/MIME) is exempt from this requirement). ii. The Contractor must allow Canada to install at each Contractor Service Delivery Point (SDP) where the PSHCP Solution Infrastructure is located, within 60 FGWDs of a request by Canada, one 42U rack, provided as GFE on Contractor recommendation, and must provide: <ul style="list-style-type: none"> a) 7500 WATTS of power operating across 2 60Amp 208V Circuits on separate

3. Start-Up Phase	
3.15 Security Set-Up	
	<p>power distribution units (PDUs) and connected to an uninterrupted power supply (UPS);</p> <p>b) cooling to accommodate 3413 British Thermal Units (BTUs) per hour; and</p> <p>c) physical security through locks for which Canada shall control access.</p> <p>iii. Canada is responsible for the configuration and installation of the GFE monitoring equipment specified. The Contractor is responsible for placement and integration of GFE with Contractor maintained equipment and infrastructure (e.g. heating ventilation and air conditioning (HVAC) and network cabling to and from GFE).</p> <p>iv. The Contractor must allow for telecommunications circuit(s) (provided by Canada) to be installed and connected (by the Contractor) to Canada's threat monitoring equipment located at Contractor SDPs.</p> <p>v. The Contractor must provide the threat monitoring GFE with a full sustained network capture of all Internet Protocol (IP) Layer network traffic and interactions in plaintext such that not bulk encryption or Transport Layer Security (TLS) is in place from the perspective of the tap(s) (use of S/MIME is exempt from this requirement) and without any modification that removes fields (e.g. simple mail transfer protocol (SMTP) headers) for all network traffic (sent and received) after hygiene functions (e.g. Anti-Virus and Anti-Spam) have been performed:</p> <p>a) from the Internet to Government of Canada recipients;</p> <p>b) from the Government of Canada to Internet recipients;</p> <p>c) between Canada partners;</p> <p>d) between Canada partners and other Government of Canada departments; and</p> <p>e) all other PSHCP Solution systems related network transactions under the Contractor's control.</p> <p>vi. The Contractor must not make any modifications to Canada's equipment located at Contractor SDPs without approval from Canada.</p> <p>vii. Canada must require access to the rack on a regular basis for updates and maintenance through an appropriate change management process with the Contractor.</p> <p>viii. In the case of emergency access, wherein systems require immediate attention, the Contractor must provide procedures for emergency access.</p> <p>ix. The Contractor must enable Canada to have visibility to unencrypted traffic. This includes but is not limited to providing a copy of the private keys of the servers and systems to enable visibility.</p>
3.15.14	<p>Application Programming Interfaces</p> <p>If the Contractor provides an Application Programming Interface (API) to support the PSHCP solution, it must conform to the most up to date standards established for Canada as per the most up to date version of Appendix D of the Directive on Service and Digital https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32601 and Policy on Service and Digital https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32603. The Contractor's API must continue to conform with the Directive as it evolves during the period of the Contract.</p>
3.15.15	<p>Secure Data Migration and Exchange</p> <p>The Contractor must implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), data migration practices to support implementation of the PSHCP as follows:</p>

3. Start-Up Phase	
3.15 Security Set-Up	
	<p>i. Between Contractor and their subcontractors The Contractor must leverage Canada's approved MSFT solution for Secure Data Migration and Exchange between themselves and their subcontractors (if applicable) that supports Hypertext Transfer Protocol Secure (HTTPS), File Transfer Protocol over Secure Socket Layer (FTPS) and File Transfer Protocol over Secure Shell (SFTP) and provide data encryption compliant to the Federal Information Processing Standards (FIPS) 140-2 cryptography requirements. Additional information is available at: http://sftweb.pwgsc.gc.ca/sft-html/Documents_e.html</p> <p>ii. Between Contractor and the Incumbent supplier To migrate data to the Contractor from an Incumbent supplier (if applicable), the Contractor must use Canada's approved MSFT services for email communication as described in: http://sftweb.pwgsc.gc.ca/sft-html/mainpage_e.html</p> <p>iii. Between Contractor and Canada The Contractor must use TLS for all email communication between Canada and the Contractor. The Contractor must establish secure network connections that implement TLS 1.2, or subsequent versions, and uses supported cryptographic algorithms and certificates, accepted by the Canadian Security Establishment (CSE) as follows:</p> <ul style="list-style-type: none"> • ITSP.40.062 Guidance on Securely Configuring Network Protocols, Section 3.1 for AES cipher suites • ITSP.40.111 Cryptographic Algorithms for Unclassified, Protected A, and Protected B Information <p>The Contractor must update its secure network connection in accordance with the above CSE requirements as those CSE requirements evolve during the period of the Contract.</p>
3.15.16	<p>Cryptographic Protection</p> <p>The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), cryptography protection in accordance with SOW Article 4.14.17.</p>
3.15.17	<p>Security of Electronic Data Interchange (EDI)</p> <p>The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), an EDI strategy in accordance with SOW Article 4.14.18.</p>
3.15.18	<p>Data Storage and Retention</p> <p>The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), a data storage and retention strategy in accordance with SOW Article 4.14.19.</p>
Part D – User Access	
Ref #	Work
3.15.19	<p>Personnel Security Clearance</p> <p>The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article</p>

3. Start-Up Phase	
3.15 Security Set-Up	
	3.2.3), personnel screening measures and obtain required security clearances in accordance with SOW Article 4.14.24. Security Classifications can be referenced at Levels of Security: https://www.tpsgc-pwgsc.gc.ca/esc-src/protection-safeguarding/niveaux-levels-eng.html
3.15.20	Access Controls <ul style="list-style-type: none"> i. The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), Access Controls in accordance with SOW Article 4.14.25. ii. The Contractor must create, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), unique user accounts for each of the Project Authority Authorized Users of the PSHCP.
3.15.21	Account Protection <p>The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), a process to manage user and administrator accounts in accordance with SOW 4.14.26.</p>
3.15.22	Security awareness and training <p>The Contractor must provide a security awareness training/briefing session to ensure that all personnel including subcontractors handling PSHCP Protected B Information understand their role and responsibilities in managing information security, prior to commencing work on the PSHCP.</p>
Part E – Documentation	
Ref #	Work
3.15.23	Site Mapping <p>The Contractor must provide to the Project Authority, within 20 Days of Initial Start-Up Meeting (Refer to SOW Article 3.2.3), the Site Mapping document as stipulated in SOW Article 4.14.28.</p>
3.15.24	Third Party and User Access Lists <ul style="list-style-type: none"> i. The Contractor must provide, within 20 Days of Initial Start-Up Meeting (Refer to SOW Article 3.2.3), a list of third parties (i.e. subcontractors) that will perform PSHCP ASO Work as set out in SOW Article 4.14.29. ii. The Contractor must update the Contracting Authority and PSSD (formerly CISD) with any changes to the List of third parties prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3). iii. The Contractor must provide, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), PSSD (formerly CISD) with a list of all individuals who will have access to the Protected B Information, along with Contractor's current policies and procedures for adding and removing permissions for individuals.
3.15.25	Systems Documentation and Change Management <ul style="list-style-type: none"> i. The Contractor must establish and implement a change management plan and process for managing and maintaining an inventory of its information system components and configurations that:

3. Start-Up Phase	
3.15 Security Set-Up	
	<ul style="list-style-type: none"> a) accurately reflects the current baseline configuration of the information system including specifications of the network devices proposed and implemented within the PSHCP solution and any updates of the running and saved configurations; b) is consistent with the authorization boundary of the information system; and c) is at the level of granularity deemed necessary for tracking and reporting. <ul style="list-style-type: none"> ii. Upon request, the Contractor must provide Canada with a document that describes its change management plan and process.
3.15.26	Secure Reporting and Documentation Website <ul style="list-style-type: none"> i. The Contractor must, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), configure the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) using TLS 1.2 or above, and must use approved cryptographic algorithms as per the Information Technology Policy Implementation Notices (ITPIN) on implementing HTTPS for Secure Web Connections (https://www.canada.ca/en/treasury-board-secretariat/services/information-technology/policy-implementation-notices/implementing-https-secure-web-connections-itspin.html) ii. The Contractor must ensure that the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) is protected by a multi-factor authentication and access is granted only to Authorized Users.
3.15.27	Incident Response Process <p>The Contractor must implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), an Incident response process in accordance with SOW Article 4.14.30.</p>
3.15.28	Information Security Management System <p>The Contractor must demonstrate, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), that it has obtained Information Security Management System (ISMS) Certification according to the ISO 27001:2013 for Project Security Documentation http://www.iso27001security.com/html/27001.html</p>
Part F – Security Monitoring and Reporting	
Ref #	Work
3.15.29	The Contractor must implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), all Security Monitoring and Reporting functions required to support the ongoing operation of the PSHCP as set out in SOW Articles 4.14.30 to 4.14.38.

3.16 Data Migration

During the Start-Up Phase, the Contractor must complete the data migration tasks and/or activities as set out below in order to begin delivery of the PSHCP Operations Phase services stipulated in SOW Section 4.

3. Start-Up Phase	
3.16 Data Migration	
Ref #	Work
3.16.1	<p>Data Migration Plan</p> <ul style="list-style-type: none"> i. The Contractor must develop a Data Migration Plan to migrate the PSHCP Claims history and supporting data from the Incumbent supplier to the Contractor. ii. The data to be migrated includes up to Protected B data. iii. The Contractor must present the Data Migration Plan to the Project Authority and confirm agreement with respect to the roles and responsibilities assigned to the Project Authority. iv. The Data Migration Plan must include, at a minimum, the: <ul style="list-style-type: none"> a) identification of the migration team and a single point of contact to work with the Incumbent supplier and the Project Authority to support the migration; b) documentation of the escalation process; c) definition of the target state following the migration; d) listing of the steps in the migration process; e) identification of the resources required to perform and validate the results of the migration; f) identify if there is a need for transformation of data to populate the Contractor's systems; g) mapping of the data to populate the Contractor's systems; h) migration and loading of the data into the Contractor's systems; i) identification of issues and solutions for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables); j) data migration integrity testing; k) description of the roles and responsibilities assigned to the Project Authority; and l) provision of a final migration report detailing data fields as required by the Project Authority as well as final mapping, data transformation, testing and results. v. The Contractor must obtain applicable Project Authority Approval of the Data Migration Plan (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) prior to execution of the plan.
3.16.2	<p>Collaboration with the Incumbent supplier and the Project Authority</p> <p>The Contractor must, during the Start-Up Phase, collaborate with the Incumbent supplier and the Project Authority to implement and complete the Data Migration Plan.</p>

3. Start-Up Phase	
3.16 Data Migration	
Ref #	Work
3.16.3	<p>Data Migration</p> <p>The Contractor must, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), load all necessary data from the Incumbent supplier into the Contractor's systems according to the approved Data Migration Plan and:</p> <ul style="list-style-type: none"> i. secure and protect the data throughout the migration; ii. follow the steps in the migration process set out in the Data Migration Plan; iii. coordinate with the resources assigned to perform and validate the results of the migration; iv. select a sample data set representative of the various types of data files to test the migration process; v. identify the unsuccessful file migrations then apply remedial actions and re-submit the file through the migration process; vi. invoke the escalation process, when required; vii. confirm the success of the completed migration; and viii. obtain final confirmation in the form of Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) that the migration has been completed.
3.16.4	<p>Continuity Management Readiness</p> <p>The Contractor must, by the Operations Ready Date, ensure that the data is in a ready state in the event that the CMP needs to be activated (Refer to SOW Articles 3.12 and 4.12).</p>
3.16.5	<p>Historical and Current Data</p> <ul style="list-style-type: none"> i. The Contractor must, prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), implement the Data Migration Plan, retrieve and accept all data to populate the Contractor's systems and meet all the business and plan requirements identified in the SOW and the PSHCP Directive: (https://www.njc-cnm.gc.ca/directive/d9/en and Appendix 1 to Annex A). ii. The Contractor must securely receive the following detailed data sets: <ul style="list-style-type: none"> a) claims history and supporting documentation for the latest 10 Calendar Years; b) all Members regardless of coverage start or end date; c) Providers (active, inactive, Deregistered, and Delisted) History; d) drugs and Reasonable and Customary price histories; e) status of outstanding or unprocessed Claims; f) balances against all maximum allocations for the current plan benefits with lifetime maximums (for frequency and amounts); g) stale-dated cheques and outstanding cheques; h) investigations and/or Audits in progress that will remain and be completed by the Incumbent supplier; i) status of outstanding appeals that are with the Incumbent supplier until a decision is rendered; j) Member exceptions (prior approvals); and

3. Start-Up Phase	
3.16 Data Migration	
Ref #	Work
	<p>k) any valid referrals.</p> <p>iii. The Contractor must make the historical data available, in its detailed format, through the Reporting Services (Refer to SOW Article 4.9).</p> <p>iv. The Contractor must, on or before the Operations Ready Date, add or update any data that has been created or updated by the Incumbent supplier, up to and including the day before Operations Ready Date.</p>

3.17 Veterans Affairs Canada (VAC) Remittance Administration Services Set-Up

In order to begin delivery of the VAC Remittance Administration Services stipulated in SOW Article 4.17, the Contractor must complete the following tasks and/or activities during the Start-Up Phase:

3.0 Start-Up Phase	
3.17 Veterans Affairs Canada (VAC) Remittance Administration Services Set-Up	
Ref #	Work
3.17.1	<p>General</p> <p>i. The Contractor must develop and implement, in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the VAC Remittance Administration Services to meet the requirements set out in SOW Article 4.17.</p> <p>ii. The Contractor must obtain the Project Authority Approval of the VAC Remittance Administration Services in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables).</p>

4. OPERATIONS PHASE REQUIREMENTS

The Operations Phase commences on the Operations Ready Date of October 1, 2022 and ends on the Final Claim Day. During this Phase, the Contractor must provide all services directly associated with the efficient and effective processing and payment of eligible Claims and the provision of advice on potential improvements to the PSHCP in accordance with the requirements set out in sections 4.1 – 4.17 of the SOW that follow.

4.1 General Operations Phase Requirements

All services provided during the Operations Phase must adhere to the General requirements that follow.

4. Operations Phase	
4.1 General Operations Phase Requirements	
Ref #	Work
4.1.1	<p>General</p> <ul style="list-style-type: none"> i. The Contractor must maintain, in the Operations Phase, all services, products, processes and solutions developed and implemented in the Start-Up Phase. ii. The Contractor must post all Project Authority Approved documentation, surveys, and reports on the Secure Documentation and Reporting Website (Refer to SOW Article 4.9.9) within the identified timeframes. iii. Any Contractor changes to the Contractor's products and services that previously obtained Project Authority Approval must be resubmitted for Project Authority Approval (Refer to SOW Article 4.1.2) at no additional cost. Revised products and documentation must be posted to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) within 20 Days of Project Authority Approval unless otherwise specified. iv. The Contractor must maintain all development, testing, and training environments for the period of the Contract. v. The training environment must be available to the Project Authority at all times for the period of the Contract. vi. The UAT environment must be available to the Project Authority where required for UAT for the period of the Contract. vii. The Contractor must operationalize all Work (as identified in this SOW) in the production environment. viii. All Member, Provider, and Project Authority facing services provided must be accessible via a variety of electronic devices including, at a minimum, computer (desktop or laptop) and mobile devices.
4.1.2	<p>Project Authority Approval</p> <ul style="list-style-type: none"> i. Project Authority Approval is defined as written authorization given to the Contractor by the Project Authority after the appropriate level of acceptance has been completed by the Contractor to validate that the Contractor's systems and/or Work processes, including changes to those systems and processes, meet the requirements set out in the Statement of Work and are fully functional for the purpose for which the solution (including systems, programs and processes) will be used by the Contractor. ii. Deliverables are subject to one of the following acceptance types:

4. Operations Phase	
4.1 General Operations Phase Requirements	
Ref #	Work
	<p>a. <u>Documentation</u> – Includes plans (e.g. QA Plan); documentation; processes; manuals; Standard Operating Procedures (SOPs); test plans; etc. The acceptance for all applicable documentation must be completed in accordance with the following process:</p> <ol style="list-style-type: none"> 1) where Project Authority Approval is required, the Contractor must allow a minimum of 10 Days to obtain Project Authority Approval, decisions and/or feedback for each deliverable; 2) should subsequent changes be required to a deliverable, the Contractor must resubmit the revised deliverable to the Project Authority for Project Authority Approval; and 3) for each iteration of a revised deliverable, the Project Authority will have a minimum of 5 Days to provide the Contractor Project Authority Approval, decisions and/or feedback. <p>b. <u>Contractor Testing</u> – Includes Contractor IT Systems for (internal) Contractor use to deliver the Work; the acceptance for all applicable systems must be completed in accordance with the following process:</p> <ol style="list-style-type: none"> 1) Submit draft test plan and test cases to the Project Authority for input: <ol style="list-style-type: none"> a) the Contractor must allow a minimum of 10 Days to obtain Project Authority feedback; b) should subsequent changes be required, the Contractor must resubmit the revised test plan and test cases for Project Authority Approval; and c) for each iteration of a revised test plan and test cases, the Project Authority will have a minimum of 5 Days to provide the Contractor Project Authority Approval and/or feedback. 2) Submit evidence of successful test results (including expected results and actual results) to the Project Authority for approval. <ol style="list-style-type: none"> a) The Contractor must allow a minimum of 10 Days to obtain Project Authority approval. b) Should subsequent testing be required, the Contractor must resubmit the revised test results for Project Authority Approval. c) For each iteration of a revised test results, the Project Authority will have a minimum of 5 Days to provide the Contractor Project Authority Approval and/or feedback. <p>c. <u>UAT</u> – Includes Contractor IT Systems that are PSHCP Member, Provider or Project Authority facing (i.e., use); the acceptance for all applicable systems must be completed in accordance with the following process:</p> <ol style="list-style-type: none"> 1) Demonstrate system functionality and capability to the Project Authority and designated stakeholders in a UAT environment; 2) Collaborate with the Project Authority to establish UAT plan and criteria; 3) Support UAT processes to be conducted by the Project Authority in the NCR; 4) Make changes to systems if determined through the UAT process; and 5) Obtain Project Authority Approval. <p>iii. The Project Authority's approval does not relieve the Contractor of its responsibility for defects, errors, or other failures to meet the requirements of the Work.</p>

4. Operations Phase	
4.1 General Operations Phase Requirements	
Ref #	Work
4.1.3	<p>Annual Business Plan</p> <ul style="list-style-type: none"> i. The Contractor must develop and maintain an annual business plan for each year of the Operations Phase. ii. The annual business plan must include, at a minimum: <ul style="list-style-type: none"> a) Business Plan Overview; b) Task Number; c) Task; d) Quarter (e.g. Q1, Q2, Q3, and Q4) e) Proposed timeframes for development, acceptance, and implementation; f) Cost responsibility; g) Level of effort; h) SOW reference; i) Contractor and Project Authority leads; j) Linkage to approved task authorization (where applicable); and k) Risks. iii. The Contractor must present the annual business plan to the Operations Committee (Refer to SOW Article 2.10). iv. The Contractor must obtain Project Authority Approval of the annual business plan, (Refer to SOW Article 4.1.2), no less than 20 Days prior to the annual anniversary date of the Operations Ready Date or on a calendar or fiscal based timeframe as approved by the Project Authority. v. The annual business plan must be posted to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9), with 10 Days after receiving Project Authority Approval.

4.2 Technical and Administrative Documentation

The Contractor must maintain Technical and Administrative Documentation to the Secure Reporting and Documentation Website as follows:

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4.2 Technical and Administrative Documentation	
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4.2.1	<p>General Requirements</p> <ul style="list-style-type: none"> i. All documentation and manuals developed for the PSHCP, including those developed during the Start-Up Phase, must be available to the Project Authority on the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9). ii. Any proprietary information contained in these manuals must be identified as such by the Contractor. Deeming information to be proprietary does not remove the requirement to provide the information to the Project Authority. Any proprietary information identified would be considered confidential by the Project Authority and treated accordingly. Non-disclosure agreements would be acceptable to the Project Authority, where applicable. (Refer to SOW Article 2.17). iii. All documentation must be able to be printed from the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) using Project Authority compatible software and in an acceptable format to obtain Project Authority Approval. iv. Quality of the documentation must be based on set standards (Refer to SOW Articles 4.8.2, 4.8.3 and 4.8.8). v. The Contractor is responsible for ensuring that the version of all documentation and manuals on the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) are kept current and that any changes agreed to by the Project Authority and the Contractor are posted within 5 Days following Project Authority Approval (Refer to SOW Article 4.1.2). vi. Version control and date modified must be employed to all updated documentation and manuals. Each version must include a summary of changes made to the document or manual.
4.2.2	<p>System Documentation</p> <ul style="list-style-type: none"> i. The Contractor must maintain the following system documentation: <ul style="list-style-type: none"> a) data dictionary; b) standard report specifications; and c) current system data model and fields (production environment only). ii. During an External Compliance Audit (Refer to SOW Article 4.8.13), the Contractor must make available any documentation required to complete the audit.
4.2.3	<p>Security Documentation</p> <p>The Contractor must maintain all security documentation in accordance with SOW Article 3.15.</p>
4.2.4	<p>PSHCP Administrative Procedures Manual (APM)</p> <p>The Contractor must maintain the PSHCP Administrative Procedures Manual. It must encompass a detailed description of all procedures and processes required to manage the interactions between the Contractor and the Project Authority. This includes, at a minimum:</p>

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4.2 Technical and Administrative Documentation	
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	<ul style="list-style-type: none"> a) Claims processing procedures (Refer to SOW Articles 3.3 and 4.3); b) Audit standard procedures (Refer to SOW Articles 3.7 and 4.7) which, at a minimum, includes: <ul style="list-style-type: none"> i. details on all of the audit programs; ii. a high level overview of each Audit program's Standard Operating Procedures and associated business processes; iii. a glossary, copies of Audit standard report templates, all request templates and forms used as part of the Audit and Claim Verification Programs; and iv. details regarding Pharmacy and Electronic Medical Supplies Provider profiling and audit grading methodologies and tests. c) Provider registration and Deregistration procedures for Pharmacy and Electronic Medical Supplies Providers, Electronic Paramedical Practitioners, and Electronic Hospital Providers (Refer to SOW Articles 3.5 and 4.5); d) Provider Delisting procedures for non-electronic providers (Refer to SOW Articles 3.5 and 4.5); e) Contact Centre procedures (Refer to SOW Articles 3.10, 3.11, 4.10, and 4.11); f) Positive Enrolment procedures (Refer to SOW Articles 3.4 and 4.4); g) Service and system change control procedures (Refer to SOW Articles 3.15 and 4.14) ; h) Protocols and procedures for communications with Members, providers and the Project Authority (Refer to SOW Articles 3.10, 3.11, 4.10, and 4.11); and i) Financial procedures for requesting claims expenditure payments from the Project Authority (Refer to SOW Articles 3.6 and 4.6).
4.2.5	<p>System Manuals</p> <p>The Contractor must maintain the following system manuals:</p> <ul style="list-style-type: none"> i. Ad Hoc Reporting System User Manual – it must encompass detailed instructions on the use of the reporting tool and must include a data dictionary describing all accessible data elements – data element, data type, data format, screenshots, list of values (Refer to Appendix 4 to Annex A) contained in the ad hoc reporting system. The data elements included in the ad hoc reporting system must allow for standard reports to be replicated and validated. The manual must also include a data model representing all available tables, views, universes, etc. (Refer to SOW Article 4.9.3). ii. Dashboard User Manual – it must encompass detailed instructions on the use of the management dashboards and must include a data dictionary describing the associated fields, their descriptions, and associated list of values (Refer to SOW Article 4.9.5). iii. Eligibility Interface User Manual – it must encompass instructions on how to use the eligibility interface service available to Project Authority Authorized Users (Refer to SOW Article 4.4.7). This includes, at a minimum, general navigation and data entry screens.

4.3 Claims Processing and Claims Payment Services

The objective of Claims Processing and Claims Payment Services is to provide PSHCP Members with timely and accurate claims processing, claims adjudication and claims payments services for eligible claims under the PSHCP.

The Contractor must maintain Claims Processing and Claims Payment Services established during the Start-Up Phase (Refer to SOW Article 3.3) and deliver ongoing Claims Processing and Claims Payment Services as specified below.

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4.3 Claims Processing and Claims Payment Services	
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4.3.1	<p>General Claims Processing</p> <ul style="list-style-type: none"> i. The Contractor must maintain automated Claims Processing and Claims Payment Services that ensure compliance with the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/en and Appendix 1 to Annex A in effect as of the date the product or service was provided, as well as all of the SOW requirements. ii. The Contractor must, beginning on the Operations Ready Date, provide Claims Processing Services as follows: <ul style="list-style-type: none"> a) Receive Claims from Members and Providers through various methods including hard copy documentation, electronic interface (i.e., point of sale), PSHCP Digital Services, or other methods proposed by the Contractor and approved by the Project Authority. b) Consistently capture, retain, and make available through the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9), all data contained in Claims, regardless of submission method. This includes Claims voided, rejected and reversed submitted by Members and Providers, and the Claim submission method. The Contractor must develop and implement control and processing procedures to ensure the accuracy and completeness of the data captured. c) Decline all Claims for Participants where Members have not completed PE or confirmed their PE information (Refer to SOW Article 4.4). The Contractor must return an explanation of the reason for the decline and provide instructions, including contact information, for the Member to complete PE and re-submit the Claim for processing. The explanation must be in electronic or paper format depending on the Member's submission method. Due to the nature of the transactions, this pre-Claims processing PE requirement does not apply to Emergency Travel Assistance Claims. d) Adjudicate Claims submissions against PSHCP Benefit provisions, PSHCP Edits and pricing rules in effect at the time services were rendered or products purchased. e) Must process estimates submitted by Members and communicate the eligibility and dollar value to be approved should the Member incur the expense. f) Ensure that Proof of Payment has been received for all expenses claimed. g) Capture all internal and external Coordination of Benefits data based on, at a minimum, individual service dates, DIN, unique Expense Codes, and dental procedure codes. This must include the distinct capture of Internal Coordination of Benefits between two PSHCP Members, external Coordination of Benefits involving multiple insurers, and external Coordination of Benefits with another policy administered by the Contractor.

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4.3 Claims Processing and Claims Payment Services	
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	<p>h) Ensure that payments for Coordination of Benefit Claims do not exceed submitted amounts.</p> <p>i) All paper Claim forms and supporting paper documentation, including referrals and correspondence, must be digitized by the Contractor. The scanned documents must be legible and distinctly stored to ensure timely retrieval in support of audit, contact centre inquiries and Claims processing. All paper and electronic documents must be stored by the Contractor in accordance with the Retention of Records and Archiving requirements (Refer to SOW Article 4.15).</p> <p>iii. The Contractor must, at a minimum, use Claims adjudication Edits that result in the Claim Line Status being:</p> <p>a) Accepted for payment as billed; b) Paid to comply with PSHCP pricing rules; c) Rejected due to ineligibility or insufficient information; d) Pended or suspended due to requirement for manual intervention; e) Reversed; and f) Adjusted.</p> <p>iv. The Contractor must recommend PSHCP Edits for Project Authority Approval (Refer to SOW Article 4.1.2) to ensure that Claims are processed according to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/en and Appendix 1 to Annex A and existing pricing rules in effect at the time services were rendered or products purchased. The Contractor must correct, modify or add Edits as requested by the Project Authority.</p> <p>v. The Contractor must process Claims against the following non-exhaustive list of general and detailed PSHCP Edits:</p> <p>a) General Edits to ensure that:</p> <p>i. All required information has been submitted and captured; ii. The Claim is not a duplicate; and iii. The Claim was received by the Contractor within the prescribed time limits (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/en and Appendix 1 to Annex A)</p> <p>b) Participant Eligibility Edits to ensure that:</p> <p>i. The Member's Certificate Number is valid and has not been suspended; ii. The relevant information entered on the Claim matches the Member's completed record in Positive Enrolment; iii. The date of service is within the Participant's coverage period; iv. Consent has been provided by the Member; v. The Dependant meets the eligibility criteria (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/en and Appendix 1 to Annex A); and vi. In the case of actively employed Royal Canadian Mounted Police (RCMP) and Canadian Armed Forces (CF) Members, ensure that only Claims for their eligible Dependents are processed (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/en and Appendix 1 to Annex A).</p> <p>c) Benefit Edits to ensure that:</p>

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4.3 Claims Processing and Claims Payment Services	
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	<ul style="list-style-type: none"> i. The expense is eligible under the PSHCP; ii. The Claim does not exceed the PSHCP frequency and maximum limitation rules; and iii. Where applicable, a valid referral exists on file and has not expired. <p>d) Drug Utilization Review (DUR) Edits to ensure that standard drug interactions and duplicate therapy warnings are identified as Claims are processed and relevant information is transmitted to Providers at point of sale (Refer to SOW Article 4.3.3 iii). The Contractor must identify and apply a rejection with override capabilities to drug claims indicating significant drug utilization problems including, at a minimum, duplicate drugs, duplicate therapies, drug to drug interactions, quantity limits, multiple dispensing, multi-pharmacy, and multi-doctoring.</p> <p>e) Provider Edits to ensure that:</p> <ul style="list-style-type: none"> i. The Provider's PSHCP identifier is valid and has not been Deregistered or Delisted; ii. The date of service falls within the Provider's effective period; and iii. If the Provider is not in the Provider Management System, the Contractor must conduct the necessary verification to assess their eligibility and add the Provider to the Provider Management System prior to Claim adjudication (Refer to SOW Article 4.5). <p>f) Prescriber Edits to capture the prescriber ID and name are populated for drug Claims, if available.</p> <p>g) Coordination of Benefit Edits to ensure that:</p> <ul style="list-style-type: none"> i. Payment for eligible services or products where coverage is available under other plans (e.g. provincial or territorial plans or private insurance plans) or funding programs is limited to the part of the Claim not paid by the other plan or program; and ii. Payment is made in accordance with Canadian Life and Health Insurance Association (CLHIA) guidelines and the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/en and Appendix 1 to Annex A) for Coordination of Benefits between: <ul style="list-style-type: none"> a) Members of the PSHCP; b) PSHCP Members and other private insurance plans; and c) PSHCP Members and provincial and territorial plans. <p>h) Cost Adjudication Edits to ensure that:</p> <ul style="list-style-type: none"> i. All Claims are paid according to PSHCP reimbursement rules (e.g. Co-payment percentages, Plan Maximums, Reasonable and Customary limits, etc.) as outlined in the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/en and Appendix 1 to Annex A.) <ul style="list-style-type: none"> a) Reasonable and Customary fee limits must be reviewed and updated according to a methodology and frequency proposed by the Contractor and approved by the Project Authority during the Start-Up Phase. Reasonable and Customary fee limitations must be PSHCP-specific and pro-rated based on actual service time. Historical and current Reasonable and Customary fee limits must be posted by the Contractor to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) and PSHCP Member Digital Services;

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4.3 Claims Processing and Claims Payment Services	
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	<ul style="list-style-type: none"> ii. Claims are paid against the PSHCP drug pricing schedule in place in the province or territory where the product was obtained. Historical and current PSHCP drug pricing schedules must be posted to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) by the Contractor; iii. Claims are paid at the lower of the amount claimed or the amount allowed under PSHCP pricing rules in effect on the date that the product or service was provided; iv. Paper and Digital drug Claims are paid according to the PSHCP generic substitution policy and in accordance with provincial and territorial Pharmacy legislation and policies. An updated Physician's authorization for "no substitution" is required upon prescription expiration; v. Paper and Digital drug Claims are paid at an established dispensing fee maximum under provincial or territorial rules or PSHCP drug pricing rules (whichever is lower) in effect on the date that the product was provided; and vi. GST, HST, and PST are not paid unless federal and provincial revenue agency rules indicate that the service or product is taxable. <p>vi. The Contractor must process Claims submitted for the payment of Out-of-Province Benefits (Emergency Benefit While Travelling and Referral Benefit) and from PSHCP Members with Comprehensive Coverage, as follows:</p> <ul style="list-style-type: none"> a) Claims are paid at the Reasonable and Customary fee for the service based on the type of service and the jurisdiction in which the Participant obtains health care services and products; b) Claims processed under the Out-of-Province Benefit are subject to all of the PSHCP Edits and Claims processing requirements; c) For eligible expenses incurred in a foreign currency, the Contractor must consistently apply exchange rates in effect on the date the expense was incurred, or in cases where a Member submits Proof of Payment, the Contractor must use the actual exchange rate applied and reimburse the Claim according to the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/en and Appendix 1 to Annex A; d) In cases where a PSHCP Member sought emergency travel services, the Contractor must secure, where applicable, timely recoveries from Government Health Insurance Plans (GHIP) and report on such recoveries. The Contractor must also negotiate discounts with out-of-country service Providers on behalf of the PSHCP, and report on discounts obtained and associated fees. <p>vii. The Contractor must, a minimum, automatically update the Claims database including:</p> <ul style="list-style-type: none"> a) Participant and Provider Claims history; and b) Any Frequency History Counter, dollar or maximum allowable for Participants or other parameters required for Claim verification and adjudication against future Claims.

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	<p>viii. The Contractor must support the reversal and resubmission of Claims information and adjust the verification parameters to the values that existed before the Claim was adjudicated. Claims reversals and adjustments must be linked with the original Claims transaction line (Refer to Appendix 4 to Annex A), and include, at a minimum, the reversal of claimed expense amounts, service dates, quantities, and Frequency History Counters. Edits and maximum allowances must be taken into consideration when a Claim reversal is processed.</p> <p>ix. The Contractor must merge Claims histories in the case of duplicate Certificate Numbers.</p> <p>x. The Contractor must proactively notify and obtain Project Authority Approval (Refer to SOW Article 4.1.2) for any changes to the Claims Processing and Claims Payment Services and must adopt any modifications if requested by the Project Authority.</p> <p>xi. The Contractor must prevent the payment of Claims in cases where Member coverage or claiming privileges have been suspended.</p> <p>xii. The Contractor must apply eligible Claim payments to authorized overpayment recoveries if required. In these situations, the Contractor must track, reconcile and report in detail on recovered amounts (Refer to SOW Article 4.6).</p>
4.3.2	<p>Paper Claims Processing</p> <p>i. The Contractor must maintain Paper Claims Processing and Claims Payment Services that are in compliance with the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/en and Appendix 1 to Annex A), as well as all of the SOW requirements.</p> <p>ii. The Contractor must maintain a blank and a personalized Supplementary and Comprehensive Member PSHCP Claim forms, on which Members can submit their expenses for adjudication. The personalized Claim form must be pre-populated with Member-specific information. The Contractor must make the approved Claim forms available to Members through the PSHCP Member Website (Refer to SOW Article 4.10), or in paper format upon Member request.</p> <p>iii. The Contractor must receive, capture and adjudicate Claims based on the information submitted on the Claim form as well as all other supporting information or documentation.</p> <p>iv. The Contractor must investigate Paper Claims lacking required information (e.g. Paper Claims with illegible or missing information). If the Paper Claim is still lacking information after a preliminary investigative process:</p> <p>a) The Contractor must return the Claim to the Member with a written explanation of the reason for the return and how to resubmit the Paper Claim for processing (e.g. missing Certificate Number); or</p> <p>b) The Contractor must issue a Claims statement to the Member with an explanation of the reason for the Claim not being processed, and instructions on how to resolve the</p>

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	<p>issue (e.g. missing receipts, missing signature).</p> <p>v. The Contractor must meet the following Service Levels (which must be reported monthly to the Project Authority):</p> <ul style="list-style-type: none"> a) 95% Paper Supplementary Claims Processed Within 9 Days of receipt; b) 80% of Out-of-Province Claims processed with 10 Days once all documentation is obtained; c) 90% of Comprehensive Claims processed with 10 Days once all documentation is obtained; d) 99% Financial Accuracy on all Supplementary Paper Claims processed; e) 99% Financial Accuracy on all Comprehensive Paper Claims processed; f) 98% Non-Financial Accuracy on all Supplementary Paper Claims processed; and g) 98% Non-Financial Accuracy on all Comprehensive Paper Claims processed. <p>Note:</p> <p>(1) Financial Accuracy = $\frac{\text{Total absolute dollars* in error from claims in SVS}}{\text{Total claim dollars in SVS}}$</p> <p>* Absolute dollars means all dollars are represented as positive dollars or zero (remove any negative sign in front of a value (e.g. if an underpayment equates to -\$250, the absolute dollar (value) would be \$250).</p> <p>(2) Non-Financial Accuracy = $\frac{\text{Number of claims without procedural error in SVS}}{\text{Number of claims paid in SVS}}$</p> <p>(3) When calculating Financial and Non-Financial Accuracy, claims with more than one error, one error per claim is counted. If a claim has a financial and procedural error, the financial error is the error that will be counted.</p>
4.3.3	<p>Provider Digital Claims Processing and Claims Payment Services</p> <ul style="list-style-type: none"> i. The Contractor must maintain Provider Digital Claims Processing and Claims Payment Services that are in compliance with the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/en and Appendix 1 to Annex A), as well as all of the SOW requirements. ii. The Contractor must ensure that Claim communication mechanisms with Providers are based on electronic requirements and standards. Point of sale and internet submission methods must allow for adjudication results to be automatically returned to the Provider. The Contractor must provide and support Digital Claim submission functionality as follows: <ul style="list-style-type: none"> a) Be available to all Providers who wish to use the service and who have

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4.3 Claims Processing and Claims Payment Services	
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	<p>registered with the PSHCP;</p> <p>b) Be based on and updated as the following standards evolve, where applicable:</p> <ul style="list-style-type: none"> i. The current Canadian Pharmaceutical Association (CPhA) claim standard for Pharmacy and Electronic Medical Supplies Providers; ii. The current National e-Claims Standard Initiative (NeCST) standards for Providers; iii. Contractor or Claims processing industry standards, subject to Project Authority Approval (Refer to SOW Article 4.1.2); iv. Professional association Claim standards when new or existing professionals (or their associations) are licensed to operate in provinces and territories, subject to review and receipt of Project Authority Approval (Refer to SOW Article 4.1.2); and v. HL7 messaging standards. <p>c) Meet, at a minimum, all of the PSHCP Edit requirements described in SOW Article 4.3.1. v.;</p> <p>d) Allow Providers to reverse and re-key Claims or request through the Provider Contact Centre that a Claim be reversed;</p> <p>e) Provide functionality that allows Providers to transmit referral or other supporting information as part of their Digital Claims submissions; and</p> <p>f) Comply with Government of Canada security requirements (Refer to SOW Article 4.14).</p> <p>iii. The Contractor must:</p> <ul style="list-style-type: none"> a) Maintain a real-time DUR service including DUR Edits, intervention codes and associated descriptions. The DUR service must, at a minimum, include functionality to analyze prescription drug data from all submission methods (both the Participant's prescription drug history and other drug information) to identify potential drug therapy problems and promote interventions leading to improved patient outcomes. b) Proactively notify and obtain Project Authority Approval (Refer to SOW Article 4.1.2) for any changes to the DUR service and must adopt any modifications if requested by the Project Authority. <p>iv. The Contractor must store all Digital Claims submissions which are considered Protected B documentation. (Refer to SOW Article 4.14).</p> <p>v. The Contractor must meet the following Service Levels (which must be reported monthly to the Project Authority):</p> <ul style="list-style-type: none"> a) 95% of PSHCP Provider Digital Services Claims to be processed within 5 Days; and b) 99% Electronic Claim Lines (Pharmacy and Electronic Medical Supplies Claims) processed Within 5 seconds of receipt. c) 95% Provider Digital Claims acknowledged within 5 seconds of receipt; d) 99.5% Electronic Claims (Pharmacy and Electronic Medical Supplies Provider Claims) processing availability

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	<p>e) 99% Financial Accuracy on Provider Digital Claims processed; and</p> <p>f) 98% Non-Financial Accuracy on Provider Digital Claims processed,</p> <p>Note:</p> <p>(1) Financial Accuracy = $\frac{\text{Total absolute dollars* in error from claims in SVS}}{\text{Total claim dollars in SVS}}$</p> <p>* Absolute dollars means all dollars are represented as positive dollars or zero (remove any negative sign in front of a value (e.g. if an underpayment equates to -\$250, the absolute dollar (value) would be \$250).</p> <p>(2) Non-Financial Accuracy = $\frac{\text{Number of claims without procedural error in SVS}}{\text{Number of claims paid in SVS}}$</p> <p>(3) When calculating Financial and Non-Financial Accuracy, claims with more than one error, one error per claim is counted. If a claim has a financial and procedural error, the financial error is the error that will be counted.</p>
4.3.4	<p>Member Digital Claims Processing and Claims Payment Services</p> <ol style="list-style-type: none"> i. The Contractor must maintain Member Digital Claims Processing and Claims Payment Services that are in compliance with the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/en and Appendix 1 to Annex A), as well as all of the SOW requirements. ii. The Contractor must ensure that Claim communication mechanisms with Members are based on electronic requirements and standards. Digital Claim submission methods must allow for adjudication results to be automatically returned to the sender. The Contractor must support Digital Claim submission functionality as follows, where applicable: <ol style="list-style-type: none"> a) Be available to all Members who are eligible to use the service; b) Be based on Contractor or Claims processing industry standards, subject to Project Authority Approval (Refer to SOW Article 4.1.2); c) Be based on HL7 messaging standards as they evolve; d) Allow Members to reverse and re-key Claims or request through the Member Contact Centre that a Claim be reversed; and e) Comply with Government of Canada security requirements (Refer to SOW Article 4.14). iii. The Contractor must receive, capture, retain and process all Claims and all associated Claims data submitted via PSHCP Member Digital Services. iv. The Contractor must prompt Members to submit all required information and documentation as part of the Digital Claims submission process and notify Members that their Claim will not be processed without the required information. v. The Contractor must ensure that PSHCP Member Digital Services include controls

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	<p>to minimize keying errors and increase efficiency of data entry (e.g. drop down lists, calendar widgets, favourites, etc.) during Digital Claims submission. Such controls extend to notifications regarding Delisted Providers at the time of Claims submission.</p> <p>vi. The Contractor must have the capacity to accept photos or scanned copies of documents, including receipts and referrals (Refer to the PSHCP Directive: https://www.njc-cnrm.gc.ca/directive/d9/en and Appendix 1 to Annex A), and ensure that Members submit all required information and documentation as part of each Digital Claims submission.</p> <p>vii. The Contractor must investigate Digital Claims with illegible or missing information contained within photos or scanned documents and obtain the missing information in order to efficiently and accurately process these Claims. After this investigative process is completed and if the Claim is still lacking the required information, the Contractor must issue a Claims Statement to the Member with an explanation of the reason for the Claim not being processed, and instructions on how to resolve the issue.</p> <p>viii. The Contractor must store and safeguard all Digital Claim submissions in accordance with Protected B documentation guidelines. (Refer to SOW Article 4.14).</p> <p>ix. The Contractor must meet the following Service Levels (which must be reported monthly to the Project Authority):</p> <ul style="list-style-type: none"> a) 95% of Member Digital Claims to be processed within 5 Days; b) 95% of Member Digital Claims acknowledged Within 5 seconds of receipt; c) 99% Financial Accuracy on Member Supplementary Digital Claims processed; d) 99% Financial Accuracy on Member Comprehensive Digital Claims processed; e) 98% Non-Financial Accuracy on Member Supplementary Digital Claims processed; and f) 98% Non-Financial Accuracy on Member Comprehensive Digital Claims processed <p>Note:</p> <p>(1) Financial Accuracy = $\frac{\text{Total absolute dollars* in error from claims in SVS}}{\text{Total claim dollars in SVS}}$</p> <p>* Absolute dollars means all dollars are represented as positive dollars or zero (remove any negative sign in front of a value (e.g. if an underpayment equates to -\$250, the absolute dollar (value) would be \$250).</p> <p>(2) Non-Financial Accuracy = $\frac{\text{Number of claims without procedural error in SVS}}{\text{Number of claims paid in SVS}}$</p>

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4.3 Claims Processing and Claims Payment Services	
Ref #	Work
	(3) When calculating Financial and Non-Financial Accuracy, claims with more than one error, one error per claim is counted. If a claim has a financial and procedural error, the financial error is the error that will be counted.
4.3.5	<p>Provider Claims Statement</p> <ul style="list-style-type: none"> i. The Contractor must maintain Claims Statement formats and all messages that could appear on Claims Statements. Any additions, modifications or deletions to Claims Statement formats or messages must be approved by the Project Authority (Refer to SOW Article 4.1.2), prior to implementation. The Claims Statement must: <ul style="list-style-type: none"> a) Include Participant, Benefit and payment information for the Provider's Digital Claim reconciliation, and provide explanatory messages for each Digital Claim; and b) Allow for the communication of PSHCP information of interest to Providers (e.g. direction to PSHCP Provider Website, PSHCP Bulletins, PSHCP audit requirements, etc.). ii. The Contractor must produce and make available to each Provider a Claims Statement through PSHCP Provider Digital Services (Refer to SOW Article 4.11.3). Each Claims Statement must summarize the associated Provider's adjudication results for Claims submitted by the Provider during the payment period. iii. The Contractor must distribute a Provider Claims Statement to Hospital Providers that have not registered for PSHCP Provider Digital Services. iv. The Contractor must distribute a Provider Claims Statement where payments are made to service Providers under the Emergency Travel Assistance Benefit. v. The Contractor must make available a Member Claims Statement to the Member when a Claim is submitted and payment is to be made to the provider.
4.3.6	<p>Payments to Providers</p> <ul style="list-style-type: none"> i. The Contractor must maintain a process of issuing payments to providers for adjudicated Claims in accordance with SOW Article 4.6. ii. The Contractor must, at a minimum, issue payments to Providers as follows: <ul style="list-style-type: none"> a) Providers registered for PSHCP Provider Digital Services <ul style="list-style-type: none"> i. The Contractor must make payment to Providers through Electronic Funds Transfer (EFT) according to the preferred payment frequency interval identified in the applicable Provider Agreement. ii. The Contractor must ensure that reimbursements include all adjudicated Digital Claims for the payment period. On the Payment Date, EFT must be completed and the corresponding Claims Statement (Refer to SOW Article 4.3.5) made available to Providers through PSHCP Provider Digital Services. b) Hospital Providers not registered for PSHCP Provider Digital Services <p>The Contractor must make payment by cheque to Hospital Providers that have not registered for PSHCP Provider Digital Services, where appropriate assignment of benefits authorization has been received.</p>

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4.3 Claims Processing and Claims Payment Services	
Ref #	Work
	<p>c) Service Providers under the Emergency Travel Assistance Benefit</p> <p>The Contractor must make payment to service Providers under the Emergency Travel Assistance Benefit and have the capacity to issue payments to Providers in a foreign currency.</p>
4.3.7	<p>Member Claims Statement and Notifications</p> <ul style="list-style-type: none"> i. The Contractor must maintain the Claims Statement formats and all messages that could appear on Claims Statements, as well as automated notifications issued to Members. Any additions, modifications or deletions to Claims Statement formats or messages and notifications must be approved by the Project Authority (Refer to SOW Article 4.1.2), prior to implementation. ii. The Contractor must send an electronic notification to eligible Members indicating that their Claim has been processed. iii. The Contractor must send an electronic notification to eligible Members when Providers submit Claims on their behalf (e.g. Pharmacy and Electronic Medical Supplies Providers, Electronic Paramedical Practitioners and Electronic Hospital Providers). iv. The Contractor must produce and make available to each Member in the Member's preferred method of distribution (e.g. electronically or by mail), a Claims Statement for each Claim processed for the Member or their Dependant. Each Claims Statement must itemize the associated Member's or Dependant's adjudication results, regardless of the submission method. To comply with this requirement: <ul style="list-style-type: none"> a) The Claims Statement may be produced in the form of a receipt at the point of sale where the Claim has been submitted electronically and adjudicated in real time. An automated notification must also be issued to the Member; b) The Claims Statement must include Benefit information and must provide explanatory messages for each Claim Line; and c) The Claims Statement must allow for the communication of PSHCP information to Members (e.g. direction to PSHCP Member Website, PSHCP Bulletins, etc.).
4.3.8	<p>Payments to Members</p> <ul style="list-style-type: none"> i. The Contractor must maintain a process of issuing payments to Members with Supplementary or Comprehensive coverage for adjudicated Claims in accordance with SOW Article 4.6. ii. The Contractor must, within 1 Day of the claim being adjudicated, make payments to eligible Members for adjudicated claims daily and issue payments by EFT or mail. The Contractor must have the capacity to issue payments in a foreign currency to Members with Comprehensive coverage. iii. The Contractor must produce and make available a corresponding Claims Statement with each cheque via mail and through PSHCP Member Digital Services (Refer to SOW Article 4.10.3) where an EFT is issued.
4.3.9	<p>Access to Supporting Claims Information</p> <p>The Contractor must securely provide all requested PSHCP Claims data and associated information in an acceptable format and timeframe when requested by the Project Authority and may require a Task Authorization.</p>

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4.3 Claims Processing and Claims Payment Services	
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4.3.10	<p>Escalations and Support of the Appeals Process</p> <ul style="list-style-type: none"> i. In accordance with the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/en and Appendix 1 to Annex A, the Contractor must review, adjust and reverse Claim adjudication decisions based on inquiries from Members or the Project Authority as part of a first level of escalation. ii. In support of the appeals process (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/en and Appendix 1 to Annex A), the Contractor must, upon request, provide the Project Authority with the information (e.g. claims and coverage history, adjudication rationale, telephone recordings, call logs, message transcripts, relevant documentation, medical consultant expertise, etc.) required for the Project Authority to review and process all benefit and eligibility related appeals submitted by Members. The timelines associated with the delivery of this information are subject to Project Authority Approval (Refer to SOW Article 4.1.2). iii. The Contractor and its medical consultant must also participate in regular meetings (teleconference and face-to-face) in support of the appeals process.
4.3.11	<p>Claims Processing and Claims Payment Services Subcommittee</p> <p>In accordance with SOW Article 2.13, the Contractor must ensure that appropriate Contractor and Subject Matter Experts participate in monthly Claims Processing and Claims Payment Services subcommittee meetings (e.g. conference calls, videoconference, or other agreed upon remote meeting options) with the Project Authority to review and resolve any Claims processing and Claims payment issues. The Contractor must also review and provide updates on service level performance, Claims payment and processing issues and initiatives during the subcommittee meetings.</p>

4.4 Positive Enrolment and Membership Management Services

The objective of Positive Enrolment and Membership Management Services is to provide the systems and processes necessary to maintain accurate PSHCP enrollment information for all Members and Eligible Dependants and affirm Consent from Members for the use of personal information.

The Contractor must deliver ongoing PSHCP Positive Enrolment and Membership Management Services as specified below:

4. Operations Phase	
4.4 PSHCP Positive Enrolment and Membership Management Services	
Ref #	Work
4.4.1	<p>Maintaining Positive Enrolment and Membership Management Services</p> <p>The Contractor must maintain all Positive Enrolment and Membership Management Services as established during the Start-Up Phase (Refer to SOW Article 3.4).</p>
4.4.2	<p>Positive Enrolment Solution</p> <p>The Contractor must maintain Digital PE and paper PE solutions as follows to enable Members to positively enroll and maintain their PE information:</p> <ul style="list-style-type: none"> i. Where appropriate, the Digital and paper PE solutions must allow for the input, modification and/or confirmation of the PE information. At a minimum, the following information will be required: <ul style="list-style-type: none"> a) Member information provided by the Employer and not editable by the Member, including: <ul style="list-style-type: none"> i) First name; ii) Last name; iii) Date of birth; iv) Gender; v) Language of preference (i.e. English or French); vi) Certificate Number; vii) Policy Number; viii) Employee or Pensioner; ix) Department, Participating Organization, Pensioner group; x) Coverage start date; xi) Coverage end date (if applicable); xii) Hospital level coverage; xiii) Supplementary or Comprehensive Coverage; and xiv) Single or family coverage. b) Member information provided by the Member and editable, including: <ul style="list-style-type: none"> i) Address; ii) Telephone number(s); iii) Email address; iv) Preferred method of communication; and v) Country (If coverage is identified as Comprehensive). c) Dependant information provided and editable by the Member, including: <ul style="list-style-type: none"> i) First name; ii) Last name; iii) Date of birth; iv) Gender; v) Relationship to Member (e.g. spouse, Dependant child, student, etc.) vi) Status (e.g. full-time student and/or child with disability); and vii) Terminate coverage (if applicable).

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4.4 PSHCP Positive Enrolment and Membership Management Services	
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	<p>d) Member and Dependant Coordination of Benefits (COB) information provided and editable by the Member, including:</p> <ul style="list-style-type: none"> i) COB with PSHCP; ii) COB with same carrier; or iii) COB with another carrier. <p>At a minimum, the Contractor must capture COB information in order to adjudicate claims based on Canadian Life and Health Insurance Association (CLHIA) guidelines.</p> <p>e) Method of reimbursement provided and editable by the Member, including:</p> <ul style="list-style-type: none"> i) Direct deposit - bank account information (i.e. transit number, institution number, account number) - default; or ii) Cheque. <p>ii. The Contractor must:</p> <ul style="list-style-type: none"> a) Apply PSHCP eligibility rules for Dependents (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/en); b) Link each Dependant(s) to the Member's Certificate Number; c) Collect and maintain Eligible Third Party information (e.g. name, relationship to Member, legal documentation, etc.); d) Provide confirmation of enrolment to Members and instructions on how to modify and maintain their information (Refer to SOW Article 3.4.9); e) Obtain Consent from Members for the use of information for all Benefit areas under the PSHCP (Refer to SOW Article 3.4.3); and f) Track all changes and maintain the PE services (i.e. capture who made the changes (detailed audit trail), retain old and current records, and date the changes were made).
4.4.3	<p>Member Eligibility Files</p> <ul style="list-style-type: none"> i. The Contractor must receive, validate and load Member eligibility files using MSFT containing the information on all Members (i.e. past Members and current Eligible Members) from all identified organizations (Refer to Appendix 6 of Annex A). These files will be provided to the Contractor on a weekly basis. ii. The Contractor must provide confirmation of receipt of the Member eligibility files to each of the file originators. iii. The Contractor must provide confirmation to the file originators that their Member eligibility file was loaded successfully. The Contractor must also notify file originators when their file is not received or that it contained errors. iv. The Contractor must maintain a complete history of Member eligibility information and changes including a detailed audit trail which, at a minimum, must capture the data changed, the date the change was made, and who completed the change.

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4.4 PSHCP Positive Enrolment and Membership Management Services	
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4.4.4	<p>Biennial Confirmation and Consent of Positive Enrolment Information</p> <p>The Contractor must conduct the biennial confirmation and obtain Consent of Positive Enrolment Information using the process established during the Start-Up Phase (Refer to SOW Article 3.4.7).</p>
4.4.5	<p>Positive Enrolment and Member Management Report</p> <p>i. The Contractor must maintain the PE and Member Management Report that, at a minimum, contains:</p> <ul style="list-style-type: none"> a) Department or organization; b) Member group (e.g. Employee or Pensioner); c) Coverage type (e.g. Supplementary and Comprehensive); d) Number of Members; e) Number of Members who have completed PE; f) Number of Members who have registered for Digital Services; g) Number of Members with an email address; h) Number of Members with banking information; and i) Calculated percentage for each category. <p>ii. The PE and Member Management Report must be posted monthly to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9).</p>
4.4.6	<p>PE Communications and Documentation</p> <p>i. The Contractor must maintain all Digital and paper communications and documentation (Refer to SOW Article 3.4.9 i). When updates or changes are made, the Contractor must obtain Project Authority Approval (Refer to SOW Article 4.1.2) prior to using the revised materials.</p> <p>ii. The Contractor must maintain all Digital and paper documentation (Refer to SOW Article 3.4.9 ii) as follows:</p> <ul style="list-style-type: none"> a) The Contractor must maintain the processes to assist Members in completing PE. Such documentation must be made available electronically through PSHCP Member Digital Services (Refer to SOW Article 4.10.3) and paper upon Member's request. b) When updates or changes are made to documentation, the Contractor must obtain Project Authority Approval (Refer to SOW Article 4.1.2) prior to using the revised documentation.
4.4.7	<p>Eligibility Interface</p> <p>i. The Contractor must manage and maintain a secure, web based tool that provides the Project Authority (and other stakeholders identified by the Project Authority) the ability to search for Member and their Dependants eligibility information and allow for read-only access of Plan Member and Dependant information (Refer to SOW Article 4.4.2 i. a, b, and c for data elements).</p> <p>ii. The Contractor must manage and maintain 20 user accounts for the Project Authority (and other stakeholders identified by the Project Authority), which will be comprised of read-only and read-write-edit access.</p>

4.5 Provider Registration and Management Services

The Contractor must deliver ongoing Provider Registration and Management Services as follows:

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4.5 Provider Registration and Management Services	
Ref #	Work
4.5.1	<p>General</p> <p>The Contractor must maintain the Provider Registration and Management Services for all Providers as established during the Start-Up Phase (Refer to SOW Article 3.5).</p>
4.5.2	<p>Provider Management System</p> <ul style="list-style-type: none"> i. The Contractor must actively manage and maintain a Provider Management System (Refer to SOW Article 3.5.4) that includes a complete list of all Providers (regardless of the method of Claim submission), including those that have been registered, Deregistered, and Delisted throughout the period of the Contract. ii. The Contractor must ensure that Provider Management System is linked to Claims Processing and Claims Payment Services (Refer to SOW Article 4.3) to ensure payments for services are not considered for reimbursement for Providers that have been Delisted, Deregistered or are not in the Provider Management System. iii. The Contractor's Provider Management System or any supporting systems must, at a minimum, capture all Provider data elements identified in Appendix 4 to Annex A. (e.g. distinct PSHCP Provider and facility identifiers, etc.). iv. The Contractor's Provider Management System must link Providers with their associated facilities. For all Claim submission methods, PSHCP Provider and facility identifiers must match regardless of the method of Claims submission.
4.5.3	<p>Provider Registration Criteria</p> <p>The Contractor must register Pharmacy and Electronic Medical Supplies Providers, Electronic Paramedical Practitioners, and Electronic Hospital Providers in order to verify Provider submission eligibility during the claims adjudication process. To be registered, these Providers must meet, at a minimum, the following registration criteria:</p> <ul style="list-style-type: none"> i. Pharmacy and Electronic Medical Supplies Providers <ul style="list-style-type: none"> a) Licensed to dispense pharmaceutical products in the Canadian province or territory where the Participant obtains the service; b) Qualified to provide eligible Medical Supplies for which Digital submission is permitted under the Plan; c) Registered and in good standing with the appropriate governing body or association; d) Have not been previously Deregistered or Delisted with the PSHCP; and e) Have signed the Pharmacy and Electronic Medical Supplies Provider Agreement for the PSHCP and comply with its terms and conditions (Refer to SOW Article 4.5.5). ii. Electronic Paramedical Practitioners <ul style="list-style-type: none"> a) Licensed to provide health care services in the Canadian province or territory where the Participant obtains the service; b) Qualified to provide eligible health care services for which Digital submission is

4. Operations Phase	
4.5 Provider Registration and Management Services	
Ref #	Work
	<p>permitted under the Plan, and such services must be within their field of expertise;</p> <ul style="list-style-type: none"> c) Registered and in good standing with the appropriate governing body or association, and meet the appropriate Paramedical Practitioner eligibility requirements in the PSHCP Directive (https://www.njc-cnm.gc.ca/directive/d9/en and refer to Appendix 1 to Annex A); d) Have not been previously Deregistered or Delisted with the PSHCP; and e) Have signed the Electronic Paramedical Practitioner Agreement for the PSHCP and comply with its terms and conditions. <p>iii. Electronic Hospital Providers</p> <ul style="list-style-type: none"> a) Must be a legally licensed Hospital qualified to provide health care services in the Canadian province or territory where the Participant obtains the service, and meet the definition of a Hospital in the PSHCP Directive: (https://www.njc-cnm.gc.ca/directive/d9/en and refer to Appendix 1 to Annex A); b) Qualified to provide eligible Hospital services for which digital submission is permitted under the Plan; c) Have not been previously Deregistered or Delisted with the PSHCP; and d) Have signed the Electronic Hospital Provider Agreement for the PSHCP and comply with its terms and conditions.
4.5.4	<p>Pharmacy and Electronic Medical Supplies Provider, Electronic Paramedical Practitioner, and Electronic Hospital Provider Registration</p> <ul style="list-style-type: none"> i. The Contractor must maintain the Provider Registration and Management Services to allow for Pharmacy and Electronic Medical Supplies Provider, Electronic Paramedical Practitioner, and Electronic Hospital Provider registration. ii. The Contractor must collect all required information from Providers (e.g. address, banking information, license number, etc.) in order to verify Provider eligibility and meet applicable SOW requirements including, at a minimum, the areas of claims processing, reporting, audit and communications. iii. The Contractor must provide information and assistance, when requested through the Provider Contact Centre (Refer to SOW Article 4.11.2), to Pharmacy and Electronic Medical Supplies Providers, Electronic Paramedical Practitioners, and Electronic Hospital Providers on the PSHCP Provider registration process. This includes offering a Provider Contact Centre, PSHCP Provider Digital Services and secure message functionality. iv. The Contractor must assign unique PSHCP Provider and facility identifiers for Pharmacy and Electronic Medical Supplies Providers, Electronic Paramedical Practitioners, and Electronic Hospital Providers for use in Claims submission (e.g. Plan Sponsor ID, etc.) (Refer to SOW Article 4.5.2). v. The Contractor must supply all registered Pharmacy and Electronic Medical Supplies Providers, Electronic Paramedical Practitioners, and Electronic Hospital Providers with all information required to prepare and submit Digital Claims to the PSHCP. vi. The Contractor must maintain current, all information of registered Pharmacy and

4. Operations Phase	
4.5 Provider Registration and Management Services	
Ref #	Work
	Electronic Medical Supplies Providers, Electronic Paramedical Practitioners, and Electronic Hospital Providers.
4.5.5	<p>Pharmacy and Electronic Medical Supplies Provider Agreement, Electronic Paramedical Practitioner Agreement, and Electronic Hospital Provider Agreement</p> <ul style="list-style-type: none"> i. The Contractor must maintain Provider Agreements templates for the PSHCP that the Pharmacy and Electronic Medical Supplies Providers, Electronic Paramedical Practitioners, and Electronic Hospital Providers must sign or accept (electronic for Digital and wet for paper) in order to submit claims to the PSHCP. ii. The Contractor must ensure that the Provider Agreements for the PSHCP (Refer to SOW Article 3.5.2) and affiliated documents (e.g. Provider manuals) address, at a minimum, the following criteria: <ul style="list-style-type: none"> a) General rights and obligations of Providers and the Contractor; b) Payment options for registered Providers; c) Balance billing provisions for Pharmacy Provider Agreements (i.e. Providers cannot charge customers in excess of the amounts allowable [e.g. R&Cs, price file, dispensing fees, etc.] under the PSHCP); d) Audit provisions, including terms for overpayment recoveries, arbitration periods, and recoveries of previously filled prescriptions; e) Data sharing provisions, including the Contractor's right to share detailed audit results and claims information with the Project Authority; f) Provider liability in cases of termination or change of ownership (i.e. Providers remain liable for all overpayments identified in connection with claims that they have submitted to PSHCP); and g) Recordkeeping and confidentiality requirements. iii. The Contractor must maintain all current Provider Agreement templates on the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9).
4.5.6	<p>Pharmacy and Electronic Medical Supplies Provider, Electronic Paramedical Practitioner, and Electronic Hospital Provider Deregistration</p> <ul style="list-style-type: none"> i. The Contractor must implement and maintain Provider Deregistration services for the PSHCP (Refer to SOW Article 3.5.6). ii. The Contractor must have the capacity to Deregister a PSHCP Provider without affecting their other books of business. iii. The Contractor must recommend Providers for Deregistration in cases where inappropriate billing activities are identified, and obtain Project Authority Approval (Refer to SOW Article 4.1.2) prior to Deregistration. The Contractor must include a detailed case file in support of their recommendation. This requirement does not apply to the Delisting of Providers. <ul style="list-style-type: none"> a) The Contractor must Deregister a Pharmacy and Electronic Medical Supplies Provider, Electronic Paramedical Practitioner, and Electronic Hospital Provider within 1 Day of being notified by the Project Authority.

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4.5 Provider Registration and Management Services	
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	<ul style="list-style-type: none"> b) The Contractor must inform the Pharmacy and Electronic Medical Supplies Provider, Electronic Paramedical Practitioner, or Electronic Hospital Provider of the change in status. c) The Contractor will be financially responsible for any Claims paid for Deregistered Provider services rendered or items purchased following the 1 Day period after receiving notification from the Project Authority to Deregister. iv. The Contractor must post a current, searchable list of Deregistered Providers on the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9), as well as the PSHCP Member Digital Services on a monthly basis.
4.5.7	Provider Delisting <ul style="list-style-type: none"> i. The Contractor must have the capacity to Delist a PSHCP Provider without affecting their other books of business. ii. The Contractor must post a current, searchable list of Delisted Providers on the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9), as well as the PSHCP Member Digital Services on a monthly basis.

4.6 Financial Management Services and Controls

The objective of Financial Management Services and Controls is ensure that all aspects of business transactions conducted by the Contractor for the PSHCP are accurate, efficient, secure, and free from errors.

The Contractor must maintain Financial Management Services and Controls established during the Start-Up Phase (Refer to SOW Article 3.6) and deliver ongoing Financial Management Services and Controls as specified below.

4. Operations Phase	
4.6 Financial Management Services and Controls	
Ref #	Work
4.6.1	<p>General Financial Management Services and Controls</p> <ul style="list-style-type: none"> i. The Contractor must maintain Financial Management Services and Controls that support sound financial management practices. ii. The Contractor must ensure that Financial Management Services and Controls support all aspects of business transactions conducted by the Contractor for the PSHCP including contract administration, plan operations, internal controls, transactional monitoring and reporting. The services and controls must be efficient and reliable in order to respond to audit requirements, deliver accurate and concise operational documents, business information and financial requirements. iii. The Contractor must ensure that Financial Management Services and Controls at a minimum, include: <ul style="list-style-type: none"> a) Financial management and control processes and procedures that will be used to ensure efficient and timely budgeting, cash flow planning and financial management, financial data integrity, accuracy and probity; b) Financial management and control processes and procedures that are supported by a complete and reliable set of accounting and auditable records that meet generally accepted accounting principles; c) A payment service to Providers and Members for eligible Claims; d) Methods for the detection and correction of financial errors or abuse of responsibility; e) Efficient procedures to be applied for the processing and remittance of recoveries to the Project Authority as a result of Audit and Claim Verification Services and other verification activities; f) Clear definitions of roles and responsibilities of those involved at each stage of the payment process with written assurances that only authorized personnel including subcontractors can effect payment and that payment limits are respected; g) Accurate reconciliations of all PSHCP transactions including the PSHCP DBA; and h) Comprehensive documentation of all PSHCP financial management and control processes and procedures.
4.6.2	Canadian Financial Institution Account

4. Operations Phase	
4.6 Financial Management Services and Controls	
Ref #	Work
	<ul style="list-style-type: none"> i. The Contractor must maintain the PSHCP DBA (Refer to SOW Article 3.6.2) set up during the Start-Up Phase. ii. The Contractor must maintain the PSHCP Payment Services established during the Start-Up Phase (Refer to SOW Article 3.6.3). iii. The Contractor must bear all fees, overdraft charges and any other costs imposed by the financial institution in relation to the PSHCP DBA and all interest accrued must be applied to Canada, unless otherwise approved by the Project Authority. iv. The Contractor must ensure that the financial institution allows on-line access to the PSHCP DBA by the Project Authority to view, download and print all transactional records and bank statements electronically for the period of the Contract commencing on the Operations Ready Date. v. The Contractor must reconcile all monthly bank statements from the financial institution of the PSHCP DBA and post them to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) no later than 5 Days following the end of each month. The Contractor must ensure that all errors are corrected in the next bank statement. vi. The Contractor must monitor the PSHCP DBA on a daily basis and report to the Project Authority all instances where amounts are withdrawn in error or otherwise without Project Authority approval. The Contractor must reverse all amounts owing and propose corrective actions for Project Authority Approval (Refer to SOW Article 4.1.2) to ensure the PSHCP DBA is accurately reconciled and appropriate controls are in place. vii. For the Emergency Travel Assistance benefit and Claims under the PSHCP Comprehensive Plan, the Contractor must reimburse or make claim payments to: <ul style="list-style-type: none"> a) Members in the currency used in the claim or in Canadian funds; and b) Providers in the currency used in the Claim.
4.6.3	PSHCP Claims Funding Request Service <ul style="list-style-type: none"> i. The Contractor must provide a PSHCP Claims Funding Request Service for the PSHCP. The PSHCP Claims Funding Request service must include a process by which funds are requested from the Project Authority to cover claims processed by the Contractor for a specified payment period. ii. The Contractor must submit all PSHCP Claims Funding Reports (CFR) to the Project Authority in Canadian dollars, regardless of the applied claim payment currency to the Member or Provider. iii. The Contractor must ensure that the PSHCP Claims Funding Request Service includes, at a minimum, the following processes and deliverables: <ul style="list-style-type: none"> a) The Contractor must submit to the Project Authority, by 8:00 a.m. ET each Day, a PSHCP CFR to cover the claims settled for a specified payment period. The Contractor must notify the Project Authority if the PSHCP CFRs are not posted within the required timeline; and b) In support of the requested funds for the specified payment period, the PSHCP Claims Funding Request Service deliverables must be posted to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) by the

4. Operations Phase	
4.6 Financial Management Services and Controls	
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	<p>Contractor and, at a minimum, be comprised of the following:</p> <ul style="list-style-type: none"> i) The PSHCP CFR which displays key information (e.g. number of billable services for each claim line type, claim rate, claim adjustments, recoveries, etc.); ii) Claims Adjustments Report which displays key credit information (e.g. adjustments, claim overpayments, Audit and Claims Verification Services recoveries, etc.); iii) Claims Detailed Expenditure Report by selected variables (e.g. plan type, benefit type and claim line rate, etc.); iv) Settled Claims and Adjustments Data File which itemizes the amounts payable and adjustments to Providers and Members; and v) Claims Funding Summary Report, verified and signed by the Contractor, which provides summary information from the CFR and the Claims Adjustments Report sorted by selected variables (e.g. payment type, benefit type, etc.). <ul style="list-style-type: none"> iv. The Contractor must issue payments to Providers and Members in accordance with SOW Articles 4.3.6 and 4.3.8 respectively. v. The Contractor must ensure that the PSHCP CFR includes reductions to requested amounts to account for all credits due to recoveries, adjustments from prior period CFRs and any other adjustments that are included on the Claims Adjustments Report. vi. The Contractor must capture and report on Claims expenditures and adjustments that cross the Project Authority's Fiscal Years. vii. The Contractor must work with the Project Authority and provide support to resolve outstanding issues in relation to verifications of the PSHCP Claims Funding Request Service deliverables. viii. The Contractor must provide the Project Authority with a pre-defined Ad hoc query and associated logic to enable Claims reconciliation in the Ad Hoc Reporting System (Refer to SOW Article 4.9) in order to validate requested amounts and all adjustments associated with the PSHCP CFR.
4.6.4	<p>PSHCP Pricing Discount and Rebate Service</p> <ul style="list-style-type: none"> i. The Contractor must maintain a PSHCP Pricing Discount and Rebate Service to actively credit Canada for discounts and rebates obtained through all current and future discount and rebate programs. ii. The Contractor must ensure that the PSHCP Pricing Discount and Rebate service includes, at a minimum, the following: <ul style="list-style-type: none"> a) A method to inform the Project Authority about current and future price reduction agreements. b) A summary rebate report which outlines the rebate program type (e.g. point of sale discounts and rebates determined after point of sale), rebate totals, savings, and dollar amounts remitted to Canada.

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4.6 Financial Management Services and Controls	
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	<ul style="list-style-type: none"> c) Maintain auditable records to sufficiently support an External Audit of Records (Refer to SOW Article 4.6.9) on discounts and rebates received by the Contractor and subsequently credited to the Project Authority. d) Procedures to deposit rebate amounts due to Canada to the PSHCP Bank Account on a timely and periodic basis as approved by the Project Authority. iii. The Contractor must post a PSHCP Pricing Discount and Rebate report to the Secure Reporting and Documentation Website, (Refer to SOW Article 4.9.9), detailing savings realized under this Contract from pricing discounts and rebates received by Canada.
4.6.5	Cheque Management Service <ul style="list-style-type: none"> i. The Contractor must maintain a Cheque Management Service that at a minimum includes a comprehensive cheque management system, processes for cheque issuance and control, cheque reversals and cancellations, the administration of stale-date cheques, and timely cheque reconciliations. ii. The Contractor must ensure that the Cheque Management Service also includes procedures for re-issuing cancelled cheques (i.e. stale-dated cheques, lost cheques, etc.) without impacting the claims adjudication service. In circumstances where the original cheque was issued in error, the Contractor must ensure that the cheque is canceled, recoveries are made where applicable, and the Claim is re-processed through the claims adjudication service. iii. The Contractor must track, report and post to the Secure Reporting and Documentation Website, (Refer to SOW Article 4.9.9), a monthly outstanding cheques list which includes at a minimum, the cheque number, amounts and associated dates. iv. The Contractor must track, report and post to the Secure Reporting and Documentation Website, (Refer to SOW Article 4.9.9), a cancelled cheques report that, at a minimum, includes cheque numbers, reasons for cheque cancellations (i.e. stale-dated cheques, lost cheques, etc.) and additional details when a cancelled cheque is subsequently re-issued. v. The full value of cancelled cheques must be returned to Canada, and reported as an adjustment on the CFR.
4.6.6	PSHCP Recovery of Overpayments and Erroneous Payments Service <ul style="list-style-type: none"> i. The Contractor must maintain a PSHCP Recovery of Overpayments and Erroneous Payments Service to actively collect all amounts receivable due to Canada. ii. The Contractor must ensure that the PSHCP Recovery of Overpayments and Erroneous Payments service includes, at a minimum, the following processes: <ul style="list-style-type: none"> a) Establishing an effective method to identify overpayments and erroneous payments; b) Documenting the steps that will be followed to recover outstanding amounts ensuring that an appropriate level of activity is undertaken; c) Monitoring and assessing the collectability of each amount receivable on an active and continuous basis until a resolution is reached;

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	<ul style="list-style-type: none"> d) Collecting outstanding amounts from, or withhold future payments to, Members, Providers, and/or other entities; e) Recording and regularly reporting all types of overpayments and collections in detail to the Project Authority; and f) Identifying potentially uncollectable amounts, applying the Contractor's expertise and information on each instance where amounts are outstanding, for consultation with the Project Authority including recommendations on appropriate next steps. <ul style="list-style-type: none"> iii. The Contractor must remit to Canada all recovered amounts collected as a result of claim verifications, audits, claims errors, corrections, stale-dated cheques, inaccurate EFT or other adjustments through the CFR. iv. The Contractor must have the capacity to accept a variety of payment options (e.g. EFT, cheques, eligible claims, etc.) from Providers, Members or other entities resulting from overpayments and erroneous payments. v. The Contractor must reimburse Canada for all financial errors committed by the Contractor except for the instances described in the PSHCP Directive, where the Contractor must recover administrative errors from PSHCP Members by cheque or deductions from future claims (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en). vi. The Contractor must bear all costs associated with the collection of all overpayments. vii. The Contractor must provide a monthly written assurance that all amounts collected from the recovery of overpayments and erroneous payments have been credited to the DBA (Refer to SOW Article 4.6.6 ii e). viii. Where applicable, the Contractor must collect and report on interest separately.
4.6.7	<p>PSHCP Invoicing Service</p> <ul style="list-style-type: none"> i. The Contractor must maintain a PSCHP Invoicing Service to invoice and credit Canada for ASO Fees, Provincial Premium Taxes, Task Authorizations, and applicable credits under this Contract. The frequency of the invoices will be discussed during the Start-up Phase. ii. The Contractor must post all invoices and credit notes to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) and ensure that all invoices and claims submitted adhere to the Invoicing Instructions contained in Article 7.11 of the contract. iii. The Contractor must be available to respond to Project Authority enquiries and resolve outstanding issues in relation to monthly PSHCP ASO Fee and Provincial Premium Taxes invoicing services. iv. The Contractor must provide the functionality to reconcile ASO fees in the Ad Hoc and Pre-defined Reporting system (Refer to SOW Article 4.9.3). <p>If an invoice is determined to be in error, as identified by the Contractor or the Project Authority, the Contractor must take corrective measures, including reissuing new invoice with a new version number. The new invoice must replace the previous version and must be posted to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9).</p>

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	<ul style="list-style-type: none"> v. The Contractor must ensure that all invoices contain “Remit To” details, references to applicable legislation, basis of payments effective dates, and other information determined to be pertinent to the billing.
4.6.8	<p>External Audit of Controls</p> <ul style="list-style-type: none"> i. The Contractor’s system of internal controls and the suitability of the design and operational effectiveness of controls must be subject to an annual audit in accordance with the Canadian Standard on Assurance Engagements (CSAE) 3416 of the Handbook of the Chartered Professional Accounts of Canada (CPA). ii. The Contractor must conduct independent audits of internal controls and the suitability of the design and operational effectiveness of controls in accordance with the CSAE 3416 of the Handbook of the CPA, exclusively for the PSHCP every five years with the initial audits conducted at the completion of the second year of the Operations Phase. These PSHCP audits must be conducted by an external auditor and extend to controls placed on operations (CSAE 3416 Type I) and operational effectiveness (CSAE 3416 Type II). iii. The Contractor must ensure that all Work is performed in a manner that permits and facilitates an assurance audit in accordance with the CSAE 3416 standard. iv. The Contractor must participate in all external audits and respond to all auditor requests. If the Contractor subcontracts activities related to controls covered by the audit, the subcontractor is also subject to the same CSAE 3416 requirements as the Contractor and is required to provide the following: <ul style="list-style-type: none"> a) A description of the related controls objectives and controls at the subcontractor’s organization; b) A written assertion of the subcontractor’s system of internal controls to be included with those of the Contractor; and c) A letter of representation. v. The Contractor must post to the Secure Reporting and Documentation Website, (Refer to SOW Article 4.9.9), the results of all CSAE 3416 audits and implement any required corrective measures based on audit findings. If the audit opinion includes a reservation or denial of opinion, the Contractor and/or subcontractors must disclose the planned remedial action relating to the reservation to the Project Authority for concurrence. vi. The Contractor is responsible for all costs associated with the CSAE 3416 audits including their participation in the audit and the provision of temporary facilities for any onsite inspection of information provided to the auditors if required. The Contractor is responsible for all costs associated with any and all corrective actions required to fully address and resolve reservations identified in audit reports.
4.6.9	<p>External Audit of Records</p> <ul style="list-style-type: none"> i. The Project Authority will conduct external audits of the Contractor’s records, invoices, and/or credit notes related to Financial Management Services and Controls at least once every two years. The Project Authority will prescribe the scope and the timeframe of the Audit. The Project Authority, at its discretion, may choose to forego an audit cycle.

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	<ul style="list-style-type: none"> ii. The Project Authority will, at its discretion, perform post payment verification reviews (Refer to SOW Article 1.3.4) of financial records related to amounts invoiced and/or credited to the Project Authority under this Contract. iii. The Contractor must ensure that all Work is done in a manner that permits and facilitates external audit of records and must keep all invoices, receipts, and credit notes relating thereto. iv. The Contractor must participate in all external audit of records and respond to all auditor or Project Authority requests on a timely basis, to be agreed to during the Start-up Phase. If the Contractor subcontracts activities related to the records covered by the audit, the subcontractor is subject to the same audit requirements as the Contractor. v. The Contractor must provide all facilities for such Audits and inspections and ensure the same access to subcontractors as access to the Contractor. vi. Canada will pay for the services of the external auditor. The Contractor is responsible for all other costs associated with the external audit of records, including participation in the Audit. vii. The Project Authority will receive the external audit of records report from the external auditor and provide a copy to the Contractor who must post it to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9). viii. The Contractor must develop, for Project Authority Approval (Refer to SOW Article 4.1.2), and implement a corrective action plan to address the Audit findings, observations and recommendations as applicable. If the audit report includes a reservation or denial opinion, the Contractor and/or subcontractors must disclose the planned remedial action relating to the reservation to the Project Authority for concurrence. Any amounts found to be owing to Canada must be paid back to Canada. ix. The Contractor is solely responsible for the costs associated with any corrective action taken to address issues that are identified pursuant to the Audit. x. The Contractor must disclose any subsequent reports relevant to the external audit of records to the Project Authority. xi. The Contractor must update all relevant documents (Refer to SOW Article 4.2), posted to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9), to include any corrective actions and modifications to processes and procedures resulting from the audit findings.

4.7 Audit and Claim Verification Program (ACVP)

Canada requires that the Contractor provide an ACVP to reduce the risk and financial implications of PSHCP claims being processed and reimbursed incorrectly and/or inconsistently with the PSHCP Directive.

The Contractor must maintain an ACVP established during the Start-Up Phase (Refer to SOW Article 3.7) and deliver an ongoing ACVP as follows:

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4.7.1	<p>General Audit Services</p> <ul style="list-style-type: none"> i. The Contractor must maintain and report on a risk-based PSHCP ACVP. ii. The ACVP must: <ul style="list-style-type: none"> a) verify that Claim submissions and financial transactions between the Contractor, Providers and Members are correct and consistent with the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en and Appendix 1 to Annex A), the Contract, as well as any relevant Provider Agreements and applicable Standard Operating Procedures; b) detect billing irregularities; c) manage, control and report on inappropriate claiming activities; d) confirm that services reimbursed by the Plan were received by Participants; e) confirm that Members, Dependents, and Providers have retained appropriate documentation in support of Claims; and f) confirm the eligibility of enrolled Dependents. iii. For the ACVP, unless otherwise specified, SVS parameters apply a 95% confidence interval and 2% margin of error. The degree of variability for each program component must reflect risk to the Plan and be adjusted based on the results of the audit program components. iv. The validation of Claims selected in a SVS must be distinct for each audit program component. Claims selected for one audit program component may not be used as part of the SVS for another audit program component. v. The Contractor must maintain the use artificial intelligence in the analysis, data mining and profiling solutions for the ACVP. The Contractor must disclose to the Project Authority, at a minimum, how the artificial intelligence will be used within the ACVP as well as the methodologies for its application, thresholds, parameters, and learning capacity against PSHCP data. vi. The Contractor must have the capacity to receive responses to audit requests from Members and Providers electronically through a secure channel (e.g. PSHCP Member Digital Services, PSHCP Provider Digital Services, etc.) approved for up to and including Protected B information. vii. The Contractor must modify existing or adopt new program components to address emerging PSHCP risks. The Contractor must obtain Project Authority Approval (Refer to SOW Article 4.1.2) prior to any program modifications or additions.

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	<p>viii. The Contractor must recommend and seek Project Authority Approval (Refer to SOW Article 4.1.2) to Deregister Providers from the PSHCP, as stipulated in SOW Article 4.5, based on ACVP findings of inappropriate billing.</p> <p>ix. The Contractor must, where they have not initiated the number of audits required for each identified audit program component (Refer to SOW Article 4.7.2 - 4.7.9), create a catch-up plan that will ensure the initiation and completion of all outstanding audits. This plan must be submitted for Project Authority Approval (Refer to SOW Article 4.1.2) by no later than the last Day of the month following the identified deficiency. An audit would be considered initiated once the Contractor has made initial contact with the party(-ies) identified for audit.</p> <p>x. Service Requirements:</p> <ul style="list-style-type: none"> a) Prior Day Claim Verification Audits based on defined SVS criteria. b) Pharmacy Member Confirmation Audits, defined SVS of claims each month. c) Pharmacy and Electronic Medical Supplies Provider (120 minimum) Desk Claims Verification Audits per year, claim selection based on defined SVS criteria. d) Pharmacy and Electronic Medical Supplies Provider (80 minimum) On-Site Audits per year, claim selection based on defined SVS criteria. e) Compound Claims Verification Audits based on defined SVS criteria f) Hospital Member Confirmations Audits based on defined SVS criteria. g) Hospital Provider Desk Claim Verification Audits based on hospitals identified as high risk Providers h) Hospital pre-payment verification of claims for hospitals on the Hospital Watch List. i) Hospital pre-payment verification of claims based on defined criteria. j) Paramedical Practitioner and Medical Equipment Provider Desk Claims Verification Audits (minimum of 25 per year) of claims based on defined SVS criteria. k) Paramedical Practitioner and Medical Equipment Provider On-site Claims Verification Audits (minimum of 15 per year) of claims based on defined SVS criteria. l) Paramedical Practitioner and Medical Equipment Provider Confirmations Audits based on defined SVS criteria. m) Emergency Travel and Comprehensive Claim Verification Confirmation Audits confirmations based on defined SVS criteria. n) Emergency Travel and Comprehensive Desk Claim Verification Audits (desk audits) based on defined SVS criteria. o) Digital Claims Audits based on defined SVS criteria.

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	<p>p) Provider Confirmation Audits consisting of confirmation requests based on defined SVS criteria.</p> <p>q) Dependant Eligibility Verification Audits based on defined SVS criteria.</p> <p>r) Benefit Misuse and Abuse Detection Services based on Project Authority approved criteria for this program.</p>
4.7.2	<p>Pharmacy and Electronic Medical Supplies Provider Audits</p> <p>i. The Contractor must report on risk based PSHCP Pharmacy and Electronic Medical Supplies Provider Audits, as set out below, to review and validate PSHCP Claims.</p> <p>ii. The Contractor must ensure that savings and recoveries identified through the Pharmacy and Electronic Medical Supplies Provider Audits include previously filled prescriptions associated with the audited prescription.</p> <p>iii. The Contractor must ensure that the Pharmacy and Electronic Medical Supplies Provider Audits include, at a minimum, the following audit program components:</p> <p>a) Prior Day Claim Verification Audits</p> <p>i. The Contractor must conduct Prior Day Claim Verification Audits.</p> <p>ii. The Prior Day Claim Verification Audits must consist of a review of Claims submitted by Pharmacy and Electronic Medical Supplies Providers the day following receipt of the Claims by the Contractor.</p> <p>iii. The Contractor must investigate a SVS of Claims each month. The Contractor must use a risk-based approach for the selection of Claims for investigation. Claims must be selected based on an automated filtration using selected components determined by the Contractor and approved by the Project Authority (Refer to SOW Article 4.1.2). To investigate areas of risk, appropriate analysis of these Claims must be conducted to validate the required supporting documentation (including receipts issued to the patient) for Digital drug and Medical Supplies Claim submissions. The analysis must also ensure compliance with the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en, Appendix 1 to Annex A, and the relevant Provider Agreement.</p> <p>For greater clarity, the monthly SVS of Claims required for the Prior Day Claim Verification Audits uses a confidence interval with parameters of 98%, a margin of error of 0.5%, and a degree of variability of 2%.</p> <p>iv. The Contractor must maintain and disclose, with input from the Project Authority, the program subcomponents and the proportional weighting of each subcomponent within the program based on the results of the Risk Assessment and update as required.</p> <p>v. The Contractor must investigate and conduct follow-up activities with applicable Pharmacy and Electronic Medical Supplies Providers to resolve all issues evolving from the Prior Day Claim Verification Audits and to ensure compliance with the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en.</p>

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	<p>cnm.gc.ca/directive/d9/v9/en and Appendix 1 to Annex A).</p> <p>b) Pharmacy Member Confirmation Audits</p> <ul style="list-style-type: none"> i. The Contractor must conduct Pharmacy Member Confirmation Audits to verify that Members have received the Benefits claimed. ii. The Contractor must issue a specified number of confirmation requests based on a monthly SVS to a random and targeted selection of Members to confirm that the Benefits have been received from Pharmacy and Electronic Medical Supplies Providers. The SVS must be based on the previous month's Claims volume. iii. The Contractor must conduct appropriate analysis of the results of the Pharmacy Member Confirmation Audits and complete follow-up activities on negative and non-responses to resolve all outstanding issues and take appropriate actions to verify compliance with the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en and Appendix 1 to Annex A, and the relevant Provider Agreement. <p>c) Profiling of Pharmacy and Electronic Medical Supplies Providers</p> <ul style="list-style-type: none"> i. The Contractor must maintain a Provider profiling solution which inputs Quarterly PSHCP electronic Claims data for all registered Pharmacy and Electronic Medical Supplies Providers and applies a series of weighted tests to rank the Providers in terms of risk to the PSHCP and identify potentially unusual billing behaviour. ii. The profiling of Pharmacy and Electronic Medical Supplies Providers consists of the Contractor reviewing the billing of all Pharmacy and Electronic Medical Supplies Providers against defined tests and risk criteria. Examples of tests and criteria consist of dollar and claims volumes, adjudication profiling (e.g. rejected and voided transactions), claim activity ratios (e.g. cost per claimant), and fluctuations in billing patterns. iii. The Contractor must use the profiling results to inform the selection of Pharmacy and Electronic Medical Supplies Providers for Desk Claim Verification Audits and On-Site Claim Verification Audits each quarter. <p>d) Pharmacy and Electronic Medical Supplies Provider Desk Claim Verification Audits</p> <ul style="list-style-type: none"> i. The Contractor must conduct Pharmacy and Electronic Medical Supplies Provider Desk Claim Verification Audits. ii. The Pharmacy and Electronic Medical Supplies Provider Desk Claim Verification Audits must consist of the Contractor conducting a review and assessment of a SVS of selected paid Claims. iii. The Contractor must select and review a SVS of risk-based and random Claims, and securely obtain and validate sufficient supporting documentation (including receipts issued to the patient) from Pharmacy and Electronic Medical

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	<p>Supplies Providers. The Contractor must complete the necessary follow-up actions to ensure that the Claims are in compliance with the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en and Appendix 1 to Annex A, and the relevant Provider Agreement. Pharmacy and Electronic Medical Supplies Provider Desk Claim Verification Audits may be expanded to Pharmacy and Electronic Medical Supplies Provider On-Site Claim Verification Audits if specific billing irregularities are detected.</p> <p>For greater clarity, the Contractor must investigate a SVS of Claims (using a confidence interval with parameters of 95%, a margin of error of 2%, and a degree of variability of 4%) for each Pharmacy and Electronic Medical Supplies Provider Desk Claim Verification Audit.</p> <p>iv. The Contractor must complete a minimum of 120 Pharmacy and Electronic Medical Supplies Provider Desk Claim Verification Audits per Calendar Year with Pharmacy and Electronic Medical Supplies Providers selected Quarterly. The Contractor must propose, for Project Authority Approval (Refer to SOW Article 4.1.2), the Quarterly Provider selections and the timing of the audits no later than 20 Days prior to the beginning of the next quarter.</p> <p>v. The Contractor must post, to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9), detailed audit results from each Pharmacy and Electronic Medical Supplies Provider Desk Claim Verification Audit including information on all claims in error, error types, and associated dollar amounts.</p> <p>vi. The Contractor must maintain the approved Provider audit selection methodology. The methodology will be used to select Providers for Desk Claim Verification Audits each quarter. The Contractor's proposed methodology must incorporate profiling results, past audit results, and other relevant information.</p> <p>vii. The Contractor must maintain the approved audit scoring methodology for the PSHCP. The methodology must be used to assign an audit score (e.g. pass, fail) for each Desk Claim Verification Audit and inform follow-up actions required.</p> <p>e) Pharmacy and Electronic Medical Supplies Provider On-Site Claim Verification Audits</p> <p>i. The Contractor must conduct Pharmacy and Electronic Medical Supplies Provider On-Site Claim Verification Audits.</p> <p>ii. The Pharmacy and Electronic Medical Supplies Provider On-Site Claim Verification Audits must consist of the Contractor conducting a review and assessment of a SVS of selected paid Claims received from the Provider through an on-site visit to their dispensing location.</p> <p>iii. The Contractor must select and review a SVS of risk-based and random Claims, and obtain and validate sufficient supporting documentation (including receipts issued to the patient) from Pharmacy and Electronic Medical Supplies Providers through an on-site visit. The Contractor must complete the necessary follow-up actions to ensure that the Claims are in compliance with the PSHCP</p>

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	<p>Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en and Appendix 1 to Annex A and the relevant provider agreement.</p> <p>For greater clarity, the Contractor must investigate a SVS of Claims (using a confidence interval with parameters of 95%, a margin of error of 2%, and a degree of variability of 5%) for each Pharmacy and Electronic Medical Supplies Provider On-Site Claim Verification Audit.</p> <p>iv. The Contractor must complete a minimum of 80 Pharmacy and Electronic Medical Supplies Provider On-Site Claim Verification Audits per Calendar Year with Pharmacy and Electronic Medical Supplies Providers selected Quarterly. The Contractor must propose, for Project Authority Approval (Refer to SOW Article 4.1.2), the Quarterly Provider selections and the timing of the audits no later than 20 Days prior to the beginning of the next quarter.</p> <p>v. The Contractor must post to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) detailed audit results from each Pharmacy and Electronic Medical Supplies Provider On-Site Claim Verification Audit including information on all claims in error, error types, and associated dollar amounts.</p> <p>vi. The Contractor must maintain the approved Provider audit selection methodology. The methodology will be used to select Providers for On-Site Claim Verification Audits each quarter. The Contractor's proposed methodology must incorporate profiling results, past audit results, and other relevant information.</p> <p>vii. The Contractor must maintain the approved audit scoring methodology for the PSHCP. The methodology must be used to assign an audit score (e.g. pass, fail) for each On-Site Claim Verification Audit and inform follow-up actions required.</p> <p>f) Compound Claims Verification Audits</p> <p>i. The Contractor must conduct Compound Claims Verification Audits to review and assess paid compound Claim transactions.</p> <p>ii. The Contractor must maintain the audit methodology in order to conduct a review and assessment of a SVS of compound Claims each month.</p> <p>For greater clarity, the monthly SVS of Claims required for the Compound Claims Verification Audits uses a confidence interval with parameters of 98%, a margin of error of 1%, and a degree of variability of 2%.</p> <p>iii. The Contractor must gather supporting documentation (including the list, quantity and pricing of ingredients, compound time charges billed by the Provider, and receipts issued to the patient) to validate that all selected compound Claims are in compliance with the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en, Appendix 1 to Annex A and the relevant Provider Agreement.</p>

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4.7.3	<p>Hospital Provider Audits</p> <ul style="list-style-type: none"> i. The Contractor must conduct Hospital Provider Audits to review and validate hospital charges for patient accommodations incurred in Canada, and to ensure room and board charges are billed appropriately in accordance with provincial legislation. ii. The Contractor must ensure that the Hospital Provider Audits include, at a minimum, the following audit program components: <ul style="list-style-type: none"> a) Hospital Member Confirmation Audits <ul style="list-style-type: none"> i. The Contractor must issue a specified number of confirmation requests each month based on a SVS to a random and targeted selection of Members to verify that eligible services have been received from Hospital Providers. The SVS must be based on the previous month's Claims experience. ii. The Contractor must conduct appropriate analysis of the results of the Hospital Provider Audits and complete follow-up activities on negative and non-responses to resolve all issues and take appropriate actions to verify compliance with the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en, Appendix 1 to Annex A and the relevant Provider Agreement). In cases where Members do not respond in the requested timeframe, the Contractor must request supporting documentation from the Hospital Provider to verify the validity of services billed. b) Hospital Provider Desk Claim Verification Audits <ul style="list-style-type: none"> i. The Contractor must conduct a pre-payment verification of all hospital Claims for services rendered at hospitals identified as high-risk Providers. The Contractor must issue requests to Members seeking confirmation to ensure room and board charges were billed appropriately prior to releasing payment to the hospital. The list of hospitals for pre-payment claims review, developed during Start-Up (Refer to SOW Article 3.7.7), must be regularly reviewed and modified with hospitals being added and removed based on established risks and claiming behaviour. ii. The Contractor must conduct a pre-payment verification consisting of a random and risk-based selection of a SVS of Claims. iii. The Contractor must disclose to the Project Authority and maintain the risk-based criteria used in the audits (Refer to SOW Article 3.7.8). Risk-based criteria are subject to change based on Plan experience, evolving risks and trends in the industry.
4.7.4	<p>Paramedical Practitioner and Medical Equipment Provider Audits</p> <ul style="list-style-type: none"> i. The Contractor must conduct Paramedical Practitioner and Medical Equipment Provider Audits. ii. The Paramedical Practitioner and Medical Equipment Provider Audits are intended to review the Claims activity of Paramedical Practitioner and Medical Equipment Providers and ensure compliance with the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en, Appendix 1 to Annex A and the relevant Provider Agreement). iii. The Contractor must ensure that the Paramedical Practitioner and Medical Equipment Provider Audits include, at a minimum, the following audit program components:

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	<p>a) Profiling of Paramedical Practitioner and Medical Equipment Providers</p> <ul style="list-style-type: none"> i. The profiling component must consist of the Contractor reviewing the billing of all Paramedical Practitioner and Medical Equipment Providers against defined tests and risk criteria. ii. The Contractor must maintain a provider profiling solution which inputs Quarterly PSHCP Claims data for all Paramedical Practitioner and Medical Equipment Providers and applies a series of weighted tests in order to rank the Providers in terms of risk to the Plan and identify potentially unusual billing behaviour. iii. The Contractor must use the profiling results to inform the selection of Paramedical Practitioner and Medical Equipment Providers for Desk Claims Verification Audits and On-Site Claims Verification Audits each quarter. <p>b) Paramedical Practitioner and Medical Equipment Provider Desk Claims Verification Audits</p> <ul style="list-style-type: none"> i. The Paramedical Practitioner and Medical Equipment Provider Desk Claims Verification Audits consist of the Contractor conducting a review and assessment of a SVS of selected paid Claims. This audit component applies to Paramedical Practitioner and Medical Equipment Providers that submit Claims directly to the Contractor. ii. The Contractor must review a SVS of risk-based and random Claims, and securely obtain and validate sufficient supporting documentation (including receipts issued to the patient) from Paramedical Practitioner and Medical Equipment Providers and complete the necessary follow-up actions to ensure that the Claims are in compliance with the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en, Appendix 1 to Annex A, and the relevant Provider Agreement). Desk Claims Verification Audits may be expanded to On-Site Claims Verification Audits if specific billing irregularities are detected. <p>For greater clarity, the Contractor must investigate a SVS of Claims (using a confidence interval with parameters of 95%, a margin of error of 2%, and a degree of variability of 4%) for each Paramedical Practitioner and Medical Equipment Provider Desk Claims Verification Audit.</p> <ul style="list-style-type: none"> iii. The Contractor must complete a minimum of 25 Desk Claims Verification Audits per Calendar Year with Providers selected Quarterly. The Contractor must propose, for Project Authority Approval (Refer to SOW Article 4.1.2), the Quarterly Provider selections and the timing of the audits no later than 20 Days prior to the beginning of each quarter. iv. The Contractor must post, to the Secure Reporting and Documentation Website, (Refer to SOW Article 4.9.9), detailed audit results from each Paramedical Practitioner and Medical Equipment Provider Desk Claim

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	<p>Verification Audit including information on all claims in error, error types, and associated dollar amounts.</p> <ul style="list-style-type: none"> v. The Contractor must maintain the Provider audit selection methodology. The methodology will be used to select Providers for Desk Claims Verification Audits each quarter. The Contractor's proposed methodology must incorporate profiling results, past audit results, and other relevant information. vi. The Contractor must maintain an audit scoring methodology. The methodology will be used to assign an audit score (e.g. Pass, Fail) for each Desk Claims Verification Audit and inform follow-up actions required. <p>c) Paramedical Practitioner and Medical Equipment Provider On-Site Claims Verification Audits</p> <ul style="list-style-type: none"> i. The Paramedical Practitioner and Medical Equipment Provider On-Site Claims Verification Audits must consist of the Contractor conducting a review and assessment of a SVS of selected paid Claims through an on-site audit at the business location of the Provider. This audit component applies to Paramedical Practitioner and Medical Equipment providers that submit Claims directly to the PSHCP. ii. The Contractor must review a SVS of risk-based and random Claims and obtain and validate sufficient supporting documentation (including receipts issued to the patient) from Paramedical Practitioner and Medical Equipment providers through an on-site visit and complete the necessary follow-up actions to ensure that the Claims are in compliance with the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en, Appendix 1 to Annex A and the relevant Provider Agreement). <p>For greater clarity, the Contractor must investigate a SVS of Claims (using a confidence interval with parameters of 95%, a margin of error of 2%, and a degree of variability of 5%) for each Paramedical Practitioner and Medical Equipment Provider On-Site Claims Verification Audit</p> <ul style="list-style-type: none"> iii. The Contractor must complete a minimum of 15 On-Site Claims Verification Audits per Calendar Year with Providers selected Quarterly. The Contractor must propose, for Project Authority Approval (Refer to SOW Article 4.1.2), the Quarterly Provider selections and the timing of the audits no later than 20 Days prior to the beginning of each quarter. iv. The Contractor must post to the Secure Reporting and Documentation Website, (Refer to SOW Article 4.9.9), detailed audit results from each Paramedical Practitioner and Medical Equipment Provider On-Site Claim Verification Audit including information on all claims in error, error types, and associated dollar amounts. v. The Contractor must maintain a Provider audit selection methodology. The methodology will be used to select Providers for On-Site Claims Verification Audits each quarter. The Contractor's proposed

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	<p>methodology must incorporate profiling results, past audit results, and other relevant information.</p> <p>vi. The Contractor must maintain the audit scoring methodology. The methodology will be used to assign an audit score (e.g. Pass, Fail) for each On-Site Claims Verification Audit and inform follow-up actions required.</p> <p>d) Paramedical Practitioner and Medical Equipment Provider Confirmation Audits</p> <p>i. The Paramedical Practitioner and Medical Equipment Provider Confirmation Audits consist of the Contractor issuing a specified number of confirmation requests to Members based on a monthly SVS of a random and targeted selection of Claims to verify that eligible services submitted by Providers have been received. The SVS must be based on the previous month's Claims experience. This audit component applies to Paramedical Practitioner and Medical Equipment Providers that submit Claims directly to the Contractor.</p> <p>ii. The Contractor must conduct appropriate analysis of the audit results and must complete follow-up activities on negative and non-responses to resolve all issues and take appropriate actions to verify compliance with the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en, Appendix 1 to Annex A and the relevant Provider Agreement).</p> <p>e) Paramedical Practitioner and Medical Equipment Provider Investigations</p> <p>i. The Paramedical Practitioner and Medical Equipment Provider Investigations must consist of the Contractor investigating Paramedical Practitioner and Medical Equipment Providers and/or facilities with questionable billing volumes and practices. The Contractor must audit and investigate these Providers to ensure that they are in compliance with the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en, Appendix 1 to Annex A and the relevant Provider Agreement) or established provincial and territorial regulations. The Contractor must ensure that the investigations are conducted based on PSHCP Claims experience.</p> <p>ii. As a result of any of the above audits or investigations, the Contractor must Delist Paramedical Practitioner and Medical Equipment providers or facilities with inappropriate billing activity. The Contractor must provide information to the Project Authority in a report regarding the reasons for Delisting, as well as maintain and actively manage the list of Delisted providers and facilities. Retrospective analysis of prior Claims must be conducted in order to facilitate the recovery of overpaid amounts.</p>
4.7.5	<p>Emergency Travel and Comprehensive Claim Verification Audits</p> <p>i. The Contractor must maintain and conduct Emergency Travel and Comprehensive Claim Verification Audits to review and validate claims for products and services incurred outside of Canada.</p>

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	<p>ii. The Contractor must ensure that the Emergency Travel and Comprehensive Claim Verification Audits include, at a minimum, the following audit program components:</p> <p>a) Emergency Travel and Comprehensive Claim Verification Confirmation Audits</p> <p>i. The Contractor must issue a specified number of confirmation requests, based on a monthly SVS, to a random and targeted selection of Members and Providers to verify that eligible services have been received or rendered. The SVS must be based on the previous month's Claims experience.</p> <p>ii. The Contractor must conduct appropriate analysis of the results of the Emergency Travel and Comprehensive Claim Verification Audits and must complete follow-up activities on negative and non-responses to resolve all issues and take appropriate actions to verify compliance with the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en, and Appendix 1 to Annex A).</p> <p>b) Emergency Travel and Comprehensive Desk Claim Verification Audits</p> <p>i. The Contractor must conduct a review and assessment of a SVS of paid Claims, utilizing a variety of approaches to obtain sufficient price validations from the provider and other industry sources that the claimed amounts are reasonable and in compliance with the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en, and Appendix 1 to Annex A). The Contractor must subsequently complete appropriate follow-up actions to verify the validity of the services and products billed.</p> <p>ii. Risk-based criteria must be maintained by the Contractor as established during the Start-Up Phase (Refer to SOW Article 3.7.2). Risk-based criteria are subject to change based on Plan experience.</p>
4.7.6	<p>Digital Claims Audits</p> <p>i. The Contractor must conduct Digital Claims Audits to detect billing irregularities and inappropriate Claims that are submitted electronically by Members using Digital submission channels and to ensure compliance with the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en and Appendix 1 to Annex A).</p> <p>ii. On a daily basis, the Contractor must select and review a SVS of Digital Claims submitted in the prior day that were selected for audit based on risk-based and random criteria. The selection criteria must take into account specific PSHCP areas of risk (e.g. dollar and claim thresholds for selected benefits). Payment for Claims selected through the program component must be held until the investigation is complete and only released if appropriate.</p> <p>iii. When reviewing Digital Claims, the Contractor must assess the validity of the supplied documentation from the Member, determine whether it is appropriate and whether the information on supporting documentation aligns with the information submitted by the Member. In addition, the Contractor must contact the service Provider to confirm that Benefits have been rendered.</p> <p>iv. The Contractor must conduct appropriate analysis of the results of the Digital Claims Audits and complete follow-up activities on negative and non-responses to resolve all issues and take appropriate actions to verify compliance with the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en and Appendix 1 to Annex A).</p>

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	<ul style="list-style-type: none"> v. If the Claim cannot be validated, the Contractor must conduct a detailed review of claims history of the Member and the Provider to identify if any inappropriate claiming patterns exist.
4.7.7	<p>Provider Confirmation Audits</p> <ul style="list-style-type: none"> i. The Contractor must conduct Provider Confirmation Audits to verify that providers have rendered the Benefits claimed by Members, regardless of the Claim submission method. ii. The Contractor must issue a specified number of confirmation requests, based on a monthly SVS to a random and risk-based selection of providers to confirm that the Benefits have been rendered by providers. The SVS must be based on the previous month's Claims experience. iii. The Contractor must conduct appropriate analysis of the results of the Provider Confirmation Audits and complete follow-up activities on negative and non-responses to resolve all outstanding issues and take appropriate actions to verify compliance with the PSHCP Directive (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en and Appendix 1 to Annex A).
4.7.8	<p>Dependant Eligibility Verification Audits</p> <ul style="list-style-type: none"> i. The Contractor must conduct Dependant Eligibility Verification Audits to verify and validate the eligibility of Dependants (Refer to the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en and Appendix 1 to Annex A). ii. On an annual basis, the Contractor must obtain documentation to validate the eligibility of all Dependant children (full-time students) between the ages of 21 and 25. These Dependants must be excluded from the SVS for Dependant Eligibility Verification Audits. iv. The Contractor must use a random and risk-based approach to select Members with family coverage for Dependant Eligibility Verification Audits. The monthly SVS must be determined using the previous month's total number of eligible Plan Members with family coverage. Risk-based criteria must be maintained by the Contractor and are subject to change based on Plan experience. v. In order to validate Dependant eligibility, the Contractor must issue requests for Members to submit appropriate documentation for all active Dependants. Required documentation will vary based on the Dependant type (e.g. spouse or common law partner, Dependant child). vi. The Contractor must conduct follow-up activities if Members do not respond to the initial request for information or if the information submitted is not appropriate. The Contractor must notify Members of the outcome of the verification process when all of the requested information has been received and the audit is finalized. vii. The Contractor must suspend benefits for Dependants where required supporting documentation was not provided within the defined timeframe. Benefits are not to be reinstated prior to receiving appropriate supporting documentation from the Member. While benefits are suspended, any Claims received should be processed but not paid, with a notification to the Member to inform them that the eligibility of their Dependant needs to be substantiated prior to payment being released.

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	<p>viii. Where Dependants are no longer eligible under the PSHCP, the Contractor must terminate Dependant benefits and request from the Member the effective date of Dependant ineligibility in order to facilitate the recovery of any overpaid amounts.</p>
4.7.9	<p>Benefit Misuse and Abuse Detection Services</p> <p>i. The Contractor must maintain the Benefit Misuse and Abuse Detection services to detect billing irregularities including the management, control and reporting of inappropriate claiming activities, as well as the verification that Claims from Providers, Members and their Dependants are processed in accordance with the PSHCP Directive (https://www.njc-cnm.gc.ca/directive/d9/v9/en) and Appendix 1 to Annex A.</p> <p>ii. The Contractor must ensure that the Benefit Misuse and Abuse Detection services include, at a minimum, the following program components:</p> <p style="padding-left: 40px;">a) Benefit Misuse and Abuse Detection Data Mining Tool</p> <p style="padding-left: 80px;">i. The Contractor must maintain a data mining tool that captures all PSHCP claims for all Benefit categories and all submission methods.</p> <p style="padding-left: 80px;">ii. A data mining tool must be maintained to conduct comprehensive benefit utilization reviews against defined PSHCP risk criteria and tests, and complete appropriate follow-up activities if concerns are identified.</p> <p style="padding-left: 80px;">iii. The benefit utilization reviews must include dynamic criteria that reflect the current health benefits environment and areas of perceived risk. Such elements could include, but are not limited to, high volume opioid and narcotic claims, high utilization based on a specific dollar threshold, claimants exhibiting drug seeking behaviour (e.g. multiple doctoring and multiple pharmacy), and high-risk Benefit categories (e.g. physiotherapy, orthotics, compression stockings, etc.).</p> <p style="padding-left: 80px;">iv. The specific risk criteria, thresholds and tests used must be available to the Project Authority upon request, and the Contractor must work with the Project Authority to identify enhancements to the tool.</p> <p style="padding-left: 80px;">v. The data mining tool must include, at a minimum, warnings at claimant, certificate, provider, and facility levels based on appropriate thresholds (e.g. dollar values, frequency, etc.).</p> <p style="padding-left: 80px;">vi. Based on the warnings generated at agreed upon thresholds for high-risk Benefit categories (e.g. physiotherapy), the Contractor must obtain supporting information to verify that services are in accordance with the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/en and Appendix 1 to Annex A</p> <p style="padding-left: 40px;">b) Targeted PSHCP Investigations</p> <p style="padding-left: 80px;">i. Targeted PSHCP investigations consist, at a minimum, of the Contractor reviewing Member and Provider submitted Claims to identify inappropriate claiming activity.</p> <p style="padding-left: 80px;">ii. Where inappropriate claiming activity has been identified, a fulsome investigation and review of all cases must be conducted and reported to the Project Authority once the investigation is concluded. The case</p>

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	<p>report must include a detailed summary of the investigation findings, a status of recovery efforts, and recommendations for review by the Project Authority. Case reports once finalized by the Contractor must be posted to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9).</p> <ul style="list-style-type: none"> iii. During and following investigations of inappropriate claims activity, the Contractor must notify Members and suspend selected Benefits and Claim submission methods. Benefits are not to be reinstated prior to receiving direction from the Project Authority. Upon Benefit reinstatement, the Contractor must notify the Member and validate all Claims submissions (including claims received during the suspension period) for a minimum period of 12 months. iv. When an amount has been verified for recovery, the Contractor must attempt to obtain the recovery through direct reimbursement. Any exceptions (e.g. recovery from eligible claims) must be approved by the Project Authority (Refer to SOW Article 4.1.2). v. Where appropriate, the Contractor must submit complaints to governing bodies and associations and prepare reports for the relevant authorities. vi. The Contractor must ensure that appropriate Subject Matter Experts participate in monthly review meetings (Refer to SOW Article 2.14) with the Project Authority. At a minimum, the Contractor must provide updates on active cases and investigations and present recommendations for addressing identified risk issues. vii. The Contractor must report to the Project Authority, and post to the Secure Reporting and Documentation Website, (Refer to SOW Article 4.9.9), the results of investigations of inappropriate claims activity separately from other audit results.
4.7.10	<p>Audit Savings and Recoveries</p> <ul style="list-style-type: none"> i. The Contractor must identify, track and collect Audit Savings and Recoveries through the ACVP. The Contractor must also continue to support any agreed upon collection arrangements arising from audits or investigations identified by the previous Supplier during the previous contract (Refer to SOW 4.6 for more detailed requirements on recovered amounts). ii. The Contractor must provide detailed reporting of all Audit Savings and Recoveries identified and collected, as well as any outstanding amounts, for each program component and the ACVP as a whole (Refer to SOW Article 4.7.12).
4.7.11	<p>ACVP Review</p> <ul style="list-style-type: none"> i. The Contractor must evaluate, on an ongoing basis, audit results across all PSHCP Audit programs to ensure comprehensive risk assessment and management. The Contractor must address audit program results and trends, and present to the Project Authority opportunities for program enhancements and recommendations for issue resolution. ii. In support of the ACVP Annual Report (Refer to SOW Article 4.7.13), the Contractor must annually conduct an in-person review of the overall ACVP with the Project Authority to identify potential improvements, eliminate redundancies, and maintain current with industry trends and best practices in Audit verification

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	<p>and related matters.</p> <p>iii. The Contractor must propose enhancements to the ACVP for Project Authority review and implement all modifications and enhancements following Project Authority Approval (Refer to SOW Article 4.1.2).</p>
4.7.12	<p>ACVP Program Standard Reports</p> <p>i. The Contractor must produce reports for each of the individual ACVPs that provide information on their performance as well as reports for the program as a whole (Refer to Appendix 3 to Annex A). All applicable reports, at a minimum, must include detailed audit results on all claims in error, error types, and associated dollar amounts.</p> <p>ii. All audit reports must be posted by the Contractor to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9). The Contractor must ensure that the reports adhere to the reporting standards defined in SOW Article 4.9.6.</p>
4.7.13	<p>Annual ACVP Report</p> <p>The Contractor must develop an annual audit report for Project Authority Approval (Refer to SOW Article 4.1.2) in accordance with SOW Article 4.9.4. The Contractor must formally present report findings to the Project Authority.</p>
4.7.14	<p>Audit Services Subcommittee</p> <p>In accordance with SOW Article 2.14, the Contractor must ensure that appropriate Contractor and Subject Matter Experts participate in monthly Audit subcommittee meetings (e.g. conference calls, videoconference or other Project Authority agreed upon meeting options) with the Project Authority to review and discuss all audit related activities.</p>

4.8 Quality Assurance Program

Canada requires a Quality Assurance (QA) Program that provides ongoing assessment and continuous improvement activities, to foster quality service to all stakeholders, by defining ways to eliminate causes of unsatisfactory performance and incorporate recommendations into operations; and identify best practices and apply them consistently across PSHCP services.

The Contractor must maintain a QA Program established during the Start-Up Phase (Refer to SOW Article 3.8) and deliver an ongoing QA Program as specified below.

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4.8.1	<p>QA Program</p> <ul style="list-style-type: none"> i. The Contractor must implement and maintain a QA Program and QA program document (Refer to SOW Article 3.8.1 ii) for all services provided. ii. The QA Program must deliver accuracy, efficiency, responsiveness, timeliness and accessibility of all services and must include the following components: <ul style="list-style-type: none"> a) staff training, staff monitoring and staff evaluation practices; b) Daily, weekly and monthly performance measurement reports, as identified in the SOW Article 4.8; and c) Controls to comply with security (Refer to SOW Articles 3.15 and 4.14) and privacy (Refer to SOW Articles 3.13 and 4.13) requirements.
4.8.2	<p>Communications Standards</p> <p>The Contractor must apply the following standards to all communications, whether oral or written (including free-form secure messaging, letters, templates, and Claims Statement notes), produced for the PSHCP:</p> <ul style="list-style-type: none"> i. Clarity – All of the text in the documents must be written so that the intended audience can easily understand it in English and French. The text must be: <ul style="list-style-type: none"> a) Easy to follow; b) Unambiguous; c) Logically organized; d) Concise and free of redundancies; e) Compliant with standard rules of grammar; f) Free of typographical errors and spelling errors; g) Follow the Government of Canada style guide and publishing guidelines (Refer to SOW Article 2.2); and h) Available in the Member's official language of choice (Refer to SOW Article 4.8.3). ii. Completeness – The documents must provide all the material required to meet the relevant SOW requirement. iii. Accuracy – The facts in each document must be correct. iv. Consistency – All sections of a document must be consistent with regard to format organization, terminology and document style.

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	v. All communication products must be reviewed by the Contractor's internal editor prior to delivery to the Project Authority. All reports, documentation, manuals and communication products (excluding customized correspondence to Members and Providers) directed to Members, Providers, or the Project Authority must be approved by the Project Authority (Refer to SOW Article 4.1.2).
4.8.3	Accessibility Standards and Official Languages The Contractor must ensure compliance with accessibility standards and official language requirements (Refer to SOW Articles 2.2 and 2.3).
4.8.4	Monthly Operational Report The Contractor must produce and post, to the Secure Reporting and Documentation Website, (Refer to SOW Article 4.9.9), no later than 7 Days after month end, a Monthly Operational Report detailing its performance achieved against the identified service levels for the previous month.
4.8.5	Monthly Complaints and Feedback Report The Contractor must produce and post, to the Secure Reporting and Documentation Website, (Refer to SOW Article 4.9.9), no later than 7 Days after month end, a Monthly Complaints and Feedback Report detailing issues and concerns brought forward from Members through the Contact Centres, secure messaging, and correspondence. Analysis and suggested resolution(s), where applicable, must also be provided by the Contractor.
4.8.6	QA Audits i. As a component of the QA Program, the Contractor must conduct, at the discretion of the Project Authority through the Task Authorization process, an Audit of the Claims processing, Contact Centres, and system maintenance activities to evaluate actual Contractor performance achieved against service levels, process controls and documented administrative procedures set out in the QA Program and to identify possible areas for improvement. ii. The Contractor must provide, to the Project Authority, the results of each QA Audit and must include analysis (e.g. benchmarking internally and against industry) and recommendations on appropriate improvements to correct problems, reduce operating costs and improve service delivery quality. The audit results and analysis must be posted to the Secure Reporting and Documentation Website, (Refer to SOW Article 4.9.9), within 20 Days from the completion date of the audit.
4.8.7	Internal Controls i. The Contractor must document, implement, and maintain adequate internal controls to verify the integrity of all information. An internal control refers to the Contractor's actions to mitigate risks and achieve established objectives. Controls are needed to: <ul style="list-style-type: none"> a) Safeguard assets; b) Reduce the risk that financial and non-financial data may be incorrect or corrupt; c) Reduce the potential consequences of errors in financial and non-financial data; d) Provide proper authorization of transactions and comply with policies, procedures, laws, and regulations; and e) Deliver economical and efficient use of resources. ii. Internal controls are not limited to the above activities and must follow industry standards

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	and CPA principles.
4.8.8	<p>Accuracy and Completeness of Data</p> <p>The Contractor must verify the accuracy and completeness of data captured and ensure that all data communicated to the Project Authority is accurate and complete.</p>
4.8.9	<p>Member Satisfaction Surveys</p> <ul style="list-style-type: none"> i. The Contractor must, as and when requested through the Task Authorization process, in consultation with the Project Authority, design, develop and distribute a survey to measure Member satisfaction with the Contractor's services. It is anticipated that a survey will be conducted once in a 3 to 4-year cycle. ii. The survey must be mainly distributed in electronic format and allow for paper distribution as necessary. iii. The survey must be bilingual, in both English and French, and address both Member satisfaction with the overall PSHCP and with the Member's interaction with the Contractor's services (including communications services and materials, enrolment, Claims administration and adjudication (i.e. electronic and paper), and related areas). iv. The survey must be distributed to a representative sample of active: <ul style="list-style-type: none"> a) Employees and pensioners; b) Members with Supplementary and Comprehensive coverage; c) Members with single and family coverage; d) Members submitting claims through all electronic channels available as well as paper; e) English and French Members; and f) Members residing in different provinces and territories (Supplementary coverage). v. The content of the Member satisfaction survey must be drafted by the Contractor and submitted to the Project Authority for review. The Contractor must modify the survey as requested by the Project Authority and obtain Project Authority Approval (Refer to SOW Article 4.1.2) prior to survey distribution. The distribution methodology for the Member satisfaction survey must also be approved by the Project Authority. vi. The Contractor must distribute the survey to a SVS of Members at the time of survey, using a random sampling methodology. The SVS and sampling methodology must be approved by the Project Authority. vii. Where the survey is not conducted by the Contractor, the third party conducting the survey, on the Contractor's behalf, must be security cleared by the Industrial Personnel Security Services Directorate and the Personnel Security Screening Division (both formerly referred to as CISD). All survey data must be stored in Canada. viii. The Contractor must provide to the Project Authority a report based on the results of the survey, which includes analysis (e.g. benchmarking internally and against industry, as well as comparisons against previous survey results) and recommendations on appropriate corrective actions to improve service delivery. The report must be provided to the Project Authority and posted to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) within 60 Days of the closing date of the survey.
4.8.10	Provider Satisfaction Surveys

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	<ul style="list-style-type: none"> i. The Contractor must, as and when requested through the Task Authorization process, in consultation with the Project Authority, design, develop and distribute a survey to measure Provider satisfaction with PSHCP services. It is anticipated that a survey will be conducted once in a 3 to 4-year cycle. ii. The survey must be distributed to registered Providers in a format approved by the Project Authority. iii. The survey must be bilingual, in both English and French, and address both Provider satisfaction with the overall PSHCP and with the Provider's interaction with the Contractor's services (including communications services and materials, registration, Claims administration and adjudication, audit and related areas). iv. The survey must be distributed to a representative sample of active: <ul style="list-style-type: none"> a) English and French Providers; b) Pharmacy and Electronic Medical Supplies Providers, Electronic Hospital Providers, and Electronic Paramedical Practitioners; and c) Providers operating in different provinces and territories. v. The content of the Provider Satisfaction Survey must be drafted by the Contractor and submitted to the Project Authority for review. The Contractor must modify the survey as requested by the Project Authority and obtain Project Authority Approval (Refer to SOW Article 4.1.2) prior to survey distribution. The distribution methodology for the Provider satisfaction survey must also be approved by the Project Authority. vi. The Contractor must distribute the survey to a SVS of registered Providers at the time of survey, using a random sampling methodology. The SVS and sampling methodology must be approved by the Project Authority (Refer to SOW Article 4.1.2). vii. Where the survey is not conducted by the Contractor, the third party conducting the survey must be security cleared by the Industrial Personnel Security Services Directorate and the Personnel Security Screening Division (both formerly referred to as CISD). All survey data must be stored in Canada. viii. The Contractor must provide, to the Project Authority, a report based on the results of the survey, which includes analysis (i.e. benchmarking internally and against industry, as well as comparisons against previous survey results) and recommendations on appropriate corrective actions or improvements to service delivery. The report must be provided to the Project Authority and posted to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) within 60 Days of the closing date of the survey.
4.8.11	External Ad Hoc Member Satisfaction Surveys <ul style="list-style-type: none"> i. The Project Authority reserves the right to conduct, at Canada's cost, on an as needed basis, an external Member satisfaction survey of the Contractor's services, based on a SVS of Members. ii. The Contractor must cooperate and provide timely access to necessary records to conduct such Member satisfaction surveys. The Contractor must provide the assistance required by the Project Authority to complete these surveys. iii. The Contractor must work with the Project Authority to resolve any issues and address recommendations identified during the surveys, based on an acceptable timeline determined between the Project Authority and the Contractor.

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4.8.12	<p>External Ad Hoc Provider Satisfaction Surveys</p> <ul style="list-style-type: none"> i. The Project Authority reserves the right to conduct, at Canada's cost, on an as needed basis, an external Provider satisfaction survey of the Contractor's services, based on a Statistically Valid Sample of Providers. ii. The Contractor must cooperate and provide timely access to necessary records to conduct such Provider satisfaction surveys. The Contractor must provide the assistance required by the Project Authority to complete these surveys. iii. The Contractor must work with the Project Authority to resolve any issues and address recommendations identified during the surveys, based on an acceptable timeline determined between the Project Authority and the Contractor.
4.8.13	<p>External Compliance Audit</p> <ul style="list-style-type: none"> i. As per the agreed upon Annual Business Plan (Refer to SOW Article 4.1.3), the Project Authority will conduct external Audits to ensure the Contractor's compliance with the terms of the Contract. The Audits may include an assessment of compliance with the service level metrics, process controls and documented administrative procedures set out in the QA Program (Refer to SOW Article 4.8.1) and will include a review of a representative sample of the area audited (Refer to SOW Article 4.8.13 v). The Audits will be carried out by the Project Authority or an external auditor designated by the Project Authority. ii. The Contractor must cooperate and provide timely access to the appropriate facilities, files, documentation, and records necessary to conduct such Audits and must provide the assistance required by the Project Authority to complete these Audits. iii. The Contractor must provide read-only access to all computer systems and software relevant to the performance of the audit, with support from a resource identified by the Contractor. Detailed process documentation must also be provided to the auditor, who may retain such documentation subsequent to the audit for reference purposes. The Contractor must comply with requests, from the external auditor, to provide additional supporting documentation relevant to the audit, which may include computer printouts. iv. Canada will pay for the services of the external auditor via a Task Authorization. The Contractor is solely responsible for all other costs associated with the Audit, including participating in the Audit, and those costs associated with any corrective actions taken to address compliance issues that are identified as a result of an Audit. The Project Authority has the sole right to designate the external auditor and when the Audit can be conducted. v. Throughout the period of the Contract, each of the following External Compliance Audits may be conducted at least once: <ul style="list-style-type: none"> a) General claims audits; b) Focused claims audits; c) Contact Centre audits; d) Reporting processes and data warehouse audits; and e) Focused Member communications audits. vi. As per the agreed upon Annual Business Plan (Refer to SOW Article 4.1.3), the Project Authority reserves the right to perform an audit of any other area identified in its Risk-Based Audit Plan (RBAP). vii. The Contractor must work with the Project Authority to resolve any issues and address recommendations identified during the External Compliance Audits, based on an acceptable timeline determined between the Project Authority and the Contractor.

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	viii. Focused claims audits will be scored according to a methodology developed by the Project Authority. The methodology will be disclosed during the Start-Up Phase.

4.9 Reporting Services

Canada requires the Contractor to provide an extensive and in-depth Reporting Services solution to facilitate the management of the PSHCP and support management of the Contractor's performance. The Reporting Services solution must include standard, ad-hoc and plan annual reports as well as management dashboard capabilities, which are accessible to the Project Authority via a Secure Reporting and Documentation Website dedicated to the PSHCP.

The Contractor must maintain Reporting Services established during the Start-Up Phase (Refer to SOW Article 3.9) and deliver ongoing Reporting Services for the PSHCP as follows:

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4.9.1	<p>General Reporting Services</p> <ul style="list-style-type: none"> i. The Contractor must maintain PSHCP Reporting Services. The services must facilitate the management of the PSHCP and enable the verification of the Contractor's performance against established service levels. The services must, at a minimum, include the following components: <ul style="list-style-type: none"> a) Standard Reports; b) Ad Hoc and Pre-Defined Reporting; c) Plan Annual Reports; d) Management Dashboards; and e) Secure Reporting and Documentation Website. ii. The Contractor must provide ongoing technical and administrative support to Authorized Users who require assistance in using the Reporting Services.
4.9.2	<p>Standard Reports</p> <ul style="list-style-type: none"> i. The Contractor must maintain and post to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9), a set of PSHCP Standard Reports (Refer to Attachments 1 to 6 in Appendix 3 to Annex A for examples of the required Standard Reports) for Authorized Users. It is estimated that 100-120 standard reports will be required to meet the Project Authority's administrative, operational and Plan management needs. ii. The Contractor must maintain the established reporting frequencies for each report (i.e. daily, monthly, Quarterly, year-to-date, Calendar Year, or Fiscal Year). Once the reporting frequencies are established in Start-Up Phase (Refer to SOW Article 3.9), the Contractor must generate and post the standard reports to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) in accordance with the established schedule. iii. Each standard report must be assigned to a specific reporting category, as determined during the Start-Up Phase, in order to organize, store and maintain the reports (Refer to Attachments 1 to 6 in Appendix 3 to Annex A). Examples of reporting categories include: <ul style="list-style-type: none"> a) Audit Reports; b) Confidential Investigations Reports; c) Claims Reports; d) Finance Reports; e) Management and Operational Reports; and f) Population Reports.

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	<ul style="list-style-type: none"> iv. All standard reports must be produced and made available in a variety of formats (e.g. Excel, PDF, etc.). The report formats must be compatible with the software versions used by the Project Authority. v. Once reports have been validated and posted to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) by the Contractor, they may not be altered without obtaining Project Authority Approval (Refer to SOW Article 4.1.2). vi. The Contractor must ensure that access to, or the transmission of, all reports meet all applicable privacy and security legislation and guidelines (Refer to SOW Articles 3.13, 3.15, 4.9, and 4.13). vii. All standard reports must remain on the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) until the Project Authority authorizes their removal. viii. The Contractor must meet the following Service Levels (which must be reported to to the Project Authority): <ul style="list-style-type: none"> a) For Daily Standard Reports: by 8:00 a.m. ET of the following Day. b) For Monthly and Year-to-Date Standard Reports: within 7 Days after the end of the period covered by the reports. c) For Quarterly Standard Reports: within 14 Days after the end of the period covered by the reports. d) For all Standard Reports: 100% accuracy provided within a Quarter.
4.9.3	Ad Hoc and Pre-Defined Reporting <ul style="list-style-type: none"> i. The Contractor must maintain an Ad Hoc Reporting System, including pre-defined ad hoc reporting queries, to meet the reporting and analytic needs and to assist the Project Authority in the management and administration of the PSHCP. ii. The Contractor must maintain a set of PSHCP data elements and data sets (Refer to Appendix 4 to Annex A, PSHCP Data Elements), including associated values and naming conventions. iii. The Contractor must make accessible all of the PSHCP data elements grouped logically into appropriate data sets (Refer to Appendix 4 to Annex A, PSHCP Data Elements) for Authorized Users to efficiently produce ad hoc reports. Examples of Ad Hoc Reporting data sets include: claims, provider, finance, audit, and Member and Dependant information. The Ad Hoc Reporting System must allow Authorized Users to access all PSHCP data elements when developing, executing and saving queries. iv. The Contractor must provide an Ad Hoc Reporting System that, at a minimum, provides the following functionality and capability: <ul style="list-style-type: none"> a) Includes ad hoc reporting functionality within the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9), which provides Authorized Users with online access to all PSHCP data for the purpose of creating queries that generate desired reports and data outputs; b) Accurately displays all PSHCP data and utilizes table names, column names and field values that reflect PSHCP terminology; (Refer to SOW Articles 3.8 and 4.8)

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	<p>c) Includes robust querying capabilities, user-friendly report formatting features (tables, graphs, etc.), system security and functionality that allow Authorized Users to efficiently generate reports and data outputs. The Ad Hoc Reporting System must allow Authorized Users to efficiently access and generate reports and outputs from PSHCP data, stored at the Contractor's facilities;</p> <p>d) Performs daily updates to all PSHCP claims history and all other related information (e.g. Member, Dependant, and provider data, etc.);</p> <p>e) Allows for efficient download of large data (e.g. full year of PSHCP claims history) in a variety of formats (e.g. Excel, XML, CSV, etc.) proposed by the Contractor and approved by the Project Authority (Refer to SOW Article 4.1.2). The report formats must comply with the software versions used by the Project Authority. Large data for the purpose of download is defined as the ability to download up to five years of all health care claim transactions. To meet this requirement, the Contractor may propose an alternate solution outside of the Ad Hoc Reporting System. Any solution must be available to the Project Authority through the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9);</p> <p>f) Allows for Authorized Users to run real-time queries as well as schedule queries. The functionality must allow the user to open and save the data output when the query is completed. Outputs of queries must, at a minimum, be made available within the system and downloadable in Excel, XML, CSV and PDF formats;</p> <p>g) Allows for Authorized Users to create, modify, save and store queries in personal and shared folders within the system. In addition, provides users with the ability to make queries in the shared folders accessible to other Authorized Users in accordance with assigned user rights;</p> <p>h) Provides a list of values for each applicable data field and calendar widgets for each date field to allow for more intuitive query building; and</p> <p>i) Is updated, at no additional cost to Canada, as required to function with the most current version available that is compatible with the Project Authority's systems.</p> <p>v. The Contractor must maintain a series of Pre-Defined queries. Pre-Defined queries require users to input key report parameters (e.g. reporting period, provider number, DIN, etc.) in order to execute the query and generate the required report. The Contractor must make changes to existing pre-defined queries or add new pre-defined queries to the Reporting Service as identified by the Project Authority.</p> <p>vi. The Contractor must provide access to the Ad Hoc Reporting System to up to 50 Authorized Users.</p> <p>vii. The Contractor must maintain and make accessible for the purpose of Ad Hoc Reporting the 10 most recent Calendar Years of PSHCP Claims history and all supporting data from the Incumbent supplier (Refer to SOW Article 3.15.4). This must include complete historical data for benefits with frequency or lifetime maximums that extends beyond 10 years.</p> <p>viii. Commencing with the start of the Operations Phase, all data beyond the 10-year retention period (Refer to SOW Article 4.15.2) may be archived by the Contractor annually and must be available to the Project Authority through the Ad Hoc Reporting System.</p> <p>ix. Ad Hoc reporting functionality must be accessible at all times except for the system maintenance or refresh window as set out in SOW Article 4.12.1. The Contractor must monitor the system and take appropriate actions to ensure stable system performance.</p>

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	<ul style="list-style-type: none"> x. The Contractor must provide ongoing performance optimization of the Ad Hoc Reporting System in collaboration with the Project Authority. xi. The Contractor must meet the following Service Level (which must be reported to to the Project Authority): <ul style="list-style-type: none"> Make available and update the Project Authority approved Ad Hoc and Pre-Defined Reporting system within approved frequencies and timeframes.
4.9.4	<p>Plan Annual Reports</p> <ul style="list-style-type: none"> i. The Contractor must produce and maintain a set of Plan Annual Reports as set out in more detail below. Examples of Plan Annual Report content include tabular and graphical information, written analysis, expert opinions, industry benchmarks, historical trends, predictive analytics, and key recommendations proposed by the Contractor that are tailored and appropriate for the PSHCP. ii. Plan Annual Reports must be posted to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9). iii. The Contractor must deliver a draft version of each Plan Annual Report to the Project Authority for review no later than 30 Days prior to posting on the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9). The Contractor must incorporate any required changes and post approved final Plan Annual Reports according to the agreed upon schedule unless otherwise specified by the Project Authority. iv. The Contractor must work with the Project Authority to implement agreed upon recommendations identified in Plan Annual Reports within a timeline determined between the Project Authority and the Contractor. v. Plan Annual Reports must, at a minimum, be available in Word and PDF formats or other formats approved by the Project Authority. The report formats must be compatible with the software versions used by the Project Authority. vi. The Contractor must formally present all Plan Annual Report findings to the Project Authority. The presentations must be conducted within a timeframe and at a location in the NCR agreed upon by the Project Authority. vii. The Contractor must ensure that, at a minimum, the following Plan Annual Reports are provided: <ul style="list-style-type: none"> a) Annual Financial Operations Report This report, at a minimum, must provide summary and detailed information on all relevant PSHCP claims processing statistics and population data for Members, Dependents and claimants. The report must also include an in-depth analysis of annual Claims, paid amounts and population information utilizing tables, charts and graphs. The report must also incorporate key information on Plan changes, definitions, benchmarking and other information to assist the Project Authority in understanding and interpreting the report. b) Annual Audit and Claim Verification Program Report This report, at a minimum, must provide details of all Audit and Claim Verification Program activities including recovery information, error rates, investigations and results of previously implemented program enhancements. The report must also

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	<p>include in-depth analysis, benchmarking and recommendations based on program performance and industry best practices for suggested program modifications.</p> <p>c) Annual Operational Strategic Review and Advice Report</p> <p>This report, at a minimum, must provide information on the public and private health benefit industry best practices and trends, identify gaps between the PSHCP and the industry as well as options for alignment with a view to identifying opportunities to enhance the design and management of the PSHCP.</p> <p>d) Annual Claims Voids and Rejects Report</p> <p>This report, at a minimum, must outline void and rejection rates and causes by benefit type and claim submission method, industry benchmarks, and provide in-depth analysis including tailored solutions and results of previously implemented enhancements for reducing the void and rejection rates for the PSHCP.</p> <p>e) Annual Contribution Rates Analysis Report</p> <p>This report, at a minimum, must provide calculations and in-depth analysis including appropriate adjustments and assumptions for the estimation of future plan member contribution rates. The analysis must cover all Member groups, hospital coverage levels and coverage types under Supplementary and Comprehensive plan types and apply appropriate factors for estimating Plan costs (expenditures, administration costs and taxes). The Project Authority will provide the Contractor with the established cost sharing formula that must be used to perform the calculations that are part of the contribution rates analysis.</p> <p>viii. The Contractor must meet the following Service Level (which must be reported to the Project Authority):</p> <p>Plan Annual Reports must be posted to the Secure Reporting and Documentation Website within 90 Days after the end of the period covered by the reports.</p>
4.9.5	<p>Management Dashboards</p> <p>i. The Contractor must provide a set of management dashboards that are accessible to Authorized Users via the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9). It is expected that between 15-25 management dashboards will be required to meet the initial needs of the Project Authority.</p> <p>ii. Each Management Dashboard must be assigned to a specific category, as determined during the Start-Up Phase, to organize, store and maintain the Management Dashboards. Examples of Management Dashboard categories, at a minimum, include:</p> <ul style="list-style-type: none"> a) Audit; b) Confidential Investigations; c) Claims Processing; d) Finance; e) Management and Operations; and f) Population. <p>iii. Management dashboards must allow the Project Authority to access pre-defined dashboard templates depicting key PSHCP information and performance indicators. These dashboards must allow for simple customization of visual and graphical displays (e.g. bar graphs, pie charts, etc.).</p>

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	<ul style="list-style-type: none"> iv. Management dashboards must allow for the display of monthly, Quarterly, Calendar Year, year-to-date, Fiscal Year and point in time PSHCP information. Management dashboards must be flexible to allow for customization of data fields and reporting periods. v. The Contractor must provide the functionality to save and download dashboard templates and populated dashboards in a variety of formats (e.g. PDF, Power Point, etc.) proposed by the Contractor and approved by the Project Authority (Refer to SOW Article 4.1.2). The report formats must be compatible with the software versions used by the Project Authority. vi. The Contractor must meet the following Service Level (which must be reported to to the Project Authority): Make available and update all Project Authority approved Management Dashboards within approved frequencies and timeframes.
4.9.6	Reporting Standards <ul style="list-style-type: none"> i. The Contractor must adhere to the Reporting Standards, established during Start-up Phase, that apply to each reporting component. ii. All PSHCP Reporting Services deliverables must, at a minimum, adhere to the following standards where applicable: <ul style="list-style-type: none"> a) All information contained in each of the reporting components must adhere to the privacy requirements outlined in SOW Article 4.13; b) Personal identifiers (e.g. Member name, date of birth) must be made anonymous to protect the privacy of individuals during the creation of a report and when printing or exporting information for reporting purposes. Anonymization must be accomplished using a process that masks personal identifiers and that guarantees the masked information cannot be decoded to reveal original information. The Contractor must maintain a file of Concordances between the two identification data sets. For reporting purposes, the masking must be applied so that all personal information associated with each Participant is consistently maintained for their lifetime under the PSHCP; c) All reports must be dated, version controlled, use PSHCP terminology, and have consistent report layouts (e.g. report number, report titles, page numbering, version number, etc.); d) All data contained in each of the reporting services components must be accurate, balance and have internal consistency (e.g. report totals measuring the same output will produce identical results for all reports); e) All identified errors and data anomalies in all reporting components must be communicated to the Project Authority. All errors must be corrected by the Contractor in a timely manner at no additional cost to Canada; f) Reports that are posted on the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) with errors must be removed and replaced with corrected reports including established versioning and report generation dates to indicate that the report was re-posted. On an exceptional basis, the Project Authority may require that both versions of the report remain posted on the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9); and

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	g) All reporting deliverables must be produced without negatively affecting the performance of Claims Processing and Payment Services and other critical PSHCP administrative functions.
4.9.7	Modifications to Reporting Components <ul style="list-style-type: none"> i. Following the Operations Ready Date, a 6 month review period will apply after the initial posting of each report to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) to allow the Project Authority to conduct an evaluation of the reporting components once populated with actual PSHCP data. ii. This review period applies separately to each reporting cycle (i.e. 6 months following each monthly, Quarterly and annual report). iii. During these review periods, the Contractor must implement changes to reporting components as requested by the Project Authority. Examples of changes include, but are not limited to, modifications to the data elements, frequency of reporting components, and the removal or replacement of reports and dashboards to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9). The Contractor must implement requested changes within an agreed upon timeframe at no additional cost to Canada.
4.9.8	Posting of Reports <p>The Contractor must post all PSHCP reports to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9).</p>
4.9.9	Secure Reporting and Documentation Website <ul style="list-style-type: none"> i. The Contractor must maintain a Secure Reporting and Documentation Website that is fully functional and accessible at all times, with the exception of specified maintenance periods as set out in SOW Articles 3.12.2 and 4.12.1. ii. The layout and structure of the Secure Reporting and Documentation Website must be user-friendly, allow for easy navigation and include website support features. iii. The Secure Reporting and Documentation Website must provide functionality that allows Authorized Users to select and/or input parameters when accessing specific reporting components. Available parameters specific to Standard Reports must include, at a minimum, the reporting frequency, report date(s), and report format. iv. The Contractor must provide access to Authorized Users. Up to 50 Authorized Users will require access to all Reporting Services, and up to 50 additional Authorized Users will require access to all Reporting Services excluding Ad hoc and Pre-Defined Reporting. v. The Contractor must maintain a list of Authorized User accounts and individual access rights as identified by the Project Authority. This list must be made available to Authorized Users through the Secure Reporting and Documentation Website. For each reporting component, as well as each report or report category, the Contractor must add, modify or remove users from specific groups of reports and specific reports based on their access rights no later than 2 Days following the request by the Project Authority. vi. The Secure Reporting and Documentation Website must meet all of the accessibility,

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	<p>official languages, privacy, and security requirements defined in the Contract (Refer to SOW Articles 2.2, 2.3, 4.13 and 4.14 respectively).</p> <p>vii. The Contractor must meet the following Service Level (which must be reported to to the Project Authority):</p> <p>The Secure Reporting and Documentation Website must be fully functional and accessible to the Project Authority at all times, with the exception of specified maintenance periods.</p>
4.9.10	<p>PSHCP Reporting Services Training</p> <p>i. The Contractor must deliver a training program for all identified Authorized Users that encompasses each component of the PSHCP reporting services. The Contractor must assume all costs associated with developing and delivering all training, including at a minimum the provision of all relevant training material.</p> <p>ii. The Contractor must ensure that the training environment utilizes PSHCP data and terminology and duplicates all aspects of the PSHCP Reporting Services. The training environment must simulate the production environment.</p> <p>iii. The Contractor must develop, for Project Authority Approval (Refer to SOW Article 4.1.2), all training material, including the course syllabus, user manuals, proposed schedule and the names and qualifications of the instructors no later than 25 Days in advance of the training.</p> <p>iv. The training program must include training on the use of the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9), including login, navigation, preferences and accessing reporting components. In addition, the training must include the procedures to access, save and download standard reports and plan annual reports.</p> <p>v. The Contractor must deliver the PSHCP Reporting Services Training program for Project Authority personnel no later than 30 Days after the Operations Ready Date at a time mutually acceptable to both the Project Authority and the Contractor.</p> <p>vi. The Contractor must provide in-person training sessions in the NCR at a location provided by the Contractor for a maximum of 50 Authorized Users.</p> <p>vii. The Contractor must deliver comprehensive training for the Ad Hoc Reporting System that is interactive and provides users with the necessary skill set to efficiently extract information and generate overall reporting solutions. The training must, at a minimum, include querying techniques, table and file layouts, the use of data elements, systems output and best practices.</p> <p>viii. The Contractor must deliver comprehensive training for Management Dashboards that includes, at a minimum, procedures for accessing dashboards, selecting parameters, customizing and exporting outputs and best practices.</p> <p>ix. The Contractor must prepare and deliver follow-up training in person, as requested by the Project Authority during the Operations Phase. Follow-up training may be required to accommodate new versions of the existing reporting system, the adoption of a new reporting system or changes to the Contractor's system which impact on the Project Authority's ability to use the Ad Hoc Reporting System or Management Dashboards.</p>
4.9.11	Annual PSHCP Reporting Services Review

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	The Contractor must annually meet with the Project Authority to review the existing PSHCP reporting services components, explore opportunities to improve the quality of the information and identify enhanced reporting solutions.
4.9.12	Reporting Services Subcommittee In accordance with SOW Article 2.14, the Contractor must ensure that appropriate Contractor and Subject Matter Experts participate in monthly Reporting Services Subcommittee meetings (e.g. in-person, conference calls, videoconference, or other agreed upon remote meeting options) with the Project Authority to review and resolve all reporting issues and discuss potential enhancements to reporting components.

4.10 Member Communications and Information Services

The objective of the Member Communications and Information services is to provide a solution which facilitates the provision of information related to the PSHCP and claims to Members through multiple channels.

The Contractor must maintain Member Communications and Information services established during the Start-Up Phase (Refer to SOW Article 3.10) and securely deliver ongoing Member Communications and Information Services as specified below.

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4.10.1	<p>Member Contact Centre</p> <ul style="list-style-type: none"> i. The Contractor must operate and maintain a PSHCP toll-free Member Contact Centre, accessible from anywhere in North America and by collect call in the rest of the world, to provide services of equal quality in English and French to Members. The Member Contact Centre services must be available Monday to Friday - 8:00 a.m. to 5:00 p.m. (caller's local time, within Canada). The Contractor must make available English and French Contact Centre representatives during the service hours indicated to ensure Members receive the same level of service regardless of official language requested. ii. The Contact Centre must provide a standard greeting advising Members of the expected wait time and how Members may obtain more information regarding the PSHCP. iii. The Contact Centre staff must authenticate each caller, and provide Members with current information including, at a minimum, coverage, eligibility of plan benefits and services, assistance with PSHCP Member Digital Services, Positive Enrolment information, as well as information on the PSHCP Claims Processing and Claims Payment Services. iv. The Contractor must record all calls as well as capture all call data obtained through the Member Contact Centre, including at a minimum, call subject, call details, Member or Dependant information, resolution or information provided to the caller (Refer to SOW Article 4.15). All telephone records must be made available to the Project Authority upon request. v. The Contractor must obtain Project Authority Approval (Refer to SOW Article 4.1.2) of all updates to scripts used within the Member Contact Centre prior to their use. vi. The Contractor must report Contact Centre performance (Refer to SOW Article 4.8.4) against the service levels set out below. vii. The Contractor must submit and post Contact Centre Reports to the Secure Reporting and Documentation Website (Refer to SOW Articles 4.9.2, 4.9.9 and Appendix 3 to Annex A). viii. The Contractor must meet the following Service Levels (which must be reported monthly to the Project Authority): <ul style="list-style-type: none"> a) 70% Calls to Interactive Voice Response (IVR) (if applicable) < 20 seconds; b) 70% Calls Answered < 20 seconds; c) 3% Abandoned Calls < 30 seconds; d) 85% First Call Resolution; e) 99.0% Call Centre Availability; and f) 100% Claim Forms Mailed ≤ 1 day upon request from the Member.

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4.10.2	<p>Emergency Travel Assistance and Comprehensive Coverage Contact Centre</p> <ul style="list-style-type: none"> i. The Contractor must maintain a Emergency Travel Assistance and Comprehensive Coverage Contact Centre which includes a dedicated toll-free North American phone number. The Contact Centre must be available 24 hours a day, 7 days a week, and service must be provided in equal quality in English and French. The Contractor must make available English and French Contact Centre representatives during the service hours indicated to ensure Members receive the same level of service regardless of official language requested. ii. The Contractor must accept calls from: <ul style="list-style-type: none"> a) Participants, with Supplementary Coverage, in case of a medical emergency while travelling outside of their province of residence or outside of Canada; and b) Members, with Comprehensive Coverage, to obtain current information including, at a minimum, coverage, eligibility of plan benefits and services, assistance with PSHCP Member Digital Services, Positive Enrolment information, as well as information on the PSHCP Claims Processing and Claims Payment Services. iii. The Contact Centre staff must authenticate each caller. iv. The Contractor must have direct access to medical expertise to determine the appropriate actions to take in each individual case (e.g. medical evacuation) and, if requested, assist in medical triage. v. The Contractor must communicate with health care providers in the language spoken in the region where the Participant is travelling. vi. If requested, the Contractor must follow-up with the caller within one hour of initial contact in Emergency Travel Assistance cases. vii. The Contractor must immediately inform the Project Authority of any urgent or escalated issues so that the Project Authority may provide appropriate direction. viii. The Contractor must record all calls and capture all call data obtained through the Emergency Travel Assistance and Comprehensive Coverage Contact Centre, including at a minimum, call subject, call details, Member or Dependant information, resolution or information provided to the caller. (Refer to SOW Article 4.15). All telephone records and recordings must be made available to the Project Authority upon request. ix. The Contractor must report Emergency Travel Assistance and Comprehensive Coverage Contact Centre performance (Refer to SOW Article 4.8.4 against the service levels set out below. Emergency Travel Assistance and Comprehensive Coverage Contact Centre performance will be captured and reported separately from any other PSHCP Contact Centre. Emergency Travel Assistance calls and calls from Members with Comprehensive coverage will also be captured and reported separately. x. The Contractor must submit and post Contact Centre Reports to the Secure Reporting and Documentation Website (Refer SOW Articles 4.9.2, 4.9.9 and Appendix 3 to Annex A). xi. The Contractor must meet the following Emergency Travel Assistance and Comprehensive Coverage Contact Centre Service Levels (which must be reported monthly to the Project Authority):

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	<p><u>Comprehensive:</u></p> <ul style="list-style-type: none"> a) 70% Calls to IVR (if applicable) < 20 seconds; b) 70% Calls Answered < 20 seconds; c) 5% Abandoned Calls < 30 seconds; d) 85% First Call Resolution; e) 99.0% Call Centre Availability; and f) 90% of all calls that require a call back are done so within 24 hours. g) 100% of Claim forms mailed ≤ 1 Day upon request from the Member. <p><u>Emergency Travel Assistance:</u></p> <ul style="list-style-type: none"> a) 70% Calls to IVR (if applicable) < 20 seconds; b) 70% Calls Answered < 20 seconds; c) 5% Abandoned Calls < 30 seconds; d) 99.9% Call Centre Availability; and e) 90% of all calls that require a call back are done so within 1 hour. f) 100% of Claim forms mailed ≤ 1 Day upon request from the Member.
4.10.3	<p>PSHCP Member Digital Services</p> <ul style="list-style-type: none"> i. The Contractor must manage and maintain PSHCP Member Digital Services, which include, at a minimum, a PSHCP Member Website that is accessible via a variety of electronic devices. All information must be PSHCP-related only. PSHCP Member Digital Services must provide Members with Secure access to both their personal and general information, and include, but not be limited to, the following information and/or functionality: <ul style="list-style-type: none"> a) Member Digital Claims Submission (Refer to SOW Article 4.3 for specific Claims processing requirements); b) A PE tool, which includes, at a minimum, the PE process and the ability for Members to add and update (Refer to SOW 4.4): <ul style="list-style-type: none"> a. Member information; b. Direct deposit information; c. Coordination of Benefits information; d. Dependant information; e. Phone Number; and f. Email address. c) Updates to Members on changes related to the PSHCP; d) Personal Claims status and history; e) Ability to submit and access supporting documentation for all Claims; f) Ability to print and access Member benefit card (Refer to SOW Article 3.10.7 ii); g) Notifications of new Member bulletins, Plan changes or additions, system changes, Claims Statement and Claims processing status; h) Drug look-up; i) Provider look-up; j) Coverage status information;

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	<ul style="list-style-type: none"> k) Benefit Look-up tool that includes a description of covered expenses, including benefit maximums and remaining coverage available, as well as a list of PSHCP Reasonable and Customary limits; l) Real-time chat feature; m) Secure web message (i.e. email); n) List of Delisted and Deregistered Providers; o) Confidential toll-free tip line, accessible throughout North America, and email address for Members to report inappropriate billing and suspected fraud; p) Pre-populated, fillable and blank PSHCP Claim Forms and PSHCP Out-of-Province Claim Forms; q) Frequently asked questions; and r) Statements for income tax purposes. <ul style="list-style-type: none"> ii. The Contractor must ensure that PSHCP Member Digital Services are fully accessible for persons of all abilities in accordance with SOW Article 2.2. iii. The Contractor must ensure that the PSHCP Member Digital Services solution is dynamic and therefore able to be accessed via a variety of electronic devices (e.g. mobile device, desktop, etc.) iv. The Contractor's solution must maintain the ability for the Member to securely receive their login credentials (i.e. username and password) electronically as well as supporting paper process based on Member request. v. The Contractor must respond to secure web-based queries such as secure messaging from Members on PSHCP issues. All web-based queries must generate an instant acknowledgement that the message was received. vi. Read-only access to PSHCP Member Digital Services, using generic accounts in a test environment, must be available to the Project Authority to understand the Plan Member experience and site navigation. vii. Promotional or marketing material unrelated to the PSHCP cannot be posted to PSHCP Member Digital Services without prior approval from the Project Authority. viii. The Contractor must meet the following Service Levels (which must be reported monthly to the Project Authority): <ul style="list-style-type: none"> a) 70% Real time chat answered < 20 seconds. b) 95% response rate of secure web message inquires within 2 Days.
4.10.4	Annual Communications Plan <p>The Contractor, with the assistance of the Project Authority, must maintain an annual communications plan to support internal and external communications for the Member Communications and Information Services. The Contractor must obtain Project Authority Approval annually (Refer to SOW Article 4.1.2).</p>
4.10.5	Direct Member Communications <ul style="list-style-type: none"> i. Member Bulletin

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4.10 Member Communications and Information Services	
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	<p>a) As and when requested via Task Authorization, the Contractor must, in consultation with the Project Authority, develop and distribute in both print and electronic format a Member Bulletin updating Members on issues including, at a minimum, changes in Benefits, eligibility, coverage, Claims submission, administrative processes, and various Plan information, etc. The frequency and the branding of the Member Bulletin is at the discretion of the Project Authority.</p> <p>b) The Member Bulletin must be submitted to the Project Authority for review as per the agreed upon project plan and it must be updated by the Contractor, incorporating any required changes and/or modifications. The Contractor must obtain Project Authority Approval of the Member Bulletin prior to distribution (Refer to SOW Article 4.1.2).</p> <p>c) The Member Bulletin must be sent to Members via email (embedded link to the PSHCP Member Website), unless there is an exception (e.g. Members have not provided their email address) to have it sent via postal mail.</p> <p>d) The Member Bulletin must be available through the PSHCP Member Digital Services. The Contractor must also maintain through the PSHCP Member Digital Services a library of previously issued Member Bulletins for reference purposes.</p> <p>ii. PSHCP Benefit Guide</p> <p>The Contractor must maintain and distribute a PSHCP Benefit Guide as outlined in SOW Article 3.10.6.</p>
4.10.6	<p>PSHCP Benefit Cards</p> <p>i. The Contractor must make immediately available Digital PSHCP Benefit Cards (Refer to SOW Article 3.10.7) to Members during the Operations Phase once the Member has validated and completed Positive Enrolment.</p> <p>ii. The Digital PSHCP Benefit Card must be able to be stored on a mobile device.</p> <p>iii. The PSHCP Benefit Card must be available in a printable format via the PSHCP Member Digital Services.</p> <p>iv. The Contractor must produce and provide a paper copy of the PSHCP Benefit Card upon a Member request.</p>
4.10.7	<p>Approval of Communication Products</p> <p>All PSHCP communication products developed or modified by the Contractor (including PSHCP Member Digital Services content) must be submitted to the Project Authority for review. The Contractor must revise the communication products to incorporate any required changes and/or modifications requested by the Project Authority and subsequently obtain Project Authority Approval of the revised communications product prior to distribution or posting (Refer to SOW Article 4.1.2).</p>
4.10.8	<p>Communications Subcommittee</p> <p>In accordance with SOW Article 2.14, the Contractor must ensure that appropriate Contractor resources and Subject Matter Experts participate in the monthly Member and Provider Communications subcommittee meetings (e.g. in person, conference calls, videoconference or other agreed upon meeting options) with the Project Authority. The Contractor must provide updates on service level performance and issues and will be expected to provide updates on</p>

4.0 Operations Phase	
4.10 Member Communications and Information Services	
Ref #	Work
	current Communications initiatives.

4.11 Provider Communications and Information Services

The objective of the Provider Communications and Information Services is to provide a solution which facilitates the provision of information related to the PSHCP and its claim procedures to Providers through multiple channels.

The Contractor must maintain Provider Communications and Information Services as established during the Start-Up Phase (refer to SOW Article 3.11) and deliver ongoing Provider Communications and Information Services as specified below.

4. Operations Phase	
4.11 Provider Communications and Information Services	
Ref #	Work
4.11.1	<p>Provider Communications Materials</p> <ul style="list-style-type: none"> i. The Contractor must maintain and distribute information to all new Providers on the methodology for submitting Claims and the resources available to Providers such as the PSHCP Provider Website and the Provider Contact Centre. ii. On an ongoing basis, the Contractor must provide updates to Providers on changes in Benefits eligibility, Claims submission and administration processes, and other related changes.
4.11.2	<p>Provider Contact Centre</p> <ul style="list-style-type: none"> i. The Contractor must operate and maintain a dedicated Provider Contact Centre offering services of equal quality in English and French to Providers. The Provider Contact Centre must be available from 7:00 a.m. to 11:00 p.m. (caller's local time, within Canada), 7 days a week. ii. The Contact Centre must provide a standard greeting advising Providers of the expected wait time and how Providers may obtain more information regarding the PSHCP. iii. The Contact Centre staff must give Providers consistent and accurate responses to inquiries and requests for service. iv. The Contractor must report Provider Contact Centre performance against the service levels set out below. Service level performance for calls received from Pharmacy, Electronic and Medical Supplies Providers, Electronic Paramedical Practitioners, and Electronic Hospital Providers must be reported separately. v. The Contractor must meet the following Service Levels (which must be reported monthly to the Project Authority): <ul style="list-style-type: none"> a) 80% Calls to Interactive Voice Response (IVR) (if applicable) < 20 seconds b) 90% Calls Answered < 30 seconds; c) 85% First Call Resolution; d) 3% of abandoned calls > 30 seconds; and e) 99.5% Call Centre Availability.
4.11.3	<p>PSHCP Provider Digital Services</p> <ul style="list-style-type: none"> i. The Contractor must manage and maintain PSHCP Provider Digital Services, which include, at a minimum, a PSHCP Provider Website that will provide current

4. Operations Phase	
4.11 Provider Communications and Information Services	
Ref #	Work
	<p>information to Providers regarding the PSHCP. PSHCP Provider Digital Services must include, at a minimum, the following information and/or functionality:</p> <ul style="list-style-type: none"> a) Services the Contractor provides; b) Secure access to Provider Claim statements; c) Frequently asked questions; d) Website links provided by the Project Authority pertaining to the administration of the PSHCP (e.g. PSHCP Directive); e) Contact information for the Provider Contact Centre; f) All Provider Bulletins; g) Provider Communications (Refer to SOW Article 4.11.1); and h) All Member Bulletins, plan changes and process changes distributed by the Contractor. <ul style="list-style-type: none"> ii. The Contractor must maintain the PSHCP Provider Digital Services current with changes in Benefits, eligibility, coverage, Claims submission and administration processes, and other related changes. iii. The PSHCP Provider Digital Services must include a self-service portal to enable Providers to access Claims status and billing information. iv. The PSHCP Provider Digital Services must provide a secure message channel that allows Providers to communicate with the Contractor. v. The Contractor must provide the Project Authority with read-only access to the PSHCP Provider Digital Services, using generic accounts in a UAT or training environment, to facilitate an in-depth understanding of the Provider experience and site navigation. vi. Promotional or marketing material unrelated to the PSHCP cannot be posted to PSHCP Provider Digital Services without prior approval from the Project Authority.
4.11.4	<p>Annual Communications Plan</p> <p>The Contractor, with the assistance of the Project Authority, must maintain an annual communications plan to support internal and external communications for the Provider Communications and Information Services. The Contractor must obtain Project Authority Approval annually (Refer to SOW Article 4.1.2).</p>
4.11.5	<p>Direct Provider Communications (Provider Bulletin)</p> <ul style="list-style-type: none"> i. As and when requested via Task Authorization, the Contractor must, in consultation with the Project Authority, develop and distribute in both print and electronic format a Provider Bulletin updating Providers on issues including, at a minimum, changes in Benefits, eligibility, coverage, Claims submission and processing, administrative processes, and various Plan information, etc. Frequency of the Provider Bulletin is at the discretion of the Project Authority. ii. The Provider Bulletin must be submitted to the Project Authority for review as per the agreed upon project plan and it must be updated by the Contractor, incorporating any required changes and/or modifications. The Contractor must obtain Project Authority Approval of the Provider Bulletin prior to distribution (Refer to SOW Article 4.1.2).

4. Operations Phase	
4.11 Provider Communications and Information Services	
Ref #	Work
	<p>iii. The Provider Bulletin must be sent to Providers via email (embedded link to the PSHCP Provider Website).</p> <p>iv. The Provider Bulletin must be available through the PSHCP Provider Digital Services. The Contractor must also maintain, through the PSHCP Provider Digital Services, a library of previously issued Provider Bulletins for reference purposes.</p>
4.11.6	<p>Approval of Communication Products</p> <p>All PSHCP communication products developed or modified by the Contractor (including PSHCP Provider Digital Services content) must be submitted to the Project Authority for review. The Contractor must revise the communication products to incorporate any required changes and/or modifications requested by the Project Authority. The Contractor must subsequently obtain Project Authority Approval (Refer to SOW Article 4.1.2) of the revised communications product prior to distribution or posting.</p>
4.11.7	<p>Communications Subcommittee</p> <p>In accordance with SOW Article 2.14, the Contractor must ensure that appropriate Contractor resources and Subject Matter Experts participate in the monthly Member and Provider Communications subcommittee meetings (e.g. in person, conference calls, videoconference or other agreed upon meeting options) with the Project Authority. The Contractor must provide updates on service level performance and issues and will be expected to provide updates on current Communications initiatives.</p>

4.12 Continuity Management

The objective of Continuity Management is to ensure that the necessary processes and procedures are in place to enable the restoration and recovery of critical functions and services in the event of short-term interruption or a major interruption that requires access to alternative resources such as power, systems, buildings and staff.

The Contractor must maintain the Continuity Management solution established during the Start-Up Phase (Refer to SOW Article 3.12) and provide ongoing Continuity Management, including activation of a BCP and/or DRP, as follows:

4. Operations Phase	
4.12 Continuity Management	
Ref #	Work
4.12.1	<p>Hours of Access</p> <p>The Contractor must provide Continuity Management which ensures access to PSHCP services as follows:</p> <ul style="list-style-type: none"> i. continuous electronic system access for all PSHCP services are available at a minimum 18 hours per Day, 7 days a week; ii. continuous Contact Centre services for Members are available a minimum of 9 hours per Day, from 8 a.m. to 5 p.m. (caller's local time within Canada), Monday to Friday (Refer to SOW Article 4.10); iii. continuous Contact Centre services for Providers are available 16 hours per Day, from 7 a.m. to 11 p.m. (caller's local time within Canada), 7 days a week (Refer to SOW Article 4.11.2); and iv. continuous Contact Centres services for Emergency Travel Assistance and Comprehensive Coverage are available 24 hours per Day, 7 days a week. (Refer to SOW Article 4.10.2).
4.12.2	<p>System Availability</p> <p>The Contractor must provide Continuity Management which ensures electronic systems availability upwards of 99.5% during hours of operations in any given month.</p>
4.12.3	<p>Activation of the BCP and/or DRP</p> <p>In the event that the BCP or DRP is activated, the Contractor must:</p> <ul style="list-style-type: none"> i. Notify the Project Authority immediately of the service outage and initiate the BCP and/or DRP remedial processes to meet the service levels; ii. During a service outage greater than 1 Calendar Day: <ul style="list-style-type: none"> a) Provide the Project Authority with updates twice per Day on the status of the situation; and b) Provide a timeline for the remedial actions being taken to restore the environment. iii. Submit an Incident specific report, as set out in SOW Section 4.12.8, to the Project Authority.

4. Operations Phase	
4.12 Continuity Management	
Ref #	Work
4.12.4	<p>Backing up under Business Continuity or Disaster Recovery Situations</p> <p>The Contractor must continue to back up all PSHCP data in accordance with the approved CMP while providing services under a BC or DR situation.</p>
4.12.5	<p>Priority of service</p> <p>The Contractor must give the highest priority level of service (first in line after hospitals, police and military services have been restored) availability to the PSHCP account in the case of a disaster recovery situation. In the event that the Contractor subcontracts or leverages a cloud solution, they must ensure that all dependencies on subcontractor and/or cloud solutions must provide a similar priority of service.</p>
4.12.6	<p>Quality Assurance, Privacy and Security</p> <p>The Contractor must deliver BC and DR activities for systems and services in compliance with the same Quality Assurance, Privacy, and Security requirements as under normal operations (Refer to SOW Articles 4.8, 4.13 and 4.14 respectively).</p>
4.12.7	<p>Continuity Management Plan Document</p> <p>The Contractor must maintain the Continuity Management Plan (CMP) document and notify the Project Authority of any changes as set out in SOW Article 4.1 General Requirements.</p>
4.12.8	<p>Service interruption and failure reporting</p> <p>The Contractor must provide reporting related to Continuity Management as follows:</p> <ul style="list-style-type: none"> i. <u>Incident specific</u>: In the case of a specific major Incident or disaster, the Contractor must submit a post-mortem report detailing causes, remedial action and preventative measures taken no later than 5 Days after the end of the disaster or Incident. The Incident report must be posted, within 7 Days, to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9). ii. <u>Monthly</u>: The Contractor must prepare a monthly Incident report listing all interruptions and failures. The report will include the type of failure, the length of the failure, the remedial activities used to mitigate the Incident and the frequency of the type of the Incident. The monthly Incident report must be posted, within 7 Days, to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9). iii. <u>Annually</u>: The Contractor must consolidate monthly Incident reports into an annual report to allow the Project Authority to review for trends. The annual report must be posted on the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9).
4.12.9	<p>Annual Testing Report</p> <ul style="list-style-type: none"> i. The Contractor must test the DRP and BCP annually in accordance with ISO22301 and ITSG-33 CP-4. ii. The Contractor must post a report, which details the frequency and types of BC and DR simulations and the results of the testing, to the Secure Reporting and Documentation Website no later than 20 Days following the test. (Refer to SOW Article 4.9.9). iii. The Contractor must review the results of the DRP and BCP tests with the Project Authority and make the necessary changes to the plans to ensure positive results at no additional cost to Canada.

4. Operations Phase	
4.12 Continuity Management	
Ref #	Work
4.12.10	<p>Service Levels</p> <p>The Contractor must meet the following Service Levels (which must be reported to to the Project Authority):</p> <ul style="list-style-type: none"> i. Provide the Project Authority with updates at least twice per Day on the status of the situation and the remedial actions being taken. ii. Throughout the service outage, deliver twice daily updates on the status of activities to restore services to Pharmacy and Electronic Medical Supplies Providers and/or Members. iii. Submit a disaster or Incident report to the Project Authority within 24 hours of service being restored. iv. Submit a post-mortem report to the Project Authority detailing causes, remedial action and preventative measures taken no later than 20 Days after the end of the disaster or Incident. v. Provide continuous internet service for 18 hours a day ET. 7 days a week. vi. Available web-based services upwards of 99.5% during hours of operations. vii. Services under the PSHCP must be given highest priority for restoration of services before all other books of business. viii. Service interruption due to Incidents and Post-mortem reporting on Incidents must be submitted to the Project Authority 5 Days after resolution of the Incident. ix. Restoration of manual claims submitted and processed during outage back into the system - contingent on the outage and service level set at time of outage. x. Contractor must forward an e-mail notification to the Project Authority 1 Day in advance of planned system maintenance. xi. Maximum windows of unavailability for a) data warehouse from 9:00 p.m. ET to 7:00 a.m. ET daily including weekends – these windows of time may be negotiated with the Project Authority. xii. Maximum windows of unavailability for Project Authority access from 9:00 p.m. ET to 7:00 a.m. ET daily including weekends – these windows of time may be negotiated with the Project Authority. xiii. Maximum windows of unavailability for PSHCP Member Website access from 2:00 a.m. ET to 6:00 a.m. ET daily including weekends – these windows of time may be negotiated with the Project Authority. xiv. Maximum windows of unavailability for PSHCP Provider Website access from 2:00 a.m. ET to 6:00 a.m. ET daily including weekends – these windows of time may be negotiated with the Project Authority. xv. Maximum windows of unavailability for Electronic Claims Adjudication from 3:00 a.m. to 6:00 a.m. ET (Monday to Saturday). 2:00 a.m. to 7:00 a.m. ET on Sunday – these windows of time may be negotiated with the Project Authority. xvi. Maximum windows of unavailability for documentation and Reporting Website access from 9:00. p.m. ET to 6:00 a.m. ET daily including weekends – these windows of time may be negotiated with the Project Authority.

4. Operations Phase	
4.12 Continuity Management	
Ref #	Work
	xvii. Two-week advanced notification is required for planned outages outside of the above windows.

4.13 Privacy

The records or personal information collected or maintained under the Contract will remain under the control (as referred to in the *Privacy Act*) of the Project Authority and will be subject to the *Privacy Act* and the *Access to Information Act*.

The Contractor must maintain the Privacy solution established during the Start-Up Phase (Refer to SOW Article 3.13) and deliver the ongoing Privacy requirements as follows:

4. Operations Phase	
4.13 Privacy Policies and Legislation	
Ref #	Work
4.13.1	<p>Privacy Legislation and Policies</p> <ul style="list-style-type: none"> i. In addition to the requirements set out in 7.25 of the Contract, the Contractor must safeguard and protect the confidentiality and integrity of the personal information of Members and Dependents in accordance with and/or in keeping with the spirit of Canada's most current operational and legal requirements, throughout the delivery of all phases of the Work, as follows: <ul style="list-style-type: none"> a) <i>Privacy Act</i> – http://laws-lois.justice.gc.ca/eng/acts/P-21/ b) <i>Access to Information Act</i> - http://laws-lois.justice.gc.ca/eng/acts/A-1/page-1.html c) <i>Personal Information Protection and Electronic Documents Act (PIPEDA)</i> - https://www.priv.gc.ca/en/privacy-topics/privacy-laws-in-canada/the-personal-information-protection-and-electronic-documents-act-pipeda/ d) <i>Government of Canada, Policy on Privacy Protection</i> - https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12510 e) <i>The Directive on Privacy Practices</i> - https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=18309 f) <i>Library and Archives of Canada Act</i> - http://laws-lois.justice.gc.ca/eng/acts/L-7.7/ g) Other applicable Federal, Provincial and Territorial privacy and security legislation and regulations h) Chartered Professional Accountants of Canada (CPA) Generally Accepted Privacy Principles i) External privacy Audits of the Contractor's practices ii. When legislation or policies overlap, the most stringent requirement applies.

4. Operations Phase	
4.13 Privacy Policies and Legislation	
Ref #	Work
4.13.2	<p>Privacy Operations Document</p> <ul style="list-style-type: none"> i. The Contractor must maintain its Privacy Operations Document which describes: <ul style="list-style-type: none"> a) the Contractor's privacy organization and each of their employee's roles and responsibilities, and how they will interact with the Project Authority; b) a plan to ensure that the Contractor's employees are trained as it relates to privacy requirements; how the privacy requirements will be met initially, managed, monitored, and maintained; including actions to meet legislative requirements; c) how the Contractor must cooperate and assist Canada in performing Privacy Audits, TRA and PIA on all systems and processes used to administer the PSHCP. The Contractor must implement any recommendations resulting from the Privacy Audits, PIAs, or TRAs upon direction from the Project Authority; d) a plan which is in compliance with PIPEDA's mandatory reporting and notification requirements and details the Contractor's actions to prevent, detect, respond, and recover from Privacy Incidents, Privacy Breaches and Material Privacy Breaches - https://laws-lois.justice.gc.ca/eng/acts/P-8.6/page-2.html#h-6; and e) how the Contractor will address individual privacy concerns from PSHCP Members. ii. The Contractor must, for the period of the Contract, keep current the Privacy Operations Document by updating any changes undertaken by the Contractor. The Contractor must obtain Project Authority Approval (Refer to SOW Article 4.1.2) on any changes to the Privacy Operations Document. iii. The Contractor must, within 5 Days following any change, ensure that the versions of all privacy documentation are kept current and that any changes must receive Project Authority Approval (Refer to SOW Article 4.1.2) and be posted on the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9).
4.13.3	<p>Privacy Audits, Privacy Impact Assessments, and Threat and Risk Assessments</p> <ul style="list-style-type: none"> i. The Project Authority reserves the right to conduct an independent Privacy Audit, Impact Assessment (PIA) and/or Threat and Risk Assessment (TRA) on the Work at any time throughout the period of the Contract. The Project Authority will secure the services of the third-party contractor, prescribe the scope and the timeframe of the Privacy Audit, PIA or TRA, as applicable. ii. The Contractor must provide a designated Subject Matter Expert to participate in all Privacy Audits, PIAs and TRAs and respond to all requests from the identified third-party contractor. iii. The Contractor must, while the Privacy Audit, PIA or TRA is being conducted, provide the Project Authority or its designated representative access to all relevant systems, materials, documentation and resources. iv. Canada will pay for the services of the third-party contractor. The Contractor is responsible for all other costs associated with participating in the Privacy Audit, PIA and/or TRA, as applicable. v. Privacy Audit, PIA and TRA results, observations and recommendations will be reviewed by the Project Authority and if requested, the Contractor must then produce, within 15 Days, a corrective measures plan and schedule to address any deficiencies identified and obtain Project Authority Approval (Refer to SOW Article 4.1.2). These corrective measures

4. Operations Phase	
4.13 Privacy Policies and Legislation	
Ref #	Work
	must be implemented at the Contractor's expense. Changes resulting from the Audit, must be documented into the latest version for the next PIA and/or TRA and will act as the new PSHCP baseline.
4.13.4	<p>Responsibility and Notifications</p> <ul style="list-style-type: none"> i. The Contractor must assume financial responsibility for all impacts and restitution to Canada for any Privacy Incident, Privacy Breaches and Material Privacy Breaches that violates the privacy and security of any PSHCP data resulting from a compromise due to their employees, facilities, services or systems or other. (Refer to Annex D, Insurance Requirements, section 6. Comprehensive Data Security, Liability and Extra Expense Insurance) ii. Upon the discovery of a suspected Privacy Incident, Privacy Breach or Material Privacy Breach the Contractor must, within 1 hour, provide an email notification to the Project Authority which includes: a description of the Incident, the information involved, the number of individuals affected, and the steps taken or will be taken by the Contractor to contain and/or reduce the risk of harm that could result from the Privacy Incident, Privacy Breach or Material Privacy Breach. iii. The Contractor must conduct an analysis to confirm if the Incident was a breach of security safeguards and, if so confirmed, conduct an assessment of the real risk of significant harm. The Contractor must, within 6 hours, provide an email update to the Project Authority which includes: a description an analysis and risk assessment of the Incident, status and proposed resolution, if applicable. Further updates are required every 6 hours until the Privacy Incident is confirmed (Refer to SOW Article 4.13.4 ii) or closed in accordance with the Contractor's plan for Privacy Incidents in the Privacy Operations Document (Refer to SOW Article 4.13.2). iv. The Contractor must within a timeline established during implementation, document and update any changes to the Incident Response Process (Refer to SOW Article 4.14.30), as a result of a Privacy Incident, Privacy Breach or Material Privacy Breach.
4.13.5	<p>Privacy Incident, Privacy Breach and Material Privacy Breach Management and Reporting</p> <ul style="list-style-type: none"> i. In the event of a Privacy Incident, Privacy Breach or Material Privacy Breach the Contractor must initially follow the TBS Breach of Privacy Guidelines https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26154. ii. The Contractor must also report into the Office of the Privacy Commissioner to comply with Division 1.1 of PIPEDA requirements pertaining to Breaches of Security Safeguards, which includes mandatory reporting to the Office of the Privacy Commissioner of Canada. <ul style="list-style-type: none"> a) The Contractor must report to the Office of the Privacy Commissioner any breach of security safeguards involving personal information under its control if it is reasonable in the circumstances to believe that the breach creates a real risk of significant harm to an individual. (see References below). b) The Contractor will submit a report to the Office of the Privacy Commissioner that shall contain the prescribed information and will be made in the prescribed form and manner as soon as feasible after the Contractor has determines that the breach has occurred. (see References below). c) Unless otherwise prohibited by law, the Contractor will notify the affected Member of any breach of security safeguards involving the Member's or their Dependant's personal information under the Contractor's control if it is reasonable in the

4. Operations Phase	
4.13 Privacy Policies and Legislation	
Ref #	Work
	<p>circumstances to believe that the breach creates a real risk of significant harm to the individual (Member or Dependant) (see References below).</p> <ul style="list-style-type: none"> • PIPEDA, Division 1.1 Breaches of Security Safeguards • Breach of Security Safeguards Regulations: SOR/2018-64 <p>iii. The Contractor must on a Quarterly basis, provide an Incident report, and post it to the Secure Reporting and Documentation website (Refer to SOW Article 4.9.9).</p>

4.14 Security

The PSHCP Claims processing service solution, and the associated data stores, must be protected and secure in accordance with Government of Canada security policies and legislation.

The Contractor must maintain the Security solution established during the Start-Up Phase (Refer to SOW Article 3.15) and deliver Operations Phase Services in accordance with the ongoing Security requirements that follow:

4. Operations Phase	
4.14 Security	
Part A – General Compliance Requirements	
Ref #	Work
4.14.1	<p>Government of Canada Policy Compliance</p> <p>The Contractor must comply with the following Government of Canada security policies and legislation for handling of Protected B information including any updates, abandonments or changes during the period of the Contract:</p> <ul style="list-style-type: none"> a) RCMP G1-009 - Transport and Transmittal of Protected and Classified Information; and b) http://www.rcmp-grc.gc.ca/physec-secmat/res-lim/pubs/g1-009-eng.htm
4.14.2	<p>Third-Party Assurance and Certifications</p> <ul style="list-style-type: none"> i. The Contractor must maintain the following valid and up-to-date industry certifications for the period of the Contract: <ul style="list-style-type: none"> a) ISO/IEC 27001:2013 Information technology -- Security techniques -- Information security management systems – Requirements; (see https://www.iso.org/standard/54534.html) b) ISO/IEC 27017:2015 Information technology (see https://www.iso.org/standard/43757.html) -- Security techniques -- Code of practice for information security controls based on ISO/IEC 27002 (see https://www.iso27001security.com/html/27002.html) for cloud services; and c) AICPA Service Organization Control (SOC) 2 Type II for the trust principles of security, availability, processing integrity, privacy and confidentiality - issued by an independent Certified Public Accountant. ii. Each certification or audit report provided must: (i) identify the legal business name of the Contractor or applicable Sub-processor; (ii) identify the Contractor's or Sub-processor's certification date and the status of that certification; (iii) identify the services included within the scope of the certification report. If the carved-out method is used to exclude subservice organizations such as data centre hosting, the subservice organization's assessment report must be included.

4. Operations Phase	
4.14 Security	
Part A – General Compliance Requirements	
Ref #	Work
	<ul style="list-style-type: none"> iii. Each audit will result in the generation of an audit report which must be made available to Canada. Certifications must be accompanied by supporting evidence such as the ISO assessment report developed to validate compliance to the ISO certification and must clearly disclose any material findings by the auditor. The Contractor must promptly remediate issues raised in any audit report to the satisfaction of the auditor. iv. Each SOC 2 Type II audit report must have been performed within the 12 months prior to the Operations Ready Date. A bridge letter may be provided to demonstrate that the Contractor is in process of renewal where there is a gap between the service organization's report date and the user organization's year-end (i.e., calendar or fiscal year-end). v. The Contractor is expected to maintain its certification of ISO 27001, ISO 27017, and SOC 2 Type II for the period of the Contract. The Contractor must provide, at least annually, and promptly upon the request of Canada, all reports or records that may be reasonably required to demonstrate that the Contractor's certifications are current and maintained.
4.14.3	Cloud Service Provider (CSP) IT Security Assessment Program <ul style="list-style-type: none"> i. If during the period of the Contract and following the approval of the Project Authority, the Contractor migrates the application and/or data from an on premise to a Cloud-based solution, the Contractor must demonstrate that the Cloud Service Provider: <ul style="list-style-type: none"> a) Is compliant with the security requirements selected in the Government of Canada Security Control Profile for Cloud-Based Services for GC Services (https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/government-canada-security-control-profile-cloud-based-it-services.html) for Cloud Services that are leveraged for the PSHCP solution; and b) Has been assessed under the Canadian Centre for Cyber Security (CCCS) CSP Information Technology (IT) Security Assessment Process (ITSM.50.100) (https://cyber.gc.ca/en/guidance/cloud-service-provider-information-technology-security-assessment-process-itsm50100) ii. Any Cloud Service Provider that has participated in the process must provide documentation to confirm that they have completed the onboarding process with (i) a copy of the most recent completed assessment report provided by CCCS; and (ii) a copy of the most recent summary report provided by CCCS. iii. To initiate the on-boarding process, the Cloud Service Provider should contact the CCCS Client Services to receive a copy of the onboarding submission form and any additional information related to the CSP IT Assessment Program.
4.14.4	Supply Chain Risk Management <ul style="list-style-type: none"> i. The Contractor must maintain safeguards to mitigate supply chain threats and vulnerabilities to IT services in order to maintain confidence in the security of the sources of information systems and the IT components used to provide services. This includes but is not limited to designing and implementing controls to mitigate and contain data security risks through proper separation of duties, role-based access, and least-privilege access for all personnel including subcontractors within the supply chain. ii. The Contractor must maintain a Supply Chain Risk Management (SCRM) Plan that

4. Operations Phase	
4.14 Security	
Part A – General Compliance Requirements	
Ref #	Work
	describes the Contractor's approach to SCRM and demonstrates how the Contractor's approach will reduce and mitigate supply chain risks.
iii.	The supply chain risk management approach must continue to be aligned with one of the following best practices:
	a) ISO/IEC 27036 Information technology -- Security techniques -- Information security for supplier relationships (Parts 1 to 4); or
	b) NIST Special Publication 800-161 - Supply Chain Risk Management Practices for Federal Information Systems and Organizations.

4. Operations Phase	
4.14 Security	
Part B – Environment	
Ref #	Work
4.14.5	Facility Security Clearance The Contractor must, at all times during the performance of the Work, hold a valid Facility Security Clearance (FSC) to a Protected B level for all primary and secondary and Disaster Recovery sites hosting, storing or processing PSHCP data, in accordance with the Government of Canada Directive on Security Management: https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32611&section=procedure&p=C
4.14.6	Physical Security i. The Contractor must maintain Physical Security measures for the protection of IT facilities and information system assets on which PSHCP data is stored and processed against all forms of unauthorized access, tampering, loss, damage, and seizure, and that is based on a prevent-detect-respond-recover approach to physical security. At a minimum, this must include: <ul style="list-style-type: none"> a) Sufficient redundancy and recovery capabilities within and between its IT facilities including being geographically disparate such that the loss of one data center does not prohibit recovery of data within the prescribed service level agreement; b) Proper handling of IT media; c) Controlled maintenance of information systems and their components to protect their integrity and ensure their ongoing availability; d) Controlled access to information system output and storage devices to prevent unauthorized access to Canada's data; e) Limiting physical access to its information system assets to authorized employees and contractors based on position or role and the need-to-access principle, and validated by two forms of identification; f) Escorting visitors and monitoring visitor activity; g) Maintaining audit logs of physical access; h) Controlling and managing physical access devices; i) Enforcing safeguarding measures for PSHCP data at alternate work sites (e.g. telework sites); and j) Recording and monitoring all physical access to data center facilities and all logical access to information system components hosting Canada's data using a combination of access logs and video surveillance in all sensitive areas and intrusion detection mechanisms. <p>Reference: Government of Canada Directive on Security Management: https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32611&section=procedure&p=C</p>

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	<ul style="list-style-type: none"> ii. The Contractor's facilities must have physical protection measures that must be applied in accordance with practices in the Royal Canadian Mounted Police (RCMP) guidance and standards on physical security. http://www.rcmp-grc.gc.ca/physec-secmat/pubs/g1-025-eng.htm iii. The Contractor must notify the Project Authority and the Industrial Personnel Security Services Directorate (formerly CISD) of any enhancements or changes made to the facilities managing the PSHCP.
4.14.7	<p>Security Zoning</p> <ul style="list-style-type: none"> i. The Contractor must utilize security controls to ensure appropriate isolation of resources such that PSHCP data is not co-mingled with other tenant data (e.g. from other plans), while in use, storage or transit, and throughout all aspects of the Service's functionality and system administration. This includes access controls and enforcement of appropriate logical or physical segregation to support: <ul style="list-style-type: none"> a) Separation between the Contractor's internal administration from resources used by its customers; and b) Separation of customer resources in multi-tenant environments in order to minimize one malicious or compromised consumer from affecting the service or data of another. ii. The Contractor must maintain Network security zoning aligned with: <ul style="list-style-type: none"> a) Canadian Security Establishment (CSE) s IT Security Guidance (ITSG) ITSG-22 Baseline Security Requirements for Network Security Zones in the Government of Canada https://cyber.gc.ca/en/guidance/baseline-security-requirements-network-security-zones-government-canada-itsg-22; and b) ITSG-38 https://cyber.gc.ca/en/guidance/network-security-zoning-design-considerations-placement-services-within-zones-itsg-38. iii. The Contractor must monitor and maintain Network security zoning to ensure: <ul style="list-style-type: none"> a) Strict control of all Public Zone interfaces, including all external uncontrolled networks such as the Internet, at a defined security perimeter; and b) Perimeter defence safeguards (e.g. firewalls, routers) which mediate all traffic and to protect servers that are accessible from the Internet. iv. Any planned or unplanned changes to the environment, throughout the period of the Contract, must be documented and updated in accordance with the Change Management Plan and Process.
4.14.8	<p>Solution Design Review</p> <p>The service design for the PSHCP Solution must be reviewed and approved by Canada. This includes providing Canada with a copy of the proposed architecture of the PSHCP solution that will enable Canada to perform:</p> <ul style="list-style-type: none"> i. a review of the proposed security safeguards and security components that will be implemented as part of the PSHCP Solution; and ii. a review of the security configuration of all security devices.

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4.14.9	<p>Malware Protection</p> <ul style="list-style-type: none"> i. The Contractor must protect IT components used to deliver and manage the solution from cyber threats, including monitoring devices, servers, peripheral devices, and desktop workstations, and must protect and prevent penetration by external sources; ii. The network protection must be implemented and maintained to detect and eliminate malicious software and/or unauthorized external connection attempts on the network; and iii. The Contractor must scan the Contractor environment supporting the PSHCP solution for the presence of malware. There must be active host-protection mechanisms on servers that performs: <ul style="list-style-type: none"> a) On access scans for malware; and b) Scheduled active scanning of malware at a minimum of once a month.
4.14.10	<p>Change Management Process</p> <p>The Contractor must utilize configuration management processes to provide Canada with:</p> <ul style="list-style-type: none"> i. Timely notification of any interruption that is expected to impact service availability and performance (as agreed to by the parties and included in the SOW and/or service level agreement; and ii. Regular updates on the status of returning the services to an operating state according to the established Service Levels and system availability requirements, both as advance alerts and post-implementation alerts.
4.14.11	<p>Security Updates</p> <p>The Contractor must apply Security Updates on regular Operating Systems and Applications to patch vulnerabilities utilizing a risk based approach aligned to the methodology set out in CSE ITSB-96 (https://www.cyber.gc.ca/en/guidance/security-vulnerabilities-and-patches-explained-it-security-bulletin-government-canada-itsb).</p>
4.14.12	<p>Patch and Vulnerability Management</p> <p>The Contractor must perform patch management including, at a minimum:</p> <ul style="list-style-type: none"> i. Ensuring a current supported version of applications and operating systems are used; ii. Ensuring that vulnerabilities are evaluated, and vendor-supplied security patches are applied in a timely manner; iii. Prioritizing critical patches and service packs using a risk- based approach; and iv. Testing and verifying to ensure that patches have been implemented properly.
4.14.13	<p>Privilege Management</p> <p>The Contractor must manage and monitor privileged access to the PSHCP Solution to ensure that all service interfaces are protected from unauthorized access. This process must include, at a minimum:</p>

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	<ul style="list-style-type: none"> i. Enforce and audit authorizations for access to PSHCP data; ii. Restrict and minimize access to only authorized devices, users, and administrators with an explicit need to have access; iii. Constrain all access to service interfaces that host PSHCP data to uniquely identified, authenticated and authorized individuals; iv. Implement multi-factor authentication mechanisms to authenticate users with privileged access; v. Implement role-based access control mechanisms to assign privileges which form the basis to enforce access to PSHCP data; vi. Define and implement separation of duties to achieve, at a minimum, separation of service management and administration roles from information system support roles, development roles from operational roles, and access management roles from other operational roles; vii. Adhere to the principles of least privilege and need-to-know when granting access to employees and contractors; viii. Use security-hardened endpoints (e.g. computers, end user devices, jump servers, etc.) that are configured for least functionality (e.g. dedicated endpoint that does not have Internet browsing or open e-mail access) to provide support and administration of services and infrastructure; ix. Implement an automated or manual process to periodically audit, at a minimum, account creation, modification, enabling, disabling, and removal actions. If a manual audit process is used, a policy or procedure for this activity must be documented and shared with Canada; and x. Upon termination of employment or contract, terminate or revoke authenticators and access credentials associated with the employee or subcontractor.
4.14.14	Federated Identity <ul style="list-style-type: none"> i. The Contractor must maintain its PSHCP Solution to enable future support for federated identity that includes support for Security Assertion Markup Language (SAML) 2.0 or OpenID Connect 1.0; and ii. The Contractor must, when requested, enable support for federated identity that includes support for Security Assertion Markup Language (SAML) 2.0 or OpenID Connect 1.0.
4.14.15	Application Programming Interfaces <p>The Contractor must utilize Application Programming Interfaces (API) to implement any new interfaces which conform to the standards established for Canada as per Appendix D of the Directive on Service and Digital https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32601 and the Policy on Service and Digital https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32603 (Refer to SOW Article 3.4 Positive Enrolment and Membership Management Services). The Contractor's API must continue to conform with the Directive as it evolves during the period of the Contract.</p>
4.14.16	Secure Data Migration and Exchange

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	<p>The Contractor must maintain data migration practices to support implementation of the PSHCP as follows:</p> <ul style="list-style-type: none"> i. Between the Contractor and their subcontractors The Contractor must leverage the Government of Canada approved Managed Secure File Transfer (MSFT) solution for Secure Data Migration and Exchange between themselves and their subcontractors (if applicable) that supports Hypertext Transfer Protocol Secure (HTTPS), File Transfer Protocol over Secure Socket Layer (FTPS) and File Transfer Protocol over Secure Shell (SFTP) and provide data encryption compliant to the Federal Information Processing Standards (FIPS) 140-2 cryptography requirements. Additional information is available at: http://sftweb.pwgsc.gc.ca/sft-html/Documents_e.html ii. Between the Contractor and Canada The Contractor must establish secure network connections that implement TLS 1.2, or subsequent versions, and uses supported cryptographic algorithms and certificates, accepted by the CSE as follows: <ul style="list-style-type: none"> • ITSP.40.062 Guidance on Securely Configuring Network Protocols, Section 3.1 for AES cipher suites • ITSP.40.111 Cryptographic Algorithms for Unclassified, Protected A, and Protected B Information <p>The Contractor must update its secure network connection in accordance with the above CSE requirements as those CSE requirements evolve during the period of the Contract.</p> iii. Between the Contractor and third party Upon the Project Authority Approval and Personnel Security Screening Division (PSSD) (formerly CISC) clearance, the Contractor must provide a Secure data transfer tool or methodology that allows the Contractor to transfer data to an approved third party to facilitate external audits and other Government initiated projects.
4.14.17	<p>Cryptographic Protection</p> <ul style="list-style-type: none"> i. The Contractor must use, and update if deemed necessary in discussion with Canada, cryptography protection to maintain confidentiality or integrity safeguards or as part of the authentication mechanism (e.g. VPN solutions, TLS, software modules, PKI, and authentication tokens, where applicable) in use for the Service. ii. The Contractor must use the following approved cryptographic algorithms and cryptographic key sizes and crypto periods: <ul style="list-style-type: none"> a) Use cryptographic algorithms and cryptographic key sizes and crypto periods that have been approved by CSE and validated by the Cryptographic Algorithm Validation Program http://csrc.nist.gov/groups/STM/cavp/ and are specified in ITSB-111 or in a subsequent version; and b) Be implemented and operated in an approved mode in a Cryptographic Module, validated by the Cryptographic Module Validation Program https://www.cse-cst.gc.ca/en/group-groupe/crypto-module-validation-program to at least FIPS 140-2 validation at Level 1 https://csrc.nist.gov/projects/cryptographic-module-validation-program/standards#02. At a minimum, FIPS 140 compliant/validated cryptography must be employed at perimeter protection devices or anywhere else encryption is required.

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4.14.18	<p>Security of Electronic Data Interchange (EDI)</p> <ul style="list-style-type: none"> i. The Contractor must ensure that PSHCP claims submitted via EDI and Digital Services comply with all established PSHCP security requirements; ii. The Contractor must facilitate secure transmission of information using EDI between Providers, Members, and the Contractor; iii. The Contractor must safeguard the integrity and authenticity of personal and financial data at rest and in transit, from corruption and inadvertent or malicious changes by employing hashing, digital certificates, or similar technology, in accordance with Article 4.14.17; and iv. The Contractor must ensure that security and privacy of information is maintained throughout any data conversion or loading exercise.
4.14.19	<p>Data Storage and Retention</p> <p>The Contractor must store all PSHCP back-up data in accordance to SOW Article 4.16 (Retention of Records and Documentation) and the following:</p> <ul style="list-style-type: none"> i. All handling of any removable media that may be used with the system must meet with the requirements for proper labelling, destruction and handling, and storage of these types of assets in accordance with ITPIN 2014-01 at https://www.canada.ca/en/treasury-board-secretariat/services/information-technology/policy-implementation-notice/secure-use-portable-data-storage-devices-government.html ; ii. All back-up data must be stored in a secure, fire and flood protected area. (Refer to SOW Article 4.16 for further information regarding the retention, storage, and transportation of electronic files); iii. Data storage protection must meet Advanced Encryption Standards (AES), with key lengths of 128 bits, to protect the confidentiality and integrity of backup information at the storage location; iv. The Contractor must assess the viability of whether storage media can be securely reused based on the CSE guidelines on IT Media Sanitation and Disposal Process found at https://www.cyber.gc.ca/en/guidance/it-media-sanitization-itsp40006 and v. The Contractor must pay for any costs associated with the destruction of data initiated by the Contractor and approved by the Project Authority.
4.14.20	<p>Temporary Storage and Media Sanitation</p> <ul style="list-style-type: none"> i. The Contractor must wipe PSHCP information from any and all temporary media, both digital, and non-digital, prior to disposal, released out of organizational control, released for reuse or replaced for repair. Replace for repair applies to devices such as scanners or multifunction devices (printers and copiers) that are configured with hard drives or storage media; ii. The Contractor must have a process to securely dispose or reuse resources (e.g. equipment, data storage, files, and memory) that contains PSHCP data and ensure that previously stored data cannot be accessed by other customers after it is released. This includes all copies of PSHCP data that are made through replication for high availability and disaster recovery. The Contractor's disposal or reuse of resources must be aligned

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	<p>with one of the following best practices:</p> <ul style="list-style-type: none"> a) National Industrial Security Program Operating Manual (DoD 5220.22-M6); b) Guidelines for Media Sanitization (NIST SP 800-88); c) Clearing and Declassifying Electronic Data Storage Devices (CSE ITSG-06); or d) Other industry best practices and standards if Canada determines, in its discretion, that they meet Canada's security requirements; <ul style="list-style-type: none"> iii. The Contractor must provide confirmation of disposition to the Project Authority and then the Technical Authority when requested by Canada; iv. If applicable, the Contractor must provide secure offsite storage services that must be set up and maintained in accordance with the Industrial Security Manual published by PSPC (https://www.tpsgc-pwgsc.gc.ca/esc-src/msi-ism/index-eng.html) and RCMP guidance (http://www.rcmp-grc.gc.ca/physec-secmat/pubs/index-eng.htm); and v. All costs associated with the sanitation, wiping and storage of media that contained or hosted PSHCP Protected B information is to be borne by the Contractor.
4.14.21	<p>Data Extraction</p> <p>The Contractor must provide the tools and services that allow Canada to:</p> <ul style="list-style-type: none"> i. Extract all online, near line, and offline Canada's data, including, at a minimum, databases, object and file storage, system configurations, cloud activity logs, source code hosted in a Canada code repository, and network configurations such that any Canada End User can use these instructions to migrate from one environment to another environment; and ii. Securely transfer all Canada's data, including content data and associated metadata, in a machine-readable and usable format, including CSV format, and in accordance with the Library and Archives Canada Guidelines on File Formats for Transferring Information Resources of Enduring Value (https://www.bac-lac.gc.ca/eng/services/government-information-resources/guidelines/Pages/guidelines-file-formats-transferring-information-resources-enduring-value.aspx).
4.14.22	<p>Data Destruction</p> <ul style="list-style-type: none"> i. At the end of the contract period (i.e. at contract expiration or termination) or upon request by the Project Authority, the Contractor must follow the CSE guidelines to sanitize or destroy media that contained PSHCP data. https://www.cyber.gc.ca/en/guidance/it-media-sanitization-itsp40006; ii. The Contractor must provide reported evidence, such as a certificate, to attest to the destruction of all user data related to the PSHCP; and iii. All costs associated with the destruction of media that contained or hosted PSHCP Protected B Information is to be borne by the Contractor.
4.14.23	<p>Data Transportation</p> <ul style="list-style-type: none"> i. In the event that data on paper must be physically transported, the Contractor must adhere to RCMP G1-009 "Transport and Transmittal of Protected and Classified Information" https://www.rcmp-grc.gc.ca/physec-secmat/res-lim/pubs/g1-009-eng.htm and Handling and safeguarding of classified and protected information and assets : https://www.tpsgc-pwgsc.gc.ca/esc-src/msi-ism/chap5-eng.html;

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	<ul style="list-style-type: none">ii. The Contractor must mark all hard copy documents and other media with the highest appropriate security classification as provided by the Project Authority; andiii. The Contractor must obtain Project Authority approval prior to moving data in or out of Protected B physical domain.

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4.14.24	<p>Personnel Security Clearance</p> <ul style="list-style-type: none"> i. The Contractor must ensure that all individuals handling, viewing, managing, or who may come in contact with, PSHCP data or who have access to the PSHCP designated facilities, have a valid security clearance at the level of Reliability or higher based on the levels of security requirements (See: https://www.tpsgc-pwgsc.gc.ca/esc-src/protection-safeguarding/niveaux-levels-eng.html). The Contractor must ensure that any new personnel including subcontractors have appropriate clearances and that clearances are maintained throughout the period of the Contract; and ii. The Contractor must ensure personnel screening measures are applied in accordance with the definition and practices in the Treasury Board Standard on Security Screening to ensure the adequate protection of Protected B Information https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=28115
4.14.25	<p>Access Controls</p> <ul style="list-style-type: none"> i. The Contractor must provide role-based access control as follows: <ul style="list-style-type: none"> a) The Contractor must implement Access Controls based on roles in managing the PSHCP, where each role is assigned capabilities and access according to the least privilege required for that role, and a need-to-know; b) The Contractor must implement a process to manage a unique user account for each of the Project Authority identified users of the PSHCP solution Protected B data, including at a minimum, the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) and PSHCP Interfaces; and c) The Contractor must apply identified changes to user access profiles issued to Canada within three Days of receipt of information from the Project Authority; ii. The Contractor must by Operations Ready Date, implement multi-factor authentication mechanisms for users and privileged accounts. iii. The Contractor must ensure passwords comply with CSE's ITSP.30.031 User Authentication Guidance for Information Technology Systems https://www.cse-cst.gc.ca/en/node/2454/html/28582; iv. The PSHCP solution should notify users, upon successful logon, of the date and time of the last successful logon; v. Any change to a user account must be accompanied by an audit record indicating what was changed, which user account made the change, on what date and time and by whom; vi. The Contractor must ensure Contractor user access and controls are kept current with all changes or updates to Contractor staff; and vii. The Contractor must update the Operational report and post it monthly, 5 Days prior to every month end to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9).

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4.14.26	<p>Account Protection</p> <p>The Contractor must maintain controls to issue and update existing account passwords in accordance with either:</p> <ul style="list-style-type: none"> i. CSE's ITSP.30.031 User Authentication Guidance for Information Technology Systems (https://www.cse-cst.gc.ca/en/node/2454/html/28582) or ii. Other industry best practices such as ISO 27001 or NIST.
4.14.27	<p>Security awareness and training</p> <p>The Contractor must provide a security awareness training or briefing session to ensure that all personnel including subcontractors handling PSHCP Protected B Information understand their role and responsibilities in managing information security, prior to commencing work on the PSHCP.</p>
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4.14.28	<p>Site Mapping</p> <ul style="list-style-type: none"> i. The Contractor must maintain an up-to-date Site Mapping document which lists each data centre location in Canada that will be used to deliver the Work (including Continuity Management, Refer to SOW Article 4.12) and which may contain PSHCP data. ii. The Site Mapping document must be provided in the form of a diagram and include, at a minimum, the following details for each location, including subcontractor locations: <ul style="list-style-type: none"> a) Name of Contractor or subcontractor (as applicable); b) Site Name; c) Address (Street, City, Province); d) PSHCP Work to be handled at site (i.e. a general description of tasks being performed at the location; and e) Site Location Contact (Name, Title, email address, and Phone number).
4.14.29	<p>Third Party and User Access Lists</p> <ul style="list-style-type: none"> i. The Contractor must maintain a current list of third parties (i.e. subcontractors) that will perform PSHCP ASO Work. The list must, at a minimum, include the following information: <ul style="list-style-type: none"> a) The name of the third party; b) The address of the third-party headquarters; c) The portion of the Work that would be performed by the third party; d) If applicable, the location(s) where the third party will provide Canada with the Commercial Cloud Service; and e) If applicable, any third party that could have access to PSHCP data in the Commercial Cloud Service; and <p>The list must identify the third party that will perform any part of the Work, whether they would be subcontractors to the Contractor, or subcontractors to subcontractors of the Contractor, and down the chain, or any subsidiaries. For the purposes of this requirement, a company who is merely a supplier of goods to the Contractor, but who does not perform any portion of the Work, is not considered to be a third party. Third party examples would</p>

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	<p>include, for example, technicians who might be deployed or maintain the Contractor's solution. Any third party that could have access to PSHCP data must be identified.</p> <p>ii. The Contractor must maintain for PSSD (formerly CISC), a current user access list which identifies all individuals who will have access to the Protected B, along with Contractor's current policies and procedures for adding and removing permissions for individuals.</p>
4.14.30	<p>Incident Response Process</p> <p>i. The Contractor's solution must include an incident response process which encompasses IT Security Incident management lifecycle and supporting practices for preparation, detection, analysis, containment, and recovery activities.</p> <p>ii. The Contractor's process must adhere to one of the following standards:</p> <p>a) ISO/IEC 27035:2011 Information technology – Security techniques – Information Security Incident management;</p> <p>b) NIST SP800-61r2, Computer Security Incident Handling Guide; and</p> <p>c) Other industry best practices and standards if Canada determines, in its discretion, that they meet Canada's security requirements.</p> <p>iii. The incident response process must include documented procedures on how the Contractor will identify, respond, remediate, report, and escalate Security Incidents to Canada including:</p> <p>a) The scope of information Security Incidents that the Contractor will report to Canada;</p> <p>b) The level of disclosure of the detection of information Security incidents and the associated responses;</p> <p>c) The target timeframe in which notifications of information Security incidents will occur;</p> <p>d) The procedure for the notification of information Security Incidents;</p> <p>e) Contact information for the handling of issues relating to information Security incidents;</p> <p>f) Any remedies that apply if certain information Security incidents occur; and</p> <p>g) Procedures to respond to requests for potential digital evidence or other information from within the cloud service environment, including forensic procedures and safeguards for the maintenance of a chain of custody.</p>

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4.14.31	<p>Security Compliance Inspection and Audit</p> <p>Canada reserves the right to inspect the Contractor's facility to ensure continued compliance with Canada's standards and policies related to the handling, storage and processing of sensitive information.</p>
4.14.32	<p>Security Monitoring</p> <p>i. The Contractor must monitor all its systems, environments, and facilities and ensure that all upgrades, replacements, patches and all operational functions maintain the security requirements.</p>

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	<ul style="list-style-type: none"> ii. The Contractor must ensure that it's underlying system services (e.g. trusted time, event logging) are provided to support security services. Based on a trusted time source, the Contractor must provide an accurate time and date throughout its systems and networks. Trusted time is particularly important in activities such as electronic financial transactions and digital signatures, and for audit and investigations. iii. The Contractor must maintain the security posture of the service to ensure the continued effectiveness of implemented security controls through continuous monitoring of the implemented security requirements. This includes, at a minimum: <ul style="list-style-type: none"> a) Monitoring threats and vulnerabilities; b) Detecting attacks, Incidents, and abnormal events; c) Identifying unauthorized use and access of services, data and components relevant to the Canada service instances; d) Managing and applying security-related patches and updates in a timely and systematic manner to mitigate vulnerabilities and remedy any publicly reported issues in the Services or libraries that the Services make use of; e) Responding, containing, and recovering from threats and attacks against the Contractor's services; and f) Where required, taking proactive countermeasures, including taking both pre-emptive and responsive actions, to mitigate threats.
4.14.33	Security Vulnerability Assessment and Scans <ul style="list-style-type: none"> i. The Contractor must conduct vulnerability assessments to verify the security configuration of the claims processing system network perimeter, servers, and its systems and to remedy any identified limitations. ii. The Contractor must perform these vulnerability assessments, at minimum once per month or more frequently whenever there are significant changes to its system or whenever network Security Incidents or breaches occur. iii. The Contractor must report on the results of these vulnerability assessments with the class of vulnerabilities, severity (extreme, high, medium, low), the number of each, and propose remedial solutions and timeframes for resolving identified limitations at the Contractor's expense.
4.14.34	Incident Detection and Response <ul style="list-style-type: none"> i. The Contractor must prevent, detect, respond, and restore from electronic data processing errors and omissions, technical failures, sabotage, and cyber-attacks. The Contractor must use the necessary technology with appropriate rules, port filtering, and monitoring to defend against attacks and to alert the Contractor to unauthorized activity impacting Canada's data. ii. To detect incidents, the Contractor must use all means available and must provide a monthly report to the Project Authority as well as post it on the Secure Reporting and Documentation Website (Refer to SOW Article 4.14.30), that includes at a minimum: number of Incidents, severity of Incident, time to detect and time to remediate for activity affecting Canada's data. iii. To protect information and ensure service delivery, the Contractor must continuously monitor the Contractor environment to rapidly detect:

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	<ul style="list-style-type: none"> a) Attempts to gain unauthorized access to PSHCP data, or to bypass security mechanisms; b) Unauthorized probes or scans to identify system vulnerabilities; c) Unplanned disruption of systems or services; d) Denial-of-service attacks; e) Unauthorized changes to system hardware, firmware, or software; f) Solution performance anomalies; and g) Known attack signatures. <p>iv. The Contractor must include a security audit log function in the PSHCP Solution which will incorporate automated, real-time, Incident detection tools.</p>
4.14.35	<p>Security Breaches</p> <ul style="list-style-type: none"> i. In the event of a breach in security, the Contractor must alert and promptly notify the Project Authority, without undue delay, in any event, within 72 hours, and within the Contractor's service level commitments. The Contractor must assume financial responsibility for all impacts and restitution resulting from a breach in the Contractor's security. ii. The Contractor must notify Canada via phone and email (7 days x 24 hours x 365 days), based on priority as specified by Canada, of any suspected or actual Security Incidents. iii. The Contractor must report any confirmed loss or theft of Protected B Information to the Project Authority within 1 hour. iv. The Contractor must report any suspected loss or theft of Protected B Information to the Project Authority within 6 hours. v. The Contractor must work with Canada's Security Operations Center (e.g. Canadian Centre for Cyber Security (CCCS), etc.) on Security Incident containment, eradication and recovery in accordance with their Incident Response process. This includes allowing only specific, pre-authorized representatives of Canada (e.g. CCCS): <ul style="list-style-type: none"> a) To request and receive discrete access and information associated with PSHCP Data (user data, system and security event logs, network or host packet captures, logs from security components such as IDS/IPS/Firewalls, etc.), in an unencrypted fashion, for the purposes of conducting investigations; and b) The ability for the Canada to track the status of a reported information security.
4.14.36	<p>Auditable Events, Analysis</p> <ul style="list-style-type: none"> i. The Contractor's solution must maintain an audit trail for each user granted access to the PSHCP Solution to ensure accountability on the part of the users and Members. ii. Any changes to files in the PSHCP made by a user must be accompanied by an audit record tracking what the change was, by who, the date and time. Execution of privileged functions must be included in the list of events to be audited. iii. The Contractor must retain audit records to provide support for after-the-fact investigations of Security Incidents and to meet regulatory and organizational information retention requirements.

4. Operations Phase	
4.14 Security	
Part F – Security Monitoring and Reporting	
Ref #	Work
4.14.37	<p>Audit Logging</p> <p>The Contractor's solution must provide a security audit log function incorporates automated, real-time, Incident detection tools to enable monitor and auditing of security events within the service including, at a minimum, the following capabilities:</p> <ul style="list-style-type: none"> a) Time stamp and log of the following events at a minimum : successful and unsuccessful account logon, account management events, object access, policy change, privilege functions, process tracking, system events, administrator activity, authentication checks, authorization checks, data deletions, data access, data changes, and permission changes, at both subscription and service levels; b) Logging must be enabled on all network and security devices in accordance with the GC Event Logging Guidance set out in Appendix 8 to Annex A; c) Detection and time stamp log of unauthorized access, modification, or deletion of data in transit and data at rest; and d) Forwarding of all log records for PSHCP solution to a Canada-managed centralized logging facility using standardized reporting interfaces, protocols, and data formats (e.g. Common Event Format (CEF), syslog, or other common log formats such as WC3 format) and APIs that support log data remote retrieval (e.g. via a database interface using SQL, etc.).
4.14.38	<p>Penetration and Vulnerability Testing</p> <ul style="list-style-type: none"> i. The Contractor must conduct yearly penetration tests on the solution environment and apply remedial action to address any deficiencies identified during testing. ii. The Contractor must within 30 Days of finalizing the summary penetration testing report for the clients, make the details of the results and corrective measures taken, available to the Project Authority via the Secure Reporting and Documentation Website. iii. Canada also reserves the right to conduct its own independent penetration test. If Canada does exercise this right, the Contractor must make documentation and staff available to the security assessment team to facilitate an independent review. iv. The Contractor must conduct, or have an independent third party security firm conduct, monthly vulnerability scans to validate that regular security updates are being successfully applied. Results of these monthly vulnerability scans must be posted to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9). v. Canada also reserves the right to conduct its own independent vulnerability assessment. If Canada does exercise this right, the Contractor must make documentation and staff available to the security assessment team to facilitate an independent review.

4.15 Retention of Records and Documentation

The Contractor must provide a solution which ensures the retention of all Digital and paper Records and Documentation (e.g. completed PSHCP Claim Forms and associated records and documents, communication materials, manuals, financial records, registration documentation, recorded calls and call logs and Provider Audit records), in a format that is acceptable to the Project Authority, and which can be easily retrieved by the Project Authority when required.

The Contractor must provide ongoing Retention of Records and Documentation services as follows:

4. Operations Phase	
4.15 Retention of Records	
Ref #	Work
4.15.1	<p>General</p> <ul style="list-style-type: none"> i. The Contractor must retain as property of Canada, all Records and Documentation relating to PSHCP Claims processing. The Records and Documentation must, at a minimum, capture all data and documentation identified within this SOW, appendices and attachments. ii. The Contractor must capture and store all Records and Documentation in a way to allow for access for reference, such as processing future claims, performing quality assurance verifications, accessible by contact centre representative, or when required by auditors.
4.15.2	<p>Retention Periods</p> <ul style="list-style-type: none"> i. The Contractor must retain all: <ul style="list-style-type: none"> a) Records and Documentation to support Plan provisions (e.g. maximums) for the period of the Contract; b) Eligibility and Member information for the period of the Contract; c) Provider information for the period of the Contract; d) Claims history for the most recent 10 Calendar Years; e) Member website history for the most recent 10 Calendar Years; f) Member Annual Claim Statements for the most recent 10 Calendar Years; g) Recorded calls and call logs for the most recent 3 Calendar Years; h) Real time chat transcripts for the most recent 3 Calendar Years; i) Email inquiry responses for the most recent 3 Calendar Years; and j) Other Records and Documentation for the most recent 10 Calendar Years. ii. The Contractor must also maintain current throughout the period of the Contract: <ul style="list-style-type: none"> a) 10 of the latest Calendar Years of Claims history in Reporting Services (Refer to SOW Article 4.9) as well as older data as made available through the Contractor's proposed solution (Refer to SOW Article 4.9.3); b) the tracking of all Plan maximums for amounts and/or for frequency and associated claim details;

4. Operations Phase	
4.15 Retention of Records	
Ref #	Work
	<ul style="list-style-type: none"> c) the history and status of open investigations, appeals and/or Audits; d) price file history; e) the tracking of referrals; and f) the tracking of any other relevant information to meet the requirements of the PSHCP.
4.15.3	Storage of Protected B Records and Documentation The Contractor must comply with the Government of Canada privacy and security policies and legislation for handling of Protected B Information (Refer to SOW Articles 4.13 and 4.14).
4.15.4	Retention of Paper Records and Documentation <ul style="list-style-type: none"> i. The Contractor must convert all paper claims and supporting documentation into a Digital format. ii. The Contractor must validate, for legibility and completeness, all Digital copies of paper claims and supporting documentation (e.g. referrals, prescriptions, etc.) prior to destruction of the original hard copy documents.
4.15.5	Retention of Digital Records and Documentation <ul style="list-style-type: none"> i. The Project Authority has the right to access, upon request, all Digital PSHCP-related Records and Documentation pertaining to the PSHCP solution provided by the Contractor. ii. The Contractor must, for the period of the Contract, and at the request of the Project Authority, provide all Digital PSHCP-related Records and Documentation in a format acceptable to the Project Authority. iii. Unless otherwise indicated, the Contractor must, upon request by the Project Authority, make available all PSHCP electronic Records and Documentation through MSFT or the Secure Reporting and Documentation Website: <ul style="list-style-type: none"> a. within 5 Days of request for requests relating to electronic records from the previous 24 months; b. within 10 Days of request for requests relating to electronic records from the previous 60 months; and c. within 20 Days of request for requests relating to electronic records for periods previous 60 months.
4.15.6	Destruction of Records and Documentation <ul style="list-style-type: none"> i. The Contractor must not sell, donate, auction or discard any Records and Documentation. ii. The Contractor must destroy Records and Documentation in accordance with SOW Article 4.14.20, at no cost to the Project Authority. iii. The Contractor must electronically notify the Project Authority of the destruction of PSHCP Records and Documentation and provide evidence in the form of a certificate of destruction (Refer to SOW Article 4.14.22).

4.16 Strategic Review and Advice Services

The objective of Strategic Review and Advice is to provide the Project Authority with insight to trends in the health benefit industry and opportunities to improve the administration of the PSHCP.

The Contractor must deliver ongoing Strategic Review and Advice Services as follows:

4. Operations Phase	
4.16 Strategic Review and Advice Services	
Ref #	Work
4.16.1	<p>Annual Strategic Review and Advice Report and Presentation</p> <ul style="list-style-type: none"> i. The Contractor must develop and produce an Annual Strategic Review and Advice report which provides an in-depth review and analysis of the claims experience of the PSHCP in relation to the Contractor's book-of-business, other public and private plans and the overall health care benefits industry. The Project Authority will review and approve the report for content and quality only and not for the opinions and recommendations of the Contractor. ii. The Contractor must produce and deliver to the Project Authority, a presentation that incorporates the key information enclosed in the Annual Strategic Review and Advice report. The Project Authority will review and approve the presentation for content and quality only and not for the opinions and recommendations of the Contractor. The Contractor must present through a means agreed upon by both the Project Authority and the Contractor. iii. The Annual Strategic Review and Advice report and associated presentation must be completed and posted on the Secure Reporting and Documentation Website in accordance with posting requirements for plan annual reports (Refer to SOW Article 4.9.4). iv. The Contractor must ensure that the Annual Strategic Review and Advice report and associated presentation addresses, at a minimum, the following areas: <ul style="list-style-type: none"> a. Trends and new developments in the Canadian health care benefit industry, Contractor's block-of-business and corresponding gap analysis with the PSHCP including options for alignment with the industry; b. In-depth analysis and recommendations based on innovation in the industry and new services in the near and foreseeable future that can be adopted for the PSHCP. Specifically, the Contractor must recommend innovative practices that can be leveraged to enhance PSHCP efficiencies in terms of modernization of electronic solutions, streamlining of processes, potential cost savings and enhancement of plan member services and experiences; c. Recommendations as to how the PSHCP can leverage industry best practices and achieve improvements in plan design, plan administration, system edits, controls, audit practices, Member and Dependant management and technological advancements including effectiveness and efficiencies of each recommendation and a cost-benefit analysis; and d. Propose changes to the PSHCP Contract to enable service level improvements, cost savings opportunities and other efficiencies and synergies available to the Project Authority.

4. Operations Phase	
4.16 Strategic Review and Advice Services	
Ref #	Work
4.16.2	<p>Ongoing Strategic Advice</p> <ul style="list-style-type: none"> i. The Contractor must be available to respond to Project Authority enquiries specific to strategic initiatives that include, at a minimum, how the PSHCP compares to the Contractor's block-of-business in terms of plan design, claims experience, utilization of benefits, benefit growth rates and cost-containment measures. ii. The Contractor must proactively notify the Project Authority and respond to Project Authority enquiries specific to industry best practices and expected upcoming changes in the benefits industry (i.e. new legislation, Provincial plans, industry agreements, etc.). The Contractor must provide interpretation and analysis on how industry changes relate to the PSHCP and where applicable include PSHCP specific recommendations.

4.17 Veteran Affairs Canada Remittance Administration Services

The Contractor must deliver ongoing Veterans Affairs Canada Remittance Administration Services as follows:

4. Operations Phase	
4.19 Veterans Affairs Canada (VAC) Remittance Administration Services	
Ref #	Work
4.17.1	<p>General</p> <p>The Contractor must maintain the VAC Remittance Administration Services established during Start-Up Phases (Refer to SOW Article 3.17).</p>
4.17.2	<p>Administration of Veterans Affairs Canada Contribution Remittance</p> <ul style="list-style-type: none"> i. The Contractor must accept completed PSHCP forms from VAC via MSFT (Refer to SOW Article 3.4.5), which includes banking information. ii. The Contractor must update the Member's record, provided through the weekly eligibility file, with the information provided on the VAC PSHCP form. iii. The Contractor must maintain the processes to collect the monthly Member contributions on behalf of the PSHCP. iv. The Contractor must contact the Member regarding issues with Non-Sufficient Funds (NSF) and contribution collection issues. v. The Contractor must remit the contributions collected monthly from the Member via EFT to the Receiver General of Canada (RG) on behalf of the PSHCP. Before proceeding with the EFT, the Contractor must advise the Project Authority, via email, of the date the transfer to the RG will be completed along with the amount and the contribution month being remitted.
4.17.3	<p>Veterans Affairs Canada Reports</p> <ul style="list-style-type: none"> i. The Contractor must generate and post, to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9), the following two reports on a monthly basis: <ul style="list-style-type: none"> a) Monthly VAC Volumes Report; and b) Detailed VAC Unpaid Contributions Report.

5. CLOSE-OUT PHASE REQUIREMENTS

5.1 Close-Out Requirements

During the Close-Out Phase the Contractor must, in addition to continuing to perform Operations Phase activities, assist Canada and the subsequent supplier with the smooth, efficient and complete transition to a new contract.

The Contractor must deliver the Work associated with the Close-Out Phase as follows:

5. Close-Out Phase	
5.1 Close-Out Requirements	
Ref #	Work
5.1.1	<p>Close-Out Plan</p> <ul style="list-style-type: none"> i. The Contractor, in consultation with the Project Authority, and any third-party identified by the Project Authority, must develop a comprehensive Close-Out Plan to guarantee the efficient, complete and secure transition of services from this Contract to a new contract. ii. The Close-Out Plan must address the following, at a minimum: <ul style="list-style-type: none"> a) Proposed methodology and approach for transition of services, assets, data, information and licensing agreements and decommissioning as outlined in SOW Article 5.1.4; b) Close-Out schedule and detailed Work Plan, including resources, roles, responsibilities, milestones and reporting; c) How Claims unsettled as of the Final Claim Day will be resolved (Refer to SOW Article 5.1.3 ii); d) How the Contractor will maintain communications with the Project Authority, maintain computer facilities, and allow access to such facilities to the Project Authority for enquiry purposes until the termination date or the expiry date, as the case may be, or the date a subsequent supplier designated by Canada begins to process Claims, whichever is earlier; e) How the Contractor will continue to deliver the contracted level and quality of service to Participants and Providers and continue to deliver the service until the day when a subsequent supplier assumes the service; f) Proposed methodology and approach for knowledge transfer to the Project Authority or a delegated third party; g) How the Contractor will resolve outstanding investigations that extend beyond the Final Claim Day; and h) Any additional activities related to Close-Out identified within the Task Authorization or as required to effect full transition from the Contract, as approved by the Project Authority. iii. The Contractor must obtain Project Authority Approval (Refer to SOW Article 4.1.2) of the Close-Out Plan 180 Days before the Final Claim Day.
5.1.2	<p>Completion of Close-Out Activities</p> <p>All Close-Out activities must be completed no later than the Contract Expiration Date (i.e., no later than 180 Days after the Final Claim Day) or termination date.</p>

5. Close-Out Phase	
5.1 Close-Out Requirements	
Ref #	Work
5.1.3	<p>Claims Processing Close-Out Activities</p> <p>The Claims Processing Close-Out Activities must include the following:</p> <ul style="list-style-type: none"> i. All Claims received by the Contractor after the Final Claim Day (regardless of date of service) must be forwarded by the Contractor in accordance with instructions provided by the Project Authority. ii. The Contractor will be responsible for resolving all Claims which were submitted but not settled by the Final Claim Day. The Contractor must submit for review and obtain Project Authority Approval (Refer to SOW Article 4.1.2) of, a plan for dealing with any Claims which are not resolved on the Final Claim Day as part of the overall plan requested in SOW Article 5.1.1. iii. The Contractor will be responsible for completing all investigations and ongoing Audits which were commenced but not completed prior to the Final Claim Day. iv. The Contractor must maintain computer, data communications, and provider communications facilities and allow the Project Authority to access the service for inquiry purposes as per the Close-Out Plan (Refer to SOW Article 5.1.1). v. The Contractor must provide the Project Authority an electronic record of the complete Claims history file in a form and layout approved by the Project Authority. A description of the form and layout must be submitted to the Project Authority when required. vi. The Contractor must format the records in an industry-recognized format suitable for importing into the data management system of the subsequent supplier. vii. The Contractor must provide the Project Authority a copy of all electronic files and tables required to interpret the above Claims history file as per the Close-Out Plan (Refer to SOW Article 5.1.1).
5.1.4	<p>Transition and Decommissioning Activities</p> <p>The Contractor must complete transition and decommissioning activities as follows:</p> <ul style="list-style-type: none"> i. Transitioning of services to the Project Authority or to a delegated third party (e.g. a subsequent supplier) – this must include: timely communication to Providers and Members as to the change in PSHCP service provision including appropriate contact coordinates for the subsequent supplier for all of PSHCP access, Member and Provider contact centres, Claims submission, and other PSHCP functions; ii. Transitioning of assets to the Project Authority – the Contractor must provide all reports on the management and disbursement of all funds following the Final Claim Day in addition to a hard copy of the Financial Institution's final statement of Account for the Contractor's Accounts. All financial monthly reports (e.g. stale dated cheques, un-cashed cheques, Audit recovery amounts etc.) are to be updated at the closing of Accounts and reconciled to balance the amounts remitted to the Project Authority. Financial Institution Accounts are to be closed and their balance transferred directly to Canada. Reports must be submitted as per the timelines designated by the Project Authority; and iii. Transitioning of PSHCP data, information and materials to the Project Authority or to a delegated third party (including the information contained within the Contractor's databases relating to Participants and Providers) - this must include: all historic and

5. Close-Out Phase	
5.1 Close-Out Requirements	
Ref #	Work
	<p>current PSHCP electronic and hard copy material held by the Contractor (beyond the Claims history and related information covered by SOW Article 5.1.3), including data, contents of the Secure Reporting and Documentation Website, contents of the PSHCP Provider Website and the PSHCP Member Website, PE data, and PSHCP Claim form stock.</p> <p>iv. Decommissioning of the Contractor's facilities and capabilities (following authorization from the Project Authority) – this must include: the destruction of all copies of data remaining on the Contractor's sites and systems (including back-up copies), and shutdown of the Contractor's operated PSHCP IT systems and tools (including all websites and telecommunications facilities). The Contractor may keep required records for the legally required periods (i.e. Canada Revenue Agency financial requirements). As records are destroyed, the Contractor must provide evidence in accordance with SOW Article 4.15.6. The Contractor must retain records following the Final Claim Day as set out in SOW Article 4.15.</p>

Appendix 1 to Annex A, Overview of the PSHCP Directive

Note to Bidders: The PSHCP Directive, dated April 1, 2006, is currently being updated. This Appendix 1 to Annex A provides an Overview of the PSHCP Directive for your reference. It does not include all details or describe all limits, restrictions or exclusions. In the event of a discrepancy between the Overview and the PSHCP Directive (including the Summary of PSHCP Plan Changes, contained in section 7), the PSHCP Directive and Summary of Changes shall prevail. The PSHCP Directive is available at the following link:

PSHCP Directive (<http://www.njc-cnm.gc.ca/directive/d9/en>)

1- Introduction

The purpose of the PSHCP is to reimburse Members for all or part of costs they have incurred and paid in full for eligible services and products, as identified in the PSHCP Directive, only after they have taken advantage of benefits provided by their provincial/territorial health insurance plan or other sources of health care expense assistance to which the participant has a legal right. Unless otherwise specified in the PSHCP Directive, eligible services and products must be prescribed by a Physician, a dentist who is licensed or otherwise authorized in accordance with the applicable law to practice in the jurisdiction in which the prescription is made. Other qualified health professionals may prescribe drugs if the applicable provincial/ territorial legislation permits.

The PSHCP reimburses eligible expenses on a **Reasonable** and **Customary** basis to ensure that the level of charges is within reason in the geographic area where the expense is incurred, subject to limitations identified in the PSHCP Directive. The PSHCP reimburses 80% (unless otherwise specified) of eligible costs. The remaining 20% is paid by the member (referred to as the co-payment).

2- What the Plan Provides

Supplementary Coverage

This coverage is intended for Members and their Dependants who are covered under a provincial/territorial health insurance plan. In general, the PSHCP supplements the coverage provided under the provincial/territorial plan in the member's province/territory of residence.

This coverage consists of the:

- Extended Health Provision
- Hospital Provision

Comprehensive Coverage

This coverage is intended for Members and their Dependants who are residing with the member outside Canada and who are not covered under a provincial/territorial health insurance plan or in a non-government hospital insurance plan. A person covered under Comprehensive coverage will continue to be covered under this benefit after their return to Canada until such time as they become eligible to be insured under a provincial/territorial health insurance plan.

This coverage consists of the:

- Extended Health Provision, except the Out-of-Province Benefit which is not available under Comprehensive coverage;
- Hospital Provision;
- Basic Health Care Benefit; and
- Hospital (Outside Canada) Provision. This provision does not apply to retired members

3- Plan Coverage

Extended Health Provision (Supplementary and Comprehensive Coverage unless otherwise specified)

The Extended Health Provision is comprised of the following benefits:

- Drug Benefit;
- Vision Care Benefit;
- Medical Practitioners Benefit;
- Miscellaneous Expense Benefit;
- Dental Benefit; and
- Out-of-Province Benefit (for members with Supplementary Coverage ONLY)
 - Emergency Benefit While Travelling
 - Emergency Travel Assistance Services
 - Referral Benefit

Some of these benefits may be subject to Reasonable and Customary charges, and to certain limits as specified in the Summary of Maximum Eligible Expenses. All are subject to co-payment unless otherwise specified.

Drug Benefit

To be eligible, expenses must be:

- the Reasonable and Customary charges
- prescribed by a Physician, dentist, or other qualified health professional if the applicable provincial/territorial legislation permits them to prescribe the drugs
- dispensed by a Pharmacist or Physician

Eligible expenses are:

- drugs identified in the Monographs section of the current Compendium of Pharmaceuticals and Specialties as a narcotic, controlled drug, or requiring a prescription, except for those specified under certain Exclusions (see PSHCP Directive);

- life-sustaining drugs which may not legally require a prescription and are identified in the PSHCP Directive;
- replacement therapeutic nutrients prescribed by an accredited medical specialist for the treatment of an injury or disease excluding allergies or aesthetic ailments, provided that there is no other nutritional alternative to support the life of the participant;
- injectable drugs, including allergy serums administered by injection;
- compounded prescriptions, regardless of their active ingredients;
- vitamins and minerals which are prescribed for the treatment of a chronic disease, when in accordance with customary practice of medicine, the use of such products are proven to have therapeutic value and no other alternatives are available to the patient;
- drug delivery devices to deliver asthma medication, which are integral to the product;
- aerochambers with masks for the delivery of asthma medication;
- specialized formulas for infants with a confirmed intolerance to both bovine and soy protein. The attending Physician must confirm in writing that the infant cannot tolerate any other formula or feeding substitute; and
- smoking cessation aids limited to the maximum eligible expense specified in the Summary of Maximum Eligible Expenses.

Catastrophic Drug Coverage in the Event of High Drug Costs

Catastrophic drug coverage provides protection for members who incur high drug costs in any given calendar year. Under the terms of this provision, eligible drug expenses incurred in a given calendar year will be reimbursed at 80% until a Member reaches in that same calendar year \$3,000 in out-of-pocket drug expenses. Eligible drug expenses incurred during the same calendar year in excess of this threshold will then be reimbursed at 100%.

Vision Care Benefit

Eligible expenses are the Reasonable and Customary charges for the following items:

- eye examinations by an optometrist limited to the maximum eligible expense specified in the Summary of Maximum Eligible Expenses;
- eyeglasses and contact lenses that are necessary for the correction of vision and are prescribed by an ophthalmologist or optometrist, and repairs to them, limited to the maximum eligible expense specified in the Summary of Maximum Eligible Expenses;
- the initial purchase of intraocular lenses, eyeglasses or contact lenses necessary for the correction of vision and required as a direct result of surgery or an accident where the purchase is made within six months of such accident or surgery. This benefit is not subject to any limits other than Reasonable and Customary. The six-month time limit may be extended if the purchase could not have been made within that timeframe;
- elective laser eye surgery to correct vision limited to the maximum eligible expenses specified in the Summary of Maximum Eligible Expenses per covered person and not per eye or per procedure. The surgery must be performed by an ophthalmologist, however, a Physician's prescription (referral) is not required. This does not include cataract surgery; and
- artificial eyes and replacements but not within 60 months of the last purchase in the case of a member or Dependant over 21 years of age, or 12 months of the last purchase in the case of a Dependant 21 years of age or less, unless medically proven that growth or shrinkage of surrounding tissue requires replacement of the existing prosthesis.

Medical Practitioners Benefit

Eligible expenses for the services of a medical practitioner include only those services that are within their area of expertise and require the skills and qualifications of such a medical

practitioner. In addition, in accordance with provincial or territorial regulations, the medical practitioner must be registered, licensed, or certified to practice in the jurisdiction where the services are rendered.

Eligible expenses are the Reasonable and Customary charges for:

- Physician's services and laboratory services where such services are not eligible for reimbursement under the participant's provincial/territorial health insurance plan, but where such services would be eligible for reimbursement under one or more other provincial/territorial health insurance plans;

Laboratory services include those services which when ordered by and performed under the direction of a Physician provide information used in the diagnosis or treatment of disease or injury. Services include, but are not limited to, blood or other body fluid analysis, clinical pathology, radiological procedures, ultrasounds, etc.;

Where only one province/territory provides reimbursement for a particular service, and that province/territory discontinues the coverage, the issue shall be subject to review by the Partners Committee as to whether coverage will also be discontinued. Claims for such services, following cessation of provincial/territorial coverage, shall be held by the Contractor pending the decision of the Partners Committee;

Where a province/territory begins reimbursement for a particular service, claims for the service shall be held by the Contractor pending a review by the Partners Committee as to whether the service should be covered in the other provinces and territories;

- acupuncture treatments performed by a Physician;
- medically necessary private duty and visiting nursing services provided by a nurse graduated from a recognized school of nursing where such services are prescribed by a Physician and are rendered in the patient's private residence, subject to the maximum eligible expense specified in the Summary of Maximum Eligible Expenses. The prescription is valid for one year;
- the services of the following practitioners, limited to the maximum eligible expense specified in the Summary of Maximum Eligible Expenses for each practitioner:
 - a. physiotherapist (the prescription* is valid for one year);
 - b. massage therapist (the prescription* is valid for one year);
 - c. speech language pathologist (the prescription* is valid for one year);
 - d. psychologist (the prescription* is valid for one year);
 - e. social worker in isolated posts only when there are no psychologist practices in that isolated post (the prescription* is valid for one year);
 - f. chiropractor;
 - g. osteopath;
 - h. naturopath,
 - i. podiatrist, or chiropodist; and
 - j. electrologist (the prescription* is valid for three years) or Physician when performing electrolysis treatments, limited to treatment for the permanent removal of excessive hair from exposed areas of the face and neck when the patient suffers from severe emotional trauma as a result of this condition, and in the case where the services are performed by an electrologist, a psychiatrist or psychologist prescription is required to certify that the patient suffers from severe emotional trauma as a result of this condition.

* Physician's prescription is required

- utilization fees for paramedical services which are imposed by the government under the provincial/territorial health insurance plan in the person's province/territory of residence,

where the law permits a person to be reimbursed for such charges;

- Prostatic Specific Antigen (PSA) test used for monitoring (not screening) following the detection of cancer; and
- services of a social worker in lieu of a psychologist provided that a the Participant resides in an isolated post (as specified in the Isolated Posts and Government Housing Directive) and no psychologist practices in that Isolated Post

Miscellaneous Expense Benefit

To be eligible, the expenses must be:

- Reasonable and Customary charges; and
- prescribed by a Physician, unless otherwise specified.

Eligible expenses are:

- licensed emergency ground ambulance services to the nearest hospital equipped to provide the required treatment when the physical condition of the patient prevents the use of another means of transportation, where medically necessary;
- emergency air ambulance service to the nearest hospital equipped to provide the required treatment when the physical condition of the patient prevents the use of another means of transportation;
- orthopedic shoes, which are an integral part of a brace or are specially constructed for the patient, including modifications to such shoes, provided the shoes or modification is prescribed in writing by a Physician or podiatrist, limited to a maximum total eligible expense in any one calendar year as specified in the Summary of Maximum Eligible Expense. (the prescription* is valid for one year);
- orthotics and repairs to them, prescribed in writing by a Physician or podiatrist, limited to one pair in a calendar year; (the prescription* is valid for three years);
- hearing aids and repairs to them, excluding batteries, limited to the maximum eligible expense equal to the lesser of the cost less the cost of all eligible hearing aid claims made in the previous 5 years and the maximum specified in the Summary of Maximum Eligible Expenses;
the initial purchase of hearing aids required as a direct result of surgery or an accident, if the initial purchase is made within six months of such accident or surgery. This benefit is not subject to any limits other than Reasonable and Customary. The six-month time limit may be extended if the purchase could not have been made within that time frame;
- trusses, crutches, splints, casts and cervical collars;
- braces, including repairs, which contain either metal or hard plastic or other rigid materials that, in the opinion of the Contractor, provide a comparable level of support, excluding dental braces and braces used primarily for athletic use;
- orthopedic brassieres, limited to the maximum eligible expense specified in the Summary of Maximum Eligible Expenses;
- breast prosthesis following mastectomy and a replacement provided 24 months have elapsed since the last purchase;
- wigs, when the patient is suffering from total hair loss as the result of an illness, limited to the maximum eligible expense specified in the Summary of Maximum Eligible Expenses;

- colostomy, ileostomy and tracheostomy supplies;
- catheters and drainage bags for incontinent, paraplegic or quadriplegic patients;
- temporary artificial limbs;
- permanent artificial limbs, to replace temporary artificial limbs, and replacements but not within 60 months of the last purchase in the case of a member or Dependant over 21 years of age, or 12 months of the last purchase in the case of a Dependant 21 years of age or less, unless medically proven that growth or shrinkage of surrounding tissue requires replacement of the existing prosthesis;
- oxygen and its administration;
- needles, syringes, and chemical diagnostic aids for the treatment of diabetes (needles and syringes are not eligible for the 36 month period following the date of purchase of an insulin jet injector device);
- one insulin jet injector device for insulin-dependent diabetics, limited to the maximum eligible expense specified in the Summary of Maximum Eligible Expenses;
- insulin pumps and associated equipment for insulin-dependent diabetics, when prescribed for a patient by a Physician associated with a recognized facility for the treatment of diabetes at a university teaching centre in Canada, excluding repair or replacement during the 60 month period following the date of purchase of such equipment;
- blood glucose monitors for insulin-dependent diabetics, and for non-insulin-dependent diabetics if legally blind or colour blind, excluding repair or replacement during the 60 month period following the date of purchase of such equipment; and
- rental or purchase at the Contractor's option, of cost effective durable equipment
 - manufactured specifically for medical use
 - for use in the patient's private residence
 - approved by the Contractor for cost effectiveness and clinical value
 - designated as medically necessary and
 - used either for **care** including, but not limited to:
 - devices for physical movement such as:
 - walkers - limited to one every five years and a maximum eligible expense equal to cost less all eligible walker repair expenses incurred during the previous 5 years,
 - lifts or hoists - limited to one in a lifetime and a maximum eligible expense equal to cost less all eligible lift/hoist repairs incurred prior to purchase,
 - wheelchairs - limited to one every 5 years and a maximum eligible expense equal to cost less all eligible wheelchair repairs incurred during the previous 5 years;
 - devices for support and resting such as:
 - hospital beds - limited to one in a lifetime and a maximum eligible expense equal to cost less all eligible hospital bed repairs incurred prior to purchase,
 - wheelchair cushions - limited to one every 12 months and a maximum eligible expense of cost less all eligible wheelchair

- cushion repairs incurred during the previous 12 months, and
 - therapeutic mattresses - limited to one every 5 years and a maximum eligible expense equal to cost less all eligible therapeutic mattress repairs incurred during the previous 5 years.
 - devices for monitoring such as:
 - apnea monitors - limited to one in a lifetime and a maximum eligible expense equal to cost less all eligible apnea monitor repairs incurred prior to purchase,
 - enuresis monitors - limited to one in a lifetime and a maximum eligible expense equal to cost less all eligible enuresis monitor repairs incurred prior to purchase
 - for **treatment** including, but not limited to:
 - devices for mechanical and therapeutic support such as:
 - transcutaneous electric stimulators (TENS) - limited to one every 10 years and a maximum eligible expense equal to cost less all eligible TENS repairs incurred during the previous 10 years,
 - traction kits - limited to one in a lifetime and a maximum eligible expense equal to cost less all eligible traction kit repairs incurred prior to purchase,
 - infusion pumps - limited to one every 5 years and a maximum eligible expense equal to cost less all eligible infusion pump repairs incurred during the previous 5 years,
 - extremity pumps (lymph press) - limited to one in a lifetime and a maximum eligible expense equal to cost less all eligible extremity pump repairs incurred prior to purchase;
 - devices for aerotherapeutic support such as:
 - CPAPs, BiPAPs, and related dental appliances (where a CPAP or BiPAP cannot be tolerated) — limited to one every five years,
 - compressors — limited to one every five years,
 - maximists — limited to one every five years,
 - aerotherapeutic supplies, repairs, replacement parts, and servicing — limited to a maximum eligible expense in any calendar year specified in the Summary of Maximum Eligible Expenses (excluding batteries and cleaning supplies).

Reimbursement related to durable equipment will be limited to the cost of non-motorized equipment unless medically proven that the patient requires motorized equipment.

- bandages and surgical dressings required for the treatment of an open wound or ulcer;
- elasticized support stockings manufactured to individual patient specifications or having a minimum compression of 30 millimeters;
- elasticized apparel for burn victims;
- penile prosthesis implants.

Dental Benefit

When two or more courses of treatment for oral procedure or accidental injury are considered appropriate, the lesser of the two treatments will be paid.

Eligible expenses mean the Reasonable and Customary charges for the specified services and oral surgical procedures performed by a dentist (see PSHCP Directive).

Out-of-Province Benefit (for members with Supplementary Coverage ONLY)

The Out-of-Province Benefit consists of:

- Emergency Benefit While Travelling
- Emergency Travel Assistance Services
- Referral Benefit

Emergency Benefit While Travelling

The PSHCP covers each participant for up to \$500,000 (Canadian) in eligible medical expenses incurred as a result of an emergency while travelling on vacation or on business.

Eligible expenses mean the Reasonable and Customary charges in excess of the amount payable by a provincial/territorial health insurance plan, if they are required for emergency treatment of an injury or disease which occurs within 40 days from the date of departure from the province/territory of residence.

Eligible expenses are charges for:

- public ward accommodation and auxiliary hospital services in a general hospital
- services of a Physician
- one way economy air fare for the patient's return to their province/territory of residence. Air fare for a professional attendant accompanying the participant is also included where medically required
- medical evacuation, which may include ambulance services, when suitable care, as determined by the Contractor, is not available in the area where the emergency occurred
- family assistance benefits up to a combined maximum of \$2,500 (Canadian) for any one travel emergency, as follows:
 - return transportation for dependent children under age 16 (and an escort if necessary), who are left unattended because the Member or the Member's spouse is hospitalized. The maximum payable is the cost of economy airfare.
 - return transportation if a family member is hospitalized and as a result the family members are unable to return home on the originally scheduled flight, and must purchase new return tickets. The extra cost of the return airfare is payable, to a maximum of the cost of economy airfare.
 - a visit of a relative if the family member is hospitalized for more than 7 days while travelling alone. This includes economy airfare, and meals and accommodations to a maximum of \$150 (Canadian) per day, for a spouse, parent, child, brother or sister. This benefit also covers expenses incurred if it is necessary to identify a deceased family member prior to release of the body.
 - meals and accommodations if the participant or a covered Dependant's trip is extended due to hospitalization of a family member. The additional expenses incurred by accompanying family members for accommodations and meals are provided to a maximum of \$150 (Canadian) per day.
- return of the deceased in the event of death of a family member. The necessary authorizations will be obtained and arrangements made for the return of the deceased to the province/territory of residence. The maximum payable for the preparation and return of the deceased is \$3,000 (Canadian).

Emergency Travel Assistance Services

The PSHCP provides a toll free number which gives participants 24 hour access to a world-wide assistance network. The network will provide:

- transportation arrangements to the nearest hospital that provides the appropriate care or back to Canada;
- medical referrals, consultation and monitoring;
- legal referrals;
- a telephone interpretation service;
- a message service for family and business associates; messages will be held for up to 15 days; and
- advance payment on behalf of the participant or a covered Dependant for the payment of hospital and medical expenses.

To arrange for advance payment of hospital and medical expenses, the participant must sign an authorization form allowing the Contractor to recover payment from the provincial/territorial health insurance plan. The participant must reimburse the Contractor for any payment made on his behalf which is in excess of the amount eligible for reimbursement under the provincial/territorial health insurance plan and this Plan.

Assistance services are not available in countries of political unrest. The list of countries, as maintained by the Contractor, will change according to world conditions.

Neither the Contractor nor the company providing the assistance network is responsible for the availability, quality or result of the medical treatment received by the participant or for the failure to obtain medical treatment.

Note: Employees required to travel on "official travel status" for government business are covered under the *Emergency Benefit While Travelling* and the *Emergency Travel Assistance Services* during the entire period of "official travel status". Although there is no time limit to be on "official travel status", the \$500,000 (Canadian) benefit coverage limit still applies.

Referral Benefit

The following items of expense are eligible for reimbursement under the PSHCP provided that the services are:

- performed when the participant physically leaves the province/territory of residence;
- following a written referral by the attending Physician in the province/territory of residence; and
- for a service that is not offered in the province/territory of residence;

Eligible expenses under this benefit will be limited to the Reasonable and Customary charges in excess of the amount payable by a provincial/territorial health insurance plan and to the maximum eligible expense specified in the Summary of Maximum Eligible Expenses:

- public ward accommodation and auxiliary hospital services in a general hospital;
- services of a Physician or surgeon; and
- laboratory services including those services which when ordered by and performed under the direction of a Physician provide information used in the diagnosis or treatment of disease or injury. Services include, but are not limited to, blood or other body fluid analysis, clinical

pathology, radiological procedures, ultrasounds, etc.

Hospital Provision (All Members)

This provision provides reimbursement for Reasonable and Customary charges, up to specified amounts, for each day of hospital confinement for the cost of hospital room and board charges other than standard ward charges (i.e., semi-private or private accommodation), whether the member is residing in Canada or outside Canada. There is a maximum amount which may be payable under this provision for each day of confinement, depending on the level of coverage the member has chosen. The levels are shown in the summary of Maximum of Eligible Expenses. All members of the PSHCP must be covered under one level of the Hospital Provision.

Eligible Expenses

Level I, II and III

- Eligible expense for all participants (other than pensioners residing outside Canada) are charges for semi-private or private hospital room and board charges in excess of the charges for public ward up to the maximum specified in the Summary of Maximum Eligible Expenses for each day of hospitalization, excluding hospital charges referred to as coinsurance charges or user fees.
- Eligible expenses for pensioners residing outside Canada are hospital charges up to the maximum specified in the Summary of Maximum Eligible Expenses for each day of hospitalization.
- Co-payment does not apply.

Basic Health Care Provision (Members with Comprehensive Coverage)

The provision is available only to members who reside outside Canada and are not covered under a provincial/territorial health insurance plan. Its purpose is to provide reimbursement for services, excluding Hospital Services, which are the equivalent as far as possible to those services available to individuals residing in Canada and covered under a provincial/territorial health insurance plan. The co-payment does not apply under this provision.

The maximum eligible expense for these services is equal to a multiple of the amount otherwise payable based on the current fee schedule in force under the *Health Insurance Act 1972* of Ontario on the day when the expense is incurred. The multiple is specified in the Summary of Maximum Eligible Expenses.

Eligible Expenses

The eligible expenses include:

- services of a Physician including:
 - Physician's services in the participant's home, the Physician's office, clinic or in a hospital;
 - diagnosis and treatment of illness and injury;
 - one annual health examination;
 - treatment of fractures and dislocations;
 - surgery, including surgery performed by a Doctor of Podiatric Medicine (DPM) when performed in the United States of America;
 - administration of anesthetics;
 - x-rays for diagnostic and treatment purposes;
 - obstetrical care, including prenatal and postnatal care; and
 - laboratory services and clinical pathology when ordered by and performed under the direction of a Physician.
- services of an optometrist;
- services of a physiotherapist;
- ambulance services; and

- services of a chiropractor, osteopath or podiatrist.

Hospital (Outside Canada) Provision (Comprehensive Coverage/Employees only; not available to Pensioners)

Coverage under this provision is mandatory for employees and members of the CF and RCMP residing outside Canada who are not eligible to be covered under a provincial/territorial health insurance plan. Its purpose is to provide hospital coverage protection equivalent, as far as possible, to that available to individuals resident in Canada and covered under a provincial/territorial health or hospital plan. This provision provides reimbursement for Reasonable and Customary charges for hospital confinement in a general hospital, a hospital of the Canadian Forces or a hospital of the armed forces of a foreign country. The co-payment does not apply under this Provision.

Eligible Expenses

Eligible expenses are hospital charges for each day of hospitalization in a general hospital, a hospital of the CF or the forces of a foreign country.

Eligible charges may include those for:

- standard ward accommodation;
- necessary nursing services when provided by the hospital;
- laboratory, radiological and other diagnostic procedures;
- drugs, prescribed and administered in hospital by any attending Physician;
- use of operating and delivery rooms, anesthetic and surgical supplies;
- services rendered by any person paid by the hospital;
- use of speech therapy facilities when prescribed by a Physician;
- use of diet counselling services when prescribed by a Physician; and
- out-patient services provided by a hospital.

4- Summary of Maximum Eligible Expenses

Extended Health Provision

Drug Benefit

Benefit item	Maximum Eligible Expense	PSHCP pays
Eligible drugs	Reasonable and Customary charges	80%
Erectile dysfunction drugs	\$500 every calendar year on a combined basis	80%
Smoking cessation aids	\$1,000 in a lifetime	80%
Catastrophic drug coverage	Eligible drug expenses in excess of \$3,000 out-of-pocket drug expense incurred in a given calendar year payable at 100%	100%

Vision Care Benefit

Benefit item	Maximum Eligible Expense	PSHCP pays
Eyeglasses/contact lenses (purchase and repairs)	<p>\$275 every two calendar years commencing every odd year</p> <p>No limit if required as a result of surgery or accident and purchased within six months of the event</p>	80%
Eye examinations	One examination every two calendar years commencing every odd year	80%
Laser eye surgery	<p>\$1,000 per lifetime</p> <p>Surgery must be performed on or after October 1, 2014 to be eligible</p>	80%

Medical Practitioners Benefit

Practitioner	Maximum Eligible Expense	PSHCP pays
Physiotherapist	Up to \$500 and over \$1,000 in a calendar year	80%
Psychologist, or social worker (when no psychologist practices in that isolated post)	<p>\$2,000 in a calendar year</p> <p>In 2014:</p> <p>\$1,000 for expenses incurred between January 1 and September 30</p> <p>\$1,000 for expenses incurred between October 1 and December 31</p>	80%
Massage Therapist	\$300 in a calendar year	80%
Osteopath	\$300 in a calendar year	80%
Naturopath	\$300 in a calendar year	80%
Podiatrist or chiropodist	\$300 in a calendar year	80%
Chiropractor	\$500 in a calendar year	80%
Speech language pathologist	\$500 in a calendar year	80%
Electrologist (or electrology treatment performed by a Physician)	\$20 per visit	80%
Nurse (nursing services)	\$15,000 in a calendar year	80%

Miscellaneous Expense Benefit

Benefit item	Maximum Eligible Expense	PSHCP pays
Orthopaedic shoes	\$150 in a calendar year	80%
Servicing fees, repairs and replacement parts for CPAP and BiPAP machines	<p>\$300 per calendar year</p> <p>Does not include expenses for cleaning supplies or warranties</p> <p>Purchases must be made on or after October 1, 2014, to be eligible.</p>	80%
Hearing aids (purchase/repairs)	<p>\$1,000 less any eligible hearing aid expenses claimed during the previous 60 months</p> <p>No limit if required as a result of surgery or accident and purchased within 6 months of the event</p>	80%
Orthopaedic brassieres	\$200 in a calendar year	80%
Wigs	\$1,000 in a 60-month period	80%
Insulin jet injector device	\$760 during a 36-month period	80%

Out-of-Province Benefit

Benefit item	Maximum Eligible Expense	PSHCP pays
Emergency benefit while travelling / Emergency travel assistance services	\$500,000 per period of travel (not exceeding 40 consecutive days)	100%
Referral benefit	\$25,000 per illness or injury	80%

Hospital Provision

Level of coverage	Maximum Eligible Expense	PSHCP pays
Level I	\$60 per day	100%
Level II	\$140 per day	100%
Level III	\$220 per day	100%

Basic Health Care Provision

Maximum Eligible Expense	PSHCP pays
Three times (3x) the amount otherwise payable under the current fee schedule of the Health Insurance Act 1972 of Ontario	100%

5- General Exclusions and Limitations

No benefit is payable for:

- expenses for which benefits are payable under a workers' compensation act or a similar statute or enactment, or by any government agency,
- expenses for services and supplies rendered or prescribed by a person who is ordinarily a resident in the patient's home or who is related to the patient by blood or marriage,
- expenses for services or products for cosmetic purposes only, or for conditions not detrimental to health, except those required as a result of accidental injury,
- expenses for services or products normally rendered without charge,
- expenses for services rendered in connection with medical examinations for insurance, school, camp, association, employment, passport or similar purposes,
- expenses for services provided by a licensed Physician practicing in Canada where the participant is eligible to be insured under a provincial/territorial health insurance plan, except for such services which are specifically included under the section entitled Plan provisions as per <https://www.njc-cnm.gc.ca/directive/d9/v9/s71/en#s71-tc-tm>,
- expenses for experimental products or treatments, for which substantial evidence provided through objective clinical testing of the product's or treatment's safety and effectiveness for the purpose and under the conditions of the use recommended does not exist to the Contractor's satisfaction,
- expenses for benefits legally prohibited by a government from coverage,
- the portion of charges payable under a provincial/territorial health insurance plan, a provincial/territorial drug plan, or any provincially/territorially sponsored program, whether or not the participant is a member of the plan or program,
- the portion of charges for services rendered or supplies provided in a hospital outside Canada that would normally be payable under a provincial/territorial health or hospital insurance plan if the services or products had been rendered in a hospital in Canada. This limitation does not apply to the eligible expenses under the Hospital (Outside Canada) Provision and the Extended Health Provision – Out-of-Province Benefit,
- the portion of charges that is the legal liability of any other party,
- specific exclusions identified under each benefit (see PSHCP Directive).

Member and Dependant Eligibility

Membership in the PSHCP is voluntary. Employees and Pensioners who wish to be a Member* of the PSHCP must apply for coverage through the Employer. Once approved by the Employer, the Member will be directed to complete Positive Enrolment; either by accessing the Member website (on the Contractor's platform) or by submitting a paper application to the Contractor.

Positive Enrolment is a mandatory step in accessing PSHCP benefits. Members are required to provide information about themselves and their Dependents such as, but not limited to, names, address, birthdates and details on coverage under other group health plans.

A Dependant is a Member's spouse, a Dependant child of a Member or the Dependant child of the Member's spouse.

Spouse means the person who is legally married to the Member, or a person with whom the Member has lived for a continuous period of at least one year, whom the Member has publicly represented to be their spouse and continues to live with as if that person were their spouse, as designated by the Member.

Child means the person who is an unmarried child of a Member or of the Member's spouse, including an adopted child, a stepchild and a foster child in respect of whom the Member stands in loco parentis, provided such person is:

- under 21 years of age,
- under 25 years of age and attending an accredited school, college or university on a full-time basis, or
- over 20 or 24 years of age who was a Dependant child as defined above when they became incapable of engaging in self-sustaining employment by reason of mental or physical impairment, and is primarily dependent upon the member for support and maintenance.

*There are specific Member and Dependant eligibility provisions for active members of the Canadian Armed Forces and the Royal Canadian Mounted Police.

6- Summary of PSHCP Plan Changes

SUMMARY OF PSHCP PLAN CHANGES NOT INCLUDED IN THE PLAN DIRECTIVE (Dated April 1, 2006)	
2014	Effective October 1, 2014, the vision care benefit was expanded to include reimbursement for laser eye surgery up to a lifetime maximum of \$1,000.
	Effective October 1, 2014, reimbursement of aerotherapeutic devices, such as Continuous Positive Airway Pressure machines, was expanded to cover repairs, replacement parts, and servicing, with an annual benefit maximum of \$300.
	Effective October 1, 2014, psychological services annual benefit was increased from, \$1,000 to \$2,000.
2015	Effective January 1, 2015, the annual deductible for single and family Members (\$60/\$100), was eliminated.
	Effective April 1, 2015, increases to the pensioner contribution rates cost-sharing were phased in over a period of four years to attain a 50/50 cost-sharing ratio (employer/pensioner) by April 1, 2018. The cost-sharing ratio of 75/25 (employer/pensioner) was maintained with annual adjustments for pensioners that were Members as at April 1, 2015, and who are in receipt of a Guaranteed Income Supplement under the <i>Old Age Security Act</i> , or whose net income from their income tax return is lower than the single or couple (as applicable) threshold for the Guaranteed Income Supplement. For the purposes of applying the Guaranteed Income Supplement thresholds to pensioners under age 65, the pensioner and any spouse will be deemed to be in receipt of an <i>Old Age Security Act</i> pension.
	Effective April 1, 2015, pensioner eligibility requirements increased from two to six years of pensionable service under Acts listed in Schedule IV of the PSHCP Directive, to be applied to all individuals joining the PSHCP as pensioner Members after April 1, 2015, with certain exceptions identified.
2018	Effective April 1, 2018, contraceptive coverage was expanded to include non-oral hormonal contraceptives and copper intra uterine devices.

Appendix 2 to Annex A

Contract Resource Categories and Requirements

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Part I: Information Technology (IT) and Contract Management Categories

1. Actuary

PSHCP Resource Category: Actuary	
Description	Minimum Resource Qualifications
<p>The Actuary may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ol style="list-style-type: none"> i. Provide analysis in order to estimate future plan Member contribution rates using relevant PSHCP historical data. The analysis must cover, at a minimum, all Member groups, hospital coverage levels, and single and family coverage combinations under Supplementary and Comprehensive plan types; ii. Evaluate data for relevance and credibility utilized in analysis and internal forecasting; iii. Develop growth factor models for the projecting of claim costs, plan design changes, and the growth factor for Administrative Services Only fees and associated taxes; iv. Extract the relevant PSHCP historical data for analysis; and/or v. Create executive reports, based on the analysis conducted, that outline the following: <ul style="list-style-type: none"> • Data collection process; • Assumptions and adjustments that were required for each element; • Calculation notes; and • The recommended rate breakdown for all group and coverage combinations. 	<p>The Actuary must possess, as a minimum:</p> <ol style="list-style-type: none"> a) A Relevant Professional Certification in the actuary field, <u>or</u> proof of Membership as a Fellow in good standing of the Canadian Institute of Actuaries or Society of Actuaries; b) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, providing actuarial estimates and/or actuarial consulting services for health or social programs; and c) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, at the executive level in preparing or providing strategic, expert advice and recommendations related to expenditure forecasts and costing estimates.

2. Audit Project Manager

PSHCP Resource Category: Audit Project Manager	
Description	Minimum Resource Qualifications
<p>The Audit Project Manager may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Plan, direct and control the routine audit activities of a project team within scheduled time and cost parameters; ii. Notify the Project Authority of any potential problems or discrepancies that require further authorization to proceed, under non-routine activities; iii. Direct the development and implementation of audit, accountability and evaluation frameworks. These frameworks are used to conduct audits, verifications and evaluations of Providers and clients to ensure adherence to the terms and conditions of the PSHCP and to ensure that public funds are being distributed appropriately; iv. Seek corrective action by Providers and MMembers where audit and evaluation results indicate non-compliance to the plan's terms and conditions; v. Recommend recovery overpayments to Providers and for Members, to terminate Provider Agreements with Providers, and recommend civil or criminal actions where evidence indicates fraudulent actions by Providers and/or Members; and/or vi. Plan, develop, direct and undertake provider and client profiling and data mining analyses to assist in evaluating provider and client billing patterns and identify potential financial risk to the plan. 	<p>The Audit Project Manager must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A Relevant Professional Certification in the audit field; b) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, related directly to the provision of benefits auditing services including knowledge of advanced profiling and data mining techniques, methods, concepts and practices; and c) Two years of cumulative experience, within the last five years as of the issuance date of the TA, as an Audit Project Manager managing teams of benefits auditing resources.

3. Audit Risk Methodologist

PSHCP Resource Category: Audit Risk Methodologist	
Description	Minimum Resource Qualifications
<p>The Audit Risk Methodologist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Determine how audits should be selected, planned, conducted and reported; ii. Integrate and formalize the audit planning processes at the entity level, using a risk- based methodology which ensures consistency in the analysis of risk related issues; iii. Assign audit priorities and priority classifications; and iv. Establish common approaches for planning all audit activities (i.e. functional issues, sectors or programs). 	<p>The Audit Risk Methodologist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A Relevant Professional Certification in the audit field; b) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, related directly to the provision of benefits auditing services; c) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, in the application of risk-based audit planning methodology and frameworks; and d) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, in the application of, the conceptual limitations of Risk-Based Audit Planning Frameworks.

4. Auditor (Junior)

PSHCP Resource Category: Auditor (Junior)	
Description	Minimum Resource Qualifications
<p>The Auditor (Junior) may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Organize and conduct activities for various audits and follow-up activities, and prepare draft and/or final reports including audit observations, conclusions and recommendations; and/or ii. Recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims and to ensure that accurate and timely audits are completed. 	<p>The Auditor (Junior) must possess, as a minimum:</p> <ul style="list-style-type: none"> a) One of the following qualifications related to accounting and auditing services: <ul style="list-style-type: none"> i. Relevant Professional Certification in the audit field; or ii. A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada), <u>or</u> an equivalent combination of education, training, and experience. b) Two years of cumulative experience, within the last five years as of the issuance date of the TA, related directly to the provision of health or auditing services involving data and financial analysis and statistics; and c) Two years of cumulative experience, within the last five years as of the issuance date of the TA, applying auditing standards, principles and techniques as they relate to health claims processing and adjudication services.

5. Auditor (Senior)

PSHCP Resource Category: Auditor (Senior)	
Description	Minimum Resource Qualifications
<p>The Auditor (Senior) may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Develop, design and carry out significant segments of complex projects for benefits audits; ii. Review and identify potential discrepancies when Provider and Member responses have been received; and/or iii. Determine the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically valid samples of claims, and ensures that accurate and timely audits are completed. 	<p>The Auditor (Senior) must possess, as a minimum:</p> <ul style="list-style-type: none"> a) Relevant Professional Certification in the audit field; b) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada), <u>or</u> an equivalent combination of education, training, and experience. c) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, related directly to the provision of health or auditing services involving data and financial analysis and statistics; and d) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, applying auditing standards, principles and techniques as they relate to health claims processing and adjudication services.

6. Chartered Professional Accountant

PSHCP Resource Category: Chartered Professional Accountant	
Description	Minimum Resource Qualifications
The Chartered Professional Accountant (CPA) may be required to provide advice related to financial management and control services related to the ASO contract as required.	<p>The Chartered Professional Accountant (CPA) must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A Chartered Professional Accountant (CPA) designation valid to practice in Canada; and b) Two years of cumulative experience, within the last five years as of the issuance date of the TA, managing complex financial management and control functions operations.

7. Chief Security Officer

PSHCP Resource Category: Chief Security Officer	
Description	Minimum Resource Qualifications
<p>The Chief Security Officer may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Ensure compliance with physical, IT and personnel security policies, standards, guidelines and procedures; ii. Review existing security policies, standards, guidelines and procedures and provide advice as to their appropriateness and effectiveness; iii. Conduct security threat and risk assessments of facilities, applications systems and communications; iv. Investigate security incidents and report causes and related weaknesses and recommend remedies; v. Develop and deliver security awareness and training programs; vi. Develop IT security policies, standards, guidelines and procedures; vii. Conduct compliance audits of IT operations, application systems and infrastructure; viii. Conduct reviews of backup and recovery plans; ix. Design the security framework and implement the security components of IT infrastructure required to protect assets and to support application systems; x. Provide advice on the security aspects of application systems under development; and/or xi. Develop and deliver IT Security awareness and training programs. 	<p>The Chief Security Officer must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada), or an equivalent combination of education, training, and experience; and b) Three years of cumulative experience, within the last five years as of the issuance date of the TA, providing facilities and personnel security management at a corporate or book of business level, including: <ul style="list-style-type: none"> i. Experience in ensuring personnel compliance with security policies and standards; ii. Experience in conducting vulnerability and security threat and risk assessments of facilities and communications; and iii. Experience in investigating security incidents and reporting causes and related weaknesses and recommending remedies.

8. Claims Analyst

PSHCP Resource Category: Claims Analyst	
Description	Minimum Resource Qualifications
<p>The Claims Analyst may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Apply (client specific) benefit plan criteria and policy, and subsequently render decisions consistent with plan direction, concerning the individual health needs for products; and/or ii. Consult with health professionals involved with the care and treatment of Participants. 	<p>The Claims Analyst must possess, as a minimum:</p> <ul style="list-style-type: none"> a) Two years of cumulative experience, within the last five years as of the issuance date of the TA, in a Call or Contact Centre environment; and b) Two years of cumulative experience, within the last ten years as of the issuance date of the TA, working with the public.

9. Communications Services Manager

PSHCP Resource Category: Communications Service Manager	
Description	Minimum Resource Qualifications
<p>The Communications Service Manager may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Conceptualize, lead, manage and promote the delivery of a major broad-based communications program; plan, develop and implement service delivery and frameworks for communications activities; ii. Provide advice on communications issues, trends and strategic direction; iii. Develop strategic, business and operational plans and business cases; iv. Consult with Members to develop and recommend communications strategies and courses of action; advise Participants on the resolution of communications issues, and the development, selection, implementation and management of strategies; v. Lead project teams involved in analyzing and developing communications strategies and initiatives; prepare analysis, briefings and reports; deliver presentations; chair and participate in committees; vi. Review, re-write and/or edit scientific, technical and other material; write draft communication products; vii. Develop a critical knowledge base of issues and related public environment; viii. Establish and manage professional communications service delivery contracts; ix. Develop and deliver communications services and products such as writing, editing, publishing, internet and intranet, and information dissemination; and/or x. Monitor and analyze the effectiveness 	<p>The Communications Services Manager must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada), in business, marketing, human resources, communications, <u>or</u> an equivalent combination of education, training, and experience; and b) Five years of cumulative experience , within the last ten years as of the issuance date of the TA, in the field of communications.

10. Contact Centre Administrator

PSHCP Resource Category: Contact Centre Administrator	
Description	Minimum Resource Qualifications
<p>The Contact Centre Administrator may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Administer and analyse support for Participant designated staff in addressing issues regarding security, navigating and general claims processing questions and all Provider issues such as payment, billing inquiries, registration, and clarification of provider information; ii. Ensure appropriate levels of staff are in place to receive all calls, analyse the nature of the calls, resolve the calls or research the issues, forward the calls to technical support or any other appropriate area of responsibility and follow up, to ensure closure and maintain a record of these calls; iii. Produce correspondence for Members outlining interim policies and procedures relating to the approval of drugs; and iv. Provide professional advice in support of provider audits and overall program administration. 	<p>The Contact Centre Administrator must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada), <u>or</u> an equivalent combination of education, training, and experience; b) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, in a managerial position in a call/contact centre environment; and c) Ability to communicate (written and oral) fluently in both English and French.

11. Contact Centre Specialist (Set-up)

PSHCP Resource Category: Contact Centre Specialist (Set-up)	
Description	Minimum Resource Qualifications
<p>The Contact Centre Specialist (Set-up) may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Provide expert advice on and/or develop, implement, and support computer enabled contact or call centers that permit service agents to efficiently and effectively respond to claimant service requests received by telephone and other electronic media. 	<p>The Contact Centre Specialist (Set-up) must possess, as a minimum:</p> <ul style="list-style-type: none"> a) Eight years of cumulative experience, within the last ten years as of the issuance date of the TA, in the field of Information Technology (IT), of which at least three years were providing Call or Contract Center Specialist services.

12. Data Analyst

PSHCP Resource Category: Data Analyst	
Description	Minimum Resource Qualifications
<p>The Data Analyst may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Analyze data to identify anomalies; perform cyclical reviews to ensure that it is complete, accurate, timely and consistent with established standards, procedures; ii. Develop IT security requirements for all systems and services as they apply to data; iii. Maintain the Data Dictionary to ensure consistent authoritative data definitions, including access control and maintenance; and/or iv. Perform data conversion mapping from legacy or partner data to destination system data model. 	<p>The Data Analyst must possess, as a minimum:</p> <ul style="list-style-type: none"> a) Two years of cumulative experience within the last five years as of the issuance date of the TA performing any combination of the following tasks and activities: <ul style="list-style-type: none"> a. Data or metadata management support within a corporate or enterprise architecture in the IM/IT industry; and/or b. Analyzing data to identify anomalies; perform cyclical reviews to ensure that the data collected is complete, accurate, timely, and consistent with established standards and procedure; and/or c. Identifying and developing IT security requirements for all systems services as they apply to data; and/or d. Maintaining the data dictionary to ensure consistent authoritative data definitions, including access control and maintenance; and/or e. Data conversion mapping from legacy data to destination system data model.

13. Database Administrator

PSHCP Resource Category: Database Administrator	
Description	Minimum Resource Qualifications
<p>The Database Administrator may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Develop or maintain a relational database at any stage of the database life cycle (feasibility, design, development and service delivery); ii. Develop security requirements for all data elements in a database; and/or iii. Manage and organize electronic relational databases in order to ensure coherence, accuracy and integrity to meet business requirements. 	<p>The Database Administrator must possess, as a minimum:</p> <ul style="list-style-type: none"> a) Two years of cumulative experience, within the last five years as of the issuance date of the TA, administering a minimum of one relational database system such as Sybase, Oracle or MS SQL Server, including: <ul style="list-style-type: none"> a. Experience providing specialized expertise and practical assistance in use of relational database management systems and the manipulation of data for information systems, including work at any stage of the database life cycle (feasibility, design, development and service delivery); b. Experience defining security requirements for all data elements; and c. Experience defining and customizing data conversion strategies, specifications and routines.

14. Dental Claim Audit Specialist

PSHCP Resource Category: Dental Claim Audit Specialist	
Description	Minimum Resource Qualifications
<p>The Dental Claim Audit Specialist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Develop, design and carry out segments of dental audits; ii. Review and identify potential discrepancies when provider replies have been received; iii. Provide recommendations to audit project manager; and/or iv. Determine the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims, and to ensure that accurate and timely on- site audits are completed. 	<p>The Dental Claims Audit Specialist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada), in the dental services field either as a dental assistant or dental hygienist with a valid license, <u>or</u> an equivalent combination of education, training, and experience; b) Two years of cumulative experience, within the last five years as of the issuance date of the TA, in an insurance company environment or equivalent; c) Experience in data analysis, financial analysis and statistics; d) Experience in report writing; and e) Current knowledge of the professional legislation for each province or territory, if legislation is available.

15. Digital Services Manager

PSHCP Resource Category: Digital Services Manager	
Description	Minimum Resource Qualifications
<p>The Digital Services Manager may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Provide advice on digital service delivery and on the use of technology to enhance business activities; approve the development of criteria for testing new systems or enhancing existing systems and services under the Targeted Investment (T.I.) framework; ii. Draft and finalize proposals, presentations for the Project Authority concerning the technical aspects of proposals under the T.I. framework; iii. Under the T.I. framework, conduct cost/benefit analysis and feasibility studies to evaluate proposed innovative solutions and make recommendations to management; iv. Define and document development team objectives; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for T.I. proposals, and obtain approval thereof; and v. Plan, direct, monitor, and control the activities for implementation of digital and IT projects within scheduled goals, objectives and milestones. 	<p>The Digital Services Manager must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A Bachelor's Degree in computer science, business administration, commerce or engineering, from a recognized Canadian university, college (or the equivalent if obtained outside Canada), <u>or</u> an equivalent combination of education, training, experience; and b) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, in a supervisory position managing digital or IT services, systems analysis, data administration, software engineering, or network design.

16. Editor/Writer

PSHCP Resource Category: Editor/Writer	
Description	Minimum Resource Qualifications
<p>The Editor/Writer may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Conduct a quality assessment review of all produced documents, reports, and communications products produced by the Contractor before being disseminated or before requesting Project Authority Approval. ii. Maintain a document version control on any produced documents, reports and communications products; and/or iii. Revise or edit documents, reports, and communications products to correct grammar or spelling errors, adjust documents to ensure consistency with standardized formats, terminologies, acronyms and reporting standards. 	<p>The Editor/Writer must possess, as a minimum:</p> <ul style="list-style-type: none"> a) Ability to write and edit fluently in both English and French; b) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada), in a business, communications or a related field, <u>or</u> an equivalent combination of education, training, and experience; c) Three years of cumulative experience, within the last five years as of the issuance date of the TA, writing or editing materials for a health benefits program or for a similar specialized program; and d) Two client reference projects, completed within the last five years as of the issuance date of the TA, that demonstrate experience in the provision of proofing or editing, and revising document drafts as part of a quality assessment review before dissemination.

17. E-Learning Courseware Developer

PSHCP Resource Category: E-Learning Courseware Developer	
Description	Minimum Resource Qualifications
<p>The E-Learning Courseware Developer may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Update or create new training materials.; ii. Maintain a document version control on any produced documentation or training material; iii. Revise or edit documents and training material to correct grammar or spelling errors, adjust documents to ensure consistency with standardized formats, terminologies, acronyms and reporting standards; iv. Develop engaging, technically accurate, and instructionally sound asynchronous eLearning for use in standalone eLearning (web based or in classroom); v. Create storyboards that form the design of compelling eLearning content; and/or vi. Work with the Contractor's Subject Matter Experts to ensure that the eLearning content is technically accurate and utilizes PSHCP data. 	<p>The E-Learning Courseware Developer must possess, as a minimum:</p> <ul style="list-style-type: none"> a) The ability to write fluently in either English and French; b) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada), in business, communications or a related field, <u>or</u> an equivalent combination of education, training, and experience; c) Three years of cumulative experience, within the last five years as of the issuance date of the TA, writing or editing materials, proofing or editing, revising document drafts for a training curriculum based on an IT product, as part of a quality assessment review before dissemination for a health benefits program or for a similar specialized program; and d) Three years of cumulative experience, within the last five years as of the issuance date of the TA, creating or editing eLearning training material in a technical environment using eLearning authoring software (e.g. Articulate 360, iSpring Suite, Camtasia, Adobe Captivate).

18. E-Learning Online Website Developer

PSHCP Resource Category: E-Learning Online Website Developer	
Description	Minimum Resource Qualifications
<p>The E-learning Online Website Developer may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Conduct a quality assessment review of all produced documents, graphics and webpages produced by the contractor's subject matter experts before it is published or presented for Project Authority Approval: ii. Maintain a document version control on any manually produced documents, graphics or webpages; and/or iii. Revise or edit documents, graphics, webpages to correct grammar, spelling errors, adjust documents to ensure consistency with standardized formats, terminologies. 	<p>The E-Learning Online Website Developer must possess, as a minimum:</p> <ul style="list-style-type: none"> a) The ability to write and edit fluently in English or French; b) A diploma or higher from a recognized Canadian university or college (or the equivalent if obtained outside Canada) in web development or UX design, <u>or</u> an equivalent combination of education, training, and experience; c) Three years of cumulative experience, within the last five years as of the issuance date of the TA, writing or editing HTML CSS, or WordPress/PHP templates; and d) Two client reference projects, completed within the last 5 years as of the issuance date of the TA, that demonstrate experience developing HTML and CSS website projects for clients.

19. IT Analyst/Developer

PSHCP Resource Category: IT Analyst / Developer	
Description	Minimum Resource Qualifications
<p>The IT Analyst / Developer may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Analyze, design and develop IT solutions based on approved business requirements and task authorization requirements; ii. Ensure compliance with IT policies, standards, guidelines and procedures; iii. Define requirements for data, workflow, logical processes, interface design, hardware and operating system environment, interfaces with other systems, internal and external checks, controls, and outputs; iv. Contribute to defining timetables and project plans; analyze and estimate feasibility, cost, time, and compatibility with hardware and other programs; v. Ensure that expected application performance levels are achieved; and/or vi. Coordinate or perform design, coding, testing, debugging and implementation, as required. 	<p>The IT Analyst / Developer must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada) in software engineering, <u>or</u> an equivalent combination of education, training, and experience; b) Relevant Professional Certification in the IT field; and c) Three years of cumulative experience, within the last five years as of the issuance date of the TA, as an IT Analyst/Developer.

20. IT Application Tester

PSHCP Resource Category: IT Application Tester	
Description	Minimum Resource Qualifications
<p>The IT Application Tester may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Perform software testing and identify issues or errors that require correction; ii. Develop test scenarios and test scripts including regression testing, stress testing and security related testing requirements; iii. Document results of test cases and scenarios with a goal to document errors or code issues that require debugging and reimplementation in software code; and/or iv. Develop automated testing procedures. 	<p>The IT Application Tester must possess, at a minimum the following qualifications relevant to software testing procedures and Quality Assurance services:</p> <ul style="list-style-type: none"> a) Minimum of one year of cumulative experience, within the last three years as of the issuance date of the TA, testing IM/IT software applications, including: <ul style="list-style-type: none"> i. Experience managing and monitoring test plans for all levels of software testing; ii. Experience in the development of test scenarios and test scripts, including security-related testing requirements for software; iii. Experience executing the test cases scenarios and documenting the test results against the expected results for the development of functional and system design specifications; and iv. Experience establishing software testing procedures for unit test, integration testing and regression testing with emphasis on automating the testing procedures.

21. IT Operations Manager

PSHCP Resource Category: IT Operations Manager	
Description	Minimum Resource Qualifications
<p>The IT Operations Manager may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Provide senior level management advice on service delivery and on the use of technology to enhance business activities; approve the development of criteria for testing new systems or enhancing existing systems and services; ii. Conduct cost/benefit analysis and feasibility studies to evaluate proposed systems and make recommendations to management; provide consultation to management on the effective use of technology; determine priorities and deliverables, monitor service levels and evaluate against success measures; iii. Participate on working groups and committees engaged in recommending solutions, options, and alternatives for the enhancement of IT services; iv. Write reports, letters, and other documentation to transfer knowledge, and prepare presentations concerning the technical and operational aspects of projects under development; v. Define and document development team objectives; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the team, and obtain approval thereof; vi. Plan, direct and control the activities of a project team within scheduled time and cost parameter; and/or vii. Monitor the design, implementation and operations start-up of the project against established goals, objectives and milestones. 	<p>The IT Operations Manager must possess, as a minimum:</p> <ul style="list-style-type: none"> a) ii. A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada) in computer science, business administration, commerce or engineering, <u>or</u> an equivalent combination of education, training, and experience; and b) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, in systems analysis, data administration, software engineering, network design or computer programming, including supervisory experience.

22. IT Security Specialist

PSHCP Resource Category: IT Security Specialist	
Description	Minimum Resource Qualifications
<p>The IT Security Specialist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Review, analyze, and/or apply: <ul style="list-style-type: none"> a) Threat agents analysis tools and other emerging technologies including privacy enhancement, predictive analysis, VoIP, data visualization and fusion, wireless security devices, PBX and telephony firewall; b) War dialers, password crackers; c) Public Domain IT vulnerability advisory services; d) Network scanners and vulnerability analysis tools such as SATAN, ISS, Portscan & NMap; e) Networking Protocols (HTTP, FTP, Telnet); f) Internet security protocols such as SSL, S-HTTP, S-MIME, IPsec, SSH, TCP/IP, UDP, DNS, SMTP, SNMP; g) Wireless security; h) Intrusion detection systems, firewalls and content checkers; and i) Host and network intrusion detection and prevention systems - Anti-virus management; ii. Identify threats to, and technical vulnerabilities of, networks; iii. Conduct on-site reviews and analysis of system security logs; iv. Collect, collate, analyze and disseminate public domain information related to networked computer threats and vulnerabilities, security incidents and incident responses; v. Prepare and/or deliver IT security threat, vulnerability and/or risk briefings; vi. Complete tasks directly supporting the departmental IT security and cyber protection program; and/or vii. Develop and deliver training material relevant to the resource category. 	<p>The IT Security Specialist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada) in the computer science or engineering, or an equivalent combination of education, training, and experience; b) A Certified Information Systems Security Professional (CISSP) Designation; c) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, as an IT Security Specialist; and d) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, in cyber security (i.e. packet vulnerability, malware, exploit analysis, mobile platforms, firewalls, VPNs).

23. Medical Supplies and Equipment Audit Specialist

PSHCP Resource Category: Medical Supplies and Equipment Audit Specialist	
Description	Minimum Resource Qualifications
<p>The Medical Supplies and Equipment (MS&E) Audit Specialist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Develop, design and carry out segments of complex medical supply and equipment audits; ii. Review and identify potential discrepancies when provider replies have been received; iii. Provide recommendations to audit project manager; and/or iv. Determine the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims, and to ensure that accurate and timely on-site audits are completed. 	<p>The MS&E Audit Specialist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada) in the health services field, <u>or</u> an equivalent combination of education, training, experience; b) Two years of cumulative experience, in the last ten years as of the issuance date of the TA, in health services; c) Experience in data analysis, financial analysis and statistics, and report writing; and d) Knowledge of accepted auditing standards, principles and techniques as they relate to health claims processing and adjudication services.

24. Pharmacy Analyst

PSHCP Resource Category: Pharmacy Analyst	
Description	Minimum Resource Qualifications
<p>The Pharmacy Analyst may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Identify, analyze, interpret, and validate trends and patterns to support monitoring and surveillance of pharmacy claims; informs dashboard analytics and presents periodic verbal and written reports to management and internal teams with relevant flags for attention and corrective action; ii. Collaborate and support the Project Authority to ensure appropriate and efficient use of pharmacy practices by identifying and recommending ways to improve processes; iii. Support and improve communications and knowledge exchange in the area of pharmacy by developing presentations, providing relevant statistics and analysis to inform the Project Authority; and/or, iv. Write pharmacy related articles which are published in bulletins, newsletters, annual reports, etc. 	<p>The Pharmacy Analyst must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada) in the field of pharmacy services, <u>or</u> an equivalent combination of education, training, and experience ; b) A Professional Designation as a Certified Pharmacy Technician; c) Two years of cumulative experience, within the last five years as of the issuance date of the TA, in the field of pharmacy claims adjudication; and d) Two years of cumulative experience, within the last five years as of the issuance date of the TA, conducting trend analysis, evaluations, and reports.

25. Pharmacy Audit Specialist

PSHCP Resource Category: Pharmacy Audit Specialist	
Description	Minimum Resource Qualifications
<p>The Pharmacy Audit Specialist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Develop, design and carry out segments of complex pharmacy audits; ii. Review and identify potential discrepancies when Provider replies have been received; iii. Provide recommendations to audit project manager; and/or iv. Determine the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims, and to ensure that accurate and timely on-site audits are completed. 	<p>The Pharmacy Audit Specialist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada) in the field of pharmacy services, <u>or</u> an equivalent combination of education, training, and experience ; b) A Professional Designation as a Certified Pharmacy Technician; c) Two years of cumulative experience, within the last five years as of the issuance date of the TA, in the retail pharmacy environment; d) Experience in data analysis, financial analysis and statistics, and report writing; and e) Knowledge of accepted auditing standards, principles and techniques as they relate to health claims processing and adjudication services.

26. Privacy Specialist

PSHCP Resource Category: Privacy Specialist	
Description	Minimum Resource Qualifications
<p>The Privacy Specialist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Develop and/or update existing privacy impact assessments; and/or ii. Analysis of statements of sensitivity to assess the collection, retention, use, disclosure, disposal of personal information; and/or coordinate and support any privacy related audits. 	<p>The Privacy Specialist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) Two years of cumulative experience, within the last five years as of the issuance date of the TA, conducting privacy impact assessments (PIAs).

27. Project Administrator

PSHCP Resource Category: Project Administrator	
Description	Minimum Resource Qualifications
<p>The Project Administrator may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Assist project management and data processing professionals, technical users and end users in simple routine tasks; ii. Provide administrative and technical support of a clerical nature as required to a project team; iii. Assist in performing such tasks as maintaining project documentation and application and system libraries; iv. Maintain and update relevant project information in manual and/or electronic files; project information might include such things as project activity schedule, status reports, correspondence; and/or, v. Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project. 	<p>The Project Administrator must possess, as a minimum:</p> <ul style="list-style-type: none"> a) One year of cumulative experience, within the last five years as of the issuance date of the TA, providing administration support; and b) Knowledge and experience in the following: <ul style="list-style-type: none"> i. general knowledge and terminology; ii. office automation suites; iii. project libraries; and iv. project management packages.

28. Project Manager

PSHCP Resource Category: Project Manager	
Description	Minimum Resource Qualifications
<p>The Project Manager may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Manage, on behalf of the Contractor, the planning and execution of project activities with agreed upon scope, schedule and budget limitations; ii. Formulate statements of problems; establishes procedures for the development and implementation of significant, new or modified elements to solve these problems, and obtain Project Authority approval thereof; and/or iii. Report progress of the project on an ongoing basis and at scheduled points in the life cycle. 	<p>The Project Manager must possess, as a minimum:</p> <ul style="list-style-type: none"> a) At least one of the following related to project management: <ul style="list-style-type: none"> a. Professional Certificate/ Designation in Project Management (i.e. Project Management Professional (PMP), granted by the Project Management Institute (PMI); or b. PRINCE2 Practitioner, granted by AXELOS; or c. Completed a post-secondary program and obtained a Certificate in Project Management from a recognized Canadian university or college (or the equivalent if obtained outside Canada). b) Eight years of cumulative experience, within the last ten years as of the issuance date of the TA, as a Project Manager planning and controlling the project schedule and deliverables; and c) Experience on a minimum of two projects, for a minimum period of six months within the last seven years as of the issuance date of the TA, planning and executing the implementation (i.e. start-up or transition-in) of a health-care claims processing service solution on behalf of a Provider where the solution that was implemented included: <ul style="list-style-type: none"> a. Electronic and/or Digital Claims processing services; and b. Call or contact center services to provide Members with information and assistance related to plan coverage, and claims processing and payment services. <p>At least one of the two Customer Reference Projects must have supported a minimum of 10,000 Participants under the applicable health-care plan.</p>

29. Quality Assurance Analyst

PSHCP Resource Category: Quality Assurance Analyst	
Description	Minimum Resource Qualifications
<p>The Quality Assurance (QA) Analyst may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Apply appropriate QA techniques to ensure the quality, reliability and usability of new and changed functions within the application(s); ii. Ensure QA methodology and standards are adhered to; iii. Lead the development of test strategies and plans (including test situations, test cases, and reporting on test results); iv. Defect management; v. Work with analysts, developers and business partners to ensure that the testing strategy and results satisfy the business requirements; and/or vi. Execute test cases and reports on progress and results. vii. Perform QA reviews on reports, documentation and communications products. 	<p>The QA Analyst must possess, as a minimum:</p> <ul style="list-style-type: none"> a) Relevant Professional Certification, or an equivalent combination of education, training, experience; and b) Three years of cumulative experience, within the last five years as of the issuance date of the TA, testing technology solutions in a structured testing environment.

30. Service Delivery Manager

PSHCP Resource Category: Service Delivery Manager	
Description	Minimum Resource Qualifications
<p>The Service Delivery Manager may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Manage, on behalf of the Contractor, the day to day business relationship between Canada and the Contractor, with a high level of interaction with TBS and FPSCHPAA staff in the NCR; ii. Primary point of contact for Canada during the period of the Contract; iii. Manage the Contractor's delivery team during the Operations Phase by ensuring that resources are made available and that the service is delivered with the contracted service levels; iv. Report on actual service levels against contract requirements; v. Formulate statements of problems; establishes procedures for the development and implementation of significant, new or modified elements to solve these problems, and obtains Project Authority approval thereof; and/or, vi. Reports progress of the contract on an ongoing basis and at scheduled points in the life cycle. 	<p>The Service Delivery Manager must possess, as a minimum:</p> <ul style="list-style-type: none"> a) Ten years of cumulative experience, within the last twelve years as of the issuance date of the TA, acting on behalf of a Provider to manage the day to day business relationship between a Provider and the Provider's client; and b) Experience on a minimum of two Customer Reference Projects, for a minimum period of twelve months within the last ten years as of the issuance date of the TA, acting on behalf of a Provider to manage the day to day business relationship between a health claims processing Provider and the Provider's client where the health-care claims processing service solution that was implemented included: <ul style="list-style-type: none"> a. Electronic and/or Digital Claims processing services; and b. Call or contact center services to provide Members with information and assistance related to plan coverage, and claims processing and payment services. <p>At least one of the two Customer Reference Projects must have supported a minimum of 10,000 Participants under the applicable health-care plan.</p>

31. Training Instructor

PSHCP Resource Category: Training Instructor	
Description	Minimum Resource Qualifications
<p>The Training Instructor may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Assess the relevant characteristics of a target audience; ii. Develop, review and modify training materials; iii. Deliver courses, potentially using visual aids including computers, transparencies, videos, satellite transmissions, flip charts, wall charts, complete projection equipment and slides, etc.; iv. Evaluate instruction, program and process; v. Communicate effectively by visual, oral and written form with individuals, small groups, and in front of large audiences; vi. Manage class time; and/or vii. Prioritize material and changing course directions to meet needs. 	<p>The Training Instructor must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada), <u>or</u> an equivalent combination of education, training, and experience; and b) Two years of cumulative experience, within the last five years as of the issuance date of the TA, developing and delivering training curricula to adult learners.

32. Translator

PSHCP Resource Category: Translator	
Description	Minimum Resource Qualifications
<p>The Translator may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Perform a review, adjust, and then translate from English to French (and vice versa), documents, bulletins, training materials, etc. in various source formats (i.e. both hardcopy, softcopy); ii. Assess, and revise previously translated documents; and iii. Transcribe and translate e-training videos from English to French. 	<p>The Translator must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada) in translation, <u>or</u> an equivalent combination of education, training, and experience ; and b) Two years of cumulative experience, within the last five years as of the issuance date of the TA, in translation from English to French and vice versa.

33. Underwriting Analyst

PSHCP Resource Category: Underwriting Analyst	
Description	Minimum Resource Qualifications
<p>The Underwriting Analyst may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Analyze and assess risks and review life and health insurance applications for preliminary risk assessment process; ii. Prepare comprehensive presentations for our clients, with commentary to support rating recommendations and prepare claims reports as required etc.; iii. Review, analyze and audit the annual renewal material presented by various group providers; iv. Complete renewal projections and support annual budgeting for client's benefits programs; v. Audit insurer's financial statements on ASO accounts and report as required; and/or, vi. Review, analyze and report on costings for benefit plan alternates including those required for union negotiations. 	<p>The Underwriting Analyst must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada), or an equivalent combination of education, training, and experience; and b) Two years of cumulative experience, within the last five years as of the issuance date of the TA, as an Underwriter or Analyst in the Group Life and Health industry.

Part II: Health Care Professional Categories

1. Audiologist / Speech Language Pathologist

PSHCP Resource Category: Audiologist / Speech Language Pathologist	
Description	Minimum Resource Qualifications
<p>The Audiologist or Speech Language Pathologist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Apply client specific benefit plan criteria and policy, and subsequently render decisions concerning the individual health needs for products that require pre-authorization; iv. Consult on research projects, treatment plans and any other aspect of health programs management; v. Approve claim requests or forward claim recommendations; and/or vi. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims, and to ensure that accurate and timely on- site audits are completed 	<p>The Audiologist or Speech Language Pathologist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A Masters Degree from a recognized Canadian university (or the equivalent if obtained outside Canada) in audiology or speech language pathology recognized by the Canadian Association of Speech-Language Pathologists and Audiologists; b) Membership in good standing with the provincial licensing body of his/her province of residence where applicable; and c) Five years of cumulative experience, within the last five years as of the issuance date of the TA, as an audiologist.

2. Chiropractor

PSHCP Resource Category: Chiropractor	
Description	Minimum Resource Qualifications
<p>The Chiropractor may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions concerning the individual health needs; and iv. Consult on research projects, treatment plans and any other aspect of health programs management, as required. 	<p>The Chiropractor must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada); b) Graduation from an accredited Doctor of Chiropractic Education Program; c) A valid license to practice in Canada; and d) Five years of cumulative experience, within the last five years as of the issuance date of the TA, practicing as a chiropractor.

3. Dental Surgeon

PSHCP Resource Category: Dental Surgeon	
Description	Minimum Resource Qualifications
<p>The Dental Surgeon may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the dental and/or medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions concerning the individual health needs; iv. Consult on research projects, treatment plans and any other aspect of health programs management; v. Approve claim requests or forward claim recommendations; and/or vi. Determine the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims. 	<p>The Dental Surgeon must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A valid license to practice dentistry in at least one province or territory of Canada; and b) Five years of cumulative experience, within the last five years as of the issuance date of the TA, practicing as a dental surgeon.

4. Dentist

PSHCP Resource Category: Dentist	
Description	Minimum Resource Qualifications
<p>The Dentist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the dental and/or medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions, concerning the individual health needs for products; and/or iv. Consult on research projects, treatment plans and any other aspect of health programs management, as required. v. Approve claim requests or forward claim recommendations; and/or vi. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims. 	<p>The Dentist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A valid license to practice dentistry in at least one province or territory in Canada; and b) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, practicing as a dentist.

5. Denturist

PSHCP Resource Category: Denturist	
Description	Minimum Resource Qualifications
<p>The Denturist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the dental and/or medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions concerning the individual health needs; iv. Consult on research projects, treatment plans and any other aspect of health programs management, as required; v. Approve claim requests or forward claim recommendations; and vi. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims. 	<p>The Denturist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada), as a denturist, <u>or</u> an equivalent combination of education, training, and experience; and b) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, practicing as a denturist.

6. Electrologist

PSHCP Resource Category: Electrologist	
Description	Minimum Resource Qualifications
<p>The Electrologist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions concerning the individual health needs for products; iv. Consult on research projects, treatment plans and any other aspect of health programs management, as required; v. Approve claim requests or forward claim recommendations; and vi. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims, and to ensure that accurate and timely on- site audits are completed. 	<p>The Electrologist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) Successful completion of the Federation of Canadian Electrolysis Association's recommended training program in electrology; and, b) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, working as an electrologist.

7. Naturopath

PSHCP Resource Category: Naturopath	
Description	Minimum Resource Qualifications
<p>The naturopathic doctor (Naturopath) may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions concerning the individual health needs; iv. Consult on research projects, treatment plans and any other aspect of health programs management, as required; v. Approve claim requests or forward claim recommendations; and vi. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims, and to ensure that accurate and timely on- site audits are completed. 	<p>The Naturopath must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada), in Naturopathic Medicine; b) A license to practice as a naturopathic doctor in Canada; and c) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, as a naturopath.

8. Ophthalmologist

PSHCP Resource Category: Ophthalmologist	
Description	Minimum Resource Qualifications
<p>The Ophthalmologist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions concerning the individual health needs; iv. Consult on research projects, treatment plans and any other aspect of health programs management, as required; v. Approve claim requests or forward claim recommendations; and vi. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims, and to ensure that accurate and timely on- site audits are completed. 	<p>The Ophthalmologist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A Doctor of Medicine Degree (MD) from a recognized Canadian university (or the equivalent if obtained outside Canada) with a specialization in ophthalmology; and b) A valid license to practice ophthalmology in Canada.

9. Optometrist

PSHCP Resource Category: Optometrist	
Description	Minimum Resource Qualifications
<p>The Optometrist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions concerning the individual health needs; iv. Consult on research projects, treatment plans and any other aspect of health programs management, as required; v. Approve claim requests or forward claim recommendations; and vi. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse/misuse is detected to evaluate the selection of statistically significant samples of claims, and to ensure that accurate and timely on- site audits are completed. 	<p>The Optometrist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A Doctor of Optometry degree from a recognized Canadian university (or the equivalent if obtained outside Canada); b) A valid license to practice in Canada; and c) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, practicing as an optometrist.

10. Orthotist

PSHCP Resource Category: Orthotist	
Description	Minimum Resource Qualifications
<p>The Orthotist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions concerning the individual health needs; iv. Consult on research projects, treatment plans and any other aspect of health programs management, as required; v. Approve claim requests or forward claim recommendations; and vi. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims, and to ensure that accurate and timely on- site audits are 	<p>The Orthotist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) An orthotic technician diploma from from a recognized Canadian university or college (or the equivalent if obtained outside Canada); b) Professional Certification from the Canadian Board for Certification of Prosthetists and Orthotists; and c) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, as an orthotic specialist.

11. Osteopath

PSHCP Resource Category: Osteopath	
Description	Minimum Resource Qualifications
<p>The Osteopath may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions concerning the individual health needs; iv. Consult on research projects, treatment plans and any other aspect of health programs management, as required; v. Approve claim requests or forward claim recommendations; and vi. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse/misuse is detected to evaluate the selection of statistically significant samples of claims, and to ensure that accurate and timely on- site audits are completed. 	<p>The Osteopath must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada), in Osteopathic Manual Practice; b) A valid license to practice in Canada; and c) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, practicing as an osteopath.

12. Pathologist

PSHCP Resource Category: Pathologist	
Description	Minimum Resource Qualifications
<p>The Pathologist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions concerning the individual health needs; iv. Consult on research projects, treatment plans and any other aspect of health programs management, as required; v. Approve claim requests or forward claim recommendations; and vi. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims, and to ensure that accurate and timely on- site audits are completed. 	<p>The Pathologist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A Medical Doctor (MD) degree from a recognized Canadian university (or the equivalent if obtained outside Canada), followed by a minimum of five years of specialization in laboratory medicine; b) Successful completion of A Royal College of Physicians and Surgeons of Canada (RCPSC) exam; c) A valid license to practice as a pathologist in Canada; and d) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, practicing as a pathologist.

13. Pharmacist

PSHCP Resource Category: Pharmacist	
Description	Minimum Resource Qualifications
<p>The Pharmacist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions consistent, with individual health needs for products; iv. Review and make recommendations to maintain the formularies in response to new or de-listed products and other changes in that may occur in the pharmacy environment; v. Develop and update criteria for the approval or rejection of individual drugs and products that are being prescribed; vi. Consult on research projects, treatment plans and any other aspect of health programs management, as required; vii. Approve claim requests or forward claim recommendations; and viii. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims. 	<p>The Pharmacist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A valid license to practice pharmaceuticals in Canada; and b) Five years of cumulative experience, in the last ten years as of the issuance date of the TA, practicing as a pharmacist.

14. Physician

PSHCP Resource Category: Physician	
Description	Minimum Resource Qualifications
<p>The Physician may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Render decisions for declined claims; iv. Review and make recommendations for the Plan in response to new or de-listed products and services in the health care environment; v. Consult on research projects, treatment plans and any other aspect of health programs management, as required; vi. Approve claim requests or forward claim recommendations; and vii. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse/misuse is detected to evaluate the selection of statistically significant samples of claims. 	<p>The Physician must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A Doctor of Medicine (MD) degree from a recognized Canadian university (or the equivalent if obtained outside Canada); b) A valid license to practice in Canada; and c) Five years of cumulative experience, in the last ten years as of the issuance date of the TA, practicing as a physician.

15. Physiotherapist

PSHCP Resource Category: Physiotherapist	
Description	Minimum Resource Qualifications
<p>The physiotherapist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions concerning the individual health needs; iv. Consult on research projects, treatment plans and any other aspect of health programs management, as required. v. Approve claim requests or forward claim recommendations; and vi. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims, and to ensure that accurate and timely on- site audits are completed. 	<p>The physiotherapist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A degree from a recognized Canadian university (or the equivalent if obtained outside Canada) in physiotherapy; b) A valid license to practice in Canada; and c) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, practicing as a physiotherapist.

16. Podiatrist/Chiropodist

PSHCP Resource Category: Podiatrist/Chiropodist	
Description	Minimum Resource Qualifications
<p>The Podiatrist/Chiropodist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions concerning the individual health needs; iv. Consult on research projects, treatment plans and any other aspect of health programs management, as required; v. Approve claim requests or forward claim recommendations; and vi. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims, and to ensure that accurate and timely on- site audits are completed. 	<p>The Podiatrist/Chiropodist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A Doctor of Podiatric Medicine (DPM) degree from a recognized Canadian university (or the equivalent if obtained outside Canada); b) A valid license to practice in Canada; and c) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, practicing as a podiatrist/chiropodist.

17. Prosthetist

PSHCP Resource Category: Prosthetist	
Description	Minimum Resource Qualifications
<p>The Prosthetist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions concerning the individual health needs for products; iv. Consult on research projects, treatment plans and any other aspect of health programs management, as required; v. Approve claim requests or forward claim recommendations; and vi. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims, and to ensure that accurate and timely on- site audits are completed. 	<p>The Prosthetist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A prosthetic technician diploma from a recognized Canadian university or college (or the equivalent if obtained outside Canada); b) Professional Certification from the Canadian Board for Certification of Prosthetists and Orthoptists; and c) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, as a prosthetic specialist.

18. Psychiatrist

PSHCP Resource Category: Psychiatrist	
Description	Minimum Resource Qualifications
<p>The Psychiatrist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions concerning the individual health needs; iv. Consult on research projects, treatment plans and any other aspect of health programs management, as required; v. Approve claim requests or forward claim recommendations; and vi. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims. 	<p>The Psychiatrist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A Doctor of Medicine (MD) degree from a recognized Canadian university (or the equivalent if obtained outside Canada), with a five year post-graduate program with a specialization in psychiatry; b) A valid license to practice in Canada; and c) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, practicing as a psychiatrist.

19. Psychologist

PSHCP Resource Category: Psychologist	
Description	Minimum Resource Qualifications
<p>The Psychologist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Act as second and third level professional support to the Contact Centre available to provide advice to the front line staff, and to render decisions that require greater professional discretion; ii. Review the medical history of individual Participants; iii. Apply client specific criteria and policy, and subsequently render decisions concerning the individual health needs; iv. Consult on research projects, treatment plans and any other aspect of health programs management, as required; v. Approve claim requests or forward claim recommendations; and vi. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims. 	<p>The Psychologist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A Doctoral (PhD) degree from a recognized Canadian university (or the equivalent if obtained outside Canada) in clinical psychology; b) A valid license to practice in Canada; and c) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, practicing as a psychologist.

20. Registered Nurse

PSHCP Resource Category: Registered Nurse	
Description	Minimum Resource Qualifications
<p>The Registered Nurse may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Review the medical history of individual Participants; ii. Approve claim requests or forward claim recommendations; iii. Consult on research projects, treatment plans and any other aspect of health programs management, as required; iv. Approve claim requests or forward claim recommendations; and v. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims. 	<p>The Registered Nurse must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A Registered Nursing diploma or degree from a recognized Canadian university or college (or the equivalent if obtained outside Canada); b) A valid license to practice nursing in Canada; and c) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, as a registered nurse.

21. Respiriologist

PSHCP Resource Category: Respiriologist	
Description	Minimum Resource Qualifications
<p>The Respiriologist may be required to perform various tasks as required by Task Authorization (TA), including but not limited to any combination of the following, without limitation:</p> <ul style="list-style-type: none"> i. Review the medical history of individual Participants in the field of respirology; ii. Apply client specific criteria and policy, and subsequently render decisions consistent with Plan direction, concerning the individual health needs for products; iii. Approve claim requests or forward claim recommendations; iv. Consult on research projects, treatment plans and any other aspect of health programs management in the field of respirology, as required; and, v. As and when required in support of the Audit program, recommend the most appropriate audit activity when potential abuse or misuse is detected to evaluate the selection of statistically significant samples of claims, and to ensure that accurate and timely on- site audits are completed. 	<p>The Respiriologist must possess, as a minimum:</p> <ul style="list-style-type: none"> a) A diploma or degree from a recognized Canadian university or college (or equivalent if obtained outside Canada); b) A valid license to practice respirology in Canada; and c) Five years of cumulative experience, within the last ten years as of the issuance date of the TA, as a respirologist.

Notes:

Education - Academic Certification (Degree, etc.) must be obtained through a recognized Canadian university or college, or the equivalent as established by a recognized Canadian academic credentials assessment service, if obtained outside Canada. The list of recognized organizations can be found under the [Canadian Information Centre for International Credentials web site](#)

Relevant Professional Certification - The professional certification must be relevant to the field of application. Acceptable certifications include but are not limited to those on the following list. Whether listed or not, it is incumbent upon the Contractor to demonstrate the relevance of professional certification(s) to the proposed work.

- Appraisal Institute of Canada
- Canadian Institute of Planners
- Certification in technical writing (TWC 900 or TWC 950)
- Certified Associate in Project Management (CAPM)
- Certified Business Analyst Professional (CBAP)
- Certified Employee Benefit Specialist (CEBS)
- Construction Estimator Certified (CEC)
- Certified Financial Planner (CFP)
- Certified General Accountant (CGA)
- Certified Human Resources (HR) Professional (CHRP)
- Certified Information Systems Security Professional (CIISP)
- Certified Management Accountants (CMA)
- Certified Management Consultant (CMC)
- Certified Professional Purchaser (C.P.P.)
- Chartered Accountant (CA)
- Chartered Financial Analyst (CFA)
- Fellow Chartered Financial Practitioner (FChFP)
- International Association of Facilitators Certified Professional Facilitator (IAF-CPF)
- International Personnel Management Association Certified Professional (IPMA-CP)
- International Personnel Management Association Certified Specialist (IPMA-CS)
- ITC2's Experience Certification
- Master Financial Planner (MFP)
- Procurement and contract Management Program (PCMP)
- Professional Engineer (PEng)
- Real Estate Institute of Canada
- Project Management Professional (PMP)
- Project Management Institute Scheduling Professional (PMI-SP)
- Program Management Professional (PgMP)
- Professional Quantity Surveyor (PQS)
- Planning & Scheduling Professional (PSP)
- PRINCE2 Practitioner
- Registered Architect (for example OAA, OAQ)
- Registered Financial Planner (RFP)
- Successful completion of the Public Service Commission Appointment Framework Knowledge Test
- Accreditation in Classification in the Federal Public Service Context
- Formal training on the Federal Public Service Executive Classification Standard
- PSC Staffing Certification (issued up to Dec. 2005)
- National Staffing Council Certification
- Certified Professional Facilitator (IAF—CPF)
- Master Facilitator Certification
- Certified Facilitator Specialist (CFS) designation
- DACUM Facilitator Certification from the Canadian Vocational Association
- TOGAF ® 9 Certification

Appendix 3 to Annex A

Standard Report Categories and Examples

The table below outlines the various Standard Report categories, report category definitions, and the approximate number of different Standard Reports that are anticipated to be required (frequency to be determined during start-up) required. The list of reporting categories and report examples are being provided for illustrative purposes and is not exhaustive. Examples of report templates are attached in a separate MS Excel file. The draft templates will be refined and finalized during the Start-Up Phase.

Reporting Category	Definition	Report Examples	Approximate Number of Reports
Audit Reports	- Reports on each of the Audit and Claim Verification Program components and summary reports	- Pharmacy and Electronic Medical Supplies Provider Desk & On-Site Claim Verification Results - Audit & Claim Verification Program YTD Results	25
Confidential Investigation Reports	- Reports on investigations of Plan misuse and abuse	- Savings, Recoveries and Outstanding Overpayments Resulting from Investigations of Plan Misuse and Abuse	5
Claims Reports	- Reports on claims processing statistics	- Detailed Claims Processing Statistics - Top Drugs by Paid Amount	30
Finance Reports	- Reports on financial operations	- Claims Funding Report	15
Management and Operational Reports	- Reports on management and start-up & operations functions	- Monthly Operational Report	15
Population Reports	- Reports on population and claimant statistics	- Detailed Member Population Statistics - Detailed Claimant Population Statistics	20
Security	- Reports on various security measures, performance, and incidents	- Breach reports - Security Monitoring - BCP/DRP Post-mortem reports	5

Report Date

[illegible]

PUBLIC SERVICE HEALTH CARE PLAN
*CLAIMS PROCESSING STATISTICS BY MEMBER GROUP,
COVERAGE LEVEL, PARTICIPANT GROUP, AND BENEFIT CATEGORY*

Reporting Period: Month DD, YYYY to Month DD, YYYY

<u>Participant Group</u> <u>Benefit Category</u>	Member Group: Employees; Coverage Level: Single							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
Member								
Hospital								
Out of Canada								
Drugs - Electronic								
Drugs - Paper								
Medical Supplies - Electronic								
Medical Supplies - Paper								
Equipment/Other Medical								
Paramedical Practitioners								
Vision Care								
Travel Assistance								
Miscellaneous								
Other								
Total Member								

<u>Participant Group</u> <u>Benefit Category</u>	Member Group: Employees; Coverage Level: Single							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
Spouse								
Hospital								
Out of Canada								
Drugs - Electronic								
Drugs - Paper								
Medical Supplies - Electronic								
Medical Supplies - Paper								
Equipment/Other Medical								
Paramedical Practitioners								
Vision Care								

Last Updated: 2019-06-27

Participant Group

Benefit Category

[illegible]

Member Group: Employees; Coverage Level: Family

[illegible]

Member Group: Employees; Coverage Level: Family

[illegible]

[illegible][illegible][illegible]

[illegible][illegible][illegible]

Last Updated: 2019-06-27

Spouse					
Hospital					
Out of Canada					
Drugs - Electronic					
Drugs - Paper					
Medical Supplies - Electronic					
Equipment/Other Medical					
Paramedical Practitioners					
Vision Care					
Travel Assistance					
Miscellaneous					
Other					
Total Spouse					

[illegible][illegible]

Last Updated: 2019-06-27

Participant Group Benefit Category	Member Group: Pensioners; Coverage Level: Family							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
Dependant Child								
Hospital								
Out of Canada								
Drugs - Electronic								
Drugs - Paper								
Medical Supplies - Electronic								
Medical Supplies - Paper								
Equipment/Other Medical								
Paramedical Practitioners								
Vision Care								
Travel Assistance								
Miscellaneous								
Other								
Total Dependant Child								

Participant Group Benefit Category	Member Group: Pensioners; Coverage Level: Family							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
All								
Hospital								
Out of Canada								
Drugs - Electronic								
Drugs - Paper								
Medical Supplies - Electronic								
Medical Supplies - Paper								
Equipment/Other Medical								
Paramedical Practitioners								
Vision Care								
Travel Assistance								
Miscellaneous								
Other								
Total Pensioners Family								

Participant Group Benefit Category	Member Group: Pensioners; Coverage Level: All							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
Member								

Participant Group Benefit Category	Member Group: CF; Coverage Level: Single							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
Spouse								
Hospital								
Out of Canada								
Drugs - Electronic								
Drugs - Paper								
Medical Supplies - Electronic								
Medical Supplies - Paper								
Equipment/Other Medical								
Paramedical Practitioners								
Vision Care								
Travel Assistance								
Miscellaneous								
Other								
Total Spouse								

Participant Group Benefit Category	Member Group: CF; Coverage Level: Single							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
Dependant Child								
Hospital								
Out of Canada								
Drugs - Electronic								
Drugs - Paper								
Medical Supplies - Electronic								
Medical Supplies - Paper								
Equipment/Other Medical								
Paramedical Practitioners								
Vision Care								
Travel Assistance								
Miscellaneous								
Other								
Total Dependant Child								

Participant Group Benefit Category	Member Group: CF; Coverage Level: Single							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
All								

Last Updated: 2019-06-27

[illegible]

Member Group: CF; Coverage Level: Family

[illegible]

Member Group: CF; Coverage Level: Family

[illegible]

Participant Group Benefit Category	Member Group: CF; Coverage Level: All							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
Member								
Hospital								
Out of Canada								
Drugs - Electronic								
Drugs - Paper								
Medical Supplies - Electronic								
Medical Supplies - Paper								
Equipment/Other Medical								
Paramedical Practitioners								
Vision Care								
Travel Assistance								
Miscellaneous								
Other								
Total Member								

Participant Group Benefit Category	Member Group: CF; Coverage Level: All							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
Spouse								
Hospital								
Out of Canada								
Drugs - Electronic								
Drugs - Paper								
Medical Supplies - Electronic								
Medical Supplies - Paper								
Equipment/Other Medical								
Paramedical Practitioners								
Vision Care								
Travel Assistance								
Miscellaneous								
Other								
Total Spouse								

Participant Group Benefit Category	Member Group: CF; Coverage Level: All							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
Dependant Child								

Participant Group Benefit Category	Member Group: RCMP; Coverage Level: Single							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
All								
Hospital								
Out of Canada								
Drugs - Electronic								
Drugs - Paper								
Medical Supplies - Electronic								
Medical Supplies - Paper								
Equipment/Other Medical								
Paramedical Practitioners								
Vision Care								
Travel Assistance								
Miscellaneous								
Other								
Total RCMP Single								

Participant Group Benefit Category	Member Group: RCMP; Coverage Level: Family							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
Member								
Hospital								
Out of Canada								
Drugs - Electronic								
Drugs - Paper								
Medical Supplies - Electronic								
Medical Supplies - Paper								
Equipment/Other Medical								
Paramedical Practitioners								
Vision Care								
Travel Assistance								
Miscellaneous								
Other								
Total Member								

Participant Group Benefit Category	Member Group: RCMP; Coverage Level: Family							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
Spouse								

Last Updated: 2019-06-27

[illegible]

Member Group: RCMP; Coverage Level: Family

Participant Group Benefit Category	Member Group: RCMP; Coverage Level: Family									
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid	Avg. \$ Amount Eligible per Eligible Service	Avg. \$ Amount Paid per Paid Service
Dependant Child										
Hospital										
Out of Canada										
Drugs - Electronic										
Drugs - Paper										
Medical Supplies - Electronic										
Medical Supplies - Paper										
Equipment/Other Medical										
Paramedical Practitioners										
Vision Care										
Travel Assistance										
Miscellaneous										
Other										
Total Dependant Child										

Member Group: RCMP; Coverage Level: Family

[illegible]

Last Updated: 2019-06-27

Participant Group Benefit Category	Member Group: RCMP; Coverage Level: All							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
Dependant Child								
Hospital								
Out of Canada								
Drugs - Electronic								
Drugs - Paper								
Medical Supplies - Electronic								
Medical Supplies - Paper								
Equipment/Other Medical								
Paramedical Practitioners								
Vision Care								
Travel Assistance								
Miscellaneous								
Other								
Total Dependant Child								

Participant Group Benefit Category	Member Group: RCMP; Coverage Level: All							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
All								
Hospital								
Out of Canada								
Drugs - Electronic								
Drugs - Paper								
Medical Supplies - Electronic								
Medical Supplies - Paper								
Equipment/Other Medical								
Paramedical Practitioners								
Vision Care								
Travel Assistance								
Miscellaneous								
Other								
Total RCMP All								

Participant Group Benefit Category	Member Group: All; Coverage Level: Single							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
Member								

[illegible][illegible][illegible]

Participant Group Benefit Category	Member Group: All; Coverage Level: Family							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
Spouse								
Hospital								
Out of Canada								
Drugs - Electronic								
Drugs - Paper								
Medical Supplies - Electronic								
Medical Supplies - Paper								
Equipment/Other Medical								
Paramedical Practitioners								
Vision Care								
Travel Assistance								
Miscellaneous								
Other								
Total Spouse								

Participant Group Benefit Category	Member Group: All; Coverage Level: Family							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
Dependant Child								
Hospital								
Out of Canada								
Drugs - Electronic								
Drugs - Paper								
Medical Supplies - Electronic								
Medical Supplies - Paper								
Equipment/Other Medical								
Paramedical Practitioners								
Vision Care								
Travel Assistance								
Miscellaneous								
Other								
Total Dependant Child								

Participant Group Benefit Category	Member Group: All; Coverage Level: Family							
	Number of Billable Services	Number of Eligible Services	Number of Paid Services	% of Total Eligible Services	\$ Amount Submitted	\$ Amount Eligible	\$ Amount Paid	% of Total Amount Paid
All								

Last Updated: 2019-06-27

[illegible]

Member Group: All; Coverage Level: All

[illegible]

Member Group: All; Coverage Level: All

[illegible]

PUBLIC SERVICE HEALTH CARE PLAN
TOP 100 ITEM NUMBERS
BY PAID AMOUNT
Reporting Period: Month DD, YYYY to Month DD, YYYY

[illegible]

[illegible]

**PUBLIC SERVICE HEALTH CARE PLAN
MEMBER POPULATION BY PLAN TYPE, MEMBER GROUP,
COVERAGE LEVEL, AND PROVINCE/TERRITORY OF RESIDENCE**
As of: Month DD, YYYY

Plan Type	Member Group												Total Member Population			
	Province/Territory			Employees			Pensioners			CF						
	Single	Family	Total	Single	Family	Total	Single	Family	Total	Single	Family	Total	Single	Family	Total	
Supplementary																
British Columbia																
Alberta																
Saskatchewan																
Manitoba																
Ontario																
Quebec																
New Brunswick																
Nova Scotia																
Prince Edward Island																
Newfoundland and Labrador																
Yukon																
Northwest Territories																
Nunavut																
Foreign																
Unknown																
Total Supplementary																
Comprehensive																
Total Comprehensive																
GRAND TOTAL																

PUBLIC SERVICE HEALTH CARE PLAN
NUMBER OF CLAIMANTS BY PLAN TYPE, MEMBER GROUP,
COVERAGE LEVEL, AND AGE RANGE
Reporting Period: Month DD, YYYY to Month DD, YYYY

Plan Type	Member Group								
	Employees			Pensioners			RCMP		
	Single	Family	Total	Single	Family	Total	Single	Family	Total
Supplementary									
10 and under									
11-17									
18-20									
21-24									
25-29									
30-34									
35-39									
40-44									
45-49									
50-54									
55-59									
60-64									
65-69									
70-74									
75-79									
80-84									
85 and over									
Unknown									
Total Supplementary									

[illegible]

Report Period

[illegible]

Report Date

Reporting Period

Report Date

AN m Verification Audit Results

[illegible]

PUBLIC SERVICE HEALTH CARE PLAN
CLAIM FUNDING REPORT BY MEMBER GROUP AND TRANSACTION CATEGORY
Report Date: MM DD, YYYY

[illegible]

Report

PUBLIC SERVICE HEALTH CARE PLAN
PAPER CLAIMS SERVICE LEVELS
BY MONTH AND QUARTER AND YEAR

Reporting Period:

Metric	Incoming Mail Volumes (Supplementary)	Claims Inventory at Month End (Supplementary)	# Paper Claims Processed (Supplementary)	% Paper Claims Processed Within X Business Days of Receipt	Incoming Mail Volumes (Comprehensive)	Claims Inventory at Month End (Comprehensive)	# Paper Claims Processed (Comprehensive)	% Paper Claims Processed Within X Business Days of Receipt	Incoming Mail Volumes (Emergency Travel Assistance)	Claims Inventory at Month End (Emergency Travel Assistance)	# Paper Claims Processed (Emergency Travel Assistance)	% Paper Claims Processed Within X Business Days of Receipt
Service Level				SLA				SLA				SLA
Period												
Year Q1												
01/01/Year												
01/02/Year												
01/03/Year												
Year Q2												
01/04/Year												
01/05/Year												
01/06/Year												
Year Q3												
01/07/Year												
01/08/Year												
01/09/Year												
Year Q4												
01/10/Year												
01/11/Year												
01/12/Year												
Year												

Report Date

Page Number

**PUBLIC SERVICE HEALTH CARE PLAN
SUPPLEMENTARY PAPER CLAIMS TURNAROUND TIME BANDING
BY MONTH AND QUARTER AND YEAR**

Reporting Period:

	0 - 1 Days	0 - 2 Days	0 - 3 Days	0 - 4 Days	0 - 5 Days	0 - 6 Days	0 - 7 Days	0 - 8 Days	0 - 9 Days	0 - 15 Days	Average Turnaround Time for the Month (Business Days)	Longest Turnaround Time for the Month (Business Days)
Period												
Year Q1												
01/01/Year												
01/02/Year												
01/03/Year												
Year Q2												
01/04/Year												
01/05/Year												
01/06/Year												
Year Q3												
01/07/Year												
01/08/Year												
01/09/Year												
Year Q4												
01/10/Year												
01/11/Year												
01/12/Year												

**PUBLIC SERVICE HEALTH CARE PLAN
COMPREHENSIVE PAPER CLAIMS TURNAROUND TIME BANDING
BY MONTH AND QUARTER AND YEAR**

Reporting Period:

	0 - 1 Days	0 - 2 Days	0 - 3 Days	0 - 4 Days	0 - 5 Days	0 - 6 Days	0 - 7 Days	0 - 8 Days	0 - 9 Days	0 - 15 Days	Average Turnaround Time for the Month (Business Days)	Longest Turnaround Time for the Month (Business Days)
Period												
Year Q1												
01/01/Year												
01/02/Year												
01/03/Year												
Year Q2												
01/04/Year												
01/05/Year												
01/06/Year												
Year Q3												
01/07/Year												
01/08/Year												
01/09/Year												
Year Q4												
01/10/Year												
01/11/Year												
01/12/Year												

PUBLIC SERVICE HEALTH CARE PLAN
EMERGENCY TRAVEL ASSISTANCE PAPER CLAIMS TURNAROUND TIME BANDING
BY MONTH AND QUARTER AND YEAR

Reporting Period:

	0 - 1 Days	0 - 2 Days	0 - 3 Days	0 - 4 Days	0 - 5 Days	0 - 6 Days	0 - 7 Days	0 - 8 Days	0 - 9 Days	0 - 15 Days	Average Turnaround Time for the Month (Business Days)	Longest Turnaround Time for the Month (Business Days)
Period												
Year Q1												
01/01/Year												
01/02/Year												
01/03/Year												
Year Q2												
01/04/Year												
01/05/Year												
01/06/Year												
Year Q3												
01/07/Year												
01/08/Year												
01/09/Year												
Year Q4												
01/10/Year												
01/11/Year												
01/12/Year												

PUBLIC SERVICE HEALTH CARE PLAN
DIGITAL CLAIMS SERVICE LEVELS
BY MONTH AND QUARTER AND YEAR

Reporting Period:

Metric	Member Digital Claims						Provider Digital Claims				Pharmacy & Medical Supplies Digital Claims		
	Incoming Member Digital Web Claim Volumes	Member Digital Web Claims Inventory at Month End	#Member Digital Web Claims Processed	Incoming Member Digital Mobile Claim Volumes	Member Digital Mobile Claims Inventory at Month End	# Member Digital Mobile Claims Processed	% Member Digital Claims (Web and Mobile) Processed Within X Business Days of Receipt	% Member Digital Claims Processed Within X Business Days of Receipt	Incoming Provider Digital Claim Volumes	Provider Digital Claims Inventory at Month End	# Provider Digital Claims Processed	% Provider Digital Claims Processed Within X Business Days of Receipt	% Provider Digital Claims Availability
	SLA	SLA	SLA	SLA	SLA	SLA	SLA	SLA	SLA	SLA	SLA	SLA	SLA
Service Level													
Period													
Year Q1													
01/01/Year													
01/02/Year													
01/03/Year													
Year Q2													
01/04/Year													
01/05/Year													
01/06/Year													
Year Q3													
01/07/Year													
01/08/Year													
01/09/Year													
Year Q4													
01/10/Year													
01/11/Year													
01/12/Year													
Year													

PUBLIC SERVICE HEALTH CARE PLAN
SUPPLEMENTARY PAPER CLAIMS FINANCIAL AND NON-FINANCIAL ACCURACY
BY MONTH AND QUARTER AND YEAR

Reporting Period:

Metric	# of Paper Claims Processed	Total Quality Control Claims Sampled	% of Claims Sampled	Total \$ Value of Claims Sampled	% of Monetary Error	% of Occurrence Monetary Errors	Overpayment \$ Value	Underpayment \$ Value	Total \$ Value of Errors	% Financial Accuracy	# of Non-Monetary Errors	% of Occurrence Non-Monetary Errors
Service Level										SLA		SLA
Period												
Year Q1												
01/01/Year												
01/02/Year												
01/03/Year												
Year Q2												
01/04/Year												
01/05/Year												
01/06/Year												
Year Q3												
01/07/Year												
01/08/Year												
01/09/Year												
Year Q4												
01/10/Year												
01/11/Year												
01/12/Year												
Year												

PUBLIC SERVICE HEALTH CARE PLAN
COMPREHENSIVE PAPER CLAIMS FINANCIAL AND NON-FINANCIAL ACCURACY
BY MONTH AND QUARTER AND YEAR

Reporting Period:

Metric	Service Level	# of Paper Claims Processed	Total Quality Control Claims Sampled	% of Claims Sampled	Total \$ Value of Claims Sampled	% of Occurrence Monetary Errors	Overpayment \$ Value	Underpayment \$ Value	Total \$ Value of Errors	% Financial Accuracy SLA	# of Non-Monetary Errors	% of Occurrence Non-Monetary Errors SLA
Period												
Year Q1												
Year Q2												
Year Q3												
Year Q4												
Year												

PUBLIC SERVICE HEALTH CARE PLAN
EMERGENCY TRAVEL ASSISTANCE PAPER CLAIMS FINANCIAL AND NON-FINANCIAL ACCURACY
BY MONTH AND QUARTER AND YEAR

Reporting Period:

Metric	# of Paper Claims Processed	Total Quality Control Claims Sampled	% of Claims Sampled	Total \$ Value of Claims Sampled	% of Occurrence Monetary Errors	Overpayment \$ Value	Underpayment \$ Value	Total \$ Value of Errors	% Financial Accuracy SLA	# of Non-Monetary Errors	% of Occurrence Non-Monetary Errors SLA
Service Level											
Period											
Year Q1											
01/01/Year											
01/02/Year											
01/03/Year											
Year Q2											
01/04/Year											
01/05/Year											
01/06/Year											
Year Q3											
01/07/Year											
01/08/Year											
01/09/Year											
Year Q4											
01/10/Year											
01/11/Year											
01/12/Year											
Year											

PUBLIC SERVICE HEALTH CARE PLAN
MEMBER DIGITAL CLAIMS (WEB AND MOBILE) FINANCIAL AND NON-FINANCIAL ACCURACY
BY MONTH AND QUARTER AND YEAR

Reporting Period:

Metric	# of Member Digital Claims Processed	Total Quality Control Claims Sampled	% of Claims Sampled	Total \$ Value of Claims Sampled	% of Monetary Error	% of Occurrence Monetary Errors	Overpayment \$ Value	Underpayment \$ Value	Total \$ Value of Errors	% Financial Accuracy	# of Non- Monetary Errors	% of Occurrence Non-Monetary Errors
Service Level										SLA		SLA
Period												
Year Q1												
01/01/Year												
01/02/Year												
01/03/Year												
Year Q2												
01/04/Year												
01/05/Year												
01/06/Year												
Year Q3												
01/07/Year												
01/08/Year												
01/09/Year												
Year Q4												
01/10/Year												
01/11/Year												
01/12/Year												
Year												

PUBLIC SERVICE HEALTH CARE PLAN
SUPPLEMENTARY PAPER CLAIMS FINANCIAL - SAMPLE ERRORS BY TYPE
BY MONTH AND QUARTER AND YEAR

Reporting Period:

		Error Type (Classifications of errors are to be determined by the Contractor)												Total Errors
	Total Quality Control Claims Sampled													
Period														
Year Q1														
01/01/Year														
01/02/Year														
01/03/Year														
Year Q2														
01/04/Year														
01/05/Year														
01/06/Year														
Year Q3														
01/07/Year														
01/08/Year														
01/09/Year														
Year Q4														
01/10/Year														
01/11/Year														
01/12/Year														
Year														

PUBLIC SERVICE HEALTH CARE PLAN
SUPPLEMENTARY PAPER CLAIMS NON-FINANCIAL - SAMPLE ERRORS BY TYPE
BY MONTH AND QUARTER AND YEAR

Reporting Period:

		Error Type (Classifications of errors are to be determined by the Contractor)												Total Errors		
	Total Quality Control Claims Sampled															
Period																
Year Q1																
01/01/Year																
01/02/Year																
01/03/Year																
Year Q2																
01/04/Year																
01/05/Year																
01/06/Year																
Year Q3																
01/07/Year																
01/08/Year																
01/09/Year																
Year Q4																
01/10/Year																
01/11/Year																
01/12/Year																
Year																

PUBLIC SERVICE HEALTH CARE PLAN
COMPREHENSIVE PAPER CLAIMS FINANCIAL - SAMPLE ERRORS BY TYPE
BY MONTH AND QUARTER AND YEAR

Reporting Period:

Total Quality Control Claims Sampled		Error Type (Classifications of errors are to be determined by the Contractor)												Total Errors	
Period															
Year Q1															
01/01/Year															
01/02/Year															
01/03/Year															
Year Q2															
01/04/Year															
01/05/Year															
01/06/Year															
Year Q3															
01/07/Year															
01/08/Year															
01/09/Year															
Year Q4															
01/10/Year															
01/11/Year															
01/12/Year															
Year															

PUBLIC SERVICE HEALTH CARE PLAN
COMPREHENSIVE PAPER CLAIMS NON-FINANCIAL - SAMPLE ERRORS BY TYPE
BY MONTH AND QUARTER AND YEAR

Reporting Period:

Error Type (Classifications of errors are to be determined by the Contractor)															Total Quality Control Claims Sampled	Total Errors
Period																
Year Q1																
01/01/Year																
01/02/Year																
01/03/Year																
Year Q2																
01/04/Year																
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PUBLIC SERVICE HEALTH CARE PLAN
EMERGENCY TRAVEL ASSISTANCE PAPER CLAIMS FINANCIAL - SAMPLE ERRORS BY TYPE
BY MONTH AND QUARTER AND YEAR

Reporting Period:

		Error Type (Classifications of errors are to be determined by the Contractor)												Total Errors			
Period																	
Total Quality Control Claims Sampled	Year Q1																
	01/01/Year																
	01/02/Year																
	01/03/Year																
	Year Q2																
	01/04/Year																
	01/05/Year																
	01/06/Year																
	Year Q3																
	01/07/Year																
	01/08/Year																
	01/09/Year																
Year Q4																	
01/10/Year																	
01/11/Year																	
01/12/Year																	
Year																	

PUBLIC SERVICE HEALTH CARE PLAN
EMERGENCY TRAVEL ASSISTANCE PAPER CLAIMS NON-FINANCIAL - SAMPLE ERRORS BY TYPE
BY MONTH AND QUARTER AND YEAR

Reporting Period:

Error Type (Classifications of errors are to be determined by the Contractor)															
	Total Quality Control Claims Sampled														Total Errors
Period															
Year Q1															
01/01/Year															
01/02/Year															
01/03/Year															
Year Q2															
01/04/Year															
01/05/Year															
01/06/Year															
Year Q3															
01/07/Year															
01/08/Year															
01/09/Year															
Year Q4															
01/10/Year															
01/11/Year															
01/12/Year															
Year															

PUBLIC SERVICE HEALTH CARE PLAN
MEMBER DIGITAL CLAIMS (WEB AND MOBILE) FINANCIAL - SAMPLE ERRORS BY TYPE
BY MONTH AND QUARTER AND YEAR

Reporting Period:

		Error Type (Classifications of errors are to be determined by the Contractor)												Total Errors			
	Total Quality Control Claims Sampled																
Period																	
Year Q1																	
	01/01/Year																
	01/02/Year																
	01/03/Year																
Year Q2																	
	01/04/Year																
	01/05/Year																
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Year Q3																	
	01/07/Year																
	01/08/Year																
	01/09/Year																
Year Q4																	
	01/10/Year																
	01/11/Year																
	01/12/Year																
Year																	

PUBLIC SERVICE HEALTH CARE PLAN
MEMBER DIGITAL CLAIMS (WEB AND MOBILE) NON-FINANCIAL - SAMPLE ERRORS BY TYPE
BY MONTH AND QUARTER AND YEAR

Reporting Period:

		Error Type (Classifications of errors are to be determined by the Contractor)												Total Errors		
	Total Quality Control Claims Sampled															
Period																
Year Q1																
01/01/Year																
01/02/Year																
01/03/Year																
Year Q2																
01/04/Year																
01/05/Year																
01/06/Year																
Year Q3																
01/07/Year																
01/08/Year																
01/09/Year																
Year Q4																
01/10/Year																
01/11/Year																
01/12/Year																
Year																

Member Calls																			
Metric	# Calls Received			# Calls Answered			# Self-Serve Calls	# Calls Handled	% Calls to IVR ≤ X s	% Calls Answered ≤ X s			% Calls Abandoned > X s			% Calls Blocked	% First Call Resolution	Average Handle Time	
Service Level	English	French	Total	English	French	Total	Total	Total	SLA	English	French	Total	English	French	Total	SLA	SLA		
Language																			
Period																			
Year Q1																			
01/01/Year																			
01/02/Year																			
01/03/Year																			
Year Q2																			
01/04/Year																			
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Year Q3																			
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01/09/Year																			
Year Q4																			
01/10/Year																			
01/11/Year																			
01/12/Year																			
Year																			

**PUBLIC SERVICE HEALTH CARE PLAN
MEMBER CONTACT CENTRE VOLUMES
BY MONTH AND QUARTER**

Reporting Period:

[illegible]

[illegible]

[illegible]

[illegible]

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**PUBLIC SERVICE HEALTH CARE PLAN
MEMBER CONTACT CENTRE COMPLAINT VOLUMES
BY COMPLAINT TYPE AND COMPLAINANT**

[illegible]

Report Date

Member Calls																		
Metric	# Calls Received			# Calls Answered			# Self-Serve Calls	# Calls Handled	% Calls to IVR ≤ X s	% Calls Answered ≤ X s			% Calls Abandoned > X s			% Calls Blocked	% First Call Resolution	Average Handle Time
Service Level	English	French	Total	English	French	Total	Total	Total	SLA	English	French	Total	English	French	Total	SLA	SLA	
Language																		
Period																		
Year Q1																		
01/01/Year																		
01/02/Year																		
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Year Q2																		
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01/08/Year																		
01/09/Year																		
Year Q4																		
01/10/Year																		
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Year																		

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**PUBLIC SERVICE HEALTH CARE PLAN
COMPREHENSIVE COVERAGE COMPLAINT VOLUMES
BY COMPLAINT TYPE AND COMPLAINANT**

Reporting Period:[illegible]

Report Date

**PUBLIC SERVICE HEALTH CARE PLAN
EMERGENCY TRAVEL ASSISTANCE CONTACT VOLUM
BY MONTH AND QUARTER**

Reporting Period:

	Member Calls													
Metric	# Calls Received			# Calls Answered			# Calls Handled	% Calls to IVR ≤ X s	% Calls Answered ≤ X s			% Calls Abandoned > X s		
Service Level								SLA	SLA			SLA		
Language	English	French	Total	English	French	Total	Total		English	French	Total	English	French	Total
Period														
Year Q1														
01/01/Year														
01/02/Year														
01/03/Year														
Year Q2														
01/04/Year														
01/05/Year														
01/06/Year														
Year Q3														
01/07/Year														
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Year Q4														
01/10/Year														
01/11/Year														
01/12/Year														
Year														

[illegible]

**PUBLIC SERVICE HEALTH CARE
EMERGENCY TRAVEL ASSISTANCE CARD
BY TYPE**

Reporting Period:[illegible]

**ARE PLAN
CONTACT TYPES**

[illegible]

[illegible]

**PUBLIC SERVICE HEALTH CARE PLAN
EMERGENCY TRAVEL ASSISTANCE COMPLAINT VOLUMES
BY COMPLAINT TYPE AND COMPLAINANT**

[illegible]

Report Date

Report

**PUBLIC SERVICE HEALTH
PROVIDER CONTACT CENTER
BY MONTH AND
Reporting Period**

P									
Metric	# Calls Received				# Calls Answered			% Calls to IVR ≤ X s	% Calls Answered ≤ X s
Service Level								SLA	
Language	English	French	Total		English	French	Total	English	French
Period									
Year Q1									
01/01/Year									
01/02/Year									
01/03/Year									
Year Q2									
01/04/Year									
01/05/Year									
01/06/Year									
Year Q3									
01/07/Year									
01/08/Year									
01/09/Year									
Year Q4									
01/10/Year									
01/11/Year									
01/12/Year									
Year									

Report Date

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Page Number

[illegible]

Report

**PUBLIC SERVICE HEALTH CARE PL.
PROVIDER CONTACT TYPES
BY TYPE**

Reporting Period:[illegible]

AN

[illegible]

Change Log: Report modification audit

Purpose: Provides audit trail of report changes.

Public Service Health Care Plan

Savings, Recoveries and Outstanding Overpayments *Resulting from Investigations of Plan Misuse and Abuse*

Strictly Confidential

Report Period: DATE

[illegible]

Appendix 4 to Annex A PSHCP Data Elements

This Appendix illustrates the minimum set of information that the Contractor must capture, manage and make accessible in support of Plan management and operations (e.g. Claims processing, reporting, Audit, finance, Provider registration, etc.). The list of data elements below is not exhaustive and is provided to demonstrate the types of PSHCP information required by the Project Authority. The Contractor must capture all additional data elements required to perform the Work under the PSHCP Contract. Refer to SOW Article 4.9 for Reporting requirements. For migration and reporting of historical information requirements (Refer to SOW Article 3.18).

DATA ELEMENT	DESCRIPTION
Active Ingredient Group Number	A 10 digit number that identifies products that have the same active ingredient(s) and ingredient strength(s)
Active Ingredient Name	Name of the product's active ingredient
Adjustment Amount	The amount by which the Claim was adjusted
Adjustment Type	The type of adjustment made to the Claim
Amount Eligible	Amount eligible for payment per service line
Audit Outcome	Outcome of Claim Audit
Audit Program	Audit program component that the Claim was audited through
Benefit Sub-Type	Grouping by sub-Benefit type
Benefit Type	Grouping by Benefit type
Chemical Name	The chemical compound that makes up the drug.
Claim Funding Reporting Date	This represents the date that the record or Claim was released onto the Claims Funding Report (CFR).
Claim Line Number	A unique number assigned to identify the Claim Line associated to each service
Claim Line Status	Claim Line status categories (e.g. paid, rejected, pended or suspended, reversed and/or adjusted, etc.)
Claim Statement Format	Indicates whether the Claim Statement was generated in electronic or paper format.

DATA ELEMENT	DESCRIPTION
Claim Submission Number	System generated unique reference number assigned to a Claim
Claim Submission Type	Claim submission method (e.g. paper, pay-direct drug, Digital, etc.)
Coinsurance Amount	Amount reimbursed for the eligible expense
Compound Fee Claimed	The amount claimed by the Provider for preparing the compound
Compound Fee Eligible	The amount eligible for the fee claimed by the Provider for preparing the compound
Compound Fee Paid	The amount paid to the Provider for preparing the compound
Compound Ingredient	Active drug ingredient for the compound
Compound Type	Indicates the type of compound
Coordination of Benefits Amount	Coordination of Benefits amounts for each Claim Line
Coordination of Benefits Indicator	Indicates if Coordination of Benefits is applicable
Coordination of Benefits Type	Indicates whether Coordination of Benefits is internal to PSHCP, external with same carrier, or external among different carriers
Country	Indicates the country where the Member is posted or resides (selection is only available to Members that have Comprehensive Coverage)
CPhA Codes	CPhA Reject code for this Claim
Cumulative Amount Eligible	Amount eligible for payment in relation to Benefit maximum
Date of Disability	Date of disability
Date of Recovery	Date the Recovery took place
Date of Reversal or Void	Date of reversal or void
Date of Student Status	Date of student status
Date Paid	Date the expense was paid or declined
Date Received	Date the claim was received
Date Selected for Audit	Date the Claims was selected for Audit
Date Settled	Date the Claim was processed

DATA ELEMENT	DESCRIPTION
Days Supply	Days supply, on the prescription, as entered by the Pharmacist
Days Supply Range	Days supply range categories based on the Product
Dental Fee	The provincial or territorial fee for the specific dental procedure code
Dependant Coordination of Benefits	Dependant's Coordination of Benefits information
Dependant Disability	Indicates if the Dependant is disabled
Dependant Student	Indicates if the Dependant is a full-time student
Digital Claim Submission Privilege	Indicates if the Provider is registered to submit Claims electronically
Dispensing Fee Claimed	Dispensing fee claimed amount
Dispensing Fee Eligible	Dispensing fee eligible amount
Dispensing Fee Paid	Dispensing fee paid amount
Drug Class	The individual drug class for the DIN as determined by Health Canada
DUR Age Result Code	Reflects either a pediatric or geriatric contraindication
DUR Age Status	The group defined drug age contraindication test status
DUR Duration Result Code	Indicates whether a Claim exceeds the recommended duration
DUR Duration Status	The group defined duration of therapy test status
DUR Edit Status	Status of DUR edit (e.g. active, inactive)
DUR Edit Type	DUR edit type (i.e. whether edit can be overridden)
DUR Gender Result Code	Indicates whether a drug prescribed conflicts with the gender of the claimant
DUR Gender Status	The group defined drug gender contraindication test status
DUR Interaction Result Code	Drug interaction result code
DUR Interaction Status	The group defined test drug interaction result code test status
DUR Intervention Codes	Displays the intervention or exception code(s) submitted on the Claim
DUR Max Dosage Result Code	Indicates whether a Claim is greater than the recommended maximum daily dosage
DUR Max Dosage Status	The group defined maximum dosage test Status

DATA ELEMENT	DESCRIPTION
DUR Min Dosage Result Code	Indicates whether a Claim is less than the recommended minimum daily dosage
DUR Min Dosage Status	The group defined minimum dosage test status
DUR Performed	Reflects if Drug Utilization Review was performed on the Claim
DUR Refill Too Late Result Code	Indicates if the Claim was refilled too late
DUR Refill Too Late Status	The group defined refill too late test status
DUR Refill Too Soon Result Code	Indicates whether the Claim was refilled too soon
DUR Refill Too Soon Status	The group defined refill too soon test status
DUR Response Codes	Claims breakdown by DUR rejection type
DUR Therapeutic Result Code	Indicates whether the Claim was a therapeutic duplication of a previous Claim
DUR Therapeutic Status	The group defined duplicate therapy test status
Expense Code	The code associated to the expense
Expense Code Description	Description of the Expense Code
Explanation Code	System generated explanation code
Explanation Code Description	Description of the explanation code
Federal Schedule	Drug class based on provincial or federal schedule of the product. Drop-down list of values for Drug Class (prescription drugs, OTC Drugs (including proprietary medicine), controlled access drugs, extemporaneous mixtures)
Foreign Currency Eligible Amount	Foreign currency eligible amount
Foreign Currency Exchange Rate	Foreign currency exchange rate applied
Foreign Currency of Payment	Foreign currency of payment to Member or Provider
Foreign Currency of Service	Foreign currency of service
Foreign Currency Paid Amount	Foreign currency paid amount
Foreign Currency Submitted Amount	Foreign currency submitted amount
Generic Indicator	Indicates if drug is a generic
Generic Product Number	The generic product number
Hierarchical Ingredient Code List Class	Class based on the chemical or chemical group content of the DIN

DATA ELEMENT	DESCRIPTION
Hospital Level	Hospital level coverage of the Member (e.g. Hospital I, Hospital II, Hospital III)
Lowest Equivalent Price	Lowest equivalent unit price
Manufacturer Code	Drug manufacturer's code
Manufacturer Name	Drug manufacturer's name
Markup Claimed	Markup amount claimed
Markup Eligible	Markup amount eligible
Markup Paid	Markup amount paid
Markup Percentage	Markup percentage
Member Certificate Effective Date	Effective date of Member's certificate
Member Certificate Number	Member's certificate number
Member City	Member's city of residence
Member Consent Date	Date the Member provided consent to their personal claims processing data being used in the management and Audit process of the PSHCP
Member Consent Indicator	Indicates whether or not the Member has provided consent to their personal Claims processing data being used in the management and Audit process of the PSHCP
Member Country	Member's country of residence
Member Coverage Level	Member's coverage level (single or family)
Member Coverage Level Change Date	Date of Member coverage level change
Member Coverage Type	Member's Coverage Type (Supplementary or Comprehensive)
Member Coverage Type Change Date	Date of Member Coverage Type change
Member Hospital Level Change	Hospital level coverage of the Member (e.g. Hospital I, Hospital II, Hospital III)
Member Hospital Level Change Date	Date of Member hospital level change
Member Department	Department or Participating Organization where the Member works
Member DOB	Member's date of birth
Member End Date	Termination date of the Member's PSHCP coverage
Member Gender	Member's gender

DATA ELEMENT	DESCRIPTION
Member Group	Member's Group (Employee, Pensioner, CF, RCMP, or VAC)
Member Group Change Date	The effective date of a Member's group change
Member Group Change End Date	The end date of a Member's group change
Member Language	Language of correspondence used for this Member
Member Postal Code	Member's postal code
Member Province or Territory	Member's province or territory of residence
Member Region	The region in which the Member resides
Member Reinstatement Date	Reinstatement date of the Member's certificate
Member Spousal or Dependant Certificate	Certificate number of Member's spouse or dependant for Coordination of Benefits purposes
Member Spousal or Dependant Coverage	Indicates if Member's spouse or dependant is a Member of another plan
Member Spousal or Dependant PSHCP Coverage	Indicates if Member's spouse or dependant is a PSHCP Member
Member Start Date	Effective date of the Member's PSHCP coverage
Member Suspension Date	Suspension date of the Member's coverage
Number of Accepted Services	Number of accepted services
Number of Audits	Number of Audits
Number of Billable Services	A service that the Contractor can bill for as defined in the Contract
Number of Claimants	A unique count of Participants who have submitted at least one Claim
CNumber of Claiming Certificate Numbers	A unique count of certificate numbers who have submitted at least one Claim
Number of Claims Adjusted	Number of Claims adjusted
Number of Facilities	Number of unique facilities
Number of Members	Number of unique Members
Number of Members Who Have Completed Positive Enrolment	Number of Members who have completed Positive Enrolment
Number of Members Who Have Registered for Digital Services	Number of Members who have registered for Digital Services
Number of Members with an Email Address	Number of Members with an email address

DATA ELEMENT	DESCRIPTION
Number of Members with Banking Information	Number of Members with banking information
Number of Paid Services	Number of paid services
Number of Participants	Number of unique Participants. This will be the sum of count of Members + count of Dependants
Number of Product Numbers	Number of product numbers
Number of Providers	Number of unique Providers
Number of Rejected Services	Number of rejected services
Number of Voided Services	Number of voided services
Other Professional Fees Claimed	Professional Fees claimed, excluding mark-up fees, dispensing fees, and compound fees
Other Professional Fees Eligible	Professional fees eligible, excluding mark-up fees, dispensing fees, and compound fees
Other Professional Fees Paid	Professional fees paid, excluding mark-up fees, dispensing fees, and compound fees
Overpayment Amount	Amount to be Recovered as a result of Audits, investigations, or other overpayments
Paid To (Payee ID)	Indicates to whom the Claim has been paid (Member or Provider)
Participant DOB	Participant's date of birth
Participant End Date	Date the Participant's coverage ends
Participant Gender	Participant's gender
Participant Number	Participant's unique identifier for the purposes of reporting
Participant Start Date	Date the Participant's coverage begins
Participant Status	Participant's claiming status (e.g. active, suspended, terminated)
Participant Type	Displays participant type (i.e. Member, spouse, daughter, son, etc.)
Payment Method	Method of Claim payment (e.g. EFT or cheque)
Positive Enrolment Change Date	The date when Positive Enrolment was last updated
Positive Enrolment Date	The date when Positive Enrolment was completed
Positive Enrolment Indicator	A value that indicates the status of Positive Enrolment
Prescriber City	The prescriber's city
Prescriber ID	The prescriber ID supplied on the Claim

DATA ELEMENT	DESCRIPTION
Prescriber Name	The prescriber name supplied on the Claim
Prescriber Province/Territory	The prescriber's province/territory
Prescription Number	Original prescription number
Price Effective Date	Effective date of the pricing record
Pricing Categories	Defined in PSHCP based on provincial price rules (Prescription Drugs, Non-Prescription Drugs (OTC Drugs), Controlled Access Drugs, Methadone, Extemporaneous Mixtures, Diabetic, Blood, and Urine Test Supplies, Diabetic Syringes and Supplies, Medical Supplies and Equipment – Pharmacy, Medical Supplies and Equipment – MSE, Oral Contraceptives, Injectables, Injectable Insulin)
Procedure Code	The code for the dental procedure
Procedure Name	The name of the dental procedure
Product Add Date	Date the DIN or product number was added to the Plan
Product Amendment Date	Date the DIN or product number was amended under the Plan
Product Cost Claimed	The dollar amount that was claimed for the product
Product Cost Eligible	The dollar amount that was eligible to be paid for the product
Product Cost Paid	The dollar amount that was paid for the product
Product Coverage Status (Formulary)	Indicates if the product is covered under PSHCP
Product Delete Date	Date the DIN or product number became ineligible
Product Limit	Identifies any limits associated with the product
Product Name	Product description
Product Number	Drug identification number (DIN) or Product Identification Number (PIN)
Product Quantity Claimed	Product quantity claimed
Product Quantity Eligible	Product quantity eligible
Product Quantity Paid	Product quantity paid
Product Selection	Define whether or not the prescriber has specified 'no substitution' on the prescription (Prescriber's choice, Patient's choice, Pharmacist's choice)
Provider Category	Indicates the type of Provider

DATA ELEMENT	DESCRIPTION
Provider City	Provider's city
Provider Delisting Date	Date on which the Provider is delisted as a Provider with the PSHCP
Provider Deregistration Date	Date on which the Provider is deregistered as a Provider with the PSHCP
Provider Eligibility Date	Start date on which Provider became an eligible Provider with the PSHCP
Provider Facility Eligibility Date	Start date on which facility became an eligible facility with the PSHCP
Provider Facility End Date	End date on which the facility ceased to be a registered facility with the PSHCP
Provider Facility ID	Facility identification number in the Contractor's system
Provider Facility Ineligibility Date	End date on which facility ceased to be an eligible facility with the PSHCP
Provider Facility Name	Facility's registered business name
Provider Facility Start Date	Start date on which the facility became a registered facility with the PSHCP
Provider Ineligibility Date	End date on which Provider ceased to be an eligible Provider with the PSHCP
Provider Language	Language of correspondence to use with Provider
Provider Name	Provider's registered business name
Provider Number	Provider's identification number
Provider Number Previous	Provider's previous ID
Provider Postal Code	Provider's postal code
Provider Province or Territory	Provider's province or territory
Provider Region	Provider's region
Provider Registered	Indicates if Provider is PSHCP registered
Provider Registration Date	Date on which the Provider became a registered Provider with PSHCP
Provider Settlement Date	This represents the date that the Provider will be reimbursed by the Contractor
Provider Street	Provider's street address
Province Pricing	Province for which pricing applies
Provincial Integration	Indicate whether integration with provincial or territorial health insurance plan or program occurred

DATA ELEMENT	DESCRIPTION
Provincial Integration – Amount	Amount reimbursed by provincial or territorial health insurance plan or program
Provincial Integration – Plan or Program	Name of provincial or territorial health insurance plan or program
Reasonable & Customary (R&C) Amount	Current amount that represents the reasonable & customary dollar amount applicable to that specific Claim, Benefit or service and province where the service was incurred
Reasonable & Customary (R&C) Frequency Limit	Current amount that represents the Reasonable & Customary frequency limit applicable to that specific Claim, Benefit or service and province where the service was incurred
Recovered Amount	Amount that was Recovered from Audit, investigations, or other Overpayments
Recovery Method	Method of Recovery (e.g. cheque, deduction from Claims)
Referral Date	Date of valid referral on file
Referral Expiry Date	Date when referral expires and new referral is required
Referral Required	Indicates if a physician's referral is required for a given service
Reject Code	Internal codes linking CPHA3 Codes to Reject Codes
Reject Code Description	Description of the reject code
Remark Code Description	Description of the remark code
Remarks	Manually entered remark code indicating additional information which will generate a narrative on the Claim Statement
Saved Amount	Amount that was saved from Audit or other investigations
Service End Date	Last date of the period in which expense was incurred
Service Start Date	First date of the period in which expense was incurred
Source of Recovery	Reason for Recovery (e.g. Audit program name, overpayment, pre-payment savings, etc.)
Source of Savings	Reason for savings (e.g. pre-payment Audit program name, investigations, etc.)
Strength	Indicates the strength of the dosage of the associated DIN
Suspend Days	Number of days Claim has been suspended
Suspend Type	Reason for Claim suspension
Therapeutic Class	For drugs, the American Hospital Formulary Service (AHFS) classification of the DIN on this Claim. For MS&E, (Diabetic MS&E, General MS&E, Diagnostic Agents, Contraceptive Devices)
Therapeutic Sub-Class 2	Second level of therapeutic sub-class
Therapeutic Sub-Class 2 Name	Name of the second level of therapeutic sub-class

DATA ELEMENT	DESCRIPTION
Therapeutic Sub-Class Name	Name of the first level of therapeutic sub-class
Total Amount Claimed	Total amount submitted for an expense
Total Amount Eligible	Total amount eligible for payment for an expense
Total Amount Paid	Total amount paid for an expense
Transaction Code	Indicates the Provider digital Claim submission type
Transaction Code Description	Description of the transaction code (e.g. Claim, Void, Prior-Day Void, etc.)
Unique Overpayment Identifier	Unique overpayment code referencing the original Claims transaction
Unique Recovery Identifier	Unique Recovery code referencing the original Claims transaction
Unique Savings Identifier	Unique savings code referencing the original Claims transaction
Unit Number	This is the unit of service for non-drug Claims
Unit Price	Unit price paid for the drug on this Claim
Unit Price Effective Date	Effective date of the unit price

Appendix 5 to Annex A,
Acronyms and Glossary of Terms

Acronym	Description
ACVP	Audit and Claim Verification Program
APM	Administrative Procedure Manual
ASO	Administrative Services Only
BCP	Business Continuity Plan
CF	Canadian Armed Forces
CFR	Claims Funding Report
CLHIA	Canadian Life and Health Insurance Association
CICA	Canadian Institute of Chartered Accountants (see CPA Canada)
CISD	Canadian Industrial Security Directorate (now known as Industrial Organization Security Services Directorate and the Personnel Securities Screening Division)
CMP	Continuity Management Plan
COB	Coordination of Benefits
CP	Certificate Policy
CPA	Chartered Professional Accountant
CPhA	Canadian Pharmaceutical Association
CSAE	Canadian Standards Association Engagement
CSE	Communications Security Establishment (also known as CSEC - Communications Security Establishment Canada)
CSV	Comma Separated Values
DBA	Dedicated bank account
DIN	Drug Identification Number
DR	Disaster Recovery
DRP	Disaster Recovery Plan
DUR	Drug Utilization Review
EDI	Electronic Data Interchange
EFT	Electronic Funds Transfer
FIPS	Federal Information Processing Standards
FPSHCPAA	Federal Public Service Health Care Plan Administration Authority
FSC	Facility Security Clearance
FTPS	File Transfer Protocol over Secure Socket Layer
GC	Government of Canada
GHIP	Government Health Insurance Plan
GST	Goods and Services Tax
HL7	Health Level Seven (layer seven)
HST	Harmonized Sales Tax
HTTPS	Hypertext Transfer Protocol Secure

ISMS	Information Security Management System
ISO	International Standards Organization
ID	Identification
IT	Information Technology
ITSG	Information Technology Security Guidance
ITSM	Information Technology Service Management
IVR	Interactive Voice Response
MSFT	Managed Secure File Transfer
NCR	National Capital Region
NeCST	National e-Claims Standards Initiative
NIST	National Institute of Standards and Technology
NJC	National Joint Council
NSF	Non-Sufficient Funds
PA	Project Authority
PBMM	Protected B, Medium Integrity and Medium Availability
PDF	Portable Document Format
PE	Positive Enrolment
PIA	Privacy Impact Assessment
PIPEDA	Personal Information Protection and Electronic Documents Act
PSHCP	Public Service Health Care Plan
PSPC	Public Services Procurement Canada, formerly PWGSC
PSSD	Personnel Security Screening Division (formerly CISD)
PST	Provincial Sales Tax
PWGSC	Public Works and Government Services Canada (now known as PSPC)
QA	Quality Assurance
R&C	Reasonable & Customary
RBAP	Risk-Based Audit Plan
RCMP	Royal Canadian Mounted Police
RG	Receiver General
SAML	Security Assertion Markup Language
SFTP	File Transfer Protocol over Secure Shell (or Secure File Transfer Protocol)
SOP	Standard Operating Procedure
SOW	Statement of Work
SRCL	Security Requirements Check List
SSC	Shared Services Canada
SVS	Statistically Valid Sample
TA	Task Authorization
TB	Treasury Board

TBS	Treasury Board of Canada Secretariat
TLS	Transfer Layer Security
UAT	User Acceptance Testing
URL	Uniform Resource Locator
VAC	Veterans Affairs Canada
XML	eXtensible Markup Language

The following definitions apply unless otherwise specified elsewhere in the RFP.

Term	Definition
Accommodate	Duty to accommodate refers to someone that requires the removal of barriers, through alternate processes, solutions or support, which prevent people with accessibility needs from gaining access to services and information.
Account	An Account established with a Canadian Financial Institution that is a member of the Canadian Payments Association.
Ad Hoc Reporting System	A logically separate system from the regular Claims processing system that generates formatted reports created on an as needed and as requested basis by an end user. An Ad Hoc Reporting System allows the users themselves to create specific, customized queries, in contrast with a service that produces predefined standard reports.
Administrative Procedures Manual	A manual containing the set of rules and instructions that govern the Plan.
Administrative Services Only (ASO) Contract	A contract under which a third party administrator or an insurer agrees to provide administrative services to an employer.
Agreement	A formal decision about future actions which will be made between two or more groups.
Assignment	An arrangement under which the Provider submits claims directly to the Contractor on behalf of the Member.
Audit	The process of examining and verifying the records and supporting documents of an individual or company.
Audit and Claim Verification Program Set-Up / Audit and Claim Verification Program	Refer to the requirements stipulated in SOW Articles 3.7 and 4.7 respectively.
Authorized User	A person who has been specifically authorized/designated by the Project Authority to access and/or use the Contractor's reporting systems, interfaces, environments, and functionalities for the PSHCP.
Benefit	A drug, product or service that is eligible for full or partial payment under the PSHCP.
Benefit Cards	A card with a Certificate Number that is held by a member in the PSHCP to validate their eligibility.
Benefit Guide	A document providing information regarding the Benefits in the PSHCP.
Benefit Misuse and Abuse Detection	Method or tool used to uncover the improper use of a benefit that violates the intent for which it was created. Refer to the requirements stipulated in SOW Article 4.7.9.
Bulletin	A newsletter or printed report issued by an organization.
Business Plan Overview	A general review of the objectives and strategies to be achieved by the Plan.
Business Continuity Plan (BCP)	A Business Continuity Plan applies to all systems, essential functions and services required to perform the work to reduce or eliminate potential sources of disruption or interruption and to minimize the consequences of disruption or interruption to activities. The implementation of a Business Continuity Plan ensures that critical services and products will be continuously delivered during a service disruption.
Calendar Day	Any day between January 1 and December 31 of a Calendar Year.
Calendar Year	January 1 to December 31.
Canada	Represents Government of Canada or Crown.

Term	Definition
Certificate Number	A unique identifier number that is provided by Canada to each PSHCP Member upon registration.
Cheque Management Service	Refer to the requirements stipulated in SOW Article 4.6.5.
Claim	A Paper claim or Electronic claim submitted: <ul style="list-style-type: none"> i. By a Provider who is seeking reimbursement for services provided under the PSHCP; or ii. By, or on behalf of, a Member or Eligible Dependant who is seeking reimbursement for Benefits received under the PSHCP.
Claim Line	The request for payment for one item or one service in the Claims system which includes services with zero payout and adjustments.
Claims Payment Services	A service that uses a manual or automated process to pay claims that have met the approval criteria required by the PSHCP.
Claims Processing and Claims Payment Services Set-Up / Claims Processing and Claims Payment Services	Refer to the requirements stipulated in SOW Articles 3.3 and 4.3 respectively.
Claims Statement	A written or electronic summary provided by the Contractor to a Provider or Member which explains the status of each Claim processed for the Provider or Member during the payment period. Formerly known as EOB (Explanation of Benefits).
Close-Out Phase	Final phase of the PSHCP Contract used for the transitioning to another contractor if applicable. The Work during this phase includes the migration of the data to the new Contractor and the subsequent deletion of selective data in the current Contractor's system.
Compound Claims Verification Audits	Refer to the requirements stipulated in SOW Article 4.7.2 f).
Comprehensive Coverage	Refer to Appendix 1 to ANNEX A to the SOW, Overview of the PSHCP Directive, as well as the PSHCP Directive: https://www.nic-cnm.gc.ca/directive/d9/v9/s72/en
Concordance	The alignment of changes to definitions in data elements that provide harmony between current and historical reporting.
Consent	A Participant's written or digital authorization to provide, permit access to, collect, use or disclose personal information for specific purposes.
Contact Centre	Is a location hosted by the Contractor to provide information to Plan Members and Providers by phone, email or by messaging.
Continuity Management Plan Development / Continuity Management	Refer to the requirements stipulated in SOW Articles 3.12 and 4.12 respectively.
Contract	A written agreement that is intended to be enforceable by law.
Contract Award	Notification to a contractor of the acceptance of their proposal.
Contract Expiration Date	The date, on which a Contract expires.
Contract Initiation	Refer to the requirements stipulated in SOW Article 3.2.
Contractor	A company that undertakes a contract to provide materials or labor to perform a service or do a job.
Coordination of Benefits (COB)	The coordination of the payment of Claims processed under two or more group health insurance plans for Members or Eligible Dependents.
Co-payment	The proportion of eligible expenses not reimbursed by the PSHCP which remains the responsibility of the Member.

Term	Definition
Coverage Type	Category of service provided to or, subscribed to (Supplementary Coverage, Comprehensive Coverage).
Daily	Occurring every day.
Data Dictionary	A detailed electronic reference document to support querying functionality for the Ad Hoc Reporting System. At a minimum, the Data Dictionary must contain a definition of all Data Elements, data fields, data values, list of values, data formats, naming conventions, and relationships between Data Elements. The Data Dictionary must use PSHCP terminology and include search functionality.
Data Migration	Refer to the requirements stipulated in SOW Article 3.16.
Data Migration Plan	Refer to the requirements stipulated in SOW Article 3.16.1.
Day	Any day from Monday to Friday, excluding any statutory holidays recognized by Canada in the province in which the Contractor's headquarters is located.
Delist / Delisted / Delisting	A process where a Provider is removed from the active list of the Provider Management System.
Demonstrate	An action to validate that a requirement has been met: 1) To show 2) To provide proof 3) User acceptance testing approval.
Dependant	Individual that depends on the member's enrollment to the PSHCP to receive benefits.
Dependant Eligibility Verification Audits	Refer to the requirements stipulated in SOW Article 4.7.8.
Deregister / Deregistered / Deregistration	A process where a Provider requests to be removed or is removed by the Contractor from the Provider Management System.
Digital	Relates to computer technology.
Digital Claims	Refer to Electronic Claim definition (below)
Digital Claims Audits	Refer to the requirements stipulated in SOW Article 4.7.6.
Digital Services	Refer to services that are delivered via the internet through a website or mobile application or a computer network.
Directive	An authoritative order or instrument that serves to direct, guide, and usually impel toward an action or goal.
Disaster Recovery Plan (DRP)	A document that outlines the processes, procedures and actions required to move services to an alternate location or service in the case of a major, usually catastrophic, events that denies access to the Contractor's primary facility for an extended period of time.
Drug Utilization Review (DUR)	The Drug Utilization Review is a process used to identify drug related problems or interactions by analysis of Claims submitted through all methods. The DUR service issues warnings and messages to the Pharmacy and Electronic Medical Supplies Providers. In permitted instances, the Claim may be resubmitted with the appropriate CPhA intervention code.
Edits	Automated system functionality that ensures Claims adjudication adheres to Plan provisions.
Electronic Claim	A Claim submitted electronically to the Contractor for processing in a real-time point of sale environment by a Provider. A claim submitted via PSHCP Member or PSHCP Provider Digital Services (Website, Mobile App, etc) to the Contractor for processing.
Electronic Claim Voids and Rejects	Voided claims are electronic claims that are electronically voided by

Term	Definition
	the Provider or Contractor. Rejects are system rejected claims based on eligibility, plan provisions, etc.
Electronic Data Interchange (EDI)	A set of standards for structuring information that is to be electronically exchanged between and within businesses, organizations, government entities and other groups.
Electronic Funds Transfer (EFT)	The transfer of funds by computer-based systems used to perform financial transactions under the Contract electronically.
Electronic Hospital Provider	A legally licensed hospital which can submit Electronic Claims once services have been incurred.
Electronic Medical Supplies Provider	A registered business, professional, institution or agency qualified to provide eligible medical supplies in the province or territory in which a Participant obtains a service and who submit Electronic Claims in a real-time point of sale environment.
Electronic Paramedical Practitioner	A Paramedical Practitioner which can submit Electronic Claims once services have been incurred.
Emergency Claim Approval	Refer to the requirements stipulated in SOW Article 3.12.6.
Eligible Dependant	Refer to Appendix 1 to ANNEX A to the SOW, Overview of the PSHCP Directive, as well as the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/s72/en
Eligible Third Party	A person other than a Participant of the PSHCP who has the authorization to act on behalf of a Participant. This could include a Legal Guardian.
Emergency Travel Assistance	A PSHCP benefit that provides emergency medical services in accordance with the Overview of the PSHCP Directive (Refer to Appendix 1 to ANNEX A to the SOW, Overview of the PSHCP Directive, as well as the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/s72/en) to Participants who require emergency medical services while travelling out of their province of residence or out of the country.
Emergency Travel and Comprehensive Claim Verification Audits	Refer to the requirements stipulated in SOW Article 4.7.5.
Emergency Travel and Comprehensive Claim Verification Confirmation Audits	Refer to the requirements stipulated in SOW Article 4.7.5 a).
Emergency Travel and Comprehensive Desk Claim Verification Audits	Refer to the requirements stipulated in SOW Article 4.7.5 b).
Emergency Travel Assistance and Comprehensive Coverage Contact Centre	Refer to the requirements stipulated in SOW Articles 3.10.3 and 4.10.2.
Employee	Refer to Appendix 1 to Annex A to the SOW, Overview of the PSHCP Directive.
Employer	Treasury Board of Canada and Participating Organizations. Refer to Appendix 1 to ANNEX A to the SOW, Overview of the PSHCP Directive, as well as the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/s72/en
Executive Sponsor	Refer to the requirement (i.e. Contractor governance role) stipulated in SOW Article 2.9.

Term	Definition
Expense Code	Unique identifiers used to categorize individual health care products or services in order to facilitate detailed reporting. These apply to all submitted health care products or services.
Federal Public Service Health Care Plan Administration Authority (FPSHCPAA)	One of the two key governance bodies for the PSHCP. The Federal Public Service Health Care Plan Administration Authority is a not-for-profit corporation that has the oversight role for the day-to-day administration of the PSHCP. The Administration Authority has a board of 10 directors representing public service unions, pensioners and the employer. To avoid conflict of interest, none of the staff of this body are public servants or PSHCP Members.
Final Claim Day	The last day of the Contract in which the Contractor accepts Claims for processing.
Financial Management Services and Controls Set-Up / Financial Management Services and Controls	Refer to the requirements stipulated in SOW Articles 3.6 and 4.6 respectively.
Firewall	A set of related programs or hardware, located at a network gateway server that protects the resources of a private network from users from other networks.
First Call Resolution	The resolution of customer inquiries, issues or needs on the first call with no follow-up required.
Fiscal Year	Government of Canada fiscal year includes twelve months from April 1 to March 31.
Frequency History Counters	The number of occurrences of a specific health care product or service, which is referenced during Claims processing to ensure that PSHCP limits are respected.
Hospital Member Confirmation Audits	Refer to the requirements stipulated in SOW Article 4.7.3 a).
Hospital Provider	A legally licensed hospital which provides facilities for diagnosis, major surgery and the care and treatment of a person suffering from disease or injury on an in-patient basis, with 24 hour services by registered nurses and physicians. This includes legally licensed hospitals providing specialised treatment for mental illness, drug and alcohol addiction, cancer, arthritis and convalescing or chronically ill persons. This does not include nursing homes, homes for the aged, rest homes or other places providing similar care. The hospital may bill the PSHCP on behalf of the Member.
Hospital Provider Audits	Refer to the requirements stipulated in SOW Article 4.7.3.
Hospital Provider Desk Claim Verification Audits	Refer to the requirements stipulated in SOW Article 4.7.3 b).
Hospital Watch List	A list of hospitals for which claims are subject to review prior to payment being made. Hospitals can be added to the watchlist as a result of billing practice concerns arising from post-payment desk audits, requests from the Project Authority, Tips (Call Centre/Tip Line), industry sources, trends identified through data mining investigations, changes to legislation that prompt monitoring, etc. Hospitals can be removed from the list if billing practices are resolved to the Contractor's satisfaction.
Incident	A situation, happening, compromise or occurrence which is negative such as a loss, leak, interruption, alteration or damage to information or service.
Incumbent supplier	The entity with whom Canada currently has an agreement for the provision of ASO services for the PSHCP.

Term	Definition
Integrated Schedule	A mapping of timelines developed using Microsoft Project (up to version 2013) that shows the overall schedule for completion of the Start-Up Phase and identifies the interdependencies and critical paths.
Internal Coordination of Benefits	The Coordination of Benefits between two or more PSHCP Members.
Managed Secure File Transfer (MSFT)	A Shared Services Canada (SSC) service that permits departments to securely send and receive files. MSFT is composed of the SFT Client installed in the client department and an SFT Server and SFT SuperUser at SSC (also referred to as the SFT Hub). http://sftweb.pwgsc.gc.ca/guides/SFT_Operations-User_Guide.pdf
Material Privacy Breach(es)	A determined Privacy Breach that involves sensitive personal information and could reasonably be expected to cause injury or harm to the individual.
Medical Equipment Provider	A registered business or institution qualified to provide medical equipment in the province or territory in which a Participant obtains an expense.
Medical Supplies	Articles used to cure, mitigate, treat, prevent or diagnose illnesses. Does not include surgical supplies or medical or surgical equipment.
Member	An Employee or a Pensioner who has applied for and has been granted coverage under the PSHCP by a designated officer; a member of the Canadian Forces or the RCMP who has applied for and has been granted coverage for their Eligible Dependents under the PSHCP; and other employees or people in particular situations, as stipulated in the Overview of the PSHCP Directive (Refer to Appendix 1 to ANNEX A to the SOW, Overview of the PSHCP Directive, as well as the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/s72/en). Where appropriate, action may be taken by a third party on behalf of an Employee or Pensioner.
Member Communications and Information Services Set-Up / Member Communications and Information Services	Refer to the requirements stipulated in SOW Articles 3.10 and 4.10 respectively.
Member Contact Centre	Refer to the requirements stipulated in SOW Articles 3.10.2 and 4.10.1
Member Digital Claims Processing and Claims Payment Services	Refer to the requirements stipulated in SOW Article 4.3.4
Member of the Canadian Armed Forces	Refer to Appendix 1 to ANNEX A to the SOW, Overview of the PSHCP Directive, as well as the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/s72/en
Member Claim Statement	Refer to the requirements stipulated in SOW Article 4.3.7.
Member Group	A group of employees, RCMP, CF or pensioners which are enrolled in the PSHCP.
Member of the RCMP	Refer to Appendix 1 to ANNEX A to the SOW, Overview of the PSHCP Directive, as well as the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/s72/en
Member Website	An internet site created for Members enrolled in the PSHCP.
National Joint Council (NJC)	Refer to Appendix 1 to ANNEX A to the SOW, Overview of the PSHCP Directive, as well as the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/s72/en
Operations Phase	PSHCP Service Delivery Phase, as further described in the Contract,

Term	Definition
	during which the Contractor must provide the services outlined in the SOW.
Operations Ready Date	The day immediately following the last day of the Start-up Phase. The Operations Phase will start on the Operations Ready Date.
Out-of-Province Claims	A Claim for a service obtained outside of the Participant's province of residence.
Overview of the PSHCP Directive	The summary of the PSHCP Directive (Appendix 1 to ANNEX A to the SOW, Overview of the PSHCP Directive) which contains the essential elements of the PSHCP.
Paper Claim	A Claim submitted on a paper PSHCP Claim Form for processing.
Paramedical Practitioner	A professional who provides a service that is covered under a Medical Practitioners' Benefit, as per the Overview of the PSHCP Directive (Refer to Appendix 1 to ANNEX A to the SOW, Overview of the PSHCP Directive, Medical Practitioner Provider section).
Paramedical Practitioner and Medical Equipment Provider Audits	Refer to the requirements stipulated in SOW Article 4.7.4.
Paramedical Practitioner and Medical Equipment Provider Confirmation Audits	Refer to the requirements stipulated in SOW Article 4.7.4 d).
Paramedical Practitioner and Medical Equipment Provider Desk Claim Verification Audits	Refer to the requirements stipulated in SOW Article 4.7.4 b).
Paramedical Practitioner and Medical Equipment Provider Investigations	Refer to the requirements stipulated in SOW Article 4.7.4 e).
Paramedical Practitioner and Medical Equipment Provider On-Site Verification Audits	Refer to the requirements stipulated in SOW Article 4.7.4 c).
Participant	A Member or Eligible Dependant covered under the PSHCP.
Participating Organization	A department, agency or organization that has opted to include its employees as Members of the PSHCP.
Partners Committee	Is one of two key governance bodies for the PSHCP. The Partners Committee focuses on PSHCP design and policy.
Payment Date	The date the Contractor processes EFT payments or issues cheques to Providers, Members and Third Parties.
Pensioner	See the Overview of the PSHCP Directive (Refer to Appendix 1 to ANNEX A to the SOW, Overview of the Refer to Appendix 1 to ANNEX A to the SOW, Overview of the PSHCP Directive, as well as the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/s72/en).
Pharmacist	A person who holds a valid license to practice pharmaceuticals.
Pharmacy and Electronic Medical Supplies Provider	A registered business, professional, institution or agency licensed to practice by the applicable professional authority, that uses the internet to submit requests for Pharmacy and Medical Supplies Benefits in the province or territory in which a Participant obtains a service.
Pharmacy and Electronic Medical Supplies Provider Audits	Refer to the requirements stipulated in SOW Article 4.7.2
Pharmacy and Electronic Medical Supplies Provider Desk Claim Verification Audits	Refer to the requirements stipulated in SOW Article 4.7.2 d).
Pharmacy and Electronic Medical Supplies Provider On-Site Claim	Refer to the requirements stipulated in SOW Article 4.7.2 e).

Term	Definition
Verification Audits	
Pharmacy Member Confirmation Audits	Refer to the requirements stipulated in SOW Article 4.7.2 b).
Physician	A person who holds a Doctor of Medicine degree legally licensed to practice in medicine.
Plan	The Public Service Health Care Plan.
Positive Enrolment	Positive Enrolment is the collection of Members and Members' Eligible Dependant information, Coordination of Benefits information, banking information, email address, and Consent for the use of personal information provided by the Contractor under the Contract to support the PSHCP's administration and management.
Positive Enrolment and Membership Management Services Set-Up / Positive Enrolment and Membership Management Services	Refer to the requirements stipulated in SOW Articles 3.4 and 4.4 respectively.
Pre-Defined Reporting	Pre-Defined Reporting is part of the Ad Hoc Reporting tool. It consists of Ad Hoc queries that are built by the Contractor, which generate formatted reports created on an as needed and as requested basis by an end user.
Prescription Drugs	A licensed medicine that is regulated by legislation to require a prescription before it can be obtained. The term is used to distinguish it from over-the-counter drugs.
Prior Day Claim Verification Audits	Refer to the requirements stipulated in SOW Article 4.7.2 a).
Privacy Set-Up / Privacy	Refer to the requirements stipulated in SOW Articles 3.13 and 4.13 respectively.
Privacy Breach(es)	The determined improper or unauthorized creation, collection, use, disclosure, retention or disposition of personal information.
Privacy Incident	Occurrence where personal information may have been compromised. The examination and assessment of the compromise may reclassify the incident as a Privacy Breach or Material Privacy Breach.
Privacy Operations Document	Refer to the requirements stipulated in SOW Articles 3.13.3 and 4.13.2.
Privacy Statement	A statement informing individuals who are covered under the PSHCP about who is collecting their personal information; what personal information is being collected and for what purposes; how to get access to their personal information on file, and, if required, how to correct it.
Project Authority	Technical authority and decision-maker for all matters relating to the provision of benefits and services to Plan members by the Contractor, subject to the terms of the Contract and with due consideration of the mandate of the FPSHCPAA under the Letters Patent.
Project Authority Approval	Written authorization given to the Contractor by the Project Authority in accordance with the process set out in SOW Articles 3.1.2 and 4.1.2.
Proof of Payment	Documentation supporting that an expense has been incurred and paid in full. At a minimum, a detailed receipt substantiating the amount paid in full must be obtained.
Protected B	Information where unauthorized disclosure could cause serious injury to an individual, organization or government. Examples include: medical information, information protected by solicitor-client or litigation privilege, and information received in confidence from other government departments and agencies.
Provider	A registered business, professional, institution or agency licensed to practice by the applicable professional authority, or qualified to

Term	Definition
	provide drug, product or service in the province or territory in which a Participant obtains a service such as, but not limited to, Pharmacy, Medical Supplies, Hospital and Paramedical Practitioner services.
Provider Agreement	The Provider Agreement constitutes a valid agreement between the service provider and the Contractor. The Provider must comply with the Terms and Conditions set out in the Provider Agreement.
Provider Claim Statement	Refer to the requirements stipulated in SOW Article 4.3.5.
Provider Communications and Information Services Set-Up / Provider Communications and Information Services	Refer to the requirements stipulated in SOW Articles 3.11 and 4.11 respectively.
Provider Confirmation Audits	Refer to the requirements stipulated in SOW Article 4.7.7.
Provider Contact Centre	Refer to the requirements stipulated in SOW Articles 3.11.3 and 4.11.3.
Provider Digital Claims Processing and Claims Payment Services	Refer to the requirements stipulated in SOW Article 4.3.3
Provider Management System	Refer to the requirements stipulated in SOW Articles 3.5.4 and 4.5.2.
Provider Registration and Management Services Set-Up / Provider Registration and Management Services	Refer to the requirements stipulated in SOW Articles 3.5 and 4.5 respectively.
Provider Website	An internet site created for Providers registered in the PSHCP.
PSHCP Administrative Procedures Manual (APM)	Refer to the requirements stipulated in SOW Article 4.2.4.
PSHCP Benefit Card	Refer to the requirements stipulated in SOW Articles 3.10.7 and 4.10.6.
PSHCP Benefit Guide	Refer to the requirements stipulated in SOW Articles 3.10.6 and 4.10.5.
PSHCP Claim Form	A paper document, on or through which, a Member requests payment for services received in accordance with the terms of the PSHCP, which is submitted to the Contractor for reimbursement.
PSHCP Claim Funding Request Service	Refer to the requirements stipulated in SOW Article 4.6.3.
PSHCP Invoicing Service	Refer to the requirements stipulated in SOW Articles 3.6.4 and 4.6.7.
PSHCP Member Digital Services	Refer to the requirements stipulated in SOW Articles 3.10.4 and 4.10.3.
PSHCP Member Website	Refer to the requirements stipulated in SOW Articles 3.10.4 and 4.10.3.
PSHCP Number	A unique number that identifies the PSHCP.
PSHCP Payment Services	Refer to the requirements stipulated in SOW Article 3.6.3.
PSHCP Pricing Discount and Rebate Service	Refer to the requirements stipulated in SOW Articles 3.6.5 and 4.6.4.
PSHCP Provider Digital Services	Refer to the requirements stipulated in SOW Articles 3.11.4 and 4.10.3,
PSHCP Provider Identifier	A unique identifier assigned to a Provider.
PSHCP Provider Website	Refer to the requirements stipulated in SOW Articles 3.11.4 and 4.11.3.
PSHCP Recovery of Overpayments and Erroneous Payments Service	Refer to the requirements stipulated in SOW Article 4.6.6.
PSHCP Risk Assessment	Refer to the requirements stipulated in SOW Article 3.7.2

Term	Definition
Quality Assurance	The ongoing assessment and continuous improvement activities of the Plan.
Quality Assurance Program Set-Up / Quality Assurance Program	Refer to the requirements stipulated in SOW Articles 3.8 and 4.8 respectively.
Quarterly	Annual periods begin and end as follows: January 1 to March 31; April 1 to June 30; July 1 to September 30; and, October 1 to December 31.
Reasonable and Customary Fee	An amount which is usually charged to a person without coverage and which does not exceed the general level of charges for the specific service or product in the geographic location where the expense is incurred, as determined by the Contractor. Published fee guides of national, provincial or territorial associations of practitioners will be consulted for this purpose where applicable.
Records and Documentation	This includes at a minimum Digital and paper records, claim forms, receipts, invoices, supporting documentation, manuals, media, and all other sources of PSHCP information.
Recoveries	Monies refunded to the Plan on a post-payment basis.
Recovery of Overpayments and Erroneous Payments Service	Refer to the requirements stipulated in SOW Article 4.6.6
Reporting Services Set-Up / Reporting Services	Refer to the requirements stipulated in SOW Articles 3.9 and 4.9 respectively.
Retention of Records and Documentation	Refer to the requirements stipulated in SOW Article 4.15.
Savings	Cost avoidance from audits, investigations and errors detected prior to payment being released.
Secure	To protect or ensure the privacy or secrecy of data through controlled access (i.e. user name and password).
Secure Reporting and Documentation Website	Secure website with custom user rights designed by the Contractor and approved by the Project Authority, which houses all reporting services and documentation deliverables.
Security Set-Up / Security	Refer to the requirements stipulated in SOW Articles 3.15 and 4.14 respectively.
Security Incident	Any event (or collection of events), act, omission or situation that has resulted in a compromise. Examples of security incidents include: Active exploitation of one or more identified vulnerabilities, exfiltration of data, failure of a security control, breach of a cloud-hosted service, etc.
Service Delivery Manager	Refer to the requirement (i.e. Contractor governance role) stipulated in SOW Article 2.9.
Service Delivery Phases	The Work under the Contract will be undertaken by the Contractor in three Service Delivery Phases: Start-up Phase, Operations Phase and Close-Out Phase.
Stale-dated Cheques	Cheques which have not been cashed within 12 months from the cheque issue date.
Standard Operating Procedure	Set of step-by-step instructions compiled to help workers carry out complex routine operations.
Standard Report	Report produced by the Contractor at a defined interval.
Start-Up / Start-Up Phase	The phase of the Contract during which time the Contractor must develop, test, and implement the solution for the PSHCP; migrate Member information and claims data, and obtain the required Project Authority Approvals, in order to commence the delivery of claims

Term	Definition
	processing and all services as set-out in the SOW, on the Operations ReadyDate.
Start-Up Phase Project Manager	Refer to the requirement (i.e. Contractor governance role) stipulated in SOW Article 2.9.
Start-Up Phase Work Plan and Integrated Schedule	The document, approved by the Project Authority, which includes detailed work plans for major activities to be conducted during the Start-Up Phase and an integrated schedule (developed in Microsoft Project 2013 format) which shows, at a high level, the tasks, milestones, deliverables, interdependencies and critical path associated with the major activities (in accordance with the requirements set-out in SOW Article 3.2.3), and becomes the baseline for managing and reporting on the Contractor's progress of Start-Up Phase Work.
Statistically Valid Sample (SVS)	A sample size that provides statistically valid levels of confidence interval and margins of error.
Strategic Review and Advice Service	Refer to the requirements stipulated in SOW Article 4.16.
Subject Matter Expert	An individual with specialized knowledge in a specific subject or business area. This includes the Contractor's employees and any contracted resources.
Supplementary Coverage	Refer to Appendix 1 to ANNEX A to the SOW, Overview of the PSHCP Directive, as well as the PSHCP Directive: https://www.njc-cnm.gc.ca/directive/d9/v9/s72/en
Systems Ready Date	The Systems ReadyDate is the date on which all systems and solutions provided by the Contractor under this Contract have obtained Project Authority Approval and are ready to perform the Work for which they have been designated to perform under the Contract. The Systems ReadyDate must be no less than six weeks prior to the Operations ReadyDate.
Task Authorization	Work to be performed on an "as and when requested" basis.
Technical and Administrative Documentation	Refer to the requirements stipulated in SOW Article 4.2.
Veterans Affairs Canada (VAC) Remittance Administration Services	Refer to the requirements stipulated in SOW Articles 3.17 and 4.17.
Work Plan	Outline of objective and goals by which a team or person can accomplish those goals and offering a better understanding of the scope of the project.

Appendix 6 to Annex A

PSHCP Member Eligibility Files, Formats and Frequencies

Appendix 6 to Annex A, PSHCP Member Eligibility Files, Formats and Frequencies	
A6.1	<p><u>PSHCP Member Eligibility File Format and Frequency</u></p> <ul style="list-style-type: none"> i. The Contractor will receive approximately ten files on a weekly basis via MSFT. ii. The average file size is 1600 KB. iii. The eligibility file format is delimited text. <p><i>The Project Authority will provide a detailed PSHCP Member eligibility file standards document during Start-Up.</i></p>
A6.2	<p>Member Eligibility Files Frequency and Processing</p> <ul style="list-style-type: none"> i. PSHCP Member eligibility files will be transmitted to the Contractor, weekly via MSFT, from approximately ten GC organizations (e.g. Public Service Pay Centre, Participating Organizations, and the Public Service Pension Centre). These files are the authoritative source of Member eligibility information. ii. Upon receipt of the PSHCP Member eligibility files, the Contractor must validate the information provided prior to loading the changes into their system. <ul style="list-style-type: none"> a) Should there be a problem with the entire file, (e.g. the file doesn't match the expected standard) an electronic message must be sent back to the file originator informing them of the problem and the need to correct and re-submit a new file off-schedule. b) Should the file be acceptable, further validation must occur as each record is loaded into the Contractor's system. At this stage, should a problem with any record within the file be encountered, the Contractor's load procedure must reject only that record and not the entire file. The Contractor must electronically inform the file originator of the individual errors that occur during the load procedure and allow for the file originator to submit the records for off-schedule processing. iii. The Project Authority will provide the Contractor with contact information for each GC organization that will provide Member eligibility files.
A6.3	<p>Eligibility File Format</p> <ul style="list-style-type: none"> i. The Contractor will receive the weekly eligible files in a Project Authority pre-determined delimited text format with the following data fields. The Contractor's solution must allow for the loading of the eligibility files in a structure determined by the Project Authority: <ul style="list-style-type: none"> a) Surname; b) Given Name (or Initials); c) Date of Birth; d) Gender; e) Department; f) Pay List; g) Pay Office; h) Employee or Pensioner;

Appendix 6 to Annex A, PSHCP Member Eligibility Files, Formats and Frequencies	
	<ul style="list-style-type: none"> i) Certificate number; j) Single or Family coverage; k) Coverage Type; l) Hospital level coverage; m) Language of Preference; n) Coverage start date; o) Coverage end date; and p) Union Group.
A6.4	<p>Off-schedule Eligibility File Processing</p> <ul style="list-style-type: none"> i. The Contractor must allow for automatic off-schedule eligibility file processing in cases where: <ul style="list-style-type: none"> a) an organization missed the standard weekly file processing schedule; b) file or record errors have been identified by the Contractor and the organization is resubmitting a new file; or c) file errors have been identified by the organization. ii. When an off-schedule eligibility file is received, the Contractor must follow the same validation in accordance with the above section A6.2

Appendix 7 to Annex A
Work Deliverables - Start-Up Phase Deliverables Checklist

This Appendix provides a list of deliverables for the Start-Up, Operations, and Close-Out phases of the PSHCP Contract.
The deliverables stated in Annex A - Statement of Work will always supersede the deliverables listed here should any be missing or differ.

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor	Test	User Acceptance Testing
1	Contract Initiation	3.2.2	The Contractor must revise and finalize, based on input from the Project Authority, the following plans (as proposed at time of solicitation) and obtain Project Authority Approval (Refer to SOW Article 3.1.2) within 10 Days of the initial Start-Up Meeting: i. Contractor's Governance Structure; ii. Sub-contractor Plan; and iii. Start-Up Phase Delivery Team Structure	Within 10 Days of the initial Start-Up Meeting	Y	N		N
2	Contract Initiation	3.2.3	The Contractor must revise and finalize, based on input from the Project Authority, the Start-Up Phase Work Plan and Integrated Schedule (as proposed at time of solicitation) and obtain Project Authority Approval (Refer to SOW Article 3.1.2) within 20 Days of initial Start-Up Meeting.	Within 20 Days of initial Start-Up Meeting.	Y	N		N
3	Contract Initiation	3.2.3	The Contractor must obtain Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables) for the execution of the Start-Up Phase Work Plan and Integrated Schedule.	Within 20 Days of initial Start-Up Meeting.	Y	N		N
4	Contract Initiation	3.2.3	The Contractor must provide the Project Authority with weekly status reports on progress against the approved Work Plan and Integrated Schedule and participate in weekly meetings with the Project Authority to discuss the reports	Weekly	Y	N		N
5	Claims Processing and Claims Payment Services	3.3.1	The solution implemented meets all Claims Processing and Claims Payment Services requirements as stipulated in SOW Article 4.3;	Prior to the Systems Ready Date or in accordance with the approved Start-up Phase Work Plan and Integrated Schedule.	Y	Y		N

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
6	Claims Processing and Claims Payment Services	3.3.1	Obtain input to and approval of complimentary administrative practices to address PSHCP benefit requirements where applicable (e.g. questionnaires).	Prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
7	Claims Processing and Claims Payment Services	3.3.1	Contractor is ready to accept electronic data files and paper records (with respect to all aspects of the administration of the PSHCP)	Prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	N
8	Positive Enrolment and Membership Management Services	3.4.1	The Contractor must update the Contractor's PE and Membership Management Services solution and program (as proposed at time of solicitation) in accordance with the Project Authority's feedback provided	At the Initial Start-Up meeting (Refer to SOW Article 3.2.1) and any subsequent working group meetings	Y	Y	N
9	Positive Enrolment and Membership Management Services	3.4.1	The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the PE and Membership Management Services to meet the requirements set out in SOW Article 4.4.	Prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
10	Positive Enrolment and Membership Management Services	3.4.2	The Contractor must develop the processes and services to support the Digital Positive Enrolment and Paper Positive Enrolment Solution processes.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
11	Positive Enrolment and Membership Management Services	3.4.3	The Contractor must work with the Project Authority to develop consent wording that will be included in the Digital and paper Positive Enrolment processes.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
12	Positive Enrolment and Membership Management Services	3.4.4	The Contractor must develop and implement the necessary infrastructure and process(es) in order to receive and conduct weekly Member eligibility file updates.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	N
13	Positive Enrolment and Membership Management Services	3.4.4	The Contractor must ensure the Managed Secure File Transfer (MSFT) (Refer to SOW Article 3.4.5) is operational prior to receiving PSHCP eligibility files.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	N
14	Positive Enrolment and Membership Management Services	3.4.6	The Contractor must develop a secure, web based tool to meet the requirements set out in SOW Article 4.4.7	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	N

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
15	Positive Enrolment and Membership Management Services	3.4.7	The Contractor must develop Digital and paper-based processes to allow Members to confirm and update their Positive Enrolment information on a biennial basis.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	N
16	Positive Enrolment and Membership Management Services	3.4.8	The Contractor must develop and provide a report weekly to the Project Authority and the Positive Enrolment and Membership Management Services Start-Up Sub-Committee to meet the requirements set out in SOW Article 4.4.5.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
17	Positive Enrolment and Membership Management Services	3.4.9	The Contractor must work with the Project Authority to develop and implement a joint communications strategy, (Refer to SOW Article 3.10.8) in support of the Contractor's program to inform PSHCP Members of the process to confirm and update their Positive Enrolment information	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
18	Positive Enrolment and Membership Management Services	3.4.9	The Contractor, with the assistance of the Project Authority, must develop a detailed communications plan to support internal and external communications for the Positive Enrolment and Membership Management Services.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
19	Positive Enrolment and Membership Management Services	3.4.9	The Contractor, with the assistance of the Project Authority, must develop the necessary electronic and paper communication materials (including at a minimum, Member-centric forms, booklets and instruction manuals), to support the Positive Enrolment and Membership Management Services.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
20	Positive Enrolment and Membership Management Services	3.4.9	The Contractor must, based on Project Authority input, make communications products available electronically through Member Digital Services (Refer to SOW Article 4.10.3) and paper upon Member's request.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
21	Provider Registration and Management Services	3.5.1	The Contractor must develop and implement, in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), Provider Registration and Management Services for Providers to meet the requirements set out in SOW Article 4.5.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
22	Provider Registration and Management Services	3.5.2	The Contractor must, at the Initial Start-Up Meeting (Refer to SOW Article 3.2.1), submit draft provider agreement templates for Pharmacy and Electronic Medical Supplies Providers, Electronic Paramedical Practitioners, and Electronic Hospital Providers that address the requirements contained in SOW Article 4.5.5 for Project Authority review and feedback.	Initial Start-Up Meeting (refer to SOW Article 3.2.2)	Y	N	N
23	Provider Registration and Management Services	3.5.2	The Contractor must post, to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9), all of the Provider agreement templates once Project Authority Approval (Refer to SOW Article 3.1) has been obtained.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	N	N	N
24	Provider Registration and Management Services	3.5.2	The Contractor must post, to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) and the Provider Digital Services, any affiliated documents (e.g. Provider registration manual, claims submission manual, etc.).	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
25	Provider Registration and Management Services	3.5.3	The Contractor must provide updates and detailed reporting to the Provider Registration Start-Up Sub-Committee (Refer to SOW Article 2.13) on the status of registration of Providers (by type) throughout the Start-Up Phase.	At a minimum, updates must be provided monthly or more frequently as required by the Provider Registration Start-Up Sub-Committee.	Y	N	N
26	Provider Registration and Management Services	3.5.4	The Contractor must develop and implement a Provider Management System to meet the requirements stipulated in SOW Article 4.5.2	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	N
27	Provider Registration and Management Services	3.5.4	The Contractor must update its Provider Management system with the PSHCP list of previously Deregistered and Delisted Providers that will be provided by the Project Authority, and identify any variances between the Contractor's system and the PSHCP list for Project Authority consideration.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
28	Provider Registration and Management Services	3.5.4	The Contractor must, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), develop and maintain a listing of registered, Deregistered and Delisted Providers and make it available to the Project Authority via the Secure Reporting and Documentation Website (See SOW Article 4.9.10).	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
29	Provider Registration and Management Services	3.5.5	The Contractor must develop and implement Provider Deregistration services to meet the requirements stipulated in SOW Article 4.5.6 prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3)	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
30	Financial Management Services and Controls	3.6.1	The Contractor must update the Contractors' Financial Management Services and Controls solution (as proposed at time of solicitation) in accordance with the Project Authority's feedback provided at the Initial Start-Up meeting (Refer to SOW Article 3.2.1) and any subsequent working group meetings	At the Initial Start-Up meeting (Refer to SOW Article 3.2.1) and any subsequent working group meetings	Y	Y	N
31	Financial Management Services and Controls	3.6.1	The Contractor must develop and implement prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the Financial Management Services and Controls set-out in SOW Article 4.6	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	N
32	Financial Management Services and Controls	3.6.2	The Contractor must propose prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), for Project Authority Approval (Refer to SOW Article 3.1), a PSHCP DBA to be established in the Contractor's name, and managed by the Contractor for the PSHCP	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3)	Y	Y	Y
33	Financial Management Services and Controls	3.6.3	The Contractor must establish a PSHCP pPayment Services with the Project Authority approved financial institution to allow the PSHCP DBA to be used for the payment of all PSHCP Claims, Claim reimbursements, adjustments and other activities related to the Work as approved by the Project Authority to Providers (Refer to SOW Article 4.3.6), Members (Refer to SOW Article 4.3.8) and other eligible third parties.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3)	Y	Y	N
34	Financial Management Services and Controls	3.6.4	The Contractor must establish a PSHCP Invoicing Service with the Project Authority (Refer to SOW Article 4.6.7).	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3)	Y	Y	Y

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
35	Financial Management Services and Controls	3.6.5	The Contractor must propose and establish PSHCP Pricing Discounts and Rebate Service with the Project Authority (Refer to SOW Article 4.6.4).	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3)	Y	Y	Y
36	Audit and Claim Verification Program	3.7.2	The Contractor must complete a targeted PSHCP Risk Assessment, no later than six months after Contract Award, to determine the areas of risk of inappropriate Claims by Members and Providers and develop strategies to minimize and mitigate the identified risks.	No later than six months after Contract Award	Y	N	N
37	Audit and Claim Verification Program	3.7.2	The Contractor must prepare and securely provide an electronic PSHCP Risk Assessment report	Following the completion of the PSHCP Risk Assessment and at least 20 Days in advance of consultation with the Project Authority.	Y	N	N
38	Audit and Claim Verification Program	3.7.3	The Contractor must develop, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), and implement all services that are part of the ACVP stipulated in SOW Article 4.7.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	N
39	Audit and Claim Verification Program	3.7.3	The Contractor must Demonstrate that all ACVP services are ready for implementation and obtain project Authority Approval.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan	Y	Y	N
40	Audit and Claim Verification Program	3.7.4	The Contractor must propose and disclose to the Project Authority, prior to building provider profiling solution as set out in SOW Article 4.7.2 iii c), the profiling tests and associated weights.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	N
41	Audit and Claim Verification Program	3.7.5	The Contractor must propose and disclose to the Project Authority, prior to building the Provider profiling solution as set out in SOW Article 4.7.4 iii a), the profiling tests and associated weights	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	N
42	Audit and Claim Verification Program	3.7.7	The Contractor must work with the Project Authority during the Start-Up Phase to develop an initial list of hospitals that will be subject to pre-payment Claims reviews (Refer to SOW Article 4.7.3 iii b) i).	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
43	Audit and Claim Verification Program	3.7.8	Prior Day Claims Verification Audits - The Contractor must propose and disclose to the Project Authority an Claims selection audit methodology for Project Authority Approval.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
44	Audit and Claim Verification Program	3.7.8	Pharmacy Member Confirmation Audits - The Contractor must propose and disclose to the Project Authority a Member selection audit methodology for Project Authority Approval.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
45	Audit and Claim Verification Program	3.7.8	Pharmacy and Electronic Medical Supplies Provider Desk Claim Verification Audits. The Contractor must propose and disclose to the Project Authority a Provider audit selection methodology for Project Authority Approval.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
46	Audit and Claim Verification Program	3.7.8	Pharmacy and Electronic Medical Supplies Provider Desk Claim Verification Audits - The Contractor must propose and disclose to the Project Authority an audit scoring methodology for Project Authority Approval.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
47	Audit and Claim Verification Program	3.7.8	Pharmacy and Electronic Medical Supplies Provider On-Site Claim Verification Audits - The Contractor must propose and disclose to the Project Authority a Provider audit selection methodology for Project Authority Approval.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
48	Audit and Claim Verification Program	3.7.8	The Contractor must propose, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), and share with the Project Authority an audit scoring methodology for the PSHCP.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
49	Audit and Claim Verification Program	3.7.8	Compound Claims Verification Audits - The Contractor must propose and disclose to the Project Authority an audit methodology for Project Authority Approval.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
50	Audit and Claim Verification Program	3.7.8	Hospital Member Confirmation Audits - The Contractor must propose and disclose to the Project Authority a Member selection audit methodology for Project Authority Approval.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
51	Audit and Claim Verification Program	3.7.8	Hospital Provider Desk Claim Verification Audits - The Contractor must propose and disclose to the Project Authority a risk-based criteria for Hospital Provider Desk Claim Verification Audits for Project Authority Approval.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
52	Audit and Claim Verification Program	3.7.8	Paramedical Practitioner and Medical Equipment Provider Desk Claims Verification Audits - The Contractor must propose, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), and share with the Project Authority a Provider audit selection methodology. The methodology will be used to select Providers for Desk Claims Verification Audits each quarter.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
53	Audit and Claim Verification Program	3.7.8	Paramedical Practitioner and Medical Equipment Provider Desk Claims Verification Audits - The Contractor must propose, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), and share with the Project Authority a Provider audit scoring methodology. The methodology will be used to select Providers for Desk Claims Verification Audits each quarter.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
54	Audit and Claim Verification Program	3.7.8	Paramedical Practitioner and Medical Equipment Provider On-Site Claims Verification Audits - The Contractor must propose and disclose to the Project Authority a Provider audit selection methodology for Project Authority Approval.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
55	Audit and Claim Verification Program	3.7.8	Paramedical Practitioner and Medical Equipment Provider On-Site Claims Verification Audits - The Contractor must propose and disclose to the Project Authority an audit scoring methodology for Project Authority Approval	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
56	Audit and Claim Verification Program	3.7.8	Paramedical Practitioner and Medical Equipment Provider Confirmation Audits - The Contractor must propose and disclose to the Project Authority a Member selection audit methodology for Project Authority Approval.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
57	Audit and Claim Verification Program	3.7.8	Paramedical Practitioner and Medical Equipment Provider Investigations - The Contractor must propose and disclose to the Project Authority the frequency and the content of the Delisting report, based on the results of the investigations, for Project Authority Approval	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
58	Audit and Claim Verification Program	3.7.8	Emergency Travel and Comprehensive Claim Confirmation Audits - The Contractor must propose and disclose to the Project Authority a Member selection audit methodology, for Project Authority.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
59	Audit and Claim Verification Program	3.7.8	Emergency Travel and Comprehensive Desk Claim Verification Audits - The Contractor must conduct a review and assessment of a SVS of risk-based Claims. The Contractor must then propose, for Project Authority Approval, risk-based criteria for the audit component.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
60	Audit and Claim Verification Program	3.7.8	Digital Claims Audits - The Contractor must propose and disclose to the Project Authority a Claims selection audit methodology, for Project Authority Approval.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan	Y	Y	Y
61	Audit and Claim Verification Program	3.7.8	Provider Confirmation Audits - The Contractor must propose and disclose to the Project Authority a Provider selection audit methodology, for Project Authority Approval.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
62	Audit and Claim Verification Program	3.7.8	Dependant Eligibility Verification Audits - The Contractor must propose, for Project Authority Approval, the risk-based criteria applied to Dependant Eligibility Verification Audits.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
63	Audit and Claim Verification Program	3.7.8	Dependant Eligibility Verification Audits - The Contractor must propose, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), acceptable forms of documentation for validation of Dependents (Refer to SOW Article 4.7.8).	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
64	Audit and Claim Verification Program	3.7.8	Benefit Misuse and Abuse Detection Services - The Contractor must propose and disclose to the Project Authority defined PSHCP risk criteria and tests, for Project Authority Approval, that will be used by the data mining tool to conduct comprehensive benefit utilization reviews.	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
65	Audit and Claim Verification Program	3.7.9	The Contractor must propose, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), Audit and Claim Verification standard reports and their frequencies (Refer to SOW Article 4.7.12).	Prior to Systems Ready Date or earlier based on the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	N

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
66	Quality Assurance Program	3.8.1	The Contractor must develop, in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the QA Program to meet the requirements set out in SOW Article 4.8.	No later than 60 Days after Contract award	Y	Y	Y
67	Quality Assurance Program	3.8.1	The Contractor must develop a QA Program document in support of the QA Program requirements set-out in SOW Article 4.8	No later than 60 Days after Contract award	Y	Y	N
68	Reporting Services	3.9.1	The Contractor must develop and implement, in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the Reporting Services to meet the requirements set-out in SOW Article 4.9.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
69	Reporting Services	3.9.2	The Contractor must provide targeted user training during the Start-Up Phase to allow up to 5 identified individuals designated by the Project Authority to access reporting services required to meet operational needs such as the processing of daily claims funding requests. (Refer to SOW Article 4.6.3).	No later than 20 Days prior to the Operations Ready Date	Y	Y	Y
70	Reporting Services	3.9.2	The Contractor must develop, for Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), targeted training material specific to performing functions related to the processing and validation of daily claims funding requests. The approved training materials must be available no later than 10 Days in advance of the training.	No later than 10 Days in advance of the training	Y	Y	Y
71	Member Communications and Information Services	3.10.1	The Contractor must develop and implement, in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the Member Communications and Information Services to meet the requirements set-out in SOW Article 4.10.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Integrated Schedule and Work Plan	Y	Y	Y
72	Member Communications and Information Services	3.10.2	The Contractor must establish a Member Contact Centre to deliver the services set out in SOW Article 4.10.1, including a dedicated toll-free North American phone number.	No later than 6 months prior to Operations Ready Date or in accordance with the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
73	Member Communications and Information Services	3.10.2	The Contractor must obtain Project Authority Approval of all scripts to be used within the Member Contact Centre prior to their use.	Prior to their use	Y	N	N

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
74	Member Communications and Information Services	3.10.3	The Contractor must establish an Emergency Travel Assistance and Comprehensive Coverage Contact Centre to deliver the services set out in SOW Article 4.10.2, including a dedicated toll-free North American phone number and a collect call phone number for outside North America.	No later than the Operations Ready Date	Y	N	N
75	Member Communications and Information Services	3.10.3	The Contractor must obtain approval of all scripts used within the Emergency Travel Assistance and Comprehensive Coverage Contact Centre prior to their use.	Prior to their use	Y	N	N
76	Member Communications and Information Services	3.10.3	The Emergency Travel Assistance and Comprehensive Coverage Contact Centre must be fully operational and ready to accept inquiries from Members no later than the Operations Ready Date or in accordance with the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	No later than the Operations Ready Date or in accordance with the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
77	Member Communications and Information Services	3.10.4	The Contractor must develop and implement Member Digital Services to deliver the services set out in SOW Article 4.10.3.	No later than 6 months prior to the Operations Ready Date.	Y	Y	Y
78	Member Communications and Information Services	3.10.4	PSHCP Member Digital Services (Refer to SOW Article 4.10.3) must be ready to accept Positive Enrolment.	No later than 6 months prior to Operations Ready Date	Y	Y	Y
79	Member Communications and Information Services	3.10.5	The Contractor must develop and implement a platform and communication products to distribute communications relevant to the contract transition of services to the Contractor.	No later than 6 months prior to Operations Ready Date or in accordance with the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
80	Member Communications and Information Services	3.10.5	The Contractor must provide existing Members with the information, documentation and tools for Members to confirm PE and submit a Claim immediately as of the Operations Ready Date.	No later than 6 months prior to Operations Ready Date or in accordance with the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
81	Member Communications and Information Services	3.10.6	The Contractor must develop, in an electronic and printable format acceptable to the Project Authority, a PSHCP Benefit Guide which must be ready for distribution as of the Operations Ready Date.	Prior to Operations Ready Date or in accordance with the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
82	Member Communications and Information Services	3.10.7	The Contractor must create and make accessible a PSHCP Benefit Cards, prior to Operations Ready Date, for each new and existing Member once Positive Enrollment information has been validated and completed by the Member.	Prior to Operations Ready Date	Y	N	N
83	Member Communications and Information Services	3.10.8	The Contractor must develop, with input from the Project Authority, a communications strategy to be implemented in the event of any business disruptions or disasters (Refer to SOW Articles 3.12 and 4.12).	Prior to Systems Ready Date or in accordance with the approved Start-up Phase Work Plan and Integrated Schedule.	Y	N	N
84	Provider Communications and Information Services	3.11.1	The Contractor must develop and implement, in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the Provider Communications and Information Services to meet the requirements set-out in SOW Article 4.11.	In accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
85	Provider Communications and Information Services	3.11.2	The Contractor must develop the following: i. a) A description of the methodology and /processes that will apply with respect to Provider Claims; and i. b). Details on Contractor support resources available to Providers such as the Contractor's Provider Digital Services and the Provider Contact Centre.	Prior to the Systems Ready Date, or in accordance with the approved Start-up Phase Work Plan and Integrated Schedule.	Y	N	N
86	Provider Communications and Information Services	3.11.2	The Contractor must distribute, electronically and/or on paper, to all Registered Providers and post to the PSHCP Provider Digital Services (Refer to SOW Article 3.11.4) the description of the methodology/processes that will apply under the Contract with respect to Provider Claims and the details on Contractor support resources available to Providers such as the Contractor's Provider Digital Services and the Provider Contact Centre regarding the Contract transition.	Prior to the Operations Ready Date, or in accordance with the approved Start-up Phase Work Plan and Integrated Schedule.	Y	Y	Y
87	Provider Communications and Information Services	3.11.3	The Contractor must establish a Contact Centre dedicated to Providers to deliver the services set out in SOW Article 4.11.2, including includes a dedicated toll-free North American phone number.	No later than 6 months prior to the Operations Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	N

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
88	Provider Communications and Information Services	3.11.3	The Contractor must obtain Project Authority Approval of all scripts to be used within the Provider Contact Centre prior to their use	No later than 6 months prior to the Operations Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
89	Provider Communications and Information Services	3.11.3	The Provider Contact Centre must be fully operational no later than 6 months prior to the Operations Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3).	No later than 6 months prior to the Operations Ready Date or in accordance with the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	N	N	N
90	Provider Communications and Information Services	3.11.4	The Contractor must develop and implement PSHCP Provider Digital Services to deliver the services set out in SOW Article 4.11.3.	No later than 6 months prior to the Operations Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	Y	Y
91	Provider Communications and Information Services	3.11.4	The Contractor must obtain Project Authority Approval of all scripts to be used within the Provider Contact Centre prior to their use	No later than 6 months prior to the Operations Ready Date or in accordance with the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule	Y	Y	Y
92	Provider Communications and Information Services	3.11.4	All Provider communication and documentation, including the material required for Providers to register with the PSHCP (Refer to SOW Article 4.5), must be available through PSHCP Provider Digital Services.	No later than 6 months prior to the Operations Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
93	Continuity Management Plan Development	3.12.2	The Contractor must develop the CMP document, which includes a Communications Plan, Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP).	Prior to implementation.	Y	N	N
94	Continuity Management Plan Development	3.12.2	The Contractor must obtain Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables, for details) of the Contractor's CMP.	Prior to implementation.	Y	N	N
95	Continuity Management Plan Development	3.12.3	The Contractor must develop the CMP document, which includes a Communications Plan, Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP).	Prior to implementation.	Y	N	N

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
96	Continuity Management Plan Development	3.12.4	The Contractor must develop a BCP which documents the process and procedures (including a failover solution) to be followed in the event of interruptions in service for short-term outages (< 2 hours) or emergency outages (< 2 Calendar Days outage), in order to maintain an on-going service to the Members and Providers.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
97	Continuity Management Plan Development	3.12.5	The Contractor must develop a DRP which documents the process and procedures to be followed to maintain and restore on-going Digital services to the Members and Providers in the event of long-term unavailability of the primary and failover services (greater than 2 days).	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
98	Continuity Management Plan Development	3.12.6	Emergency Claim Approval process	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
99	Continuity Management Plan Development	3.12.7	The Scheduled Maintenance Plan must be developed to identify a list of potential known or regularly scheduled planned disruptions to service which is to be included in the CMP	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
100	Privacy	3.13.1	The Contractor must obtain Project Authority Approval (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3); that the Contractor's policies and data systems which handle Personal Information (as described in Article 7.25 a) i. of the contract) comply with the Privacy Act R.S. 1985, c.P-21, the Personal Information Protection and Electronic Documents Act, 2000, c. 5 (PIPEDA), Treasury Board privacy policies, and other privacy legislation and policies set out in Article 4.13.	Prior to the Systems Ready Date or in accordance with the schedule set-out in the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
101	Privacy	3.13.2	The Contractor must, within 15 Calendar Days following the Contract Award, appoint a senior Privacy Officer and provide the contact information to the Project Authority.	Within 15 calendar days following the Contract award.	Y	N	N

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor	Test	User Acceptance Testing
102	Privacy	3.13.3	The Contractor must develop a Privacy Operations Document in accordance with SOW Article 4.13.2.	Prior to the Systems Ready Date or in accordance with the schedule set-out in the Contractor's approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N		N
103	Technical and Administration Documentation Development	3.14.1	The Contractor must develop, all Technical and Administrative Documentation to meet the requirements set out in SOW Article 4.2.	90 Days prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N		N
104	Security	3.15.1	The Contractor must obtain Project Authority Approval, (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), that the Contractor's policies and all data systems which handle Protected B information will not prevent Canada from complying with the Government of Canada security policies and legislation	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N		N
105	Security	3.15.2	Compliance must be confirmed, to the Project Authority, through the mapping of the Contractor's security controls to the applicable industry certifications and validated through independent third party assessments. The Contractor must make the results of the independent third-party assessment available for Project Authority review via the Secure Reporting and Documentation Website. (Refer to SOW Article 4.9.9).	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N		N
106	Security	3.15.3	If the Contractor's solution for the PSHCP is a cloud-based solution, The Contractor must obtain Project Authority Approval. (Refer to SOW Article 3.1.2 and the associated Appendix 7 to Annex A, Work Deliverables), prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), that the Contractor is in compliance with the security requirements selected in the Government of Canada Security Control Profile for cloud-based IT Services for Protected B, Medium Integrity and Medium Availability (PBMM) for Cloud Services	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N		N

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
107	Security	3.15.3	For a Cloud-based solution, the Contractor must provide certification or assessment reports.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
108	Security	3.15.4	The Contractor must obtain, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule, a Facility Security Clearance (FSC) to a Protected B level for all primary and secondary and Disaster Recovery sites hosting, storing or processing PSHCP data, in accordance with the Directive on Security Management	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
109	Security	3.15.5	Physical Security - The Contractor must implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), Physical Security measures in accordance with SOW 4.14.6.	Prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
110	Security	3.15.6	Security Zoning - The Contractor must implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), Security Zoning in accordance with SOW 4.14.7.	Prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
111	Security	3.15.7	Malware Protection - The Contractor must implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), malware protection in accordance with SOW Article 4.14.9.	Prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
112	Security	3.15.8	Change Management Process - The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), a process to manage changes within the PSHCP Solution in accordance with SOW Article 4.14.10.	Prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
113	Security	3.15.9	Security integrity of the PSHCP Environment - The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), a process to address protection for any backdoor connections that provide access to the system or solution(s).	Prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
114	Security	3.15.10	Patch and Vulnerability Management - The Contractor must implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), a patch and vulnerability management strategy in accordance with SOW Article 4.14.12.	Prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule	Y	N	N
115	Security	3.15.11	The Contractor must develop and implement a process to manage and monitor privileged access to the PSHCP Solution to ensure that all service interfaces are protected from unauthorized access in accordance with SOW Article 4.14.12.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
116	Security	3.15.15	The Contractor must implement data migration practices to support implementation of the PSHCP.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	Y	N
117	Security	3.15.16	Cryptographic Protection - The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), cryptography protection in accordance with SOW Article 4.14.17.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
118	Security	3.15.17	Security of Electronic Data Interchange (EDI) - The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), an EDI strategy in accordance with SOW Article 4.14.18.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
119	Security	3.15.18	Data Storage and Retention - The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), a data storage and retention strategy in accordance with SOW Article 4.14.19.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
120	Security	3.15.19	Personnel Security Clearance - The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), personnel screening measures and obtain required security clearances in accordance with SOW Article 4.14.24. Security Classifications can be referenced at: https://www.tpsgc-pwgsc.gc.ca/esc-src/protection-safeguarding/niveaux-levels-eng.html	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
121	Security	3.15.20	Access Controls - The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), Access Controls in accordance with SOW Article 4.14.25.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
122	Security	3.15.20	Access Controls - The Contractor must create, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), unique user accounts for each of the Project Authority Authorized Users of the PSHCP.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
123	Security	3.15.21	Account Protection - The Contractor must develop and implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), a process to manage user and administrator accounts in accordance with SOW 4.14.26.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
124	Security	3.15.23	The Contractor must provide to the Project Authority, the Site Mapping document as stipulated in SOW Article 4.14.27.	Within 20 Days of Initial Start-Up Meeting	Y	N	N
125	Security	3.15.24	The Contractor must provide a list of third parties (i.e. sub-contractors) that will perform PSHCP ASO Work under the Contract as set-out in SOW Article 4.14.29.	Within 20 Days of Initial Start-Up Meeting	Y	N	N
126	Security	3.15.24	The Contractor must provide PSSD (formerly CISD) with a list of all individuals who will have access to the Protected B Information being processed under the contract, along with Contractor's current policies and procedures for adding and removing permissions for individuals.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
127	Security	3.15.26	The Contractor must, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), configure the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) using TLS 1.2 or above, and must use approved cryptographic algorithms as per the Information Technology Policy Implementation Notices (ITPIN) on Implementing HTTPS for Secure Web Connections	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N

#	SOW Section	SOW Reference	Start-Up Phase Deliverable	Timeframe	Documentation	Contractor Test	User Acceptance Testing
128	Security	3.15.27	Incident Response Process - The Contractor must implement, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), an Incident response process in accordance with SOW Article 4.14.30.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
129	Security	3.15.28	The Contractor must demonstrate that it has obtained Information Security Management System (ISMS) Certification according to the ISO 27001:2013 for Project Security Documentation.	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.			
130	Data Migration	3.16.1	The Contractor must develop a Data Migration Plan to migrate the PSHCP Claims history and supporting data from the Incumbent contractor to the Contractor.	In accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N
131	Data Migration	3.16.3	The Contractor must, prior to the Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), load all necessary data from the Incumbent supplier into the Contractor's systems according to the approved Data Migration Plan	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	Y	Y
132	Data Migration	3.16.5	i. The Contractor must, prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), implement the Data Migration Plan, retrieve and accept all data to populate the Contractor's systems and meet all the business and plan requirements identified in the SOW and the PSHCP Directive	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	Y	N
133	Veterans Affairs Canada Remittance Administration Services	3.17.1	The Contractor must develop and implement, in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule (Refer to SOW Article 3.2.3), the VAC Remittance Administration Services to meet the requirements set out in SOW Article 4.17	Prior to Systems Ready Date or in accordance with the approved Start-Up Phase Work Plan and Integrated Schedule.	Y	N	N

Appendix 7 to Annex A Work Deliverables - Operations Phase Deliverables Checklist

**This Appendix provides a list of deliverables for the Start-Up, Operations, and Close-Out phases of the PSHCP Contract.
The deliverables stated in Annex A - Statement of Work will always supersede the deliverables listed here should any be missing or differ.**

#	SOW Section	SOW Reference	Operations Phase Deliverable	Timeframe	Documentation	Contractor Testing	User Acceptance Testing
1	General Operations Phase Requirements	4.1.3	The Contractor must obtain Project Authority Approval of the annual business plan.	No less than 20 Days prior to the annual anniversary date of the Operations Ready Date or on a calendar or fiscal based timeframe as approved by the Project Authority.	Y	N	N
2	Claims Processing and Claims Payment Services	4.3.3	Proactively notify and obtain Project Authority Approval (Refer to SOW Article 4.1.2) for any changes to the DUR service and must adopt any modifications if requested by the Project Authority.	Throughout the Operations Phase.	Y	Y	N
3	Claims Processing and Claims Payment Services	4.3.5	The Contractor must maintain Claims Statement formats and all messages that could appear on Claims Statements. Any additions, modifications or deletions to Claims Statement formats or messages must be approved by the Project Authority. (Refer to SOW Article 4.1.2).	Prior to implementation.	Y	Y	Y
4	Claims Processing and Claims Payment Services	4.3.7	The Contractor must maintain the Claims Statement formats and all messages that could appear on Claims Statements, as well as automated notifications issued to Members. Any additions, modifications or deletions to Claims Statement formats or messages and notifications must be approved by the Project Authority. (Refer to SOW Article 4.1.2).	Prior to implementation.	Y	N	N
5	Claims Processing and Claims Payment Services	4.3.10	The Contractor must, upon request, provide the Project Authority with the information (e.g., claims and coverage history, adjudication rationale, telephone recordings, call logs, message transcripts, relevant documentation, medical consultant expertise, etc.) required for the Project Authority to review and process all benefit and eligibility related appeals submitted by Members.	The timelines associated with the delivery of this information are subject to Project Authority Approval.	Y	N	N

#	SOW Section	SOW Reference	Operations Phase Deliverable	Timeframe	Documentation	Contractor Testing	User Acceptance Testing
6	PSHCP Positive Enrollment and Membership Management Service	4.4.6	The Contractor must maintain all Digital and paper communications and documentation (Refer to SOW Article 3.4.9 i). When updates or changes are made, the Contractor must obtain Project Authority Approval (Refer to SOW Article 4.1.2)	Prior to using the revised materials.	Y	N	N
7	PSHCP Positive Enrollment and Membership Management Service	4.4.6	When updates or changes are made to documentation, the Contractor must obtain Project Authority Approval (Refer to SOW Article 4.1.2).	Prior to using the revised documentation.	Y	N	N
8	Provider Registration and Management Services	4.5.6	The Contractor must recommend Providers for Deregistration in cases where inappropriate billing activities are identified, and obtain Project Authority Approval. (Refer to SOW Article 4.1.2).	Prior to Deregistration.	Y	N	N
9	Financial Management Services and Controls	4.6.2	The Contractor must ensure that the financial institution allows on-line access to the PSHCP DBA by the Project Authority to view, download and print all transactional records and bank statements electronically for the period of the Contract commencing on the Operations Ready Date.	Commencing on the Operations Ready Date.	Y	N	N
10	Financial Management Services and Controls	4.6.2	The Contractor must reconcile all monthly bank statements from the financial institution of the PSHCP DBA and post them to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9) no later than 5 Days following the end of each month. The Contractor must ensure that all errors are corrected in the next bank statement.	No later than 5 Days following the end of each month.	Y	Y	N
11	Financial Management Services and Controls	4.6.3	The Contractor must submit to the Project Authority, by 8:00 a.m. ET each Day, a CFR to cover the claims settled for a specified payment period. The Contractor must notify the Project Authority if the CFR deliverables are not posted within the required timeline; and	By 8:00 a.m. ET each Day	Y	Y	N
12	Financial Management Services and Controls	4.6.9	The Contractor must develop, for Project Authority Approval (Refer to SOW Article 4.1.2), and implement a corrective action plan to address the Audit findings, observations and recommendations as applicable	Within 30 days of request	Y	N	N

#	SOW Section	SOW Reference	Operations Phase Deliverable	Timeframe	Documentation	Contractor Testing	User Acceptance Testing
13	Audit and Claim Verification Program	4.7.1	The Contractor must modify existing or adopt new program components to address emerging PSHCP risks. The Contractor must obtain Project Authority Approval (Refer to SOW Article 4.1.2).	Prior to any program modifications or additions	Y	Y	N
14	Audit and Claim Verification Program	4.7.1	The Contractor must recommend and seek Project Authority Approval (Refer to SOW Article 4.1.2) to Deregister Providers from the PSHCP, as stipulated in SOW Article 4.5, based on ACVP findings of inappropriate billing	Prior to Deregistration.	Y	N	N
15	Audit and Claim Verification Program	4.7.2	Prior Day Claim Verification Audits - Claims must be selected based on an automated filtration using selected components determined by the Contractor and approved by the Project Authority (Refer to SOW Article 4.1.2)	As required	Y	N	N
16	Audit and Claim Verification Program	4.7.2	Pharmacy and Electronic Medical Supplies Provider Desk Claim Verification Audits - The Contractor must propose, for Project Authority Approval (Refer to SOW Article 4.1.2), the Quarterly Provider selections and the timing of the audits.	No later than 20 Days prior to the beginning of the next quarter.	Y	N	N
17	Audit and Claim Verification Program	4.7.2	Pharmacy and Electronic Medical Supplies Provider On-Site Claim Verification Audits - The Contractor must propose, for Project Authority Approval (Refer to SOW Article 4.1.2), the Quarterly Provider selections and the timing of the audits.	No later than 20 Days prior to the beginning of the next quarter	Y	N	N
18	Audit and Claim Verification Program	4.7.4	Paramedical Practitioner/Medical Equipment Provider Desk Claims Verification Audits - The Contractor must propose, for Project Authority Approval (Refer to SOW Article 4.1.2), the Quarterly Provider selections and the timing of the audits.	No later than 20 Days prior to the beginning of the next quarter	Y	N	N
19	Audit and Claim Verification Program	4.7.4	Paramedical Practitioner/Medical Equipment Provider On-Site Claims Verification Audits - The Contractor must propose, for Project Authority Approval (Refer to SOW Article 4.1.2), the Quarterly Provider selections and the timing of the audits.	No later than 20 Days prior to the beginning of the next quarter	Y	N	N

#	SOW Section	SOW Reference	Operations Phase Deliverable	Timeframe	Documentation	Contractor Testing	User Acceptance Testing
20	Audit and Claim Verification Program	4.7.11	ACVP Review - The Contractor must propose enhancements to the ACVP for Project Authority review and implement all modifications and enhancements following Project Authority Approval (Refer to SOW Article 4.1.2).	As required.	Y	Y	N
21	Audit and Claim Verification Program	4.7.13	The Contractor must develop an annual audit report for Project Authority Approval (Refer to SOW Article 4.1.2) in accordance with SOW Article 4.9.4. The Contractor must formally present report findings to the Project Authority.	Within 90 Days after the end of the period covered by the reports	Y	N	N
22	Quality Assurance Program	4.8.2	All communication products must be reviewed by the Contractor's internal editor prior to delivery to the Project Authority. All reports, documentation, manuals and communication products (excluding customized correspondence to Members and Providers) directed to Members, Providers, or the Project Authority must be approved by the Project Authority (Refer to SOW Article 4.1.2).	As required.	Y	N	N
23	Quality Assurance Program	4.8.9	The content of the Member satisfaction survey must be drafted by the Contractor and submitted to the Project Authority for review. The Contractor must modify the survey as requested by the Project Authority, and obtain Project Authority Approval (Refer to SOW Article 4.1.2). The distribution methodology for the Member satisfaction survey must also be approved by the Project Authority.	Prior to survey distribution	Y	N	N
24	Quality Assurance Program	4.8.9	The Contractor must distribute the survey to a SVS of Members at the time of survey, using a random sampling methodology. The SVS and sampling methodology must be approved by the Project Authority.	Prior to survey distribution	Y	Y	Y

#	SOW Section	SOW Reference	Operations Phase Deliverable	Timeframe	Documentation	Contractor Testing	User Acceptance Testing
25	Quality Assurance Program	4.8.10	The content of the Provider Satisfaction survey must be drafted by the Contractor and submitted to the Project Authority for review. The Contractor must modify the survey as requested by the Project Authority, and obtain Project Authority Approval (Refer to SOW Article 4.1.2). The distribution methodology for the Provider satisfaction survey must also be approved by the Project Authority.	Prior to survey distribution	Y	N	N
26	Quality Assurance Program	4.8.10	The Contractor must distribute the survey to a SVS of registered Providers at the time of survey, utilizing a random sampling methodology. The SVS and sampling methodology must be approved by the Project Authority (Refer to SOW Article 4.1.2).	Prior to survey distribution	Y	Y	Y
27	Reporting Services	4.9.10	The Contractor must develop, for Project Authority Approval (Refer to SOW Article 4.1.2), all training material, including the course syllabus, user manuals, proposed schedule and the names and qualifications of the instructors.	No later than 25 Days in advance of the training	Y	N	N
28	Member Communications and Information Services	4.10.1	The Contractor must obtain Project Authority Approval (Refer to SOW Article 4.1.2) of all updates to scripts used within the Member Contact Centre.	Prior to their use	Y	N	N
29	Member Communications and Information Services	4.10.5	The Member Bulletin must be submitted to the Project Authority for review as per the agreed upon project plan and it must be updated by the Contractor, incorporating any required changes and/or modifications. The Contractor must obtain Project Authority Approval of the Member Bulletin (Refer to SOW Article 4.1.2).	Prior to distribution	Y	N	N
30	Member Communications and Information Services	4.10.7	All PSHCP communication products developed or modified by the Contractor (including PSHCP Member Digital Services content) must be submitted to the Project Authority for review. The Contractor must revise the communication products to incorporate any required changes and/or modifications requested by the Project Authority and subsequently obtain Project Authority Approval of the revised communications product prior to distribution or posting (Refer to SOW Article 4.1.2).	Prior to distribution or posting.	Y	N	N

#	SOW Section	SOW Reference	Operations Phase Deliverable	Timeframe	Documentation	Contractor Testing	User Acceptance Testing
31	Provider Communications and Information Services	4.11.4	The Contractor, with the assistance of the Project Authority, must maintain an annual communications plan to support internal and external communications for the Provider Communications and Information Services. The Contractor must obtain Project Authority Approval annually (Refer to SOW Article 4.1.2).	Annually	Y	N	N
32	Provider Communications and Information Services	4.11.5	The Provider Bulletin must be submitted to the Project Authority for review as per the agreed upon project plan and it must be updated by the Contractor, incorporating any required changes and/or modifications. The Contractor must obtain Project Authority Approval of the Provider Bulletin prior to distribution (Refer to SOW Article 4.1.2)	Prior to distribution.	Y	N	N
33	Provider Communications and Information Services	4.11.6	All PSHCP communication products developed or modified by the Contractor (including PSHCP Provider Digital Services content) must be submitted to the Project Authority for review. The Contractor must revise the communication products to incorporate any required changes and/or modifications requested by the Project Authority. The Contractor must subsequently obtain Project Authority Approval (Refer to SOW Article 4.1.23.1) of the revised communications product.	Prior to distribution or posting	Y	N	N
34	Privacy Policies and Legislation	4.13.2	The Contractor must, for the life of the Contract, keep current the Privacy Operations Document by updating any changes undertaken by the Contractor. The Contractor must obtain Project Authority Approval (Refer to SOW Article 4.1.2) on any changes to the Privacy Operations Document.	As required	Y	N	N
35	Privacy Policies and Legislation	4.13.2	Privacy Operations Document - The Contractor must, for the period of the Contract, keep current the Privacy Operations Document by updating any changes undertaken by the Contractor. The Contractor must obtain Project Authority Approval (Refer to SOW Article 4.1.2) on any changes to the Privacy Operations Document.	Within 5 Days following any change	Y	N	N

#	SOW Section	SOW Reference	Operations Phase Deliverable	Timeframe	Documentation	Contractor Testing	User Acceptance Testing
36	Privacy Policies and Legislation	4.13.3	Privacy Audit, PJA and TRA results, observations and recommendations will be reviewed by the Project Authority and if requested, the Contractor must then produce, within 15 Days, a corrective measures plan and schedule to address any deficiencies identified and obtain Project Authority Approval (Refer to SOW Article 4.1.2).	Within 15 Days	Y	N	N
37	Security	4.14.25	Access Controls - The Contractor must update the Operational report and post it monthly, 5 Days prior to every month end to the Secure Reporting and Documentation Website (Refer to SOW Article 4.9.9).	5 Days prior to every month end	Y	N	N
38	Annual Strategic Review and Advice Report and Presentation	4.16.1	The Contractor must develop and produce an Annual Strategic Review and Advice Report which provides an in-depth review and analysis of the claims experience of the PSHP in relation to the Contractor's book-of-business, other public and private plans and the overall health care benefits industry. The Project Authority will review and approve the report for content and quality only and not for the opinions and recommendations of the Contractor.	Annually	Y	N	N
39	Close-Out Requirements	5.1.1	The Contractor must obtain Project Authority Approval (SOW Article 4.1.2) of the Close-Out Plan.	180 Days before the Final Claim Day	Y	N	N
40	Close-Out Requirements	5.1.3	The Contractor will be responsible for resolving all Claims and which were submitted but not settled by the Final Claim Day. The Contractor must submit for review and obtain Project Authority Approval (SOW Article 4.1.2) of, a plan for dealing with any Claims which are not resolved on the Final Claim Day as part of the overall plan requested in SOW Article 5.1.1.	180 Days before the Final Claim Day	Y	N	N

Appendix 8 to Annex A

Government of Canada (GC) Event Logging Strategy

LIST OF ACRONYMS

AWS	Amazon Web Services
CASB	Cloud Access Security Broker
CCCS	Canadian Centre for Cyber Security
CSE	Communications Security Establishment
CSPM	Cloud Security Posture Management
CWPP	Cloud Workload Protection Platforms
DLP	Data Loss Prevention
ESA	Enterprise Security Architecture
GC	Government of Canada
GC CSEMP	GC Cyber Security Event Management Plan
GCP	Google Cloud Platform
SIEM	Security Information and Event Management
SSC	Shared Services Canada
TBS	Treasury Board of Canada Secretariat

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1. Introduction

1.1 Purpose and Scope

To bolster security and increase network protection, monitoring, detecting and analyzing security incidents through log data analysis is required. To achieve this, event logging must be enabled on various components throughout the environment.

This document provides a high-level strategy to configure event logging for subsequent forwarding to an approved GC centralized security event and information log system.

1.2 Background

In light of an increasingly hostile threat environment, and to better respond to incidents that arise from attacks, the GC must improve the collection, management and analysis of audit logs of events that could help detect, determine the scope of, understand, or recover from an attack.

As defined by NIST, "an event is any observable occurrence in a system or network." These events are captured in logs which contain a record of the events occurring within an asset or network. Log data can provide a means for individual accountability, reconstruction of events, intrusion detection and/or prevention, and problem identification. One or more events analyzed in a security context may trigger an IT security incident. The GC Cyber Security Event Management Plan [1] defines an IT security incident as, "Any event (or collection of events), act, omission or situation that has resulted in a compromise ..."

To respond quickly and effectively to attacks and to support the management of incidents, logs must include sufficient information to establish what event or events occurred, and who or what caused them. Without comprehensive audit logs, an attack may go unnoticed indefinitely and the particular damages done may be irreversible. Since every operating system, application, and network device writes event log, it is important to find an appropriate balance and baseline of logging that is required across the enterprise.

1.3 Requirements

The following are requirements identified from various GC references as described in the table below.

Table 1-1 Requirements

Item	Requirements	Reference
1.	Security event management practices are defined, documented, implemented and maintained to monitor, respond to and report on threats, vulnerabilities, security incidents and other security events, and ensure that such activities are effectively coordinated within the department, with partners and government-wide, to manage potential impacts, support decision-making and enable the application of corrective actions.	Policy on Government Security (PGS) [2], A.7
2.	Create, protect and retain information system audit logs and records to enable monitoring, reporting, analysis, investigation and implementation of corrective actions, as required, for each system, in accordance with departmental practices.	Directive on Security Management (DSM) [3], B.2.3.8
3.	Analyze information system audit logs and records; Review the results of system monitoring, security assessments, tests and post-event analysis; and, Take pre-emptive, reactive and corrective actions to remediate deficiencies and ensure that IT security practices and controls continue to meet the needs of the department.	DSM, B.2.7.1, B.2.7.2, B.2.7.3, B.2.7.4
4.	Continuously monitoring system events and performance, and including a security audit log function in all information systems, enables the detection of incidents in support of continued delivery of services. It is essential that an adequate level of logging and reporting is configured for the scope of the cloud-based service within the GC's responsibility. Such documentation will help: <ul style="list-style-type: none"> • enable the prompt detection of suspicious activities; • facilitate investigation of and response to security incidents; and, • support auditing. <p>These measures also extend to CSPs that are expected to continuously monitor the cloud-based service components within their scope of responsibility.</p> <p>Retention policies for the audit log function should be set in accordance with:</p> <ul style="list-style-type: none"> • Library and Archives Canada's generic valuation tool for information technology; and, • other departmental requirements and standards. 	Direction on Secure Use of Cloud: SPIN 2017-01 [4], Section 6.3.1 Information system monitoring

Item	Requirements	Reference
5.	Discovery of potential cyber security events, including confirmed cyber security incidents, through the monitoring of various information sources (including departmental and GC wide hardware and software solutions) and submission of reports by affected departments and agencies as part of the Detection and Assessment phase.	GC Cyber Security Event Management Plan [1]
6.	To prevent compromise of assets and infrastructures that are connected to the Internet, disable all non-essential ports and services, and remove unnecessary accounts. Both an enterprise-level auditing and anti-virus solution are key elements of any secure configuration.	Canadian Centre for Cyber Security (CCCS) Top 10 Security Actions, #4 [5]
7.	Monitoring host-based intrusion protection system (HIPS) alerts and logging information will provide early indications of intrusions.	CCCS Top 10 Security Actions, #8 [5]

1.4 Suggested Security Controls

The following are suggested selection of security controls from the CCCS's ITSG-33 IT Security Risk Management Framework [6] document that are related to logging and monitoring.

Table 1-2 Suggested Security Controls

Security Control	Name	Security Control	Name
AC-5	Separation of Duties	AU-12	Audit Generation
AU-2	Auditable Events	AU-14	Session Audit
AU-3	Content of Audit Records	CA-7	Continuous Monitoring
AU-4	Audit Storage Capacity	IR-4	Incident Handling
AU-5	Response to Audit Processing Failures	IR-5	Incident Monitoring
AU-6	Audit Review, Analysis, and Reporting	PE-6	Monitoring Physical Access
AU-7	Audit Reduction and Report Generation	RA-3	Risk Assessment
AU-8	Time Stamps	RA-5	Vulnerability Scanning
AU-9	Protection of Audit Information	SI-4	Information System Monitoring
AU-11	Audit Record Retention		

1.5 Implementation Guidance

The following implementation guidance should be considered:

1.5.1 Auditing and Accountability

The **IT security function** of the organization promulgates an organizational auditing and accountability control policy that at a minimum must cover the following elements:

- A. The **Organization must develop an audit and accountability process. The auditing and accountability process must address** purpose, scope, roles, responsibilities, management commitment, coordination among organizational entities, monitoring of compliance, and sanctions for non-compliance [AU-1]; and,
- B. Reviewing and analyzing the information system audit records *every week* or sooner for indications of inappropriate or unusual activity, and report's findings to designated organizational officials [AU-6].

The individual departmental information system auditing and accountability process at a minimum must cover the following elements:

- A. **90 days of online (readily available)** audit records to provide support for after-the-fact investigations of security incidents and to meet regulatory and organizational information retention requirements¹ [AU-11];
- B. Audit Logs must be stored at a centralized location (centralized logging). Safeguards that can ensure the logging files cannot be tampered with must be used [AU-11];
- C. All Audit logs must use the default time standard of Coordinated Universal Time (UTC) [AU-8]; and,
- D. **All departmental systems and networks must use a trusted time source that provides accurate time and date for all departmental systems and networks** [AU-8].

1.5.2 Security Auditing Log

The following guidance is based on recommendations from the Australian 2019 Information Security Manual [7].

The following type of events must be logged and sent to the centralized logging service: [AU-2, AU-12]

- all privileged operations;
- failed attempts to elevate privileges;
- security related system alerts and failures;
- user and group additions, deletions and modification to permissions;
- unauthorized access attempts to critical systems and file;
- Authentication Logons;
- Authentication Failed Logon Attempts;
- Authentication Logoffs; and,

¹ Offline Storage should comply with regulatory and organization information retention requirements.

- Events from a Security Device (Firewall, Router, Intrusion Detection Systems).

Each event or log should cover the following information: **[AU-3]**

- date and time of the event;
- relevant users or process;
- event description;
- success or failure of the event;
- event source (for example, application name); and,
- IT equipment location and identification.

Appendix A provides a proposed list of configuration items for recommended events to log for various event sources.

1.5.3 Protecting Log Information

Logging facilities and log information must be protected against tampering and unauthorized access.

Administrator and operator logs are often targets for erasing trails of activities.

Common controls for protecting log information include the following:

- Verifying that audit trails are enabled and active for system components;
- Ensuring that only individuals who have a job-related need can view audit trail files;
- Confirming that current audit trail files are protected from unauthorized modifications via access control mechanisms, physical segregation, and/or network segregation;
- Ensuring that current audit trail files are promptly backed up to a centralized log server or media that is difficult to alter;
- Verifying that logs for external-facing technologies (for example, wireless, firewalls, DNS, mail) are offloaded or copied onto a secure centralized internal log server or media;
- Using file integrity monitoring or change detection software for logs by examining system settings and monitored files and results from monitoring activities;
- Obtaining and examining security policies and procedures to verify that they include procedures to review security logs at least daily and that follow-up to exceptions is required;
- Verifying that regular log reviews are performed for all system components; and,
- Ensuring that security policies and procedures include audit log retention policies and require audit log retention for a period of time, defined by the business and compliance requirements.

1.6 Additional Information

1.6.1 Windows

Additional guidance for Windows environments can be found in the following documents:

- **NSA's Spotting the Adversary with Windows Event Log Monitoring (Aug 2015)** [8] - This paper provides an introduction to collecting important Windows workstation event logs and storing

them in a central location for easier searching and monitoring of network health. The focus is for administrators in configuring central event log collection. It recommends a basic set of events to collect on an enterprise network using Group Policy and the built-in tools already available in the Microsoft Windows operating system (OS);

- **Microsoft's Best Practices for Securing Active Directory** [9] – This paper focuses on several topics from defending against different attacks on Active Directory installations to recommending an extensive list of events to monitor in a domain; and,
- **National Cyber Security Centre's Introduction to Logging for Security Purposes** [10] – This guidance will help to devise an approach to logging that will help answer some of the typical questions asked during a cyber incident, such as:
 - What has happened?
 - What is the impact?
 - What should we do next?
 - Has any post-incident remediation been effective?
 - Are our security controls working?

1.6.2 Cloud

Approaches for security monitoring of public cloud have similarities to and differences from those of traditional network environments. Cloud-specific threats exist, but organizations are more likely to contend with traditional threats that affect their cloud environment, and with threats from the cloud that affect their traditional IT environment.

Event monitoring in a cloud requires a combination of traditional tools (such as Security Information and Event Management (SIEM) or Data Loss Prevention (DLP)) and cloud-native tools, such as Cloud Access Security Brokers (CASB), Cloud Security Posture Management (CSPM) or Cloud Workload Protection Platforms (CWPP) to cover detection needs.

Additional guidance for three common Cloud environments can be found in the following documents:

- **Azure Logging and Auditing** [11] - Azure provides a wide array of configurable security auditing and logging options to help you identify gaps in your security policies and mechanisms. This article discusses generating, collecting, and analyzing security logs from services hosted on Azure;
- **Amazon Web Services (AWS)** [12] - Amazon CloudWatch Logs is used to monitor, store, and access log files from Amazon Elastic Compute Cloud (Amazon EC2) instances, AWS CloudTrail, Route 53, and other sources; and,
- **Google Cloud** [13] - Cloud Audit Logs helps security teams maintain audit trails in Google Cloud Platform (GCP). With this tool, enterprises can attain the same level of transparency over administrative activities and accesses to data in Google Cloud Platform as in on-premises environments. Every administrative activity is recorded on a hardened, always-on audit trail, which cannot be disabled by any rogue actor.

2. References

- [1] Treasury Board of Canada Secretariat, "GCCyber Security Event Management Plan," [Online]. Available: <https://www.canada.ca/en/treasury-board-secretariat/services/access-information-privacy/security-identity-management/government-canada-cyber-security-event-management-plan.html>.
- [2] Government of Canada, "Policy on Government Security," July 2019.
- [3] Government of Canada, "Directive on Security Management," July 2019.
- [4] Treasury Board of Canada Secretariat, "Direction on the Secure Use of Commercial Cloud Services: Security Policy Implementation Notice," November 2017.
- [5] Canadian Centre for Cyber Security, "Top 10 IT Security Actions to Protect Government of Canada Internet-Connected Networks and Information," November 2014.
- [6] Canadian Centre for Cyber Security, "IT Security Risk Management: A Lifecycle Approach (ITSG-33)," 2012.
- [7] Australian Government, "Guidelines for System Monitoring," [Online]. Available: <https://www.cyber.gov.au/ism>.
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- [9] Microsoft, "Best Practices for Securing Active Directory," [Online]. Available: <https://docs.microsoft.com/en-us/windows-server/identity/ad-ds/plan/security-best-practices/best-practices-for-securing-active-directory>.
- [10] National Cyber Security Centre, "Introduction to logging for security purposes," July 2018. [Online]. Available: <https://www.ncsc.gov.uk/guidance/introduction-logging-security-purposes>.
- [11] Microsoft, "Azure logging and auditing," January 2019. [Online]. Available: <https://docs.microsoft.com/en-us/azure/security/azure-log-audit>.
- [12] Amazon Web Services, "What Is Amazon CloudWatch Logs?," [Online]. Available: <https://docs.aws.amazon.com/AmazonCloudWatch/latest/logs/WhatIsCloudWatchLogs.html>.
- [13] Google, "Cloud Audit Logs," [Online]. Available: <https://cloud.google.com/audit-logs/>.

Appendix A - Recommended Events to Log

Table A-1 Recommended Events to Log

Event Source	Recommended Events to Log
Network infrastructure	<ol style="list-style-type: none"> If access control lists (ACL) are enabled and the device is filtering traffic: <ol style="list-style-type: none"> Action (deny, drop); Interface; Source IP address and port; Destination IP address and port; Protocol type; and, Rule number triggered. Administrative logins Configuration changes System health and performance Netflow data
Firewalls	<ol style="list-style-type: none"> Action (deny, drop) Firewall interface on which the packet was seen Source IP address and port Destination IP address and port Protocol Network Address Translation Rule name System status (resource utilization, performance, configuration changes)
NAT Logs	<ol style="list-style-type: none"> Protocol Inside local and global addresses and port numbers Outside local and global addresses and port numbers
DHCP	<ol style="list-style-type: none"> DHCP Lease Information MAC address
DNS	<ol style="list-style-type: none"> DNS Event Errors Source and destination domain statistics DNS types Source IP address and port Destination IP address and port
IDS/IPS	<ol style="list-style-type: none"> Source IP address and port Destination IP address and port Signature triggered and associated details (signature, anomaly, or rate threshold) Type of event and category Files, directories, or data stores (host only) System status (resource utilization, performance, configuration changes)

Event Source	Recommended Events to Log
Content Filtering	<ol style="list-style-type: none"> 1. Date and time 2. Sender 3. Recipient 4. Subject 5. Partner 6. Source IP address and port 7. Destination IP address and port 8. Failed policies along with actual values that caused the failure 9. Content filtering policy updates 10. System status (resource utilization, performance, configuration changes, updates)
Data Loss Prevention	<ol style="list-style-type: none"> 1. Date and time 2. Sender 3. Recipient 4. Partner 5. Subject 6. Identity or identifier of the file(s) 7. Failed policies along with actual values that caused the failure 8. System status (resource utilization, performance, configuration changes, updates)
Anti-SPAM	<ol style="list-style-type: none"> 1. Date and time 2. Source IP address and port 3. Subject 4. Rule triggered 5. Description of SPAM or action 6. Identity or identifier of the file(s) 7. If detected in email, the sender and intended recipient of the SPAM 8. Description of the action taken against the SPAM (reject, redirect, quarantine, discard) 9. Signature updates and SPAM blacklists updates 10. Recover message and attachment events 11. SPAM dictionary modifications 12. SPAM filtering events 13. Sender IP Reputation Service events 14. System status (resource utilization, performance, configuration changes, updates)
Anti-Virus	<ol style="list-style-type: none"> 1. Date and time 2. Source IP address and port 3. Subject 4. Message ID 5. Description of malicious code or action 6. Identity or identifier of the file(s) 7. If detected in email, the sender and intended recipient of the malicious code 8. Description of the action taken against the malicious code (clean, quarantine, delete) 9. Signature updates 10. System status (resource utilization, performance, configuration changes, updates)

Event Source	Recommended Events to Log
Behavior-Based Malware Protection	<ol style="list-style-type: none"> 1. Date and time 2. Source IP address and port 3. Destination IP address and port 4. Subject 5. Message ID, if applicable 6. Description of malicious code or action 7. Identity or identifier of the file(s) 8. If detected in email, the sender and intended recipient of the malicious code 9. Description of the action taken against the malicious code (clean, quarantine, delete) 10. System status (resource utilization, performance, configuration changes, updates)
Integrity checker	<ol style="list-style-type: none"> 1. Changed file 2. Process 3. User name
Vulnerability Assessment	<ol style="list-style-type: none"> 1. Date and time 2. Name, IP address, and OS 3. Open ports 4. Installed applications 5. Vulnerabilities in installed applications 6. Source of vulnerability 7. System status (resource utilization, performance, configuration changes)
Web Content Filters/Proxy	<ol style="list-style-type: none"> 1. Date and time 2. Source IP address and port 3. Destination IP address and port 4. User names 5. URL Categories 6. Uniform Resource Locators (URLs) permitted or restricted 7. Description of why the URL was restricted 8. Email Details (date time, to, from, subject, received from, etc.), if applicable
VPN gateway	<ol style="list-style-type: none"> 1. Date and time 2. Source IP address and port inside the encrypted tunnel 3. Destination IP address and port inside the encrypted tunnel 4. Authentication information 5. Change in status of connections / tunnel status 6. VPN certificate validation

Event Source	Recommended Events to Log
Operating Systems	<p>Security events should be logged locally on the system. Additional events may be logged if needed, for example for troubleshooting.</p> <ol style="list-style-type: none"> 1. User authentication: <ol style="list-style-type: none"> a. Logon (success and failure); and, b. Attempts to obtain privileged access (success and failure). 2. User and administrator access to OS components and applications: <ol style="list-style-type: none"> a. File and object access; b. Audit log access (success and failure); and, c. System access (failure). 3. System performance and operational characteristics: <ol style="list-style-type: none"> a. Resource utilization, process status; b. System events; c. Service status changes (e.g. started, stopped); and, d. Service failures and restarts. 4. System configuration: <ol style="list-style-type: none"> a. Changes to security configuration (success and failure); b. Audit log cleared; c. Changes to accounts; and, d. User or group management. 5. File access: <ol style="list-style-type: none"> a. transfer of data to external media.
Virtualization System	<ol style="list-style-type: none"> 1. User authentication: <ol style="list-style-type: none"> a. Logon (success and failure); and, b. Attempts to obtain privileged access (success and failure). 2. User and administrator and root access and actions of components and applications: <ol style="list-style-type: none"> a. File and object access; b. Audit log access (success and failure); and, c. System access (failure). 3. System performance and operational characteristics: <ol style="list-style-type: none"> a. Resource utilization, process status; b. System events; and, c. Service status changes (e.g. started, stopped). 4. System configuration: <ol style="list-style-type: none"> a. Changes to security configuration (success and failure); b. Changes to hypervisor;; c. Changes to virtual machines (VMs); d. Changes made within VMs; and, e. Audit log cleared. 5. Creation and deployment of VMs 6. Migration of VMs (e.g., source and target systems, time, authorization) 7. Creation and deletion of system-level objects

Event Source	Recommended Events to Log
Commercial off the Shelf (COTS) Software	<ol style="list-style-type: none"> 1. User authentication (success and failure) 2. User and administrator application use: <ol style="list-style-type: none"> a. File and object access; b. Audit log access (success and failure); c. System access (failure); and, d. Application transactions (web page hits, email sent and received, file transfers completed, application events, database queries). 3. Transaction logs 4. System performance and operational characteristics: <ol style="list-style-type: none"> a. Resource utilization; b. Process status; c. Errors (input validation, dis-allowed operations); d. System events; and, a. Service status changes (e.g. started, stopped). 5. Application configuration
Custom Applications	<ol style="list-style-type: none"> 1. User authentication (success and failure) 2. User access of application components: <ol style="list-style-type: none"> a. File and object access; b. Audit log access (success and failure); c. System access (failure); and, d. Application transactions. 3. Transaction logs 4. System performance and operational characteristics: <ol style="list-style-type: none"> a. Resource utilization; b. Errors (input validation, dis-allowed operations) and exit codes; c. Process status; and, d. Service status changes (e.g. started, stopped). 5. Application configuration 6. Usage information, if applicable 7. User request and response events, if applicable
Web Applications	<ol style="list-style-type: none"> 1. Attempted access that is denied 2. Crashes and any error messages 3. Search queries initiated by users
Databases	<ol style="list-style-type: none"> 1. Access to particularly important information 2. Addition of new users, especially privileged users 3. Any query containing comments 4. Any query containing multiple embedded queries 5. Any query or database alerts or failures 6. Attempts to elevate privileges 7. Attempted access that is successful or unsuccessful 8. Changes to the database structure 9. Changes to user roles or database permissions 10. Database administrator actions 11. Database logons and logoffs 12. Modifications to data 13. Use of executable commands.

Event Source	Recommended Events to Log
Cloud Environments	<p>Nearly all successful attacks on cloud services resulted from customer misconfigurations. With that in mind, the logging and monitoring focus should be on:</p> <ol style="list-style-type: none">1. Any activity on Breakglass account(s) (which should never have to be used);2. Conditional access policy changes;3. Changes to environment policies (e.g., Azure subscription, AWS services, Google solutions, etc.) in management logs;4. Privileged role changes;5. Virtual network (vnet) changes;6. Deletions of Delete Locks¹;7. Changes to logging policies;8. Privileged Identity Management (PIM) and identity protection changes;9. Changes to alert rules (audit the auditor);10. Key vault and key management changes;11. API logs;12. Storage access logs;13. Baseline deviations for production application (Prod App) tiers; and,14. Baseline deviations for production data (Prod Data) Tiers.

¹ Resource and object locks that prevent the accidental deletion of a virtual resources.

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Government of Canada
Gouvernement du Canada

Contract Number / Numéro du contrat

24062-180558

Security Classification / Classification de sécurité

SECURITY REQUIREMENTS CHECK LIST (SRCL)
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction Pensions and Benefits
Treasury Board Secretariat of Canada		
3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail For the provision of a single competitively tendered contractor to provide Administrative Services Only Health Care Claims processing and adjudication services for the Public Service Health Care Plan.		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis Protected B Level - Personal Benefit Plan Coverage Information		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c.) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c.)		<input type="checkbox"/> No Non <input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A PROTÉGÉ A <input type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>
PROTECTED C PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>
SECRET SECRET <input type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité

Canada



Government of Canada
Gouvernement du Canada

Contract Number / Numéro du contrat

24062-180558

Security Classification / Classification de sécurité

PART A (continued) / PARTIE A (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?
If Yes, indicate the level of sensitivity.
Dans l'affirmative, indiquer le niveau de sensibilité :

☒ No ☐ Yes
Non Oui

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate?

☒ No ☐ Yes
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :
Document Number / Numéro du document :

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ	<input type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments:
Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.

REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?

☒ No ☐ Yes
Non Oui

If Yes, will unscreened personnel be escorted?

Dans l'affirmative, le personnel en question sera-t-il escorté?

☒ No ☐ Yes
Non Oui

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?

☐ No ☒ Yes
Non Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?

☒ No ☐ Yes
Non Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?

☒ No ☐ Yes
Non Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?

☐ No ☒ Yes
Non Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?

☒ No ☐ Yes
Non Oui

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité

Canada



Government of Canada
Gouvernement du Canada

Contract Number / Numéro du contrat

24062-180558

Security Classification / Classification de sécurité

PART C - (continued) / PARTIE C - (suite)

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.

Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET TRÈS SECRET
											A	B	C			
Information / Assets Renseignements / Biens Production		✓														
IT Media / Support TI		✓														
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
Non ☐ Yes
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée
« Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
Non ☐ Yes
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée
« Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

ATTACHMENT 2.1

PSHCP VOLUMETRICS

2016 – 2018 Data

Disclaimer: The PSHCP historical business and transactional volume data in this Appendix has been provided to Bidders to assist them in preparing their bids. The inclusion of this data in this bid solicitation does not represent a commitment by Canada that Canada's future usage of the service identified in this bid solicitation will be consistent with this data. It is provided purely for information purposes. Canada accepts no liability for any discrepancies or variation between the data in this Appendix and the actual resource requirements, decisions and/or claims to be processed under the contract.

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General notes

1. Population statistics are measured as of December 31 of each year.
2. Claim statistics are measured based on the calendar year (January 1 to December 31), unless otherwise specified.
3. Digital Claims refer to claims that are submitted by Members through the Web portal or the mobile app.
4. Members of the Canadian Forces (CF) and of the Royal Canadian Mounted Police (RCMP) are included in both Member and Covered Population counts. However, as stated in the PSHCP Directive, only their dependants are eligible for coverage and claims reimbursement under the PSHCP.
5. Unknown (Age, Gender, Province/Territory): Indicates that there is no information on record at the time the report was created, mainly as a result of Positive Enrollment not being completed by all Members.
6. The Foreign category indicates members residing outside of Canada
7. Hospital I, II, III refer to the coverage levels available for Hospital.

Glossary of Terms

- **Appeals closed without Committee:** Appeals handled administratively without being presented to the Appeals Committee.
- **Billable service/claim:** Any service eligible for an administrative fee for which the Contractor can bill the PSHCP as defined in the contract.
- **CF:** Member of the Canadian Armed Forces.
- **Comprehensive coverage:** Coverage provided to eligible members and their eligible dependants residing outside of Canada.
- **Coverage Eligibility:** Criteria required in order for a member to be considered eligible under the PSHCP.
- **Coverage Refund:** Where a member requests a refund of contributions due to a change in status (i.e. Family to Single).
- **Eligible service/claim:** A submitted service that is covered under the PSHCP.
- **Paid service/claim:** An eligible service that was paid by the PSHCP. The paid amount represents the amount paid after application of PSHCP and industry rules such as coordination of benefits, coinsurance and benefit maximums.
- **RCMP:** Member of the Royal Canadian Mounted Police.
- **Retroactive Coverage:** Where a member requests a retroactive amendment in PSHCP coverage due to a change in status (e.g. change from family to single coverage).
- **Submitted amount:** Total amount claimed and submitted for adjudication.
- **Supplementary coverage:** Coverage provided to eligible members and their eligible dependants who are covered under a provincial/territorial health insurance plan.

Chart 1. PSHCP Member Population by Member Group and Plan Type, 2016 - 2018

Member Group	2016			2017			2018		
	Supp. ¹	Comp. ²	Total	Supp. ¹	Comp. ²	Total	Supp. ¹	Comp. ²	Total
Employees	269,138	2,422	271,560	279,469	2,526	281,995	293,499	2,362	295,861
Pensioners	316,035	1,324	317,359	322,811	1,373	324,184	330,463	1,435	331,898
CF	43,494	1,175	44,669	43,946	1,327	45,273	44,075	1,383	45,458
RCMP	18,380	68	18,448	18,327	73	18,400	18,271	67	18,338
Total	647,047	4,989	652,036	664,553	5,299	669,852	686,308	5,247	691,555

1. Supplementary coverage. See Glossary of Terms for additional information.

2. Comprehensive coverage. See Glossary of Terms for additional information.

Chart 2. PSHCP Member Population by Member Group and Coverage Type, 2016 - 2018

Member Group	2016			2017			2018		
	Single	Family	Total	Single	Family	Total	Single	Family	Total
Employees	56,290	215,270	271,560	60,975	221,020	281,995	66,614	229,247	295,861
Pensioners	122,316	195,043	317,359	125,720	198,464	324,184	130,811	201,087	331,898
CF	37	44,632	44,669	29	45,244	45,273	29	45,429	45,458
RCMP	794	17,654	18,448	735	17,665	18,400	659	17,679	18,338
Total	179,437	472,599	652,036	187,459	482,393	669,852	198,113	493,442	691,555

Chart 3. PSHCP Member Population by Member Group and Hospital Level, 2016 - 2018

Member Group	2016			2017			2018		
	Hospital I	Hospital II	Hospital III	Hospital I	Hospital II	Hospital III	Hospital I	Hospital II	Hospital III
Employees	154,031	57,031	60,498	163,984	57,140	60,871	176,334	57,624	61,903
Pensioners	186,037	89,692	41,630	191,078	90,939	42,167	196,791	92,231	42,876
CF	8,565	6,221	29,883	8,915	6,100	30,258	9,255	5,860	30,343
RCMP	8,549	3,849	6,050	8,572	3,769	6,059	8,601	3,674	6,063
Total	357,182	156,793	138,061	372,549	157,948	139,355	390,981	159,389	141,185
% of Total Population	54.8%	24.0%	21.2%	55.6%	23.6%	20.8%	56.5%	23.0%	20.4%

Chart 4. PSHCP Member Population by Province/Territory, Plan Type, Member Group and Coverage Level, 2016

Province/Territory	Employees			Pensioners			CF			RCMP			Total Member Population		
	Single	Family	Total	Single	Family	Total	Single	Family	Total	Single	Family	Total	Single	Family	Total
British Columbia	4,974	17,479	22,453	15,638	24,762	40,400	4	3,047	3,051	200	5,305	5,505	20,816	50,593	71,409
Alberta	3,291	11,502	14,793	7,442	14,831	22,273	0	3,703	3,703	78	2,453	2,531	10,811	32,489	43,300
Saskatchewan	933	4,881	5,814	2,443	4,537	6,980	0	292	292	39	1,189	1,228	3,415	10,899	14,314
Manitoba	1,880	7,894	9,774	4,493	7,493	11,986	2	1,707	1,709	32	852	884	6,407	17,946	24,353
Ontario	24,366	92,695	117,061	45,191	67,894	113,085	7	14,394	14,401	250	2,964	3,214	69,814	177,947	247,761
Quebec	11,509	49,266	60,775	25,630	38,327	63,957	14	7,412	7,426	80	1,279	1,359	37,233	96,284	133,517
New Brunswick	1,146	7,317	8,463	4,644	9,197	13,841	0	2,898	2,898	16	803	819	5,806	20,215	26,021
Nova Scotia	1,670	8,163	9,833	9,315	17,411	26,726	1	5,398	5,399	30	937	967	11,016	31,909	42,925
Prince Edward Island	409	2,535	2,944	1,144	2,293	3,437	1	40	41	2	134	136	1,556	5,002	6,558
Newfoundland and Labrador	602	3,683	4,285	2,079	4,817	6,896	0	332	332	11	479	490	2,692	9,311	12,003
Yukon	78	317	395	132	246	378	0	3	3	6	113	119	216	679	895
Northwest Territories	1,086	3,640	4,726	279	541	820	0	120	120	6	153	159	1,371	4,454	5,825
Nunavut	49	165	214	19	47	66	0	3	3	8	90	98	76	305	381
Foreign	12	47	59	79	89	168	0	109	109	0	0	0	91	245	336
Unknown	3,825	3,724	7,549	3,254	1,768	5,022	8	3,999	4,007	29	842	871	7,116	10,333	17,449
Total Supplementary	55,830	213,308	269,138	121,782	194,253	316,035	37	43,457	43,494	787	17,593	18,380	178,436	468,611	647,047
Total Comprehensive	460	1,962	2,422	534	790	1,324	0	1,175	1,175	7	61	68	1,001	3,988	4,989
Grand Total	56,290	215,270	271,560	122,316	195,043	317,359	37	44,632	44,669	794	17,654	18,448	179,437	472,599	652,036

Chart 5. PSHCP Member Population by Province/Territory, Plan Type, Member Group and Coverage Level, 2017

Province/Territory	Employees			Pensioners			CF			RCMP			Total Member Population		
	Single	Family	Total	Single	Family	Total	Single	Family	Total	Single	Family	Total	Single	Family	Total
British Columbia	5,335	17,776	23,111	16,074	25,129	41,203	2	3,112	3,114	178	5,315	5,493	21,589	51,332	72,921
Alberta	3,583	11,938	15,521	7,767	15,034	22,801	0	3,872	3,872	77	2,561	2,638	11,427	33,405	44,832
Saskatchewan	1,045	4,981	6,026	2,520	4,606	7,126	0	305	305	35	1,234	1,269	3,600	11,126	14,726
Manitoba	2,166	8,193	10,359	4,642	7,598	12,240	1	1,721	1,722	32	836	868	6,841	18,348	25,189
Ontario	26,376	95,270	121,646	46,269	69,020	115,289	5	14,618	14,623	230	2,955	3,185	72,880	181,863	254,743
Quebec	12,110	50,374	62,484	26,535	39,150	65,685	12	7,422	7,434	79	1,259	1,338	38,736	98,205	136,941
New Brunswick	1,293	7,608	8,901	4,765	9,433	14,198	0	2,908	2,908	13	759	772	6,071	20,708	26,779
Nova Scotia	1,819	8,324	10,143	9,560	17,672	27,232	1	5,394	5,395	30	925	955	11,410	32,315	43,725
Prince Edward Island	472	2,607	3,079	1,184	2,371	3,555	1	36	37	2	124	126	1,659	5,138	6,797
Newfoundland and Labrador	750	3,896	4,646	2,162	4,937	7,099	0	305	305	14	478	492	2,926	9,616	12,542
Yukon	92	333	425	142	253	395	0	3	3	5	110	115	239	699	938
Northwest Territories	1,076	3,613	4,689	304	569	873	0	131	131	6	158	164	1,386	4,471	5,857
Nunavut	56	184	240	14	49	63	0	2	2	4	80	84	74	315	389
Foreign	12	50	62	67	87	154	0	83	83	0	0	0	79	220	299
Unknown	4,299	3,838	8,137	3,153	1,745	4,898	7	4,005	4,012	27	801	828	7,486	10,389	17,875
Total Supplementary	60,484	218,985	279,469	125,158	197,653	322,811	29	43,917	43,946	732	17,595	18,327	186,403	478,150	664,553
Total Comprehensive	491	2,035	2,526	562	811	1,373	0	1,327	1,327	3	70	73	1,056	4,243	5,299
Grand Total	60,975	221,020	281,995	125,720	198,464	324,184	29	45,244	45,273	735	17,665	18,400	187,459	482,393	669,852

Chart 6. PSHCP Member Population by Province/Territory, Plan Type, Member Group and Coverage Level, 2018

Province/Territory	Employees			Pensioners			CF			RCMP			Total Member Population		
	Single	Family	Total	Single	Family	Total	Single	Family	Total	Single	Family	Total	Single	Family	Total
British Columbia	5,726	18,148	23,874	16,694	25,420	42,114	2	3,118	3,120	158	5,385	5,543	22,580	52,071	74,651
Alberta	3,767	12,154	15,921	8,243	15,225	23,468	0	3,927	3,927	69	2,604	2,673	12,079	33,910	45,989
Saskatchewan	1,102	5,035	6,137	2,623	4,654	7,277	0	320	320	33	1,254	1,287	3,758	11,263	15,021
Manitoba	2,424	8,507	10,931	4,844	7,694	12,538	0	1,735	1,735	28	836	864	7,296	18,772	26,068
Ontario	28,770	98,553	127,323	47,934	69,875	117,809	4	14,458	14,462	209	2,904	3,113	76,917	185,790	262,707
Quebec	13,096	52,459	65,555	27,667	39,887	67,554	13	7,499	7,512	77	1,237	1,314	40,853	101,082	141,935
New Brunswick	1,479	8,220	9,699	5,002	9,642	14,644	0	2,868	2,868	12	741	753	6,493	21,471	27,964
Nova Scotia	1,999	8,566	10,565	9,956	17,755	27,711	1	5,325	5,326	32	919	951	11,988	32,565	44,553
Prince Edward Island	556	2,784	3,340	1,248	2,397	3,645	0	42	42	2	124	126	1,806	5,347	7,153
Newfoundland and Labrador	880	4,144	5,024	2,272	4,983	7,255	0	303	303	13	476	489	3,165	9,906	13,071
Yukon	97	348	445	153	254	407	0	5	5	3	119	122	253	726	979
Northwest Territories	1,073	3,706	4,779	319	580	899	0	137	137	5	150	155	1,397	4,573	5,970
Nunavut	59	190	249	11	45	56	0	1	1	2	77	79	72	313	385
Foreign	18	60	78	67	78	145	0	102	102	0	2	2	85	242	327
Unknown	5,093	4,486	9,579	3,190	1,751	4,941	9	4,206	4,215	12	788	800	8,304	11,231	19,535
Total Supplementary	66,139	227,360	293,499	130,223	200,240	330,463	29	44,046	44,075	655	17,616	18,271	197,046	489,262	686,308
Total Comprehensive	475	1,887	2,362	588	847	1,435	0	1,383	1,383	4	63	67	1,067	4,180	5,247
Grand Total	66,614	229,247	295,861	130,811	201,087	331,898	29	45,429	45,458	659	17,679	18,338	198,113	493,442	691,555

Chart 7. PSHCP Member Population by Age Range, Member Group and Gender, 2016

	Employees			Pensioners			CF			RCMP			Total Member Population							
	Male	Female	Un-known	Total	Male	Female	Un-known	Total	Male	Female	Un-known	Total	Male	Female	Un-known	Total				
20 and Under	176	187	-	363	8	13	-	21	53	6	2	61	2	2	-	4	239	208	2	449
21-24	2,154	3,156	4	5,314	31	28	5	64	1,053	104	30	1,187	107	34	1	142	3,345	3,322	40	6,707
25-29	7,470	10,437	72	17,979	331	90	3	424	5,600	600	283	6,483	901	257	7	1,165	14,302	11,384	365	26,051
30-34	13,401	18,582	241	32,224	726	239	17	982	7,876	1,071	426	9,373	2,254	680	48	2,982	24,257	20,572	732	45,561
35-39	16,776	23,685	312	40,773	980	403	20	1,403	7,133	1,194	404	8,731	2,737	960	83	3,780	27,626	26,242	819	54,687
40-44	17,395	23,091	362	40,848	2,164	861	45	3,070	5,724	983	304	7,011	2,742	928	93	3,763	28,025	25,863	804	54,692
45-49	17,399	22,691	280	40,370	5,165	1,704	72	6,941	4,953	721	251	5,925	2,300	678	75	3,053	29,817	25,794	678	56,289
50-54	20,330	24,859	282	45,471	11,590	4,868	125	16,583	3,943	456	131	4,530	1,810	484	52	2,346	37,673	30,667	590	68,930
55-59	14,561	16,149	246	30,956	20,877	16,105	196	37,178	953	90	38	1,081	776	171	15	962	37,167	32,515	495	70,177
60-64	6,474	6,141	117	12,732	28,911	23,475	222	52,608	37	1	2	40	165	41	2	208	35,587	29,658	343	65,588
65-69	2,070	1,493	102	3,665	33,528	22,112	1,153	56,793	45	8	158	211	17	14	5	36	35,660	23,627	1,418	60,705
70-74	463	240	6	709	25,307	15,427	207	40,941	3	-	1	4	5	-	-	5	25,778	15,667	214	41,659
75-79	77	43	4	124	20,647	13,864	212	34,723	-	1	-	1	-	-	-	-	20,724	13,908	216	34,848
80-84	12	5	-	17	15,808	13,451	202	29,461	-	1	-	1	-	-	-	-	15,820	13,457	202	29,479
85 and over	5	10	-	15	13,527	22,155	485	36,167	18	4	8	30	-	2	-	2	13,550	22,171	493	36,214
Total	118,763	150,769	2,028	271,560	179,000	134,795	2,964	317,359	37,391	5,240	2,038	44,669	13,816	4,251	381	18,448	349,570	295,055	7,411	652,036

Chart 8. PSHCP Member Population by Age Range, Member Group and Gender, 2017

	Employees			Pensioners			CF			RCMP			Total Member Population							
	Male	Female	Un-known	Total	Male	Female	Un-known	Total	Male	Female	Un-known	Total	Male	Female	Un-known	Total				
20 and under	310	260	-	570	8	8	-	16	60	8	-	68	2	1	-	3	380	277	-	657
21-24	2,646	4,274	9	6,929	44	36	4	84	1,018	108	14	1,140	118	28	-	146	3,826	4,446	27	8,299
25-29	8,223	11,734	42	19,999	345	93	3	441	5,513	570	199	6,282	835	233	4	1,072	14,916	12,630	248	27,794
30-34	13,711	18,913	175	32,799	839	246	14	1,099	8,064	1,064	353	9,481	2,224	652	28	2,904	24,838	20,875	570	46,283
35-39	17,300	24,293	269	41,862	1,157	468	17	1,642	7,454	1,265	343	9,062	2,789	970	65	3,824	28,700	26,996	694	56,390
40-44	18,088	24,428	287	42,803	2,009	846	34	2,889	5,806	999	290	7,095	2,768	936	74	3,778	28,671	27,209	685	56,565
45-49	17,846	23,289	240	41,375	5,043	1,672	71	6,786	5,017	771	233	6,021	2,345	693	70	3,108	30,251	26,425	614	57,290
50-54	20,056	24,650	248	44,954	10,981	4,658	112	15,751	3,870	494	137	4,501	1,825	500	44	2,369	36,732	30,302	541	67,575
55-59	15,148	16,821	220	32,189	20,996	15,872	181	37,049	1,188	105	48	1,341	756	158	13	927	38,088	32,956	462	71,506
60-64	6,818	6,612	115	13,545	28,963	24,330	198	53,491	37	3	3	43	169	51	2	222	35,987	30,996	318	67,301
65-69	2,243	1,659	97	3,999	33,329	23,230	1,086	57,645	50	8	148	206	19	14	6	39	35,641	24,911	1,337	61,889
70-74	510	290	8	808	26,982	16,924	214	44,120	2	-	1	3	5	-	-	5	27,499	17,214	223	44,936
75-79	77	47	2	126	20,867	14,247	205	35,319	1	1	-	2	1	-	-	1	20,946	14,295	207	35,448
80-84	20	4	-	24	16,153	13,558	178	29,889	-	1	-	1	-	-	-	-	16,173	13,563	178	29,914
85 and over	6	7	-	13	14,455	23,032	476	37,963	17	3	7	27	-	2	-	2	14,478	23,044	483	38,005
Total	123,002	157,281	1,712	281,995	182,171	139,220	2,793	324,184	38,097	5,400	1,776	45,273	13,856	4,238	306	18,400	357,126	306,139	6,587	669,852

Chart 9. PSHCP Member Population by Age Range, Member Group and Gender, 2018

	Employees			Pensioners			CF			RCMP			Total Member Population		
	Male	Female	Un-known	Male	Female	Un-known	Male	Female	Un-known	Male	Female	Un-known	Male	Female	Un-known
20 and Under	329	354	-	9	6	-	57	9	2	1	-	-	396	369	2
21-24	3,484	5,592	2	48	34	1	1,069	106	20	126	24	-	4,727	5,756	23
25-29	9,553	13,825	20	355	101	6	5,411	616	139	811	187	1	16,130	14,729	166
30-34	14,221	19,482	116	921	258	11	8,258	1,111	316	2,148	608	14	25,548	21,459	457
35-39	17,805	25,071	206	1,364	536	22	7,775	1,305	294	2,795	957	38	29,739	27,869	560
40-44	18,973	25,935	234	2,048	881	32	5,821	1,050	250	2,797	980	62	29,639	28,846	578
45-49	18,773	24,288	226	4,935	1,709	67	4,806	816	218	2,456	726	58	30,970	27,539	569
50-54	19,699	24,365	217	10,209	4,453	114	3,661	514	124	1,769	472	40	35,338	29,804	495
55-59	15,745	17,398	175	21,219	15,610	153	1,263	118	44	794	176	16	39,021	33,302	388
60-64	7,216	7,051	115	29,133	25,009	208	51	7	5	188	42	3	36,588	32,109	331
65-69	2,369	1,800	91	32,468	24,337	989	44	8	138	19	14	6	34,900	26,159	1,224
70-74	596	326	10	28,838	18,628	218	4	-	1	4	1	-	29,442	18,955	229
75-79	99	61	2	21,543	14,904	216	2	1	-	3	-	-	21,647	14,966	218
80-84	19	7	-	16,327	13,677	164	-	1	-	-	-	-	16,346	13,685	164
85 and over	5	6	-	15,407	24,266	464	16	3	4	-	2	-	15,428	24,277	468
Total	128,886	165,561	1,414	184,824	144,409	2,665	38,238	5,665	1,555	13,911	4,189	238	365,859	319,824	5,872
							45,458			18,338			691,555		

Chart 10. PSHCP Member Population by Age Range, Plan Type and Coverage Level, 2016

Age Range	Supplementary			Comprehensive		
	Single	Family	Total	Single	Family	Total
20 and under	342	107	449	0	0	0
21-24	4,369	2,331	6,700	4	3	7
25-29	9,694	16,252	25,946	31	74	105
30-34	9,538	35,555	45,093	109	359	468
35-39	7,291	46,679	53,970	122	595	717
40-44	5,933	48,026	53,959	76	657	733
45-49	6,489	49,123	55,612	55	622	677
50-54	10,245	57,981	68,226	73	631	704
55-59	14,806	54,915	69,721	84	372	456
60-64	17,680	47,612	65,292	70	226	296
65-69	19,081	41,342	60,423	107	175	282
70-74	14,833	26,638	41,471	75	113	188
75-79	15,334	19,378	34,712	64	72	136
80-84	16,236	13,137	29,373	53	53	106
85 and over	26,565	9,535	36,100	78	36	114
Total	178,436	468,611	647,047	1,001	3,988	4,989

Chart 11. PSHCP Member Population by Age Range, Plan Type and Coverage Level, 2017

Age Range	Supplementary		Comprehensive	
	Single	Family	Single	Family
20 and under	557	100	0	0
21-24	5,667	2,619	9	4
25-29	11,247	16,416	45	86
30-34	9,948	35,886	98	351
35-39	7,665	47,960	116	649
40-44	6,147	49,630	87	701
45-49	6,595	49,967	63	665
50-54	10,037	56,798	72	668
55-59	15,020	56,001	92	393
60-64	18,242	48,719	86	254
65-69	19,536	42,083	97	173
70-74	16,038	28,686	88	124
75-79	15,551	19,749	68	80
80-84	16,334	13,469	54	57
85 and over	27,819	10,067	81	38
Total	186,403	478,150	1,056	4,243
		664,553		5,299

Chart 12. PSHCP Member Population by Age Range, Plan Type and Coverage Level, 2018

Age Range	Supplementary			Comprehensive		
	Single	Family	Total	Single	Family	Total
20 and under	638	129	767	0	0	0
21-24	7,480	3,004	10,484	12	10	22
25-29	13,377	17,514	30,891	48	86	134
30-34	10,467	36,567	47,034	77	353	430
35-39	8,161	49,279	57,440	119	609	728
40-44	6,451	51,815	58,266	80	717	797
45-49	6,849	51,506	58,355	70	653	723
50-54	9,782	55,140	64,922	71	644	715
55-59	15,429	56,820	72,249	89	373	462
60-64	18,775	49,914	68,689	97	242	339
65-69	20,048	41,972	62,020	96	167	263
70-74	17,414	30,983	48,397	91	138	229
75-79	16,220	20,448	36,668	70	93	163
80-84	16,458	13,628	30,086	60	49	109
85 and over	29,497	10,543	40,040	87	46	133
Total	197,046	489,262	686,308	1,067	4,180	5,247

Chart 13. PSHCP Supplementary Plan Member Population by Age Range, Member Group and Coverage Level, 2016

Age Range	Employees			Pensioners			CF			RCMP		
	Single	Family	Total	Single	Family	Total	Single	Family	Total	Single	Family	Total
20 and under	321	42	363	20	1	21	0	61	61	1	3	4
21-24	4,287	1,023	5,310	55	9	64	2	1,182	1,184	25	117	142
25-29	9,341	8,578	17,919	248	175	423	6	6,433	6,439	99	1,066	1,165
30-34	8,976	22,955	31,931	375	599	974	5	9,207	9,212	182	2,794	2,976
35-39	6,765	33,512	40,277	370	1,026	1,396	6	8,520	8,526	150	3,621	3,771
40-44	5,228	35,133	40,361	601	2,449	3,050	1	6,801	6,802	103	3,643	3,746
45-49	5,075	34,926	40,001	1,316	5,572	6,888	4	5,677	5,681	94	2,948	3,042
50-54	6,482	38,675	45,157	3,691	12,785	16,476	6	4,262	4,268	66	2,259	2,325
55-59	5,504	25,198	30,702	9,255	27,767	37,022	5	1,034	1,039	42	916	958
60-64	2,761	9,858	12,619	14,903	37,522	52,425	0	40	40	16	192	208
65-69	895	2,743	3,638	18,178	38,365	56,543	1	205	206	7	29	36
70-74	149	556	705	14,684	26,073	40,757	0	4	4	0	5	5
75-79	35	88	123	15,299	19,289	34,588	0	1	1	0	0	0
80-84	6	11	17	16,230	13,125	29,355	0	1	1	0	0	0
85 and over	5	10	15	26,557	9,496	36,053	1	29	30	2	0	2
Total Supplementary	55,830	213,308	269,138	121,782	194,253	316,035	37	43,457	43,494	787	17,593	18,380

Chart 14. PSHCP Supplementary Plan Member Population by Age Range, Member Group and Coverage Level, 2017

Age Range	Employees			Pensioners			CF			RCMP		
	Single	Family	Total	Single	Family	Total	Single	Family	Total	Single	Family	Total
20 and under	540	30	570	16	0	16	1	67	68	0	3	3
21-24	5,574	1,345	6,919	74	9	83	3	1,135	1,138	16	130	146
25-29	10,914	9,009	19,923	253	186	439	2	6,228	6,230	78	993	1,071
30-34	9,358	23,183	32,541	433	655	1,088	4	9,301	9,305	153	2,747	2,900
35-39	7,075	34,281	41,356	440	1,189	1,629	4	8,823	8,827	146	3,667	3,813
40-44	5,442	36,834	42,276	588	2,283	2,871	1	6,868	6,869	116	3,645	3,761
45-49	5,191	35,791	40,982	1,313	5,420	6,733	2	5,749	5,751	89	3,007	3,096
50-54	6,390	38,230	44,620	3,576	12,078	15,654	5	4,209	4,214	66	2,281	2,347
55-59	5,805	26,129	31,934	9,168	27,729	36,897	5	1,264	1,269	42	879	921
60-64	2,974	10,440	13,414	15,251	38,031	53,282	0	43	43	17	205	222
65-69	985	2,983	3,968	18,543	38,868	57,411	1	200	201	7	32	39
70-74	189	615	804	15,849	28,063	43,912	0	3	3	0	5	5
75-79	35	90	125	15,516	19,656	35,172	0	2	2	0	1	1
80-84	6	18	24	16,328	13,450	29,778	0	1	1	0	0	0
85 and over	6	7	13	27,810	10,036	37,846	1	24	25	2	0	2
Total Supplementary	60,484	218,985	279,469	125,158	197,653	322,811	29	43,917	43,946	732	17,595	18,327

Chart 15. PSHCP Supplementary Plan Member Population by Age Range, Member Group and Coverage Level, 2018

Age Range	Employees			Pensioners			CF			RCMP		
	Single	Family	Total	Single	Family	Total	Single	Family	Total	Single	Family	Total
20 and under	621	62	683	15	0	15	2	66	68	0	1	1
21-24	7,399	1,665	9,064	72	10	82	1	1,187	1,188	8	142	150
25-29	13,022	10,294	23,316	284	177	461	3	6,113	6,116	68	930	998
30-34	9,889	23,711	33,600	456	726	1,182	2	9,484	9,486	120	2,646	2,766
35-39	7,471	35,144	42,615	540	1,370	1,910	5	9,132	9,137	145	3,633	3,778
40-44	5,720	38,903	44,623	621	2,325	2,946	0	6,874	6,874	110	3,713	3,823
45-49	5,445	37,467	42,912	1,324	5,324	6,648	3	5,561	5,564	77	3,154	3,231
50-54	6,204	37,760	43,964	3,508	11,168	14,676	4	4,017	4,021	66	2,195	2,261
55-59	5,900	27,202	33,102	9,482	27,341	36,823	6	1,337	1,343	41	940	981
60-64	3,142	11,120	14,262	15,620	38,513	54,133	1	60	61	12	221	233
65-69	1,046	3,184	4,230	18,996	38,569	57,565	1	185	186	5	34	39
70-74	217	712	929	17,196	30,262	47,458	0	5	5	1	4	5
75-79	50	112	162	16,170	20,330	36,500	0	3	3	0	3	3
80-84	10	16	26	16,448	13,611	30,059	0	1	1	0	0	0
85 and over	3	8	11	29,491	10,514	40,005	1	21	22	2	0	2
Total Supplementary	66,139	227,360	293,499	130,223	200,240	330,463	29	44,046	44,075	655	17,616	18,271

Chart 16. PSHCP Comprehensive Plan Member Population by Age Range, Member Group and Coverage Level, 2016

Age Range	Employees			Pensioners			CF			RCMP		
	Single	Family	Total	Single	Family	Total	Single	Family	Total	Single	Family	Total
21-24	4	0	4	0	0	0	0	3	3	0	0	0
25-29	31	29	60	0	1	1	0	44	44	0	0	0
30-34	102	191	293	5	3	8	0	161	161	2	4	6
35-39	118	378	496	2	5	7	0	205	205	2	7	9
40-44	65	422	487	8	12	20	0	209	209	3	14	17
45-49	41	328	369	14	39	53	0	244	244	0	11	11
50-54	42	272	314	31	76	107	0	262	262	0	21	21
55-59	36	218	254	48	108	156	0	42	42	0	4	4
60-64	10	103	113	60	123	183	0	0	0	0	0	0
65-69	9	18	27	98	152	250	0	5	5	0	0	0
70-74	1	3	4	74	110	184	0	0	0	0	0	0
75-79	1	0	1	63	72	135	0	0	0	0	0	0
80-84	0	0	0	53	53	106	0	0	0	0	0	0
85 and over	0	0	0	78	36	114	0	0	0	0	0	0
Total Comprehensive	460	1,962	2,422	534	790	1,324	0	1,175	1,175	7	61	68

Chart 17. PSHCP Comprehensive Plan Member Population by Age Range, Member Group and Coverage Level, 2017

Age Range	Employees			Pensioners			CF			RCMP		
	Single	Family	Total	Single	Family	Total	Single	Family	Total	Single	Family	Total
21-24	8	2	10	1	0	1	0	2	2	0	0	0
25-29	43	33	76	2	0	2	0	52	52	0	1	1
30-34	90	168	258	6	5	11	0	176	176	2	2	4
35-39	112	394	506	4	9	13	0	235	235	0	11	11
40-44	81	446	527	5	13	18	0	226	226	1	16	17
45-49	48	345	393	15	38	53	0	270	270	0	12	12
50-54	44	290	334	28	69	97	0	287	287	0	22	22
55-59	42	213	255	50	102	152	0	72	72	0	6	6
60-64	15	116	131	71	138	209	0	0	0	0	0	0
65-69	7	24	31	90	144	234	0	5	5	0	0	0
70-74	0	4	4	88	120	208	0	0	0	0	0	0
75-79	1	0	1	67	80	147	0	0	0	0	0	0
80-84	0	0	0	54	57	111	0	0	0	0	0	0
85 and over	0	0	0	81	36	117	0	2	2	0	0	0
Total Comprehensive	491	2,035	2,526	562	811	1,373	0	1,327	1,327	3	70	73

Chart 18. PSHCP Comprehensive Plan Member Population by Age Range, Member Group and Coverage Level, 2018

Age Range	Employees			Pensioners			CF			RCMP		
	Single	Family	Total	Single	Family	Total	Single	Family	Total	Single	Family	Total
21-24	11	3	14	1	0	1	0	7	7	0	0	0
25-29	47	35	82	1	0	1	0	50	50	0	1	1
30-34	70	149	219	6	2	8	0	199	199	1	3	4
35-39	113	354	467	4	8	12	0	237	237	2	10	12
40-44	76	443	519	3	12	15	0	247	247	1	15	16
45-49	50	325	375	20	43	63	0	276	276	0	9	9
50-54	50	267	317	21	79	100	0	278	278	0	20	20
55-59	35	181	216	54	105	159	0	82	82	0	5	5
60-64	19	101	120	78	139	217	0	2	2	0	0	0
65-69	4	26	30	92	137	229	0	4	4	0	0	0
70-74	0	3	3	91	135	226	0	0	0	0	0	0
75-79	0	0	0	70	93	163	0	0	0	0	0	0
80-84	0	0	0	60	49	109	0	0	0	0	0	0
85 and over	0	0	0	87	45	132	0	1	1	0	0	0
Total Comprehensive	475	1,887	2,362	588	847	1,435	0	1,383	1,383	4	63	67

Chart 19. PSHCP Veteran Affairs Canada (VAC) Member Population, 2016 - 2018

VAC Members	2016	2017	2018
Number of Members	2,900	3,332	3,659

Chart 20. PSHCP Covered Population by Member and Participant Group, 2016 - 2018

Member Group	Participant Group	2016	2017	2018
Employees	Member	271,560	281,995	295,861
	Spouse	186,352	191,659	198,288
	Dependent Child	244,613	252,105	260,985
	Total	702,525	725,759	755,134
Pensioners	Member	317,359	324,184	331,898
	Spouse	182,828	186,344	188,941
	Dependent Child	36,426	36,510	36,834
	Total	536,613	547,038	557,673
CF	Member	44,669	45,273	45,458
	Spouse	37,299	37,803	37,756
	Dependent Child	57,341	58,000	58,164
	Total	139,309	141,076	141,378
RCMP	Member	18,448	18,400	18,338
	Spouse	15,423	15,499	15,540
	Dependent Child	24,895	25,223	25,397
	Total	58,766	59,122	59,275
Total	Member	652,036	669,852	691,555
	Spouse	421,902	431,305	440,525
	Dependent Child	363,275	371,838	381,380
	Total	1,437,213	1,472,995	1,513,460

Chart 21. PSHCP Covered Population by Member Group, Plan Type, Participant Group and Gender, 2016

PARTICIPANT	Member				Spouse				Dependant Child				Total Population			
	Male	Female	Unknown	Total	Male	Female	Unknown	Total	Male	Female	Unknown	Total	Male	Female	Unknown	Total
Employees	118,763	150,769	2,028	271,560	97,804	88,510	38	186,352	122,123	122,490	0	244,613	338,690	361,769	2,066	702,525
Pensioners	179,600	134,795	2,964	317,359	45,261	137,556	11	182,828	17,308	19,118	0	36,426	242,169	291,469	2,975	536,613
CF	37,391	5,240	2,038	44,669	3,377	33,915	7	37,299	28,522	28,819	0	57,341	69,290	67,974	2,045	139,309
RCMP	13,816	4,251	381	18,448	2,797	12,623	3	15,423	12,253	12,642	0	24,895	28,866	29,516	384	58,766
Total Supplementary	346,215	293,467	7,365	647,047	148,304	269,896	57	418,257	178,175	180,933	0	359,108	672,694	744,296	7,422	1,424,412
Total Comprehensive	3,355	1,588	46	4,989	935	2,708	2	3,645	2,031	2,136	0	4,167	6,321	6,432	48	12,801
Grand Total	349,570	295,055	7,411	652,036	149,239	272,604	59	421,902	180,206	183,069	0	363,275	679,015	750,728	7,470	1,437,213

Chart 22. PSHCP Covered Population by Member Group, Plan Type, Participant Group and Gender, 2017

PARTICIPANT	Member				Spouse				Dependant Child				Total Population			
	Male	Female	Unknown	Total	Male	Female	Unknown	Total	Male	Female	Unknown	Total	Male	Female	Unknown	Total
Employees	123,002	157,281	1,712	281,995	101,044	90,580	35	191,659	126,130	125,975	0	252,105	350,176	373,836	1,747	725,759
Pensioners	182,171	139,220	2,793	324,184	47,555	138,778	11	186,344	17,485	19,025	0	36,510	247,211	297,023	2,804	547,038
CF	38,097	5,400	1,776	45,273	3,567	34,231	5	37,803	28,974	29,026	0	58,000	70,638	68,657	1,781	141,076
RCMP	13,856	4,238	306	18,400	2,830	12,666	3	15,499	12,501	12,722	0	25,223	29,187	29,626	309	59,122
Total Supplementary	353,573	304,436	6,544	664,553	153,969	273,380	52	427,401	182,893	184,468	0	367,361	690,435	762,284	6,596	1,459,315
Total Comprehensive	3,553	1,703	43	5,299	1,027	2,875	2	3,904	2,197	2,280	0	4,477	6,777	6,858	45	13,680
Grand Total	357,126	306,139	6,587	669,852	154,996	276,255	54	431,305	185,090	186,748	0	371,838	697,212	769,142	6,641	1,472,995

Chart 23. PSHCP Covered Population by Member Group, Plan Type, Participant Group and Gender, 2018

Member Group	Member				Spouse				Dependant Child				Total Population			
	Male	Female	Unknown	Total	Male	Female	Unknown	Total	Male	Female	Unknown	Total	Male	Female	Unknown	Total
Employees	127,664	164,429	1,406	293,499	104,174	92,396	31	196,601	129,748	128,878	0	258,626	361,586	385,703	1,437	748,726
Pensioners	183,825	143,989	2,649	330,463	49,479	138,655	11	188,145	17,597	18,997	0	36,594	250,901	301,641	2,660	555,202
CF	37,001	5,534	1,540	44,075	3,661	32,785	3	36,449	28,314	28,066	0	56,380	68,976	66,385	1,543	136,904
RCMP	13,856	4,177	238	18,271	2,815	12,662	2	15,479	12,589	12,733	0	25,322	29,260	29,572	240	59,072
Total Supplementary	362,346	318,129	5,833	686,308	160,129	276,498	47	436,674	188,248	188,674	0	376,922	710,723	783,301	5,880	1,499,904
Total Comprehensive	3,513	1,695	39	5,247	1,020	2,831	0	3,851	2,207	2,251	0	4,458	6,740	6,777	39	13,556
Grand Total	365,859	319,824	5,872	691,555	161,149	279,329	47	440,525	190,455	190,925	0	381,380	717,463	790,078	5,919	1,513,460

Chart 24. PSHCP Covered Population by Age Range, Participant Group and Gender, 2016

Age Range	Member			Spouse			Dependant Child			Total Population		
	Male	Female	Unknown	Total	Male	Female	Unknown	Total	Male	Female	Unknown	Total
17 and under	23	7	0	30	3	6	0	9	149,928	147,203	0	297,131
18-20	216	201	2	419	25	145	0	170	19,271	21,033	0	40,304
21-24	3,345	3,322	40	6,707	373	2,476	0	2,849	9,711	13,886	0	23,597
25-29	14,302	11,384	365	26,051	3,452	12,248	0	15,700	546	353	0	899
30-34	24,257	20,572	732	45,561	10,341	21,114	3	31,458	333	242	0	575
35-39	27,626	26,242	819	54,687	15,793	25,061	8	40,862	197	129	0	326
40-44	28,025	25,863	804	54,692	17,509	24,991	7	42,507	100	88	0	188
45-49	29,817	25,794	678	56,289	17,513	25,696	10	43,219	50	49	0	99
50-54	37,673	30,667	590	68,930	19,556	30,630	9	50,195	41	47	0	88
55-59	37,167	32,515	495	70,177	19,385	30,549	13	49,947	18	16	0	34
60-64	35,587	29,658	343	65,588	17,167	28,790	2	45,959	9	13	0	22
65-69	35,660	23,627	1,418	60,705	13,542	26,278	5	39,825	1	3	0	4
70-74	25,778	15,667	214	41,659	7,450	18,805	1	26,256	0	2	0	2
75-79	20,724	13,908	216	34,848	3,891	13,196	1	17,088	1	3	0	4
80-84	15,820	13,457	202	29,479	2,058	7,791	0	9,849	0	1	0	1
85 and over	13,550	22,171	493	36,214	1,176	4,828	0	6,004	0	1	0	1
Unknown	0	0	0	0	5	0	0	5	0	0	0	0
Total	349,570	295,055	7,411	652,036	149,239	272,604	59	421,902	180,206	183,069	0	363,275
									679,015	750,728	7,470	1,437,213

Chart 25. PSHCP Covered Population by Age Range, Participant Group and Gender, 2017

Age Range	Member			Spouse			Dependant Child			Total Population		
	Male	Female	Unknown	Total	Male	Female	Unknown	Total	Male	Female	Unknown	Total
17 and under	33	5	0	38	3	13	0	16	154,971	151,227	0	306,198
18-20	347	272	0	619	16	144	0	160	18,877	20,649	0	39,526
21-24	3,826	4,446	27	8,299	415	2,395	0	2,810	9,822	13,851	0	23,673
25-29	14,916	12,630	248	27,794	3,707	12,273	0	15,980	594	398	0	992
30-34	24,838	20,875	570	46,283	10,551	21,459	1	32,011	359	237	0	596
35-39	28,700	26,996	694	56,390	16,246	25,877	7	42,130	219	152	0	371
40-44	28,671	27,209	685	56,565	18,429	25,461	5	43,895	112	95	0	207
45-49	30,251	26,425	614	57,290	18,162	25,781	11	43,954	61	50	0	111
50-54	36,732	30,302	541	67,575	19,586	29,799	7	49,392	39	47	0	86
55-59	38,088	32,956	462	71,506	19,544	30,857	14	50,415	21	20	0	41
60-64	35,987	30,996	318	67,301	17,925	29,089	2	47,016	10	12	0	22
65-69	35,641	24,911	1,337	61,889	14,194	26,551	5	40,750	3	2	0	5
70-74	27,499	17,214	223	44,936	8,417	19,751	1	28,169	0	3	0	3
75-79	20,946	14,295	207	35,448	4,283	13,614	1	17,898	1	1	0	2
80-84	16,173	13,563	178	29,914	2,212	8,076	0	10,288	0	2	0	2
85 and over	14,478	23,044	483	38,005	1,301	5,114	0	6,415	1	2	0	3
Unknown	0	0	0	0	5	1	0	6	0	0	0	0
Total	357,126	306,139	6,587	669,852	154,996	276,255	54	431,305	185,090	186,748	0	371,838
									697,212	769,142	6,641	1,472,995

Chart 26. PSHCP Covered Population by Age Range, Participant Group and Gender, 2018

Age Range	Member			Spouse			Dependant Child			Total Population		
	Male	Female	Unknown	Total	Male	Female	Unknown	Total	Male	Female	Unknown	Total
17 and under	4	3	0	7	4	6	0	10	160,099	155,872	0	315,971
18-20	392	366	2	760	32	131	0	163	19,159	20,291	0	39,450
21-24	4,727	5,756	23	10,506	537	2,452	0	2,989	9,664	13,678	0	23,342
25-29	16,130	14,729	166	31,025	4,212	12,383	0	16,595	619	406	0	1,025
30-34	25,548	21,459	457	47,464	10,780	21,603	1	32,384	399	260	0	659
35-39	29,739	27,869	560	58,168	16,761	26,765	4	43,530	245	171	0	416
40-44	29,639	28,846	578	59,063	19,369	25,972	5	45,346	121	105	0	226
45-49	30,970	27,539	569	59,078	19,070	26,062	10	45,142	71	54	0	125
50-54	35,338	29,804	495	65,637	19,229	28,922	8	48,159	36	44	0	80
55-59	39,021	33,302	388	72,711	20,006	30,928	8	50,942	28	20	0	48
60-64	36,588	32,109	331	69,028	18,442	29,345	4	47,791	9	14	0	23
65-69	34,900	26,159	1,224	62,283	14,714	26,433	5	41,152	3	2	0	5
70-74	29,442	18,955	229	48,626	9,478	20,772	2	30,252	0	3	0	3
75-79	21,647	14,966	218	36,831	4,715	13,944	0	18,659	0	1	0	1
80-84	16,346	13,685	164	30,195	2,368	8,283	0	10,651	1	2	0	3
85 and over	15,428	24,277	468	40,173	1,428	5,328	0	6,756	1	2	0	3
Unknown	0	0	0	0	4	0	0	4	0	0	0	0
Total	365,859	319,824	5,872	691,555	161,149	279,329	47	440,525	190,455	190,925	0	381,380
									717,463	790,078	5,919	1,513,460

Chart 27. PSHCP Claimant Population by Benefit Type, 2016 -2018

Benefit Type	2016 Claimants	2017 Claimants	2018 Claimants
Drugs	984,577	1,005,561	996,654
Paramedical Practitioners	373,824	385,576	411,609
Vision Care	333,298	376,081	361,195
Hospital	31,501	30,725	29,186
Equipment/Other Medical	148,306	149,493	149,813
Other ¹	197,079	200,077	201,377
Total²	1,100,875	1,127,738	1,133,279

1. The Other category includes Medical Supplies, Out of Canada, Emergency Travel Assistance, Miscellaneous and other services.

2. Totals do not add because each age range/category and total number of claimants represent distinct counts.

Chart 28. PSHCP Claimants by Age Range, Participant Group and Coverage Level, 2016

Age Range	Member		Dependant			Total Claimants
	Single	Family	Total	Spouse	Child	Total
17 and under	5	1	6	7	184,048	184,054
18-20	114	18	130	116	33,501	33,617
21-24	2,799	786	3,399	2,070	21,312	23,380
25-29	7,668	7,161	14,092	11,566	1,032	12,595
30-34	8,041	20,368	27,559	22,767	422	23,183
35-39	6,218	30,095	35,754	29,187	301	29,478
40-44	4,897	32,830	37,399	30,794	185	30,968
45-49	5,267	35,732	40,681	32,592	161	32,736
50-54	8,581	45,942	53,869	39,968	164	40,115
55-59	12,679	48,601	60,335	42,242	94	42,322
60-64	15,649	44,548	59,356	41,023	88	41,107
65-69	16,538	38,995	54,858	36,896	89	36,983
70-74	13,301	25,858	38,616	24,775	65	24,840
75-79	13,815	19,186	32,487	16,341	62	16,403
80-84	14,440	13,212	27,141	9,392	96	9,487
85 and over	21,222	8,763	29,491	5,000	122	5,119
Unknown	0	1	1	2	3	5
Total¹	151,215	371,930	514,615	344,688	241,722	586,318
						1,100,875

1. Totals do not add because each age range/category and total number of claimants represent distinct counts.

Chart 29. PSHCP Claimants by Age Range, Participant Group and Coverage Level, 2017

Age Range	Member		Dependant			Total Claimants
	Single	Family	Total	Spouse	Child	Total
17 and under	3	0	3	11	188,442	188,452
18-20	184	20	199	101	33,370	33,471
21-24	3,537	1,040	4,313	2,021	21,804	23,825
25-29	8,859	7,550	15,402	11,535	1,090	12,625
30-34	8,308	20,414	27,732	23,001	444	23,440
35-39	6,561	30,949	36,803	30,119	364	30,474
40-44	5,165	34,318	39,074	31,846	248	32,076
45-49	5,416	36,487	41,531	33,201	180	33,370
50-54	8,359	45,182	52,839	39,594	157	39,739
55-59	12,936	49,407	61,301	42,654	83	42,732
60-64	16,232	45,729	61,032	41,999	88	42,076
65-69	17,006	39,912	56,222	37,689	86	37,772
70-74	14,445	27,913	41,814	26,635	61	26,694
75-79	13,926	19,489	32,908	17,121	78	17,198
80-84	14,482	13,406	27,399	9,758	87	9,841
85 and over	21,838	9,304	30,594	5,326	113	5,436
Unknown	0	2	2	1	2	3
Total¹	157,243	380,931	528,594	352,569	246,684	599,168
						1,127,738

1. Totals do not add because each age range/category and total number of claimants represent distinct counts.

Chart 30. PSHCP Claimants by Age Range, Participant Group and Coverage Level, 2018

Age Range	Member		Total	Dependant		Total Claimants
	Single	Family		Spouse	Child	
17 and under	1	0	1	8	173,786	173,794
18-20	264	45	287	103	30,774	31,164
21-24	4,631	1,287	5,560	2,034	20,014	27,608
25-29	10,588	8,576	18,071	11,943	1,095	31,104
30-34	8,796	20,724	28,492	23,222	479	52,186
35-39	6,832	31,716	37,873	31,135	349	69,346
40-44	5,371	36,026	40,978	32,921	205	74,092
45-49	5,610	37,739	42,943	34,130	168	77,228
50-54	8,145	43,806	51,257	38,497	142	89,885
55-59	13,296	50,205	62,341	43,270	91	105,692
60-64	16,682	46,985	62,550	42,775	73	105,388
65-69	17,463	40,042	56,721	38,256	89	95,063
70-74	15,744	30,291	45,368	28,783	65	74,212
75-79	14,375	20,266	34,036	17,961	72	52,064
80-84	14,440	13,619	27,499	10,210	75	37,780
85 and over	22,548	9,688	31,642	5,589	114	37,339
Unknown	0	1	1	4	2	7
Total¹	164,769	390,862	545,014	360,788	227,585	1,133,279

1. Totals do not add because each age range/category and total number of claimants represent distinct counts.

Chart 31. PSHCP Member Population and Annual Paid Amount by Province, 2016¹

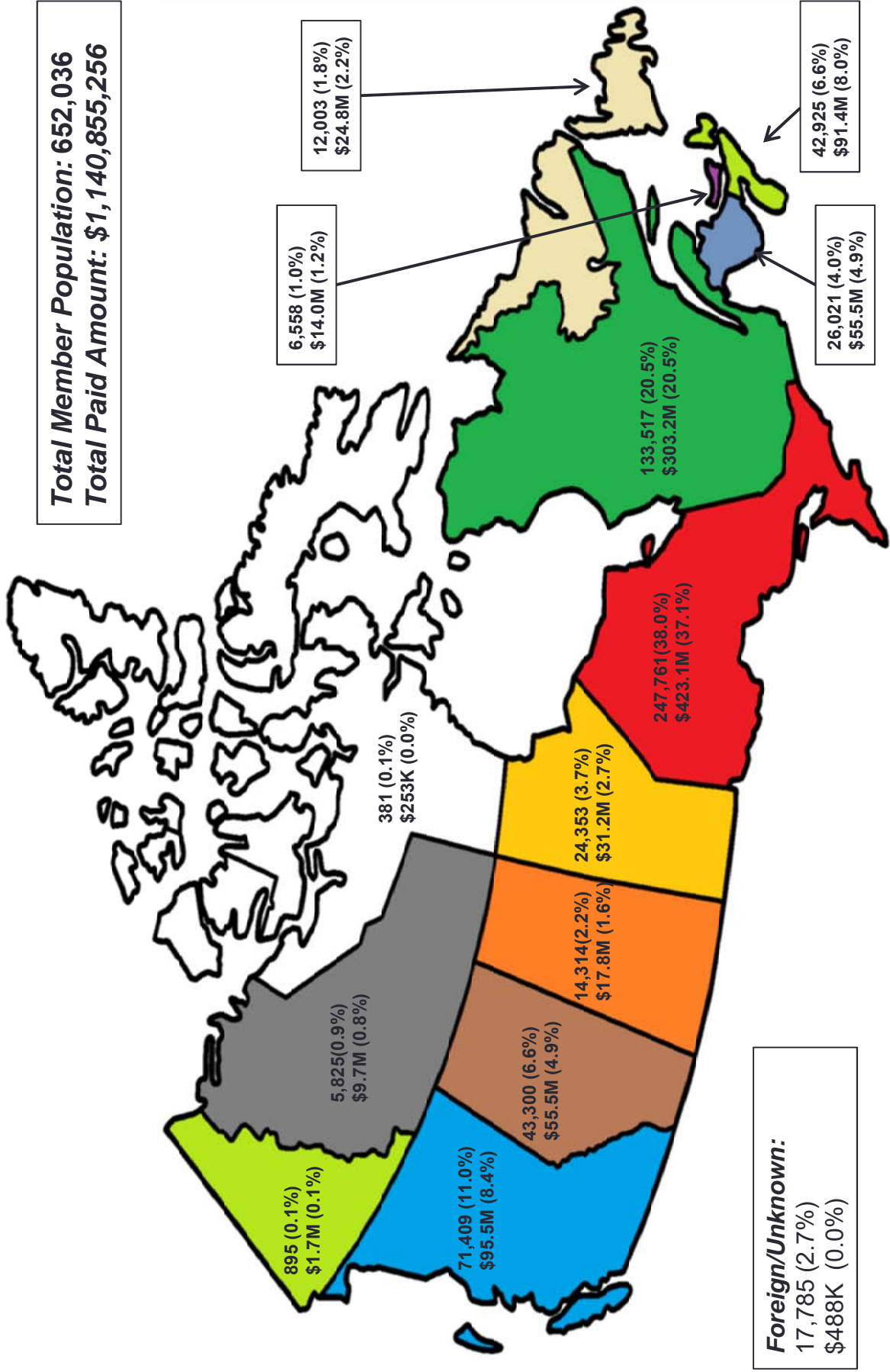


Chart 32. PSHCP Member Population and Annual Paid Amount by Province, 2017¹

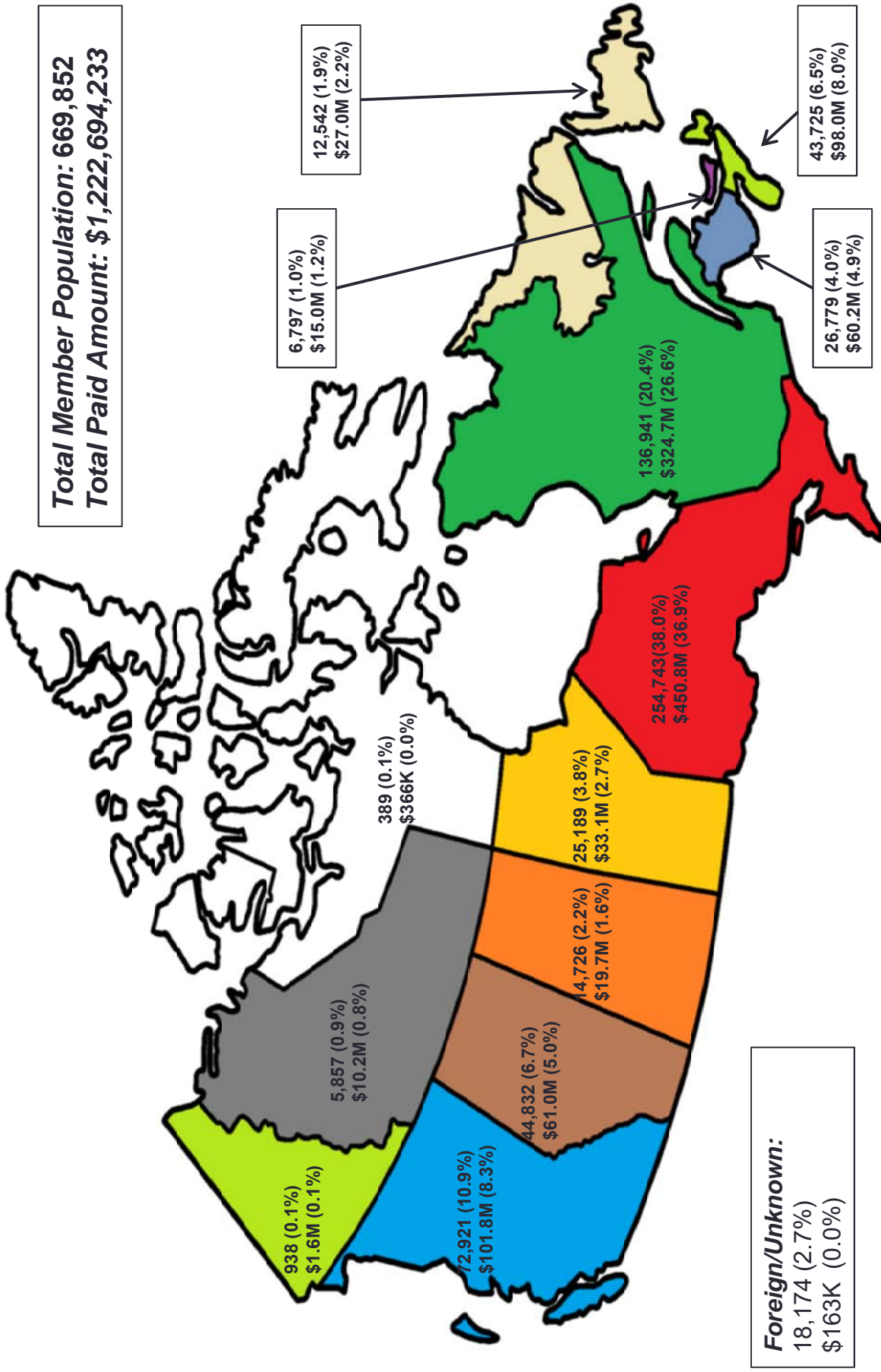
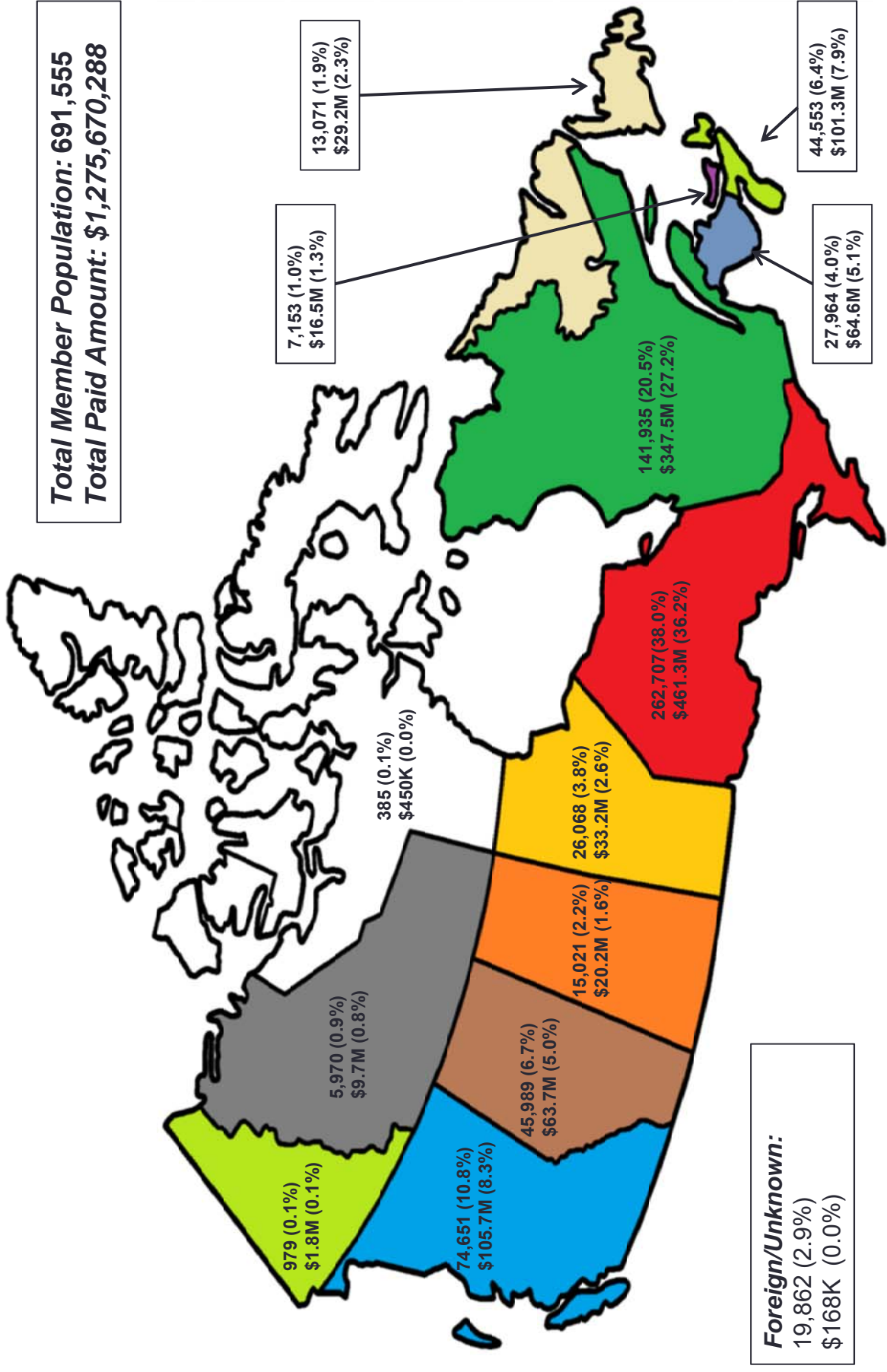


Chart 33. PSHCP Member Population and Annual Paid Amount by Province, 2018¹



1. Percentages in brackets represent proportions of the total member population or the total paid amount.

Chart 34. PSHCP Expenditures and Number of Services by Member Group and Benefit Type, 2016

Member Group	Drugs	Paramedical Practitioners	Vision Care	Hospital	Equipment/ Other Medical	Other ¹	Total
Employees	Billable Services	2,063,678	292,372	24,200	108,305	249,914	7,935,204
	Paid Services	1,506,307	237,644	17,107	76,243	124,896	7,084,909
	Paid Amount	\$286,553,056	\$30,133,161	\$13,587,073	\$23,870,135	\$11,818,509	\$448,568,802
Pensioners	Billable Services	1,454,135	222,686	33,361	146,662	447,134	16,654,850
	Paid Services	1,067,256	180,743	21,467	106,116	287,733	15,747,007
	Paid Amount	\$468,735,414	\$25,869,730	\$40,602,875	\$29,620,259	\$23,985,597	\$639,783,021
CF	Billable Services	119,634	21,606	5,133	6,974	22,105	633,847
	Paid Services	84,834	17,654	3,771	5,058	12,043	574,094
	Paid Amount	\$4,842,206	\$2,275,605	\$3,136,992	\$1,195,892	\$1,401,767	\$36,259,008
RCMP	Billable Services	91,232	13,798	934	3,845	11,956	316,466
	Paid Services	64,356	10,885	644	2,581	4,148	272,843
	Paid Amount	\$10,123,267	\$1,331,444	\$349,492	\$698,815	\$361,372	\$16,244,424
Total	Billable Services	3,728,679	550,462	63,628	265,786	731,109	25,540,367
	Paid Services	2,722,753	446,926	42,989	189,998	428,820	23,678,853
	Paid Amount	\$141,798,255	\$59,609,939	\$57,676,433	\$55,385,101	\$37,567,245	\$1,140,855,256

1. The Other category includes Medical Supplies, Out of Canada, Emergency Travel Assistance, Miscellaneous and other services.

Chart 35. PSHCP Expenditures and Number of Services by Member Group and Benefit Type, 2017

Member Group	Drugs	Paramedical Practitioners	Vision Care	Hospital	Equipment/ Other Medical	Other ¹	Total
Employees	Billable Services	2,080,261	343,986	22,125	108,706	250,967	8,144,528
	Paid Services	1,523,350	297,289	16,635	76,396	123,545	7,304,508
	Paid Amount	\$86,685,884	\$38,808,044	\$13,792,773	\$23,594,345	\$11,929,412	\$482,260,048
Pensioners	Billable Services	1,489,909	252,028	31,466	151,394	442,072	17,088,701
	Paid Services	1,092,351	219,216	21,146	109,898	286,768	16,217,182
	Paid Amount	\$53,660,998	\$30,551,523	\$43,493,673	\$30,309,900	\$25,778,535	\$683,991,539
CF	Billable Services	117,603	23,934	4,984	6,952	22,953	638,373
	Paid Services	84,233	20,442	3,818	5,115	12,429	581,682
	Paid Amount	\$5,032,804	\$2,717,311	\$3,795,143	\$1,347,542	\$1,347,791	\$38,995,012
RCMP	Billable Services	92,659	15,476	811	3,968	11,987	320,624
	Paid Services	65,634	12,826	561	2,685	4,113	277,285
	Paid Amount	\$3,588,773	\$1,613,995	\$503,243	\$759,022	\$403,534	\$17,447,633
Total	Billable Services	3,780,432	635,424	59,386	271,020	727,979	26,192,226
	Paid Services	2,765,568	549,773	42,160	194,096	426,855	24,380,657
	Paid Amount	\$148,968,458	\$73,690,873	\$61,584,833	\$56,010,809	\$39,459,273	\$1,222,694,233

1. The Other category includes Medical Supplies, Out of Canada, Emergency Travel Assistance, Miscellaneous and other services.

Chart 36. PSHCP Expenditures and Number of Services by Member Group and Benefit Type, 2018

Member Group	Drugs	Paramedical Practitioners	Vision Care	Hospital	Equipment/ Other Medical	Other ¹	Total
Employees	Billable Services	5,377,596	2,418,332	334,700	21,840	109,624	8,517,001
	Paid Services	5,316,324	1,659,930	265,993	16,517	77,330	7,461,910
	Paid Amount	\$320,609,705	\$98,235,952	\$34,417,755	\$14,815,903	\$22,803,785	\$504,227,083
Pensioners	Billable Services	15,180,711	1,614,527	236,174	29,540	151,270	17,662,914
	Paid Services	14,970,921	1,144,627	185,077	20,180	110,271	16,723,914
	Paid Amount	\$529,154,943	\$58,536,300	\$26,264,989	\$41,860,519	\$31,300,292	\$713,927,385
CF	Billable Services	430,377	137,744	23,226	4,450	6,708	624,840
	Paid Services	424,222	91,450	18,824	3,384	4,943	555,138
	Paid Amount	\$24,931,660	\$5,749,318	\$2,436,136	\$4,245,090	\$1,175,136	\$40,139,967
RCMP	Billable Services	187,192	107,054	15,006	627	3,818	325,874
	Paid Services	183,964	71,025	11,634	447	2,560	273,958
	Paid Amount	\$10,505,099	\$3,986,707	\$1,463,636	\$290,017	\$675,593	\$17,375,852
Total	Billable Services	21,175,876	4,277,657	609,106	56,457	271,420	27,130,629
	Paid Services	20,895,431	2,967,032	481,528	40,528	195,104	25,014,920
	Paid Amount	\$885,201,406	\$166,508,277	\$64,582,515	\$61,211,528	\$55,954,806	\$1,275,670,288

1. The Other category includes Medical Supplies, Out of Canada, Emergency Travel Assistance, Miscellaneous and other services.

Chart 37. PSHCP Expenditures by Benefit Type and Expenditure Type, 2016 - 2018

Benefit Type	2016 Submitted Amount (in \$ millions)	2017 Submitted Amount (in \$ millions)	2018 Submitted Amount (in \$ millions)	2016 Paid Amount (in \$ millions)	2017 Paid Amount (in \$ millions)	2018 Paid Amount (in \$ millions)
Drugs	1,306.7	1,393.5	1453.7	788.8	843.0	885.2
Paramedical Practitioners	287.7	301.9	364.3	141.8	149.0	166.5
Vision Care	151.8	179.7	174.6	59.6	73.7	64.6
Hospital	105.7	107.2	108.3	57.7	61.6	61.2
Equipment/Other Medical	115.5	118.8	123.9	55.4	56.0	56.0
Other ¹	100.9	103.8	112.8	37.6	39.5	42.2
Total²	\$2,068.3	\$2,204.8	\$2,337.6	\$1,140.9	\$1,222.7	\$1,275.7

1. The Other category includes Medical Supplies, Out of Canada, Emergency Travel Assistance, Miscellaneous and other services.

2. Totals may not add due to rounding.

Chart 38. PSHCP Claims Processing Statistics by Benefit Type, 2016

Benefit Category	Billable Services (#)	Eligible Services (#)	Paid Services (#)	Amount Submitted (\$)	Amount Eligible (\$)	Amount Paid (\$)	Avg. Amount Eligible per Eligible Service (\$)	Avg. Amount Paid per Paid Service (\$)
Hospital	63,628	42,989	42,989	105,690,228	56,353,292	57,676,433	1,311	1,342
Out of Canada	59,077	56,168	56,160	21,421,688	12,445,115	11,921,834	222	212
Drugs - Electronic	19,025,082	19,025,082	19,025,082	1,241,766,364	912,404,320	756,098,195	48	40
Drugs - Paper	1,175,621	823,746	822,285	64,983,315	39,653,502	32,720,088	48	40
Medical Supplies - Electronic	312,087	312,087	312,087	27,138,404	20,191,521	16,195,872	65	52
Medical Supplies - Paper	69,709	57,236	57,226	9,838,678	7,095,212	5,564,796	124	97
Equipment/Other Medical	265,786	190,023	189,998	115,453,569	74,610,401	55,385,101	393	292
Medical Practitioners	3,728,679	2,867,924	2,722,753	287,680,348	207,844,805	141,798,255	72	52
Vision Care	550,462	446,947	446,926	151,778,325	77,218,800	59,609,939	173	133
Travel Assistance	1,880	1,404	1,404	4,722,414	3,915,816	3,873,985	2,789	2,759
Miscellaneous	120,649	1,816	1,816	11,101,433	253,937	-17,534	140	-10
Other	167,707	127	127	26,693,124	35,387	28,292	279	223
Total	25,540,367	23,825,549	23,678,853	\$2,068,267,891	\$1,412,022,108	\$1,140,855,256	\$59	\$48

Chart 39. PSHCP Claims Processing Statistics by Benefit Type, 2017

Benefit Category	Billable Services (#)	Eligible Services (#)	Paid Services (#)	Amount Submitted (\$)	Amount Eligible (\$)	Amount Paid (\$)	Avg. Amount Eligible per Service (\$)	Avg. Amount Paid per Service (\$)
Hospital	59,386	42,160	42,160	107,152,028	60,085,044	61,584,833	1,425	1,461
Out of Canada	61,393	58,314	58,314	21,902,061	12,706,669	12,228,280	218	210
Drugs - Electronic	19,644,011	19,644,011	19,644,011	1,331,197,129	975,478,810	811,268,857	50	41
Drugs - Paper	1,073,974	758,711	758,196	62,269,461	38,230,010	31,711,129	50	42
Medical Supplies - Electronic	311,920	311,920	311,920	27,429,402	20,268,847	16,237,287	65	52
Medical Supplies - Paper	65,691	53,431	53,425	10,162,077	7,224,026	5,644,694	135	106
Equipment/Other Medical	271,020	194,103	194,094	118,801,574	75,532,610	56,010,809	389	289
Medical Practitioners	3,780,432	2,915,883	2,765,568	301,880,774	218,894,282	148,968,458	75	54
Vision Care	635,424	549,774	549,773	179,682,143	95,782,836	73,690,873	174	134
Travel Assistance	1,862	1,402	1,402	6,112,653	5,171,886	5,167,852	3,689	3,686
Miscellaneous	118,975	1,673	1,673	11,717,054	286,750	153,321	171	92
Other	168,138	121	121	26,448,933	35,544	27,839	294	230
Total	26,192,226	24,531,503	24,380,657	\$2,204,755,290	\$1,509,697,314	\$1,222,694,233	\$62	\$50

Chart 40. PSHCP Claims Processing Statistics by Benefit Type, 2018

Benefit Type	Billable Services (#)	Eligible Services (#)	Paid Services (#)	Amount Submitted (\$)	Amount Eligible (\$)	Amount Paid (\$)	Avg. Amount Eligible per Eligible Service (\$)	Avg. Amount Paid per Paid Service (\$)
Hospital	56,457	40,528	40,528	108,348,633	60,308,878	61,211,528	1,488	1,510
Out of Canada	61,369	58,267	58,267	23,229,737	13,215,523	12,849,210	227	221
Drugs - Electronic	20,216,435	20,216,435	20,216,435	1,395,927,349	1,025,043,187	855,712,959	51	42
Drugs - Paper	959,441	679,654	678,996	57,737,931	35,642,297	29,488,447	52	43
Medical Supplies - Electronic	318,985	318,985	318,985	30,492,231	22,496,291	18,050,024	71	57
Medical Supplies - Paper	66,536	54,813	54,795	11,374,131	8,133,092	6,357,407	148	116
Equipment/Other Medical	271,420	195,112	195,104	123,948,352	75,404,877	55,954,806	386	287
Paramedical Practitioners	4,277,657	3,121,571	2,967,032	364,276,605	244,006,484	166,508,277	78	56
Vision Care	609,106	481,529	481,528	174,627,597	83,563,211	64,582,515	174	134
Travel Assistance	1,882	1,404	1,404	5,719,394	4,736,786	4,766,355	3,374	3,395
Miscellaneous	123,027	1,744	1,743	14,987,291	394,179	165,678	226	95
Other	168,314	103	103	26,952,643	30,764	23,081	299	224
Total	27,130,629	25,170,145	25,014,920	\$2,337,621,894	\$1,572,975,568	\$1,275,670,288	\$62	\$51

Chart 41. PSHCP Expenditures by Province/Territory, Plan Type and Coverage Level, 2016

Province/Territory	Single (\$)	Family (\$)	Total (\$)
British Columbia	18,858,225	76,627,075	95,485,299
Alberta	7,860,763	47,659,696	55,520,459
Saskatchewan	3,068,489	14,727,660	17,796,149
Manitoba	5,640,097	25,537,159	31,177,256
Ontario	77,065,886	345,986,513	423,052,398
Quebec	61,186,123	242,011,807	303,197,929
New Brunswick	9,329,977	46,217,601	55,547,578
Nova Scotia	17,986,007	73,415,918	91,401,925
Prince Edward Island	2,007,022	11,966,108	13,973,130
Newfoundland and Labrador	3,433,027	21,337,109	24,770,136
Yukon	380,270	1,314,975	1,695,245
Northwest Territories	1,499,760	7,875,956	9,375,716
Nunavut	56,660	196,811	253,471
Foreign	14,605	470,761	485,366
Unknown	1,663	1,092	2,755
Total Supplementary	\$208,388,572	\$915,346,241	\$1,123,734,813
Total Comprehensive	\$1,499,879	\$15,620,563	\$17,120,442
Grand Total	\$209,888,451	\$930,966,804	\$1,140,855,256

Chart 42. PSHCP Expenditures by Province/Territory, Plan Type and Coverage Level, 2017

Province/Territory	Single (\$)	Family (\$)	Total (\$)
British Columbia	19,873,709	81,881,433	101,755,142
Alberta	9,432,835	51,606,327	61,039,162
Saskatchewan	3,329,684	16,393,819	19,723,503
Manitoba	6,108,253	27,041,651	33,149,905
Ontario	81,510,341	369,269,905	450,780,245
Quebec	64,641,609	260,044,334	324,685,943
New Brunswick	9,639,104	50,517,642	60,156,745
Nova Scotia	18,887,656	79,094,507	97,982,163
Prince Edward Island	2,141,996	12,873,977	15,015,972
Newfoundland and Labrador	3,798,258	23,178,421	26,976,678
Yukon	293,913	1,276,845	1,570,758
Northwest Territories	1,681,895	8,491,526	10,173,421
Nunavut	54,280	312,055	366,335
Foreign	18,164	128,293	146,458
Unknown	3,855	13,035	16,890
Total Supplementary	\$221,415,551	\$982,123,768	\$1,203,539,319
Total Comprehensive	\$1,492,814	\$17,662,100	\$19,154,913
Grand Total	\$222,908,365	\$999,785,868	\$1,222,694,233

Chart 43. PSHCP Expenditures by Province/Territory, Plan Type and Coverage Level, 2018

Province/Territory	Single (\$)	Family (\$)	Total (\$)
British Columbia	20,651,173	85,002,100	105,653,273
Alberta	9,885,473	53,786,016	63,671,489
Saskatchewan	3,667,644	16,573,192	20,240,836
Manitoba	6,368,439	26,817,983	33,186,422
Ontario	86,334,851	374,924,928	461,259,780
Quebec	69,483,218	278,002,865	347,486,083
New Brunswick	10,230,066	54,375,294	64,605,359
Nova Scotia	19,942,074	81,380,005	101,322,079
Prince Edward Island	2,302,376	14,182,260	16,484,636
Newfoundland and Labrador	4,320,968	24,826,815	29,147,783
Yukon	357,602	1,421,434	1,779,036
Northwest Territories	1,724,038	8,008,839	9,732,877
Nunavut	126,673	323,054	449,727
Foreign	25,013	108,012	133,025
Unknown	4,463	30,546	35,010
Total Supplementary	\$235,424,072	\$1,019,763,345	\$1,255,187,416
Total Comprehensive	\$1,948,268	\$18,534,603	\$20,482,871
Grand Total	\$237,372,340	\$1,038,297,948	\$1,275,670,288

Chart 44. PSHCP Comprehensive Plan Member Population, Expenditures and Number of Services by Benefit Type, 2018



Comprehensive Member Population

- 5,247 members at end of 2018
- 5,299 members at end of 2017
- 4,989 members at end of 2016

Benefit Type	Paid Amount (\$)	2017 Annual % Change in Paid Amount	Number of Paid Services	2017 Annual % Change in Paid Services
Drugs	1,545,633	8.7%	20,476	-3.4%
Equipment/Other Medical	1,050,709	-17.1%	6,260	-7.6%
Hospital	10,233,725	11.1%	8,252	3.6%
Paramedical Practitioners	1,273,411	11.9%	10,784	4.4%
Medical Supplies	72,218	3.3%	645	-6.4%
Physician Services	5,865,760	5.6%	34,572	-2.3%
Vision Care	440,813	-10.4%	3,158	-11.3%
Total¹	\$20,482,871	6.9%	84,147	-2.1%

1. Total includes Miscellaneous and other services.

Chart 45. PSHCP Drug Expenditures and Number of Paid Services by Therapeutic Class, 2016 - 2018

Top 10 Therapeutic Classes	2016 Paid Amount (in \$ millions)	2017 Paid Amount (in \$ millions)	2018 Paid Amount (in \$ millions)	2016 Paid Services (#)	2017 Paid Services (#)	2018 Paid Services (#)
Unclassified Therapeutic Agents	144.0	156.5	171.7	1,043,350	1,040,144	1,068,180
Central Nervous System Agents	137.5	138.7	134.1	4,750,287	4,909,637	5,018,887
Hormones and Synthetic Substitutes	96.0	105.2	115.6	2,689,506	2,784,609	2,878,516
Cardiovascular Drugs	109.2	111.2	104.3	4,789,854	4,920,330	5,084,617
Antineoplastic Agents	40.9	56.3	69.5	110,002	118,338	123,997
Gastrointestinal Drugs	48.7	51.6	51.2	1,375,570	1,400,459	1,408,219
Eye, Ear, Nose and Throat Preparations	33.5	36.1	40.0	761,558	783,893	798,807
Anti-Infectives	43.5	39.5	35.5	989,131	1,006,393	968,951
Blood Formation, Coagulation and Thrombosis	30.1	33.7	35.4	497,587	522,050	544,433
Autonomic Drugs	32.8	34.2	33.5	825,542	857,141	852,955
All Other Therapeutic Classes	72.6	80.0	94.4	2,014,980	2,059,213	2,147,869
Total¹	\$788.8	\$843.0	\$885.2	19,847,367	20,402,207	20,895,431

1. Totals may not add due to rounding

Chart 46. Top 20 PSHCP Drug Expenditures by Item Name, 2016¹

2017 Rank	2016 Rank	Item Name	Disease	2018 Paid Amount (in \$ millions)	Number of Paid Services (#)	Average Paid per Service (\$)
1	1	Remicade	Rheumatoid Arthritis	27.4	8,768	3,125
2	2	Humira	Rheumatoid Arthritis	22.9	16,123	1,418
3	4	Atorvastatin	Cholesterol	11.1	570,106	19
4	7	Coversyl	High Blood Pressure	10.8	288,899	37
5	6	Enbrel	Rheumatoid Arthritis	10.3	8,547	1,210
6	8	Rosuvastatin	Cholesterol	9.7	559,699	17
7	13	Stelara	Plaque Psoriasis	9.5	2,702	3,528
8	14	Pantoprazole	Acid Reflux	8.6	484,034	18
9	19	Revlimid	Cancer	7.4	1,286	5,740
10	10	Esomeprazole	Acid Reflux/Ulcers	7.3	111,227	66
11	20	Xolair	Allergies/Asthma	7.3	5,751	1,267
12	12	Advair	Asthma	7.2	77,438	94
13	11	Lucentis	Eye Disease	7.2	5,041	1,419
14	15	Victoza	Diabetes	6.9	27,743	250
15	5	Cymbalta	Depression	6.3	73,165	86
16	18	Symbicort	Asthma	6.1	83,414	74
17	17	Lantus	Diabetes	6.0	65,021	92
18	21	Concerta	ADHD	5.8	73,732	78
19	25	Xarelto	Blood Clots	5.7	78,690	72
20	30	Eylea	Eye Disease	5.3	4,853	1,083
Top 20 Drugs Total				\$188.7M	2,546,239	\$74

NOTE: Items in red font denote Specialty drugs.

1. By drug name – includes all the different strengths and doses.

Chart 47. Top 20 PSHCP Drug Expenditures by Item Name, 2017¹

2016 Rank	2015 Rank	Item Name	Disease	2018 Paid Amount (in \$ millions)	Number of Paid Services (#)	Average Paid per Service (\$)
1	1	Remicade	Rheumatoid Arthritis	29.7	9,456	3,145
2	2	Humira	Rheumatoid Arthritis	26.1	18,125	1,441
3	7	Stelara	Plaque Psoriasis	12.2	3,439	3,538
4	4	Coversyl	High Blood Pressure	11.6	311,953	37
5	6	Rosuvastatin	Cholesterol	10.3	598,358	17
6	3	Atorvastatin	Cholesterol	10.3	579,197	18
7	5	Enbrel	Rheumatoid Arthritis	9.8	8,224	1,194
8	8	Pantoprazole	Acid Reflux	8.5	514,963	16
9	9	Revlimid	Cancer	8.2	1,442	5,707
10	11	Xolair	Allergies/Asthma	8.2	6,926	1,188
11	20	Eylea	Eye Disease	7.7	6,557	1,176
12	14	Victoza	Diabetes	7.6	28,955	263
13	12	Advair	Asthma	6.7	69,745	95
14	10	Esomeprazole	Acid Reflux/Ulcers	6.7	108,764	61
15	13	Lucentis	Eye Disease	6.6	4,806	1,374
16	19	Xarelto	Blood Clots	6.6	89,654	73
17	16	Symbicort	Asthma	6.6	86,865	75
18	21	Synthroid	Low thyroid	6.2	668,354	9
19	-	Ibrance	Breast cancer	6.1	1,072	5,731
20	18	Concerta	ADHD	6.1	79,989	76
Top 20 Drugs Total				\$201.7M	3,196,844	\$63

NOTE: Items in red font denote Specialty drugs.

1. By drug name – includes all the different strengths and doses.

Chart 48. Top 20 PSHCP Drug Expenditures by Item Name, 2018¹

2018 Rank	2017 Rank	Item Name	Disease	2018 Paid Amount (in \$ millions)	Number of Paid Services (#)	Average Paid per Service (\$)
1	2	Humira	Rheumatoid Arthritis	28.2	19,219	1,465
2	1	Remicade	Rheumatoid Arthritis	27.8	9,175	3,028
3	3	Stelara	Plaque Psoriasis	15.3	4,152	3,690
4	5	Rosuvastatin	Cholesterol	12.2	713,540	17
5	6	Atorvastatin	Cholesterol	10.7	617,592	17
6	9	Revlimid	Cancer	10.3	1,786	5,763
7	14	Esomeprazole	Acid Reflux/Ulcers	9.8	139,462	70
8	11	Eylea	Eye Disease	9.4	7,425	1,264
9	7	Enbrel	Rheumatoid Arthritis	9.1	7,248	1,252
10	20	Concerta	ADHD	9.1	146,259	62
11	10	Xolair	Allergies/Asthma	9.0	8,612	1,043
12	8	Pantoprazole	Acid Reflux	8.8	553,001	16
13	19	Ibrance	Breast Cancer	8.7	1,591	5,482
14	4	Coversyl	High Blood Pressure	8.5	342,062	25
15	12	Victoza	Diabetes	8.2	30,058	274
16	16	Xarelto	Blood Clots	7.7	104,186	74
17	15	Lucentis	Eye Disease	7.3	5,006	1,464
18	18	Synthroid	Low thyroid	7.2	754,070	9
19	17	Symbicort	Asthma	6.9	89,345	77
20	-	Shingrix vaccine	Shingles	6.4	60,625	106
Top 20 Drugs Total				\$220.4M	3,614,414	\$61

NOTE: Items in red font denote Specialty drugs.

1. By drug name – includes all the different strengths and doses.

Chart 49. PSHCP Top 25 Medical Supplies According to Number of Billable Services by Item, 2016

Item Name	Number of Billable Services (#)	Number of Paid Services (#)	Number of Claimants (#)	Paid Amount (\$)	% of Total Billable Services
CONTOUR NEXT BLOOD GLUCOSE TEST STRIPS (100)	23,123	22,990	8,310	1,570,945	7.2%
BD ULTRA-FINE NANO 32G 4MM PEN NEEDLE	20,482	20,108	5,094	750,233	6.3%
ONE TOUCH ULTRA BLUE TEST STRIP (ON)	16,521	16,333	5,777	933,080	5.1%
CONTOUR NEXT TEST STRIP (PQ)	14,964	14,842	4,632	1,085,424	4.6%
ONE TOUCH VERIO TEST STRIPS	12,052	11,989	4,459	810,935	3.7%
ACCU-CHEK AVIVA TEST STRIP (ON)	10,945	10,772	4,304	496,349	3.4%
ONE TOUCH DELICA 33G LANCET	9,539	9,443	4,851	114,359	3.0%
CONTOUR NEXT BLOOD GLUCOSE TEST STRIPS (ODB)	9,090	8,956	3,282	352,414	2.8%
ACCU-CHEK AVIVA TEST STRIP (PQ)	8,667	8,606	2,851	582,582	2.7%
(REIM) INFUSION SETS/KITS	8,484	6,605	1,143	1,542,368	2.6%
ONE TOUCH ULTRA BLUE TEST STRIP (PQ)	8,053	7,992	2,402	565,826	2.5%
ACCU-CHEK AVIVA TEST STRIP (100)	7,808	7,771	2,773	554,242	2.4%
ONE TOUCH VERIO GLUCOSE TEST STRIP (ON)	7,320	7,245	2,862	387,246	2.3%
AIGUILLE JETABLE POUR AUTO-INJECTEUR D'INSULINE	6,469	6,384	1,364	219,312	2.0%
ONE TOUCH VERIO TEST STRIP (PQ)	6,042	6,013	1,950	419,325	1.9%
NOVOFINE 32G 6MM PEN NEEDLE	5,857	5,694	1,654	257,309	1.8%
ONE TOUCH ULTRA BLUE TEST STRIP (100)	5,447	5,431	1,811	390,765	1.7%
FREESTYLE LITE TEST STRIP (ON)	5,346	5,267	1,667	293,768	1.7%
CONTOUR TEST STRIP (ON)	4,736	4,639	1,978	252,251	1.5%
MICROLET LANCET (ON)	4,604	4,538	2,574	57,390	1.4%
FREESTYLE LITE BATON(PQ)	4,430	4,396	1,041	322,296	1.4%
MICROLET LANCET (PQ)	4,254	4,201	2,019	33,079	1.3%
ONE TOUCH ULTRA BLUE TEST STRIP (BC)	4,232	4,156	1,533	304,167	1.3%
ONE TOUCH DELICA LANCET 33G (PQ)	3,529	3,497	1,543	29,319	1.1%
NOVOFINE PLUS 32G 4MM PEN NEEDLE	3,511	3,425	1,083	150,189	1.1%
	215,505	211,293	N/A	\$12,475,172	66.8%

Chart 50. PSHCP Top 25 Medical Supplies According to Number of Billable Services by Item, 2017

Item Name	Number of Billable Services (#)	Number of Paid Services (#)	Number of Claimants (#)	Paid Amount (\$)	% of Total Billable Services
CONTOUR NEXT BLOOD GLUCOSE TEST STRIPS (100)	24,259	24,127	8,870	1,643,517	7.6%
BD ULTRA-FINE NANO 32G 4MM PEN NEEDLE	22,362	21,937	5,571	822,681	7.0%
CONTOUR NEXT TEST STRIP (PQ)	16,065	15,941	5,060	1,177,790	5.0%
ONE TOUCH VERIO TEST STRIPS	14,289	14,252	5,116	988,433	4.4%
ONE TOUCH ULTRA BLUE TEST STRIP (ON)	13,374	13,300	4,882	750,113	4.2%
ACCU-CHEK AVIVA TEST STRIP (ON)	11,269	11,196	4,560	522,814	3.5%
CONTOUR NEXT BLOOD GLUCOSE TEST STRIPS (ODB)	10,394	10,318	3,913	441,895	3.2%
ONE TOUCH DELICA 33G LANCET	9,684	9,580	4,976	116,756	3.0%
(REIM) INFUSION SETS/KITS	9,545	7,087	1,263	1,712,547	3.0%
ACCU-CHEK AVIVA TEST STRIP (PQ)	9,137	9,108	3,049	626,936	2.8%
ONE TOUCH VERIO GLUCOSE TEST STRIP (ON)	8,646	8,598	3,373	452,293	2.7%
ACCU-CHEK AVIVA TEST STRIP (100)	8,119	8,082	2,926	578,261	2.5%
ONE TOUCH VERIO TEST STRIP (PQ)	7,207	7,174	2,316	499,393	2.2%
ONE TOUCH ULTRA BLUE TEST STRIP (PQ)	6,229	6,193	1,964	442,065	1.9%
AIGUILLE JETABLE POUR AUTO-INJECTEUR D'INSULINE	6,225	6,122	1,393	211,576	1.9%
NOVOFINE PLUS 32G 4MM PEN NEEDLE	5,439	5,257	1,616	230,437	1.7%
FREESTYLE LITE TEST STRIP (ON)	5,125	5,088	1,732	295,085	1.6%
NOVOFINE 32G 6MM PEN NEEDLE	4,837	4,766	1,420	222,752	1.5%
MICROLET LANCET (ON)	4,751	4,690	2,679	60,346	1.5%
ONE TOUCH ULTRA BLUE TEST STRIP (100)	4,661	4,643	1,594	335,413	1.5%
MICROLET LANCET (PQ)	4,644	4,603	2,227	36,432	1.4%
FREESTYLE LITE BATON(PQ)	4,259	4,223	1,010	312,173	1.3%
ONE TOUCH ULTRA BLUE TEST STRIP (BC)	3,656	3,609	1,292	263,957	1.1%
ONE TOUCH DELICA LANCET 33G (PQ)	3,452	3,434	1,564	28,599	1.1%
NOVOFINE 32G ETW 6MM PEN NEEDLE	3,342	3,269	993	145,261	1.0%
	220,970	216,597	N/A	\$12,917,523	68.8%

Chart 51. PSHCP Top 25 Medical Supplies According to Number of Billable Services by Item, 2018

Item Name	Number of Billable Services (#)	Number of Paid Services (#)	Number of Claimants (#)	Paid Amount (\$)	% of Total Billable Services
CONTOUR NEXT BLOOD GLUCOSE TEST STRIPS (100)	25,917	25,813	9,602	1,713,920	7.8%
BD ULTRA-FINE NANO 32G 4MM PEN NEEDLE	23,790	23,441	6,030	914,679	7.2%
CONTOUR NEXT TEST STRIP (PQ)	16,734	16,667	5,317	1,216,366	5.1%
FREESTYLE LIBRE SENSOR	15,699	15,347	3,872	2,843,955	4.8%
ONE TOUCH VERIO TEST STRIPS	15,105	15,069	5,636	1,041,359	4.6%
CONTOUR NEXT BLOOD GLUCOSE TEST STRIPS (ODB)	11,104	11,031	4,263	435,713	3.4%
(REIM) INFUSION SETS/KITS	10,698	8,141	1,369	2,111,814	3.2%
ONE TOUCH ULTRA BLUE TEST STRIP (ON)	10,502	10,439	4,056	533,199	3.2%
ACCU-CHEK AVIVA TEST STRIP (ON)	10,304	10,237	4,257	436,858	3.1%
ONE TOUCH DELICA 33G LANCET	9,445	9,394	5,020	114,416	2.9%
ONE TOUCH VERIO GLUCOSE TEST STRIP (ON)	9,152	9,123	3,802	441,353	2.8%
ACCU-CHEK AVIVA TEST STRIP (PQ)	8,375	8,346	2,897	574,040	2.5%
ACCU-CHEK AVIVA TEST STRIP (100)	7,869	7,836	2,809	561,914	2.4%
ONE TOUCH VERIO TEST STRIP (PQ)	7,356	7,321	2,522	502,625	2.2%
NOVOFINE PLUS 32G 4MM PEN NEEDLE	6,498	6,333	1,938	288,363	2.0%
AIGUILLE JETABLE POUR AUTO-INJECTEUR D'INSULINE	5,244	5,159	1,248	184,531	1.6%
MICROLET LANCET (ON)	5,157	5,103	3,026	65,845	1.6%
FREESTYLE LITE TEST STRIP (ON)	4,885	4,863	1,601	271,869	1.5%
MICROLET LANCET (PQ)	4,706	4,678	2,327	36,883	1.4%
ONE TOUCH ULTRA BLUE TEST STRIP (PQ)	4,606	4,591	1,553	329,086	1.4%
NOVOFINE 32G 6MM PEN NEEDLE	4,466	4,436	1,314	209,893	1.4%
FREESTYLE LITE BATON(PQ)	4,085	4,045	966	300,878	1.2%
ONE TOUCH ULTRA BLUE TEST STRIP (100)	3,690	3,675	1,301	255,456	1.1%
CONTOUR NEXT BLOOD GLUCOSE TEST STRIPS (BC)	3,604	3,568	1,251	258,629	1.1%
ONE TOUCH DELICA LANCET 33G (PQ)	3,380	3,371	1,549	28,469	1.0%
	232,371	228,027	N/A	\$15,672,113	70.4%

Chart 52. PSHCP Paramedical Practitioner Expenditures and Number of Paid Services by Practitioner Type, 2016 - 2018

Practitioner Type	2016 Paid Amount (in \$ millions)	2017 Paid Amount (in \$ millions)	2018 Paid Amount (in \$ millions)	2016 Paid Services (#)	2017 Paid Services (#)	2018 Paid Services (#)
Physiotherapist	44.3	47.0	53.5	843,251	860,410	940,307
Psychologist	31.6	34.1	39.2	284,185	303,834	337,108
Chiropractor	24.4	24.7	26.9	778,762	766,504	806,830
Massage Therapist	22.4	23.7	25.9	432,306	449,001	475,798
Naturopath	5.9	6.0	6.5	113,549	112,031	116,666
Podiatrist/Chiroprapist	4.5	4.7	5.3	101,050	103,787	113,910
Osteopath	4.4	4.5	4.9	76,660	76,864	82,687
Private Duty Nursing	2.7	2.4	2.4	59,272	59,541	60,068
Speech Therapist	1.1	1.2	1.3	17,448	18,238	19,688
Acupuncture	0.3	0.3	0.3	6,189	6,277	5,711
Physician Services/ Other Practitioners	0.3	0.4	0.3	10,081	9,081	8,259
Total¹	\$141.8	\$149.0	\$166.5	2,722,753	2,765,568	2,967,032

1. Totals may not add due to rounding

Chart 53. PSHCP Claims Processing Statistics by Claim Status¹, 2016

	Number of Billable Services	% of Total Billable Services	Amount Claimed (\$)	Amount Eligible (\$)	Amount Paid (\$)
PSHCP 1st Payer	15,592,960	61.05%	1,345,979,991	1,168,721,121	965,848,353
PSHCP 2nd Payer	9,216,072	36.08%	618,682,084	272,732,584	200,951,539
Sub-Total Paid	24,809,032	97.14%	\$1,964,662,076	\$1,441,453,706	\$1,166,799,892
Sub-Total Declined	731,335	2.86%	\$103,570,987	\$77	\$61
Total²	25,540,367	100.0%	\$2,068,267,891	\$1,412,022,108	\$1,140,855,256

1. Includes Supplementary and Comprehensive Plan Types.

2. Total amount takes into account reversals and adjustments.

Chart 54. PSHCP Claims Processing Statistics by Claim Status¹, 2017

	Number of Billable Services (#)	% of Total Billable Services	Amount Claimed (\$)	Amount Eligible (\$)	Amount Paid (\$)
PSHCP 1st Payer	15,927,543	60.81%	1,439,219,453	1,246,981,903	1,033,668,143
PSHCP 2nd Payer	9,576,884	36.56%	664,003,675	296,226,644	218,458,428
Sub-Total Paid	25,504,427	97.37%	\$2,103,223,128	\$1,543,208,547	\$1,252,126,571
Sub-Total Declined	687,799	2.63%	\$101,481,613	\$0	\$0
Total²	26,192,226	100.0%	\$2,204,755,290	\$1,509,697,314	\$1,222,694,233

1. Includes Supplementary and Comprehensive Plan Types.
2. Total amount takes into account reversals and adjustments.

Chart 55. PSHCP Claims Processing Statistics by Claim Status¹, 2018

	Number of Billable Services (#)	% of Total Billable Services	Amount Claimed (\$)	Amount Eligible (\$)	Amount Paid (\$)
PSHCP 1st Payer	16,186,475	59.7%	1,498,167,663	1,300,069,897	1,080,222,040
PSHCP 2nd Payer	9,968,723	36.7%	695,305,389	310,125,314	229,055,393
Sub-Total Paid	26,155,198	96.4%	\$2,193,473,051	\$1,610,195,211	\$1,309,277,433
Sub-Total Declined	975,431	3.6%	\$144,052,064	\$20	\$16
Total²	27,130,629	100.0%	\$2,337,621,894	\$1,572,975,568	\$1,275,670,288

1. Includes Supplementary and Comprehensive Plan Types.

2. Total amount takes into account reversals and adjustments.

Chart 56. Summary Statistics on Number of PSHCP Claim Lines by Plan Type and Transaction Type, 2016

Transaction Type	Number of Billable Services (#)	Amount Submitted (\$)	Amount Paid (\$)
Supplementary			
Electronic Claim Lines	19,319,683	1,267,150,593	771,203,699
Paper based non-DIN and non-medical supplies claim lines	4,888,929	695,256,778	314,205,133
Paper based DIN and medical supplies claim lines	1,248,232	75,000,466	38,325,981
Total Supplementary	25,456,844	\$2,037,407,838	\$1,123,734,813

Comprehensive			
Electronic Claim Lines	18,022	1,941,822	1,207,459
Paper based non-DIN and non-medical supplies claim lines	63,740	28,742,645	15,807,413
Paper based DIN and medical supplies claim lines	1,761	175,587	105,570
Total Comprehensive	83,523	\$30,860,054	\$17,120,442

Supplementary and Comprehensive			
Electronic Claim Lines	19,337,705	1,269,092,416	772,411,158
Paper based non-DIN and non-medical supplies claim lines	4,952,669	723,999,423	330,012,547
Paper based DIN and medical supplies claim lines	1,249,993	75,176,053	38,431,551
Grand Total	25,540,367	\$2,068,267,891	\$1,140,855,256

Chart 57. Summary Statistics on Number of PSHCP Claim Lines by Plan Type and Transaction Type, 2017

Transaction Type	Number of Billable Services (#)	Amount Submitted (\$)	Amount Paid (\$)
Supplementary			
Electronic Claim Lines	19,935,552	1,356,406,925	826,142,685
Paper based non-DIN and non-medical supplies claim lines	5,024,768	742,891,758	339,915,495
Paper based DIN and medical supplies claim lines	1,142,394	72,674,759	37,481,140
Total Supplementary	26,102,714	\$2,171,973,441	\$1,203,539,319

Comprehensive			
Electronic Claim Lines	20,523	2,281,165	1,394,552
Paper based non-DIN and non-medical supplies claim lines	67,147	30,304,964	17,662,793
Paper based DIN and medical supplies claim lines	1,842	195,720	97,568
Total Comprehensive	89,512	\$32,781,849	\$19,154,913

Supplementary and Comprehensive			
Electronic Claim Lines	19,956,075	1,358,688,089	827,537,237
Paper based non-DIN and non-medical supplies claim lines	5,091,915	773,196,721	357,578,288
Paper based DIN and medical supplies claim lines	1,144,236	72,870,479	37,578,708
Grand Total	26,192,226	\$2,204,755,290	\$1,222,694,233

Chart 58. Summary Statistics on Number of PSHCP Claim Lines by Plan Type and Transaction Type, 2018

Transaction Type	Number of Billable Services (#)	Amount Submitted (\$)	Amount Paid (\$)
Supplementary			
Electronic Claim Lines	20,515,643	1,424,054,730	872,262,741
Paper based non-DIN and non-medical supplies claim lines ¹	5,497,954	809,430,639	346,985,749
Paper based DIN and medical supplies claim lines	1,028,732	69,318,416	35,938,926
Total Supplementary	27,042,329	\$2,302,803,785	\$1,255,187,416
Comprehensive			
Electronic Claim Lines	19,828	2,386,081	1,509,131
Paper based non-DIN and non-medical supplies claim lines ¹	66,767	32,255,473	18,864,418
Paper based DIN and medical supplies claim lines	1,705	176,555	109,322
Total Comprehensive	88,300	\$34,818,109	\$20,482,871
Supplementary and Comprehensive			
Electronic Claim Lines	20,535,471	1,426,440,810	873,771,872
Paper based non-DIN and non-medical supplies claim lines ¹	5,564,721	841,686,113	365,850,167
Paper based DIN and medical supplies claim lines	1,030,437	69,494,971	36,048,249
Grand Total	27,130,629	\$2,337,621,894	\$1,275,670,288

1. Digital Claims are included under this category.

Chart 59. Number of PSHCP Services by Benefit Type and Claim Status, 2016 - 2018

Benefit Type	2016 Billable Services (#)	2017 Billable Services (#)	2018 Billable Services (#)	2016 Paid Services (#)	2017 Paid Services (#)	2018 Paid Services (#)
Drugs	20,200,703	20,717,985	21,175,876	19,847,367	20,402,207	20,895,431
Paramedical Practitioners	3,728,679	3,780,432	4,277,657	2,722,753	2,765,568	2,967,032
Vision Care	550,462	635,424	609,106	446,926	549,773	481,528
Hospital	63,628	59,386	56,457	42,989	42,160	40,528
Equipment/Other Medical	265,786	271,020	271,420	189,998	194,094	195,104
Other ¹	731,109	727,979	740,113	428,820	426,855	435,297
Total	25,540,367	26,192,226	27,130,629	23,678,853	24,380,657	25,014,920

1. The Other category includes Medical Supplies, Out of Canada, Emergency Travel Assistance, Miscellaneous and other services.

Chart 60. PSHCP Billable Services by Province/Territory, Plan Type, Participant Group and Gender, 2016

Province/Territory	Member				Spouse				Dependant Child				Total Billable Services			
	Male	Female	Unknown	Total	Male	Female	Unknown	Total	Male	Female	Unknown	Total	Male	Female	Unknown	Total
British Columbia	699,724	671,718	1,203	1,372,645	163,738	563,213	152	727,103	53,154	62,712	145	116,011	916,616	1,297,643	1,500	2,215,759
Alberta	403,959	397,951	321	802,231	119,058	359,600	164	478,822	43,041	52,396	66	95,503	566,058	809,947	551	1,376,556
Saskatchewan	175,853	174,258	254	350,365	64,892	136,335	39	201,266	15,297	19,605	26	34,928	256,042	330,198	319	586,559
Manitoba	200,187	233,968	556	434,711	90,258	173,620	52	263,930	21,999	29,665	29	51,693	312,444	437,253	637	750,334
Ontario	2,647,435	3,290,894	3,420	5,941,749	960,795	1,979,442	947	2,941,184	308,163	377,257	815	686,235	3,916,393	5,647,593	5,182	9,569,168
Quebec	2,123,679	2,593,642	2,981	4,720,302	785,465	1,579,656	662	2,365,783	239,547	302,875	587	543,009	3,148,691	4,476,173	4,230	7,629,094
New Brunswick	254,610	262,675	308	517,593	88,318	246,333	32	334,683	33,606	43,119	77	76,802	376,534	552,127	417	929,078
Nova Scotia	504,227	384,633	294	889,154	89,995	477,774	84	567,853	43,631	56,504	106	100,241	637,853	918,911	484	1,557,248
Prince Edward Island	64,508	75,294	17	139,819	30,415	53,119	1	83,535	9,571	11,772	28	21,371	104,494	140,185	46	244,725
Newfoundland and Labrador	143,966	113,058	17	257,041	42,999	124,168	12	167,179	13,694	20,456	40	34,190	200,659	257,682	69	458,410
Yukon	4,371	7,451	1	11,823	2,621	4,446	0	7,067	619	833	0	1,452	7,611	12,730	1	20,342
Northwest Territories	25,918	40,369	28	66,315	16,860	17,577	1	34,438	4,512	5,577	6	10,095	47,290	63,523	35	110,848
Nunavut	1,092	1,678	1	2,771	718	1,072	0	1,790	197	272	0	469	2,007	3,022	1	5,030
Foreign	559	1,373	24	1,956	158	969	0	1,127	240	227	0	467	957	2,569	24	3,550
Unknown	12	39	79	130	0	8	1	9	2	2	0	4	14	49	80	143
Total Supplementary	7,250,100	8,249,001	9,504	15,508,605	2,456,290	5,717,332	2,147	8,175,769	787,273	983,272	1,925	1,772,470	10,493,663	14,949,605	13,576	25,456,844
Total Comprehensive	20,330	15,149	68	35,547	5,839	25,183	20	31,042	7,323	9,582	29	16,934	33,492	49,914	117	83,523
Grand Total	7,270,430	8,264,150	9,572	15,544,152	2,462,129	5,742,515	2,167	8,206,811	794,596	992,854	1,954	1,789,404	10,527,155	14,999,519	13,693	25,540,367

Chart 61. PSHCP Billable Services by Province/Territory, Plan Type, Participant Group and Gender, 2017

Province/Territory	Member			Spouse			Dependant Child			Total Billable Services						
	Male	Female	Unknown	Total	Male	Female	Unknown	Total	Male	Female	Unknown	Total				
British Columbia	713,016	680,407	1,066	1,394,489	170,872	563,302	47	734,221	55,300	62,638	26	117,964	939,188	1,306,347	1,139	2,246,674
Alberta	418,768	424,886	324	843,978	127,128	365,544	113	492,785	46,242	55,911	13	102,166	592,138	846,341	450	1,438,929
Saskatchewan	182,441	179,781	246	362,468	67,691	137,633	34	205,358	15,388	20,189	10	35,587	265,520	337,603	290	603,413
Manitoba	206,403	244,134	445	450,982	92,893	176,495	23	269,411	22,787	30,175	22	52,984	322,083	450,804	490	773,377
Ontario	2,726,812	3,358,131	2,834	6,087,777	1,012,252	2,029,952	432	3,042,636	323,916	387,943	123	711,982	4,062,980	5,776,026	3,389	9,842,395
Quebec	2,179,395	2,653,886	2,853	4,836,134	818,077	1,593,980	266	2,412,323	246,191	306,272	57	552,520	3,243,663	4,554,138	3,176	7,800,977
New Brunswick	260,131	270,941	320	531,392	91,450	249,045	15	340,510	34,498	43,567	1	78,066	386,079	563,553	336	949,968
Nova Scotia	510,903	390,144	335	901,382	93,217	478,694	13	571,924	44,397	57,121	4	101,522	648,517	925,959	352	1,574,828
Prince Edward Island	66,549	79,299	29	145,877	32,873	54,235	4	87,112	9,228	12,518	0	21,746	108,650	146,052	33	254,735
Newfoundland and Labrador	146,211	118,011	33	264,255	45,121	126,446	4	171,571	14,688	20,993	2	35,683	206,020	265,450	39	471,509
Yukon	4,674	7,774	1	12,449	2,755	4,796	0	7,551	651	916	0	1,567	8,080	13,486	1	21,567
Northwest Territories	26,679	42,419	43	69,141	16,850	18,236	3	35,089	4,824	5,905	3	10,732	48,353	66,560	49	114,962
Nunavut	1,165	1,669	0	2,834	679	1,298	0	1,977	249	233	0	482	2,093	3,200	0	5,293
Foreign	932	1,025	317	2,274	206	889	0	1,095	133	138	0	271	1,271	2,052	317	3,640
Unknown	33	240	62	335	21	48	0	69	20	23	0	43	74	311	62	447
Total Supplementary	7,444,112	8,452,747	8,908	15,905,767	2,572,085	5,800,593	954	8,373,632	818,512	1,004,542	261	1,823,315	10,834,709	15,257,882	10,123	26,102,714
Total Comprehensive	21,802	17,024	38	38,864	7,088	25,210	14	32,312	8,359	9,977	0	18,336	37,249	52,211	52	89,512
Grand Total	7,465,914	8,469,771	8,946	15,944,631	2,579,173	5,825,803	968	8,405,944	826,871	1,014,519	261	1,841,651	10,871,958	15,310,093	10,175	26,192,226

Chart 62. PSHCP Billable Services by Province/Territory, Plan Type, Participant Group and Gender, 2018

Province/Territory	Member			Spouse			Dependant Child			Total Billable Services						
	Male	Female	Unknown	Total	Male	Female	Unknown	Total	Male	Female	Unknown	Total				
British Columbia	756,921	712,301	1,090	1,470,312	184,015	578,080	45	762,140	60,082	69,625	43	129,750	1,001,018	1,360,006	1,178	2,362,202
Alberta	433,912	443,310	325	877,547	135,274	378,774	155	514,203	48,623	60,454	9	109,086	617,809	882,538	489	1,500,836
Saskatchewan	188,730	188,545	391	377,666	71,118	139,430	15	210,563	16,417	22,033	18	38,468	276,265	350,008	424	626,697
Manitoba	218,635	260,433	397	479,465	100,140	183,947	30	284,117	24,308	30,604	11	54,923	343,083	474,984	438	818,505
Ontario	2,853,073	3,507,457	2,957	6,363,487	1,082,616	2,078,103	532	3,161,251	217,895	260,825	91	478,811	4,153,584	5,846,385	3,580	10,003,549
Quebec	2,282,109	2,779,137	2,664	5,063,910	871,301	1,642,175	214	2,513,690	266,916	329,791	75	596,782	3,420,326	4,751,103	2,953	8,174,382
New Brunswick	269,070	290,503	305	559,878	100,103	261,078	5	361,186	37,809	46,572	2	84,383	406,982	598,153	312	1,005,447
Nova Scotia	528,999	405,327	473	934,799	100,159	486,113	37	586,309	45,436	58,576	32	104,044	674,594	950,016	542	1,625,152
Prince Edward Island	70,994	84,438	18	155,450	35,448	54,493	3	89,944	9,665	13,599	1	23,265	116,107	152,530	22	268,659
Newfoundland and Labrador	153,686	130,934	66	284,686	50,851	129,725	4	180,580	15,948	22,826	7	38,781	220,485	283,485	77	504,047
Yukon	4,975	8,127	0	13,102	2,734	5,308	0	8,042	731	896	0	1,627	8,440	14,331	0	22,771
Northwest Territories	27,718	45,682	8	73,408	17,313	18,339	0	35,652	5,202	6,253	0	11,455	50,233	70,274	8	120,515
Nunavut	1,248	1,678	0	2,926	673	1,370	0	2,043	228	200	0	428	2,149	3,248	0	5,397
Foreign	796	1,613	266	2,675	57	718	0	775	60	99	0	159	913	2,430	266	3,609
Unknown	84	329	0	413	6	121	0	127	5	16	0	21	95	466	0	561
Total Supplementary	7,790,950	8,859,814	8,960	16,659,724	2,751,808	5,957,774	1,040	8,710,622	749,325	922,369	289	1,671,983	11,292,083	15,739,957	10,289	27,042,329
Total Comprehensive	21,400	17,168	21	38,589	6,624	25,972	4	32,600	8,288	8,823	0	17,111	36,312	51,963	25	88,300
Grand Total	7,812,350	8,876,982	8,981	16,698,313	2,758,432	5,983,746	1,044	8,743,222	757,613	931,192	289	1,689,094	11,328,395	15,791,920	10,314	27,130,629

Chart 63. Number of PSHCP Billable Services for Electronic Voids/Rejects/Declines by Transaction Type, 2016

Transaction Description	Number of Billable Services
Claims That Were Subsequently Voided Same Day	1,325,281
Voids - Same Day	1,325,281
Voids - Prior Day	337,665
Rejects / Declines	3,181,572
Total	6,169,799

Chart 64. Number of PSHCP Billable Services for Electronic Voids/Rejects/Declines by Transaction Type, 2017

Transaction Description	Number of Billable Services
Claims That Were Subsequently Voided Same Day	1,472,810
Voids - Same Day	1,472,810
Voids - Prior Day	372,041
Rejects / Declines	3,368,566
Total	6,686,227

Chart 65. Number of PSHCP Billable Services for Electronic Voids/Rejects/Declines by Transaction Type, 2018

Transaction Description	Number of Billable Services
Claims That Were Subsequently Voided Same Day	1,620,455
Voids - Same Day	1,620,455
Voids - Prior Day	409,026
Rejects / Declines	3,530,365
Total	7,180,301

Chart 66. Top 15 PSHCP Paper Claim Rejects by Reason, 2016

Rank	Reject Reason	% of PSHCP rejects on all PSHCP Submissions	Number of Billable Services (#)
1	Member has already reached the annual maximum amount covered	5.0%	307,606
2	Doctor referral is needed (Manually entered)	3.8%	235,946
3	Expense is not covered (System generated)	3.4%	212,760
4	A claim for this same expense has previously been paid	2.8%	170,599
5	Expense is not covered (Manually entered)	1.7%	104,256
6	The expense was submitted after the time limit specified by the plan	0.9%	54,669
7	The plan pays only for dental treatments needed as a result of accidental injury and for specific dental surgery identified by the plan	0.7%	44,324
8	The expense has reached the maximum number of occurrences covered by the plan	0.6%	39,647
9	The claimant has coverage for the service under another plan	0.6%	34,905
10	The claimant does not have coverage under another insurance plan. The information on file conflicts with the information provided on the claim form	0.6%	34,142
11	The treatment should be rendered by licensed physician	0.6%	33,981
12	The claimant has already reached the maximum amount covered	0.5%	28,453
13	Expense is not covered (Manually entered)	0.4%	23,007
14	The information on Positive Enrolment conflicts with the information provided on the claim form	0.4%	21,540
15	Receipts that is submitted to other insurance companies is required	0.3%	21,263

Chart 67. Top 15 PSHCP Paper Claim Rejects by Reason, 2017

Rank	Reject Reason	% of PSHCP rejects on all PSHCP Submissions	Number of Billable Services (#)
1	Member has already reached the annual maximum amount covered	4.9%	305,919
2	Doctor referral is needed (Manually entered)	4.0%	247,885
3	Expense is not covered (System generated)	3.6%	212,993
4	A claim for this same expense has previously been paid	2.6%	162,196
5	Expense is not covered (Manually entered)	1.6%	9,763
6	The expense was submitted after the time limit specified by the plan	0.8%	48,436
7	The plan pays only for dental treatments needed as a result of accidental injury and for specific dental surgery identified by the plan	0.0%	44,969
8	The claimant has coverage for the service under another plan	0.6%	36,626
9	The claimant does not have coverage under another insurance plan. The information on file conflicts with the information provided on the claim form	0.5%	33,056
10	The treatment should be rendered by licensed physician	0.5%	32,762
11	The expense has reached the maximum number of occurrences covered by the plan	0.4%	24,127
12	More information is needed in order to assess eligibility of the expense	0.4%	22,092
13	The claimant has already reached the maximum amount covered	0.4%	21,907
14	Expense is not covered (Manually entered)	0.3%	19,935
15	The information on Positive Enrolment conflicts with the information provided on the claim form	0.3%	19,298

Chart 68. Top 15 PSHCP Paper Claim Rejects by Reason, 2018

Rank	Reject Reason	% of PSHCP rejects on all PSHCP Submissions	Number of Billable Services (#)
1	Doctor referral is needed (System generated)	5.6%	370,333
2	Member has already reached the annual maximum amount covered	4.8%	318,542
3	A claim for this same expense has previously been paid	3.2%	213,795
4	Expense is not covered (System generated)	3.2%	208,029
5	Expense is not covered (Manually entered)	1.4%	88,919
6	Doctor referral is needed (Manually entered)	0.8%	50,930
7	The expense has reached the maximum number of occurrences covered by the plan	0.7%	45,943
8	The expense was submitted after the time limit specified by the plan	0.7%	43,956
9	The plan pays only for dental treatments needed as a result of accidental injury and for specific dental surgery identified by the plan	0.6%	41,473
10	The claimant has already reached the maximum amount covered	0.6%	41,473
11	The claimant has coverage for the service under another plan	0.5%	31,901
12	The claimant does not have coverage under another insurance plan. The information on file conflicts with the information provided on the claim form	0.4%	27,072
13	Original receipts are needed in order to assess eligibility of the expense	0.4%	27,040
14	Member submitted a web claim for a service for which original receipts are needed in order to assess eligibility	0.4%	24,822
15	More information is needed in order to assess eligibility of the expense	0.4%	23,931

Chart 69. Top 15 PSHCP Electronic Claim Rejects by Reason, 2016

Rank	Reject Reason	% of PSHCP rejects on all PSHCP Submissions	Number of Billable Services (#)
1	Drug (DIN) is not covered	4.9%	1,241,575
2	Early refill	1.7%	443,610
3	Drug (DIN) is covered by other	1.5%	374,560
4	Call Support Center	0.8%	210,350
5	Invalid Drug (DIN) number	0.5%	119,812
6	Duplicate Drug Utilization Review (DUR) Prescription number	0.4%	108,501
7	Patient's Coverage terminated	0.4%	100,806
8	Invalid provider ID for this Carrier	0.3%	79,842
9	Duplicate Prescription number	0.3%	70,083
10	Claimant not covered	0.2%	60,571
11	Invalid Spouse Cardholder ID	0.1%	47,289
12	Invalid cardholder	0.2%	44,581
13	Cardholder to contact insurer for authorization form	0.1%	36,935
14	Invalid date of birth	0.1%	32,193
15	Dependant age exceed	0.1%	29,997

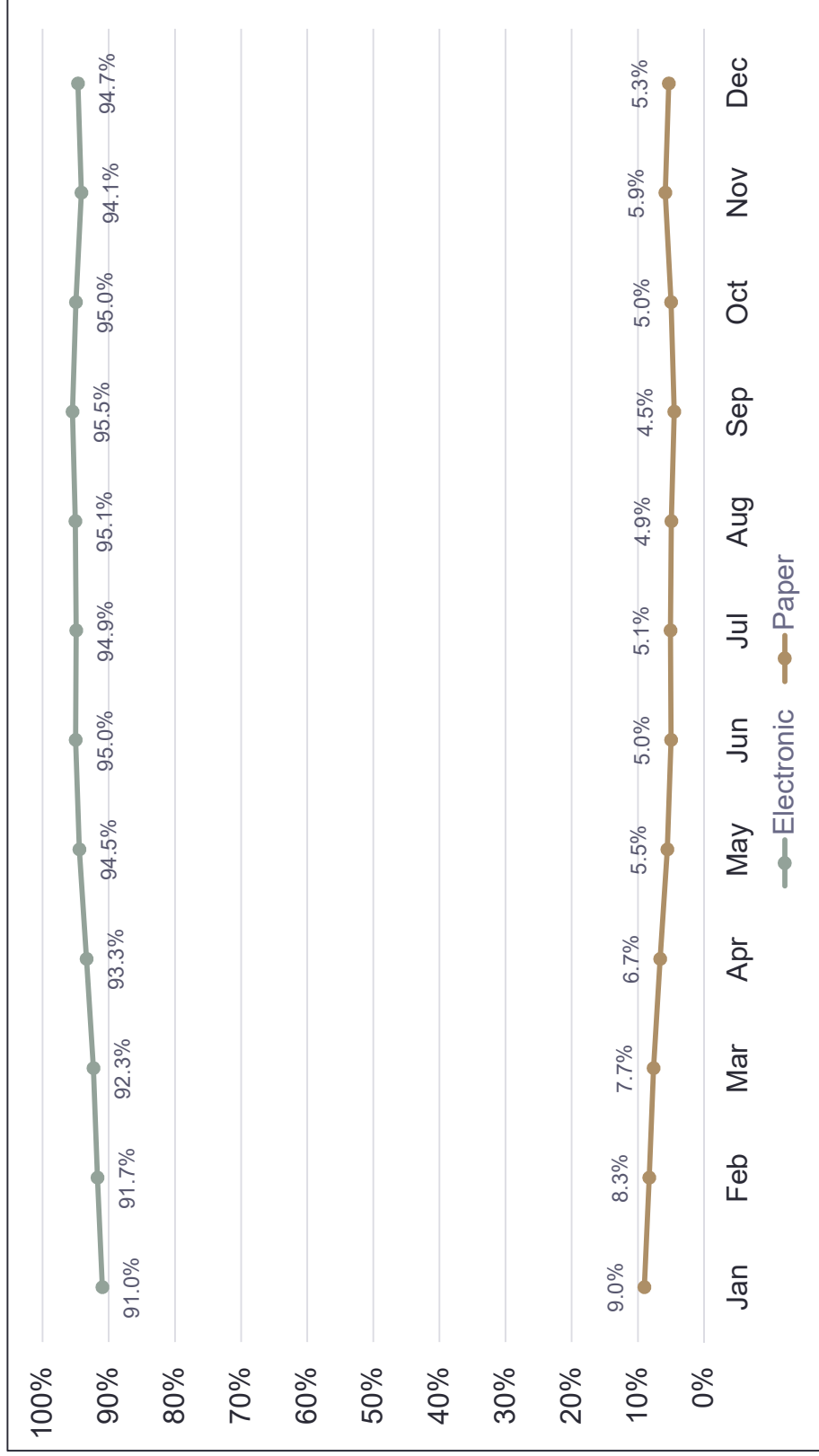
Chart 70. Top 15 PSHCP Electronic Claim Rejects by Reason, 2017

Rank	Reject Reason	% of PSHCP rejects on all PSHCP Submissions	Number of Billable Services (#)
1	Drug (DIN) is not covered	4.9%	1,304,047
2	Early refill	1.7%	455,537
3	Drug (DIN) is covered by other	1.5%	401,748
4	Call Support Center	0.9%	22,637
5	Invalid Drug (DIN) number	0.5%	144,378
6	Duplicate Drug Utilization Review (DUR) Prescription number	0.4%	117,369
7	Patient's Coverage terminated	0.4%	96,147
8	Invalid provider ID for this Carrier	0.3%	84,618
9	Duplicate Prescription number	0.3%	77,008
10	Claimant not covered	0.2%	59,979
11	Invalid Spouse Cardholder ID	0.2%	52,985
12	Invalid cardholder	0.2%	48,386
13	Cardholder to contact insurer for authorization form	0.2%	39,308
14	Dependant age exceed	0.1%	32,795
15	Invalid date of birth	0.1%	31,894

Chart 71. Top 15 PSHCP Electronic Claim Rejects by Reason, 2018

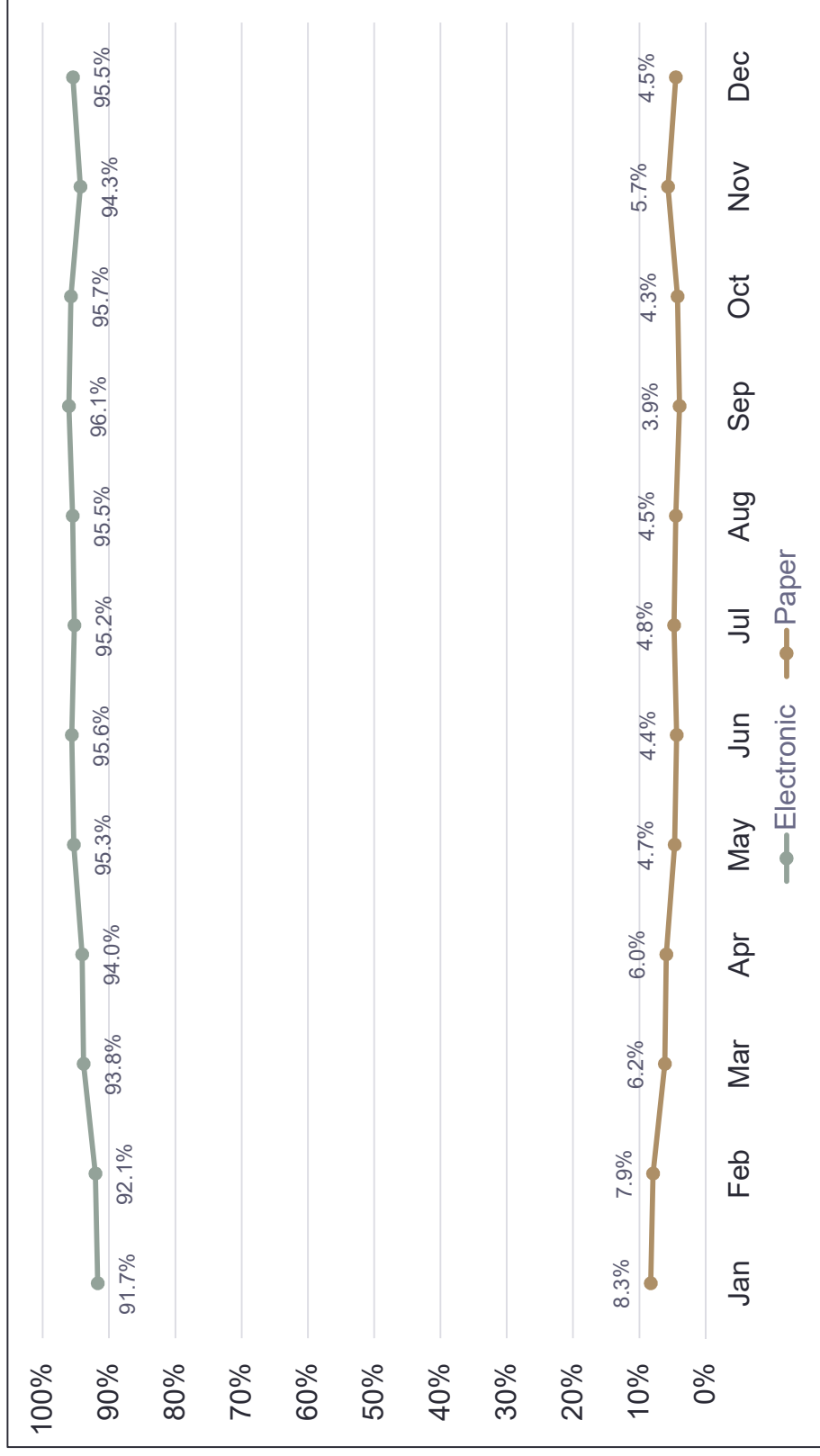
Rank	Reject Reason	% of PSHCP rejects on all PSHCP Submissions	Number of Billable Services (#)
1	Drug (DIN) is not covered	4.9%	1,349,258
2	Early refill	1.7%	480,514
3	Drug (DIN) is covered by other	1.6%	447,438
4	Invalid Drug (DIN) number	0.6%	163,091
5	Call Support Center	0.6%	161,901
6	Duplicate Drug Utilization Review (DUR) Prescription number	0.5%	134,903
7	Patient's Coverage terminated	0.4%	107,418
8	Invalid provider ID for this Carrier	0.3%	94,456
9	Duplicate Prescription number	0.3%	82,448
10	Invalid Spouse Cardholder ID	0.2%	60,306
11	Invalid cardholder	0.2%	59,375
12	Claimant not covered	0.2%	53,360
13	Claim exceeded the 7 day limit for electronic claim submission	0.1%	35,438
14	Invalid date of birth	0.1%	33,348
15	Cardholder to contact insurer for authorization form	0.1%	32,949

Chart 72. Proportion of PSHCP Pharmacy Claims¹ by Submission Method and Month, 2016



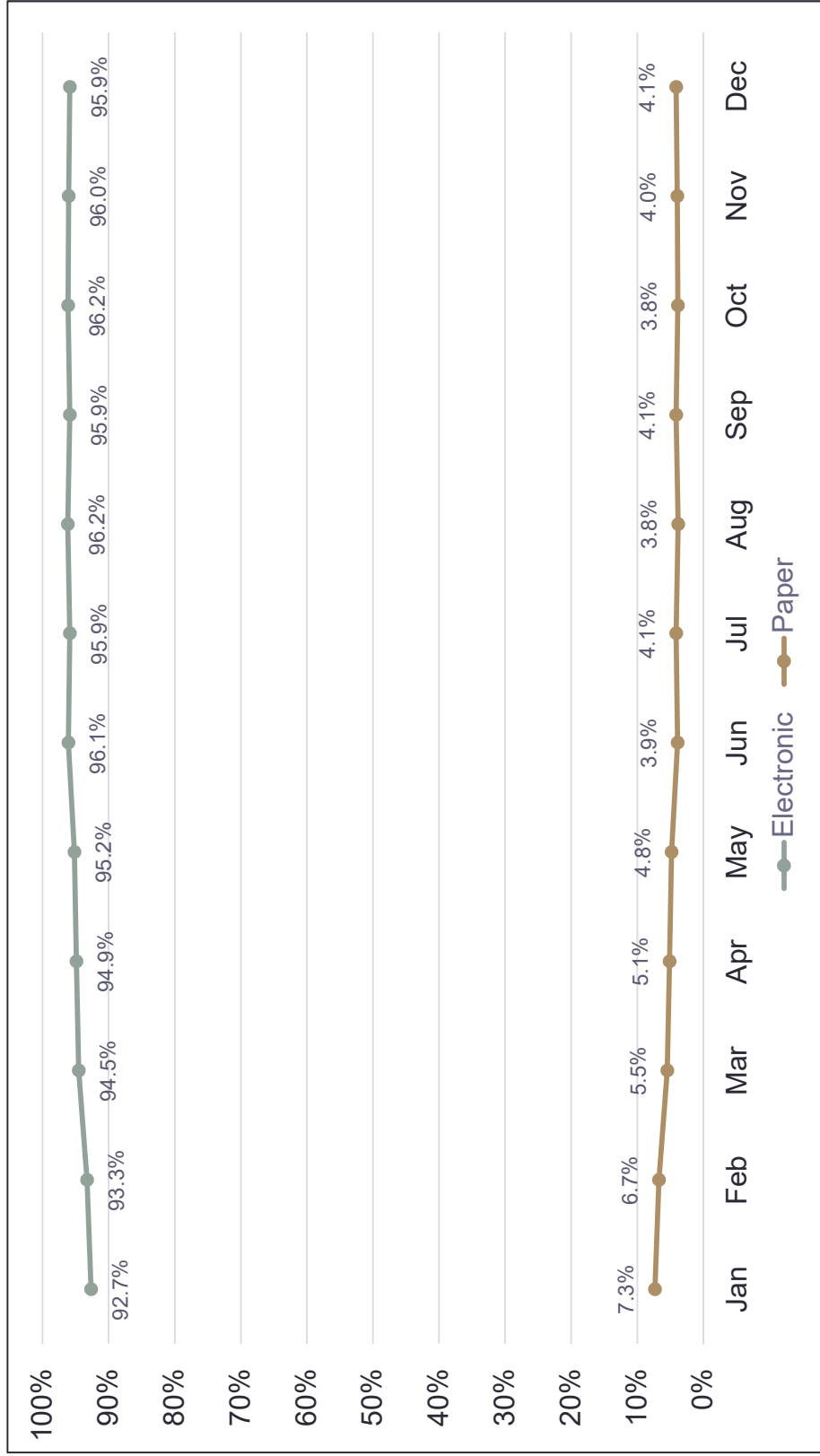
1. Pharmacy Claims include drugs and medical supplies

Chart 73. Proportion of PSHCP Pharmacy Claims¹ by Submission Method and Month, 2017



1. Pharmacy Claims include drugs and medical supplies

Chart 74. Proportion of PSHCP Pharmacy Claims¹ by Submission Method and Month, 2018



1. Pharmacy Claims include drugs and medical supplies

Chart 75. Proportion of PSHCP Claims by Submission Method and Month, 2016

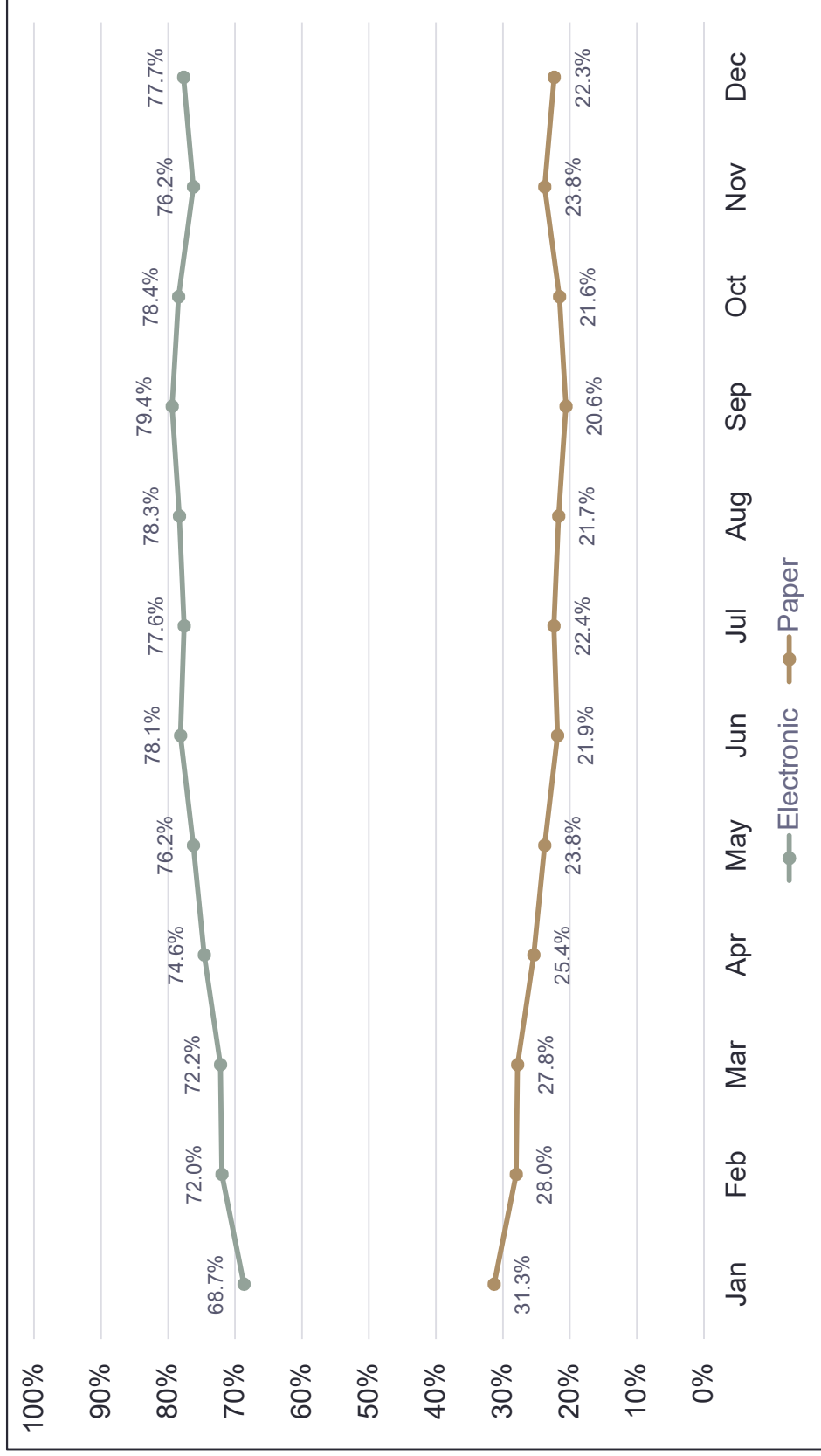


Chart 76. Proportion of PSHCP Claims by Submission Method and Month, 2017

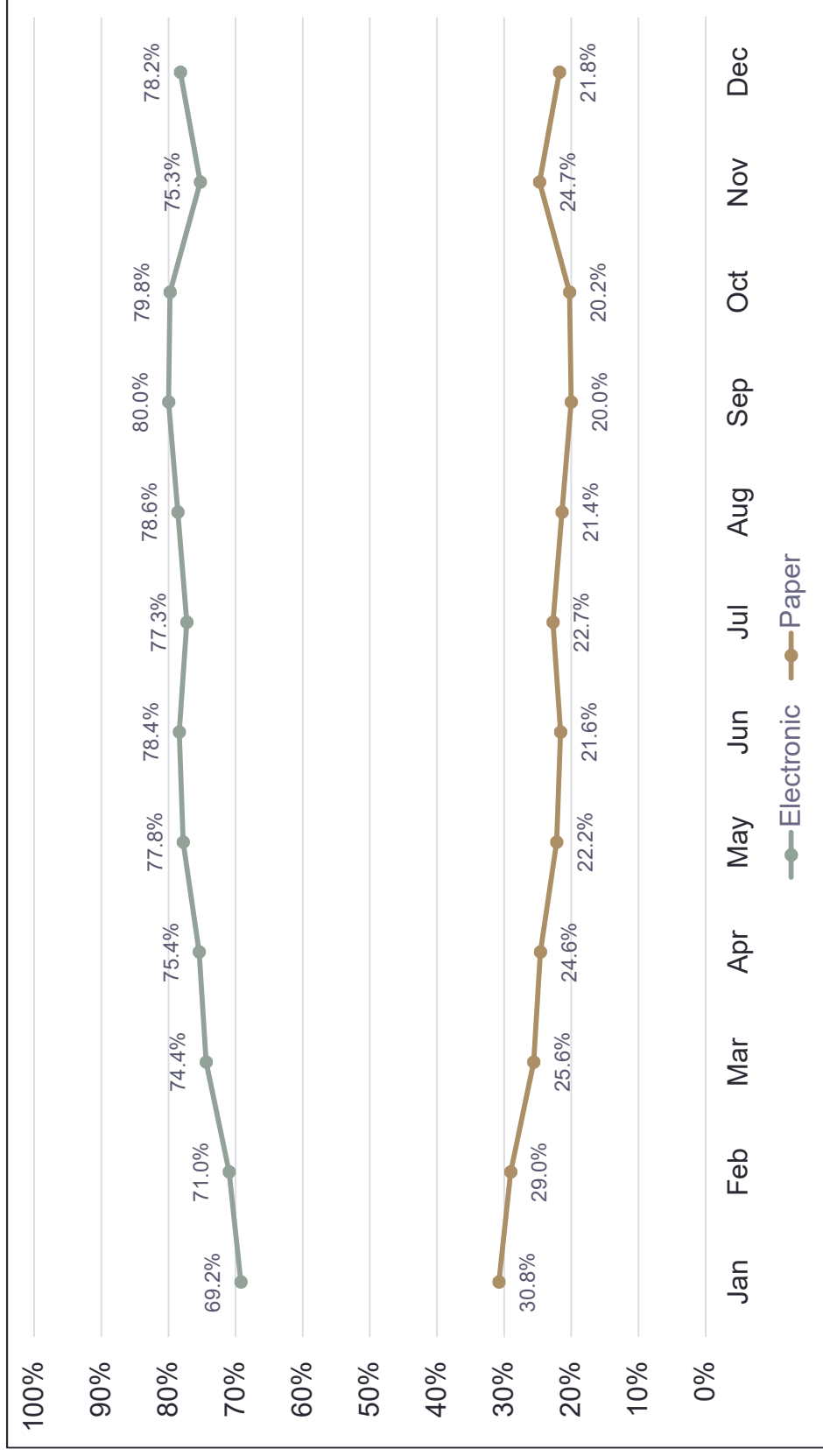


Chart 77. Proportion of PSHCP Claims by Submission Method and Month, 2018

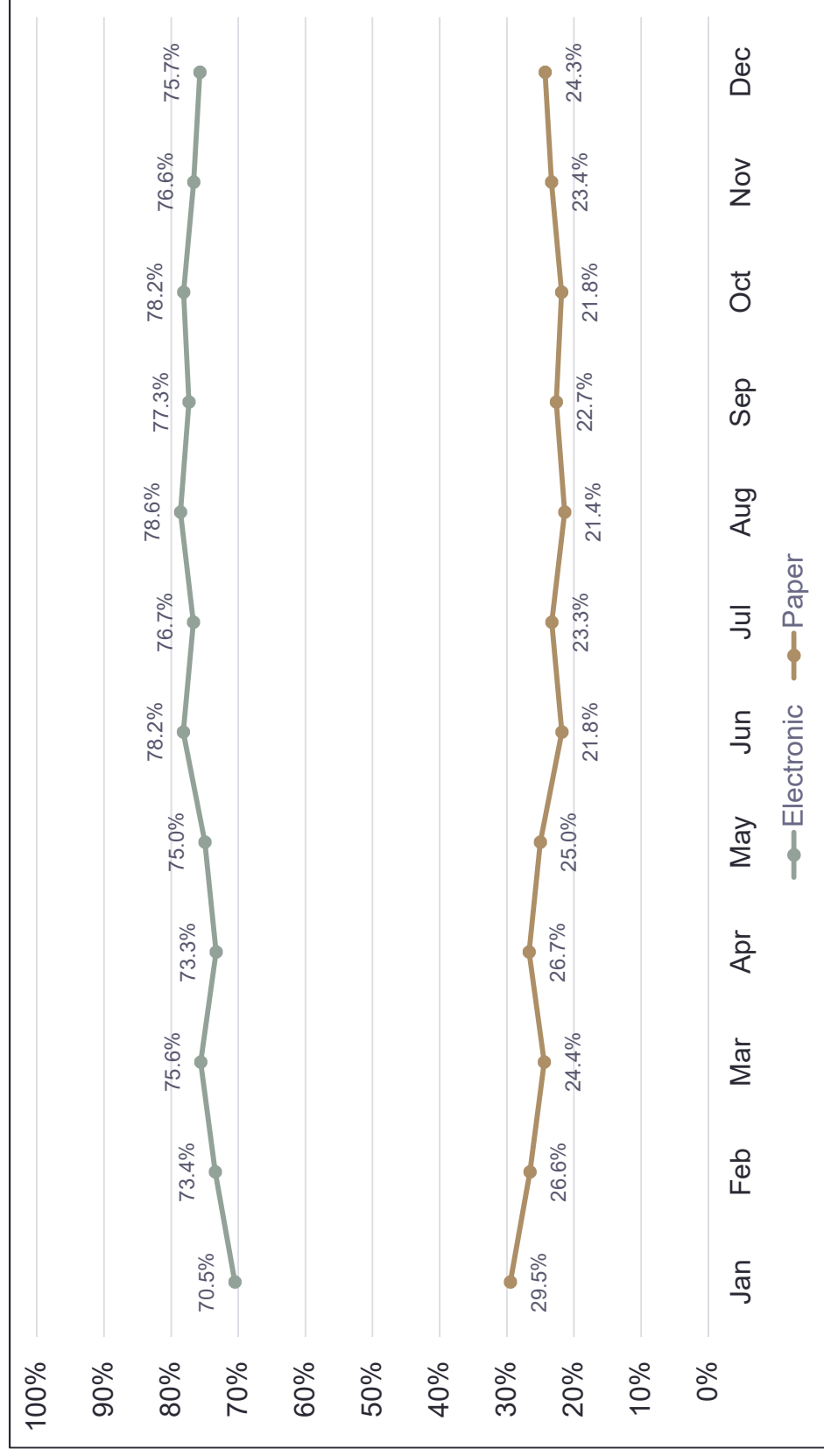


Chart 78. Number of PSHCP Pay Direct Drug Claims¹ by Claim Type and Month, 2016

Period	Voids	Rejects	Processed	Total	% (Voids + Rejects) of Total
January	225,808	241,654	1,506,549	1,974,011	23.7%
February	234,238	249,271	1,574,183	2,057,692	23.5%
March	244,409	258,982	1,634,211	2,137,602	23.5%
April	237,079	246,881	1,571,871	2,055,831	23.5%
May	259,212	270,077	1,676,032	2,205,321	24.0%
June	258,823	266,015	1,636,762	2,161,600	24.3%
July	244,189	247,642	1,518,579	2,010,410	24.5%
August	263,517	273,779	1,691,469	2,228,765	24.1%
September	245,338	259,034	1,604,645	2,109,017	23.9%
October	259,945	288,990	1,629,102	2,178,037	25.2%
November	261,222	286,249	1,645,364	2,192,835	25.0%
December	254,447	292,998	1,648,938	2,196,383	24.9%
Total	2,988,227	3,181,572	19,337,705	25,507,504	24.2%

1. Includes drugs and medical supplies

Chart 79. Number of PSHCP Pay Direct Drug Claims¹ by Claim Type and Month, 2017

Period	Voids	Rejects	Processed	Total	% (Voids + Rejects) of Total
January	257,217	279,060	1,696,433	2,232,710	24.0%
February	236,405	247,118	1,501,307	1,984,830	24.4%
March	274,146	279,186	1,700,999	2,254,331	24.5%
April	250,664	245,904	1,531,373	2,027,941	24.5%
May	298,056	293,836	1,811,739	2,403,631	24.6%
June	280,976	280,237	1,687,394	2,248,607	25.0%
July	271,888	270,823	1,616,892	2,159,603	25.1%
August	282,082	285,601	1,714,141	2,281,824	24.9%
September	272,450	271,776	1,595,141	2,139,367	25.4%
October	309,585	315,852	1,763,202	2,388,639	26.2%
November	302,970	302,100	1,704,168	2,309,238	26.2%
December	281,222	297,073	1,633,286	2,211,581	26.1%
Total	3,317,661	3,368,566	19,956,075	26,642,302	25.1%

1. Includes drugs and medical supplies

Chart 80. Number of PSHCP Pay Direct Drug Claims¹ by Claim Type and Month, 2018

Period	Voids	Rejects	Paid	Total	% (Voids + Rejects) of Total
January	315,295	306,077	1,804,020	2,425,392	25.6%
February	270,881	259,034	1,545,737	2,075,652	25.5%
March	287,841	271,986	1,623,811	2,183,638	25.6%
April	317,441	286,856	1,739,295	2,343,592	25.8%
May	326,714	299,699	1,791,907	2,418,320	25.9%
June	297,529	282,245	1,655,767	2,235,541	25.9%
July	306,785	295,561	1,734,097	2,336,443	25.8%
August	303,317	298,074	1,753,477	2,354,868	25.5%
September	267,559	266,789	1,557,677	2,092,025	25.5%
October	338,757	338,607	1,876,077	2,553,441	26.5%
November	311,797	309,332	1,731,881	2,353,010	26.4%
December	306,020	316,105	1,721,725	2,343,850	26.5%
Total	3,649,936	3,530,365	20,535,471	27,715,772	25.9%

1. Includes drugs and medical supplies

Chart 81. Summary Statistics on PSHCP Digital Services by Month, 2018¹

Month	Billable Services (#)	Paid Services (#)	Paid Amount (\$)
January	-	-	-
February	-	-	-
March	-	-	-
April	108,561	71,232	5,124,798
May	108,433	71,753	5,203,721
June	102,712	67,638	4,858,406
July	115,229	74,570	5,374,389
August	110,487	71,519	5,257,897
September	116,930	74,475	5,428,264
October	146,068	92,799	6,879,637
November	152,694	96,175	7,100,213
December	190,825	116,817	8,657,628
Total	1,151,939	736,978	\$53,884,953

1. In 2017 all the electronic services were Pharmacy services. As of April 1, 2018 digital claims were introduced for selected non-pharmacy benefits. Members can submit a digital claim through the web or an app.

Chart 82. PSHCP Incoming Mail and Number of Calls by Call Centre, Language and Month, 2016

Period	Incoming Mail Volumes	Provider Call Centre Volumes			Member Call Centre Volumes			Member Comprehensive Call Volumes		
		English	French	Total	English	French	Total	English	French	Total
January	111,140	3,325	490	3,815	53,991	17,926	71,917	451	12	463
February	101,467	2,705	352	3,057	57,261	18,939	76,200	506	19	525
March	108,243	2,762	368	3,130	56,709	18,737	75,446	576	16	592
April	107,249	2,771	400	3,171	52,527	17,093	69,620	601	23	624
May	104,609	2,816	451	3,267	46,338	14,773	61,111	531	20	551
June	98,828	2,701	382	3,083	49,177	14,496	63,673	589	13	602
July	84,664	2,566	378	2,944	44,345	13,251	57,596	480	12	492
August	91,466	2,235	343	2,578	48,398	14,567	62,965	552	22	574
September	92,407	2,399	257	2,656	48,403	14,725	63,128	486	23	509
October	96,763	3,838	358	4,196	53,272	16,810	70,082	157	11	168
November	103,580	3,318	367	3,685	54,823	17,387	72,210	167	18	185
December	112,266	3,248	274	3,522	48,740	14,907	63,647	138	12	150
Total	1,212,682	34,684	4,420	39,104	613,984	193,611	807,595	5,234	201	5,435

Chart 83. PSHCP Incoming Mail and Number of Calls by Call Centre, Language and Month, 2017

Period	Incoming Mail	Provider Call Centre Volumes			Member Call Centre Volumes			Member Comprehensive Call Volumes		
		English	French	Total	English	French	Total	English	French	Total
January	123,961	2,779	329	3,108	58,406	18,448	76,854	178	29	207
February	101,996	2,131	257	2,388	50,085	16,526	66,611	197	24	221
March	123,282	2,646	252	2,898	57,848	18,828	76,676	207	26	233
April	97,744	2,128	264	2,392	43,972	14,354	58,326	174	14	188
May	112,559	2,396	264	2,660	46,868	15,147	62,015	326	58	384
June	107,841	2,413	277	2,690	43,861	13,449	57,310	281	30	311
July	95,677	2,375	291	2,666	40,853	12,783	53,636	287	24	311
August	94,146	2,427	320	2,747	45,031	13,765	58,796	313	39	352
September	88,573	2,502	302	2,804	45,066	13,873	58,939	280	24	304
October	111,490	3,628	397	4,025	50,981	16,159	67,140	264	39	303
November	113,202	3,276	349	3,625	51,082	16,086	67,168	269	33	302
December	111,634	2,919	289	3,208	43,181	13,162	56,343	268	28	296
Total	1,282,105	31,620	3,591	35,211	577,234	182,580	759,814	3,044	368	3,412

Chart 84. PSHCP Incoming Mail and Number of Calls by Call Centre, Language and Month, 2018

Period	Incoming Mail Volumes	Provider Call Centre Volumes			Member Call Centre Volumes			Member Comprehensive Call Volumes		
		English	French	Total	English	French	Total	English	French	Total
	Total									
January	107,623	2,730	277	3,007	57,332	18,206	75,538	347	30	377
February	87,565	1,875	218	2,093	48,976	16,433	65,409	312	40	352
March	97,246	1,964	244	2,208	54,429	18,836	73,265	329	42	371
April	87,324	2,018	266	2,284	60,104	20,010	80,114	363	43	406
May	75,948	2,037	324	2,361	54,143	17,949	72,092	331	41	372
June	68,361	2,118	297	2,415	49,578	16,115	65,693	318	41	359
July	62,039	2,080	283	2,363	48,336	15,686	64,022	291	42	333
August	56,286	2,251	293	2,544	50,453	16,026	66,479	342	42	384
September	47,658	2,239	281	2,520	47,309	14,783	62,092	277	32	309
October	57,004	3,904	414	4,318	61,838	19,735	81,573	349	23	372
November	54,424	3,295	355	3,650	59,461	18,960	78,421	344	23	367
December	67,394	2,697	286	2,983	52,890	16,170	69,060	263	26	289
Total	868,872	29,208	3,538	32,746	644,849	208,909	853,758	3,866	425	4,291

Chart 85. Number of PSHCP Completed Benefit Appeals by Type, 2016 - 2018

Type of appeal	2016		2017		2018	
	# of appeals	% of total appeals	# of appeals	% of total appeals	# of appeals	% of total appeals
Paramedical practitioners	100	34.5%	61	25.5%	79	29.0%
Drugs	53	18.3%	51	21.3%	45	16.5%
Durable Equipment	28	9.7%	31	13.0%	35	12.9%
Late Claim	33	11.4%	25	10.5%	33	12.1%
Miscellaneous Expense	32	11.0%	29	12.1%	37	13.6%
Dental	2	0.7%	6	2.5%	7	2.6%
Vision	25	8.6%	19	7.9%	15	5.5%
Travel	3	1.0%	7	2.9%	7	2.6%
Referral Benefit	1	0.3%	1	0.4%	2	0.7%
Comprehensive coverage	1	0.3%	3	1.3%	6	2.2%
Hospital	12	4.1%	6	2.5%	6	2.2%
Sub-Total (benefit-related appeals)	290	100.0%	239	100.0%	272	100.0%

Chart 86. Number of PSHCP Completed Coverage Appeals and Appeals without Committee by Type, 2016 – 2018

Type of appeal	2016		2017		2018	
	# of appeals	% of total appeals	# of appeals	% of total appeals	# of appeals	% of total appeals
Retroactive Coverage	45	19.4%	35	15.6%	50	25.4%
Coverage Refund	181	78.0%	183	81.3%	136	69.0%
Coverage Eligibility	6	2.6%	7	3.1%	11	5.6%
Sub-Total (coverage-related appeals)	232	100.0%	225	100.0%	197	100.0%
Total appeals (coverage & benefit)	522		464		469	

Appeals closed without Committee ¹	2016		2017		2018	
	# of appeals	% of total appeals	# of appeals	% of total appeals	# of appeals	% of total appeals
Benefit-related administrative errors	25	29.1%	22	27.2%	31	16.8%
Coverage-related administrative errors	14	16.3%	12	14.8%	56	30.3%
Not an appeal ²	25	29.1%	33	40.7%	30	16.2%
Other (no response, withdrawn, etc.)	22	25.6%	14	17.3%	68	36.8%
Total cases closed without Committee	86		81		185	

1. "Appeals closed without Committee" are files that are handled administratively. These cases are warranted by the appellant and a hearing of the appeal was not deemed necessary as the administrative errors were corrected by the designated officer or the Plan Administrator.
2. Cases classified as "Not an appeal" are files concerning expenses that were initially denied by the Plan Administrator but that were later deemed eligible based on the additional information provided and validated at the appeals level. This category also includes files that were managed as general inquiries.

Chart 87. Number of PSHCP Claims Investigated by Audit Component, 2016 - 2018

Audit Program ¹	Claims Investigated 2016	Claims Investigated 2017	Claims Investigated 2018
Prior Day Claim Verification	49,874	55,998	56,604
Pharmacy Member Confirmation	3,343	3,357	3,359
Pharmacy and Electronic Medical Supplies Provider Desk Claim Verification	38,858	37,141	32,682
Pharmacy and Electronic Medical Supplies Provider On-Site Claim Verification	14,759	14,459	12,039
Compound Claims Verification	14,978	13,861	13,468
Hospital Provider Audits	12,635	10,597	9,161
Emergency Travel and Comprehensive Claim Verification Program	1,130	1,125	1,130
Provider Confirmation	907	1,139	1,140
Dependant Eligibility Verifications	1,146	1,283	1,153
Benefit Misuse and Abuse Detection	3,059	3,320	3,326
Total Claims Investigated	140,689	142,280	134,062

1. Not all audit programs required in the Statement of Work are included in this data. For the audit components shown in this chart, audit sampling requirements outlined in the Statement of Work may differ from the figures presented in the table above.

Chart 88. PSHCP Registered Pharmacy Providers, 2016 - 2018¹

PSHCP Registered Pharmacy Providers	2016	2017	2018
Number of Pharmacy Providers	10,154	10,891	10,778

1. The number of pharmacy providers only includes providers with associated electronic claims processing data in the period, and may include providers that deactivated during the year.

APPENDIX 1 TO ATTACHMENT 3.1 – MANDATORY TECHNICAL EVALUATION CRITERIA

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1. Mandatory Technical Evaluation Criteria

The Bidder must include in its Bid, a response to each of the mandatory technical evaluation criteria that follows.

Mandatory Technical Evaluation Criteria
Corporate Qualifications:
M-1.1 Bidder's Corporate Experience, Health Claims Processing ^(PB)
Contractor Governance and Key Personnel:
M-2.1 Subcontractor Plan ^(PB)
M-2.2 Contractor Governance Structure ^(PB)
M-2.3 Service Delivery Manager ^(PB)
M-2.4 Start-Up Phase Project Manager ^(PB)
M-2.5 Pharmacist Strategic Advisor ^(PB)
Proposed Plans for Start-Up Phase:
M-3.1 Integrated Schedule for Start-Up Phase ^(PB)
M-3.2 Claims Processing and Claims Payment Services Set-Up ^(PB)
M-3.3 Positive Enrolment and Membership Management Services Set-Up ^(PB)
M-3.4 Provider Registration and Management Services Set-Up ^(PB)
M-3.5 Financial Management Services and Controls Set-Up ^(PB)
M-3.6 Audit and Claim Verification Program Set-Up ^(PB)
M-3.7 Reporting Services Set-Up ^(PB)
M-3.8 Member Communications and Information Services Set-Up ^(PB)
M-3.9 Provider Communications and Information Services Set-Up ^(PB)
M-3.10 Security Set-Up ^(PB)
Proposed Operations Phase Solution:
M-4.1 Proposed Claims Processing and Claims Payment Services Solution ^(PB)
M-4.2 Proposed Positive Enrolment and Membership Management Services Solution ^(PB)
M-4.3 Proposed Provider Registration and Management Services Solution ^(PB)
M-4.4 Proposed Audit and Claim Verification Program Solution ^(PB)
M-4.5 Proposed Reporting Services Solution ^(PB)
M-4.6 Proposed Member Communications and Information Services Solution ^(PB)
M-4.7 Proposed Provider Communications and Information Services Solution ^(PB)

2. Mandatory Technical Evaluation Criteria - Corporate Qualifications

M-1 Bidder's Corporate Experience, Health Claims Processing ^(PB)

- A) The Bidder must provide sufficient information about Customer Reference Contracts (i.e. from the Bidder's Block of Business), without having to disclose the contracts themselves, the combination of which demonstrate its corporate experience providing Health care claims processing services. The Bidder must have:
- Processed a minimum of 2,000,000 cumulative Electronic Claim Lines, submitted through a pay direct drug card, in a continuous 12 month period;
 - Processed a minimum of 300,000 cumulative Digital Claim Lines, submitted via a web based interface and/or through an e-wallet or smartphone application, in a continuous 12 month period;
 - Processed a minimum of 30,000 cumulative Paper Claim Lines in a continuous 12 month period;
 - Supported a minimum of 100,000 Participants under the combined Health care plans;
 - Provided a bilingual (English and French) claims processing service;
 - Provided a bilingual (English and French) Contact Centre service; and

- g. Provided bilingual (English and French) Provider Digital Services.

To be considered, each Customer Reference Contract must have been completed within five years preceding the publication date of this RFP or, if still ongoing, must have been in place for a minimum of eighteen months preceding the publication date of this RFP.

- B) Of the Customer Reference Contracts provided to demonstrate corporate experience in response to A) above, at least one must demonstrate experience providing Health care claims processing services. The Bidder must have:
 - a. Processed a minimum of 900,000 Electronic Claim Lines, submitted through a pay direct drug card, in a continuous 12 month period for a single Customer Reference Contract; and
 - b. Supported a minimum of 80,000 eligible Participants, in a continuous 12 month period for a single Customer Reference Contract.
- C) To demonstrate its corporate experience, in accordance with the criteria set-out above, the Bidder must complete the response tables that follow:
 - a. Complete M-1 Response Table #1, Customer Reference Contract Detail, for each Customer Reference Contract provided, including complete customer contact details and demonstration that applicable criteria are met; and
 - b. Complete M-1 Response Table #2, Combined Corporate Experience, to summarize the information related to each Customer Reference Contract (detailed in Response Table #1) and demonstrate that the combined Customer Reference Contracts meet the minimum corporate experience requirements.

Notes: If there is a discrepancy between the information provided in M-1 Response Table #1, Customer Reference Contract Details, and M-1 Response Table #2, Combined Corporate Experience, the information provided in Table #1 will have priority over the information provided in Table #2.

Canada may, at its discretion, conduct reference checks to verify any information provided. Refer to article 4.1.4.3 b) Reference Checking Process for more information.

Refer to RFP Part 3 – Bid Preparation Instructions for additional information related to the definition of a Bidder and Joint Venture experience.

M-1 Response Table #1 Customer Reference Contract Details		
Item #	Description	Bidder Response
The Bidder must provide the following information for each Customer Reference Contract provided to demonstrate its corporate experience in response to mandatory criteria M-1.		
1.0	Customer Reference Contract Client Particulars	
a)	Name of customer organization that holds the Customer Reference Contract with the Bidder	
b)	Name of Health care plan supported under the Customer Reference Contract	
c)	Customer Location (City, Province or State)	
d)	Reference Contact information (for Reference Checking purposes) <ul style="list-style-type: none"> Name and Title Telephone Number and/or E-mail Address 	
2.0	Contract Period	
a)	Customer Reference Contract start and completion date (month/year)	
3.0	Customer Reference Contract Description	
a)	<u>Electronic Claim Lines</u> i) Specify the number of Electronic Claim Lines submitted through a pay direct drug card, processed under the Customer Reference Contract within a continuous 12 month period; and ii) Specify the start and end dates (mm/yyyy) of the 12 month period cited. If Electronic Claim Lines were not processed under the referenced Customer Reference Contract, indicate as "N/A".	
b)	<u>Digital Claim Lines</u> i) Specify the number of Digital Claim Lines submitted via a web based interface and/or through an e-wallet or smartphone application, processed under the referenced Customer Reference Contract within a continuous 12 month period; and ii) Specify the start and end dates (mm/yyyy) of the 12 month period cited. If Digital Claim Lines were not processed under the referenced Customer Reference Contract, indicate as "N/A".	
c)	<u>Paper Claim Lines</u> i) Specify the number of Paper Claim Lines processed under the referenced Customer Reference Contract within a continuous 12 month period; and ii) Specify the start and end dates (mm/yyyy) of the 12 month period cited. If Paper Claim Lines were not processed under the referenced Customer Reference Contract, indicate as "N/A".	

M-1 Response Table #1 Customer Reference Contract Details		
Item #	Description	Bidder Response
d)	<u>Participants</u> Specify the number of eligible Participants supported under the referenced Customer Reference Contract.	
e)	<u>Bilingual Claims Processing</u> Specify if a bilingual (English and French) Claims Processing service was provided under the referenced Customer Reference Contract. If not, specify the language supported.	
f)	<u>Bilingual Contact Centre</u> Specify if a bilingual (English and French) Contact Centre service was provided under the referenced Customer Reference Contract. If a unilingual Contact Centre was provided, specify the language supported; or if a Contact Centre was not provided, indicate as "N/A".	
g)	<u>Bilingual e-Provider Service</u> Specify if a bilingual (English and French) Provider Digital Service was provided under the referenced Customer Reference Contract. If a unilingual Provider Digital Service was provided, specify the language supported; or if Provider Digital Services were not provided, indicate as "N/A".	

M-1 Response Table #2 Combined Corporate Experience						
Name of Customer Organization & Health care Plan	# of Electronic Claim Lines	# of Digital Claim Lines	# of Paper Claim Lines	# of eligible Participants	Bilingual claims processing service (Yes or No)	Bilingual Contact Centre service (Yes or No)
The Bidder must summarize the information provided for each Customer Reference Contract provided using M-1 Response Table #1						
Combined experience demonstrated	Sub-total of above	Sub-total of above	Sub-total of above	Sub-total of above	Yes or No	Yes or No

3. Mandatory Technical Evaluation Criteria - Contractor Governance and Key Personnel

M-2.1 Subcontractor Plan ^(PB)

If the Bidder proposes to sub-contract any portion of the Work for the PSHCP, the Bidder must provide a subcontractor plan as follows:

- a) Identify by name any subcontractor organizations it will use to deliver the scope of ASO services for the PSHCP, including a cross-reference to the applicable section of the SOW and the specific services that the subcontractor will deliver, as well as the Bidder's rationale for subcontracting to that organization; and
- b) Provide a detailed subcontractor plan detailing how the Bidder will monitor, control and assess subcontractor(s) activities to ensure services are delivered effectively and with high quality.

M-2.2 Contractor Governance Structure ^(PB)

The Bidder must detail how it proposes to organize itself to manage and deliver the requirements set-out in the SOW, including:

- a) An organization chart depicting its proposed Contractor governance structure (Refer to SOW Article 2.9). The organization chart must include the key roles listed and the name of individuals proposed to fulfill these positions during the Start-Up and/or Operations phases of the Contract:
 - a. Executive Sponsor;
 - b. Service Delivery Manager;
 - c. Start-Up Phase Project Manager; and
 - d. Pharmacist Strategic Advisor.

The Bidder, at its discretion, may propose the same individual to fulfill the role of Service Delivery Manager and Start-Up Phase Project Manager, however the Bidder must demonstrate that the candidate meets the minimum requirements associated with each role; and

- b) A high level description of the governance model the Bidder proposes to use to manage the Work to be delivered under the Contract, including the Work performed by its subcontractors. The proposed model must address the escalation and resolution of issues and disputes between the Contractor and its subcontractors.

M-2.3 Service Delivery Manager ^(PB)

A) The Bidder must propose a resource to fulfill the role of Service Delivery Manager. The following instructions apply to this evaluation criteria:

- i. All claims with regard to resource demonstrated experience, qualifications or expertise should be substantiated through the provision of detailed descriptions of how and where the claimed experience qualifications or expertise were gained. The evaluation team will not consider unsubstantiated claims of experience, qualifications or expertise during the evaluation.
- ii. Listing experience without providing any supporting data to describe when, where and how such experience was obtained will not be considered to be "demonstrated" for the purpose of the evaluation.
- iii. Overlap between projects should not be counted and credit will not be given.

- B) The Bidder must demonstrate, using the table which follows, that the proposed resource meets the minimum qualifications set out in the table:

M-2.3 Service Delivery Manager		
Item #	Mandatory Evaluation Criteria	Bidder Response
a)	The Bidder must provide the name of the individual proposed to fulfill the role of Service Delivery Manager as set-out in SOW Article 2.9 ii. b).	
b)	<p>The Bidder must demonstrate, using Customer Reference Project descriptions, that the proposed resource has a minimum of ten years of cumulative experience, within the twelve years preceding the publication date of this solicitation, acting on behalf of a service provider to manage the day to day business relationship between a service provider and the service provider's client.</p> <p>Each Customer Reference Project description must include the following information to be considered:</p> <ol style="list-style-type: none"> Name and location (city, province or state) of the Customer organization; Name of service provider organization represented by the resource; The start and end date of the resource on the project (mm/yyyy); The title of the resource on the project; and A description of the resource's role that substantiates the required experience. 	
c)	<p>The Bidder must demonstrate, using a minimum of two Customer Reference Project descriptions, that the proposed resource has experience acting on behalf of a service provider to manage the day to day business relationship between a Health care claims processing service provider and the service provider's client. At least one of the two Customer Reference Projects must have supported a minimum of 10,000 Participants under the applicable Health care plan.</p> <p>For each Customer Reference Project description to be considered:</p> <ol style="list-style-type: none"> The Health care claims processing service solution that was implemented by the service provider must have included: <ol style="list-style-type: none"> Electronic and/or Digital Claims processing services; and Call or contact center services to provide members with information and assistance related to plan coverage, and claims processing and payment services. 	

M-2.3 Service Delivery Manager		
Item #	Mandatory Evaluation Criteria	Bidder Response
	<p>b. The proposed resource must have worked on the Customer Reference Project, for a minimum period of twelve months within the last ten years preceding the publication date of this solicitation.</p> <p>c. The response must include the following information:</p> <ul style="list-style-type: none"> i. Name and location (city, province or state) of the Customer organization; ii. Reference Contact information (including, Name, Title, and Phone number or email address); iii. Name of service provider organization represented by the resource; iv. Name of Health care plan(s) supported under the project and the associated number of Participants; v. The start and end date of the resource on the project (mm/yyyy); vi. The title of the resource on the project; and vii. A description of the resource's role that substantiates the required experience. 	

M-2.4 Start-Up Phase Project Manager ^(PB)

A) The Bidder must propose a resource to fulfill the role of Start-Up Phase Project Manager. The following instructions apply to this evaluation criteria :

- i. All claims with regard to resource demonstrated experience, qualifications or expertise should be substantiated through the provision of detailed descriptions of how and where the claimed experience qualifications or expertise were gained. The evaluation team will not consider unsubstantiated claims of experience, qualifications or expertise during the evaluation.
- ii. Listing experience without providing any supporting data to describe when, where and how such experience was obtained will not be considered to be "demonstrated" for the purpose of the evaluation.
- iii. Overlap between projects should not be counted and credit will not be given.

B) The Bidder must demonstrate, using the table which follows, that the proposed resource meets the minimum qualifications set out in the table:

M-2.4 Start-Up Phase Project Manager		
Item #	Mandatory Evaluation Criteria	Bidder Response
a)	The Bidder must provide the name of the individual proposed to fulfill the role of Start-Up Phase Project Manager as set-out in SOW Article 2.9 ii.c).	

M-2.4 Start-Up Phase Project Manager		
Item #	Mandatory Evaluation Criteria	Bidder Response
b)	<p>The Bidder must demonstrate that the proposed resource, as of the publication date of this solicitation, holds a professional certification in Project Management (i.e. Project Management Professional (PMP), granted by the Project Management Institute (PMI), or PRINCE2 Practitioner, granted by AXELOS) or has completed a post-secondary program and obtained a Certificate in Project Management.</p> <p>To be considered, a copy of the professional certification or Certificate must be included in the bid.</p>	
c)	<p>The Bidder must demonstrate, using Customer Reference Project descriptions, that the proposed resource has a minimum of eight years of cumulative experience, within the ten years preceding the publication date of this solicitation, as a Project Manager planning and controlling the project schedule and deliverables.</p> <p>Each Customer Reference Project description must include the following information to be considered:</p> <ol style="list-style-type: none"> Name and location (city, province or state) of the Customer organization; Name of service provider organization represented by the resource; The start and end date of the resource on the project (mm/yyyy); The title of the resource on the project; and A description of the resource's role that substantiates the required experience. 	

M-2.4 Start-Up Phase Project Manager		
Item #	Mandatory Evaluation Criteria	Bidder Response
	<p>The Bidder must demonstrate that the proposed resource has experience on a minimum of two Customer Reference Projects, planning and executing the implementation (i.e. start-up or transition-in) of a Health care claims processing service solution on behalf of a service provider. At least one of the two Customer Reference Projects must have supported a minimum of 10,000 Participants under the applicable Health care plan.</p> <p>For each Customer Reference Project to be considered:</p> <ul style="list-style-type: none"> a. The Health care claims processing service solution that was implemented must have included: <ul style="list-style-type: none"> a. Electronic Claim Line and/or Digital Claim Line processing services; and b. Call or Contact Center services to provide members with information and assistance related to plan coverage, and claims processing and payment services. d) b. The proposed resource must have worked on the Customer Reference Project, for a minimum period of six months within the last seven years preceding the publication date of this solicitation. c. The response must include the following information: <ul style="list-style-type: none"> i. Name and location (city, province or state) of the Customer organization; ii. Reference Contact information (including, Name, Title, and Phone number or email address); iii. Name of service provider organization represented by the resource; iv. Name of Health care plan(s) supported under the project and the associated number of Participants; v. The start and end date of the resource on the project (mm/yyyy); vi. The title of the resource on the project; and vii. A description of the resource's role that substantiates the required experience. 	

M-2.5 Pharmacist Strategic Advisor ^(PB)

A) The Bidder must propose a resource to fulfill the role of Pharmacist Strategic Advisor. The following instructions apply to this evaluation criteria:

- i. All claims with regard to resource demonstrated experience, qualifications or expertise should be substantiated through the provision of detailed descriptions of how and where the claimed experience qualifications or expertise were gained. The evaluation team will not consider unsubstantiated claims of experience, qualifications or expertise during the evaluation.

- ii. Listing experience without providing any supporting data to describe when, where and how such experience was obtained will not be considered to be “demonstrated” for the purpose of the evaluation.
- iii. Overlap between projects should not be counted and credit will not be given.

B) The Bidder must demonstrate, using the table which follows, that the proposed resource meets the minimum qualifications set out in the table:

M-2.5 Pharmacist Strategic Advisor		
Item #	Mandatory Evaluation Criteria	Bidder Response
a)	The Bidder must provide the name of the individual proposed to fulfill the role of Pharmacist Strategic Advisor as set-out in SOW Article 2.9 ii. d).	
b)	The Bidder must demonstrate that the proposed resource holds a valid license to practice pharmaceuticals in Canada as of the publication date of this solicitation.	
c)	<p>The Bidder must demonstrate that the proposed resource has a minimum of five years of cumulative experience, within the ten years preceding the publication date of this solicitation, practicing as a Pharmacist.</p> <p>Work experience cited must include the following information to be considered:</p> <ul style="list-style-type: none"> i. Name and location (city, province or state) of the employer organization (i.e. Pharmacy); and ii. The start and end date of the resource with the employer (mm/yyyy). 	

M-2.5 Pharmacist Strategic Advisor		
Item #	Mandatory Evaluation Criteria	Bidder Response
d)	<p>The Bidder must demonstrate, using Customer Reference Project descriptions, that the proposed resource has a minimum of five years of cumulative experience, within the ten years preceding the publication date of this solicitation, providing strategic guidance and advice related to Health care claims processing services.</p> <p>Examples of strategic guidance and advice include the provision of in-depth analysis and recommendations related to:</p> <ul style="list-style-type: none"> • Trends and new developments in the Canadian Health care benefit industry; • Innovative practices to enhance Health care plan efficiencies in terms of modernization of electronic solutions, streamlining of processes, potential cost savings and enhancement of user experiences; • Industry best practices to achieve improvements in plan design, plan administration, system edits, controls, audit practices, participant management, and/or technological advancement; and • Changes to Health care claims processing contract to enable service level improvements, cost savings opportunities and other efficiencies. <p>Each Customer Reference Project description must include the following information to be considered:</p> <ol style="list-style-type: none"> i. Name and location (city, province or state) of the Customer or employer organization (as applicable); ii. Name of service provider organization represented by the resource; iii. The start and end date of the resource on the project (mm/yyyy); iv. The title of the resource on the project; and v. A description of the resource's role that substantiates the required experience. 	

4. Mandatory Technical Evaluation Criteria – Proposed Plans for Start-Up Phase

M-3.1 Integrated Schedule for Start-Up Phase ^(PB)

The Bidder must provide an Integrated Schedule (developed and provided in Microsoft (MS) Project 2019 format) which shows, at a high level, the key activities the Bidder proposes to conduct in order to successfully complete the Start-Up Phase. The Integrated Schedule must:

- a) Depict, at a minimum, each of the following major Start-Up Phase activities:
 - 1) Contract Initiation (SOW Article 3.2);
 - 2) Claims Processing and Claims Payment Services Set-Up (SOW Article 3.3);
 - 3) Positive Enrolment and Membership Management Services Set-Up (SOW Article 3.4);
 - 4) Provider Registration and Management Services Set-Up (SOW Article 3.5);
 - 5) Financial Management Services and Controls Set-Up (SOW Article 3.6);
 - 6) Audit and Claim Verification Program Set-Up (SOW Article 3.7);
 - 7) Quality Assurance Program Set-Up (SOW Article 3.8);
 - 8) Reporting Services Set-Up (SOW Article 3.9);
 - 9) Member Communications and Information Services Set-Up (SOW Article 3.10);
 - 10) Provider Communications and Information Services Set-Up (SOW Article 3.11);
 - 11) Continuity Management Plan Development (SOW Article 3.12);
 - 12) Privacy Operations Plan Development (SOW Article 3.13);
 - 13) Security Set-Up (SOW Article 3.15); and
 - 14) Data Migration (SOW Article 3.16); and
- b) Assume a contract award date of February 1, 2021 and a Start-Up Phase period of no longer than twenty months;
- c) Complete all of the Work required during the Start-Up Phase and obtain Project Authority approvals as required by the Operations Ready Date of October 1, 2022 as stipulated in SOW Article 3.1.1.
- d) Specify the proposed System Ready Date, which can be no less than six weeks prior to the Operations Ready Date of October 1, 2022.
- e) Reflect the detailed work plans proposed in response to criteria M-3.2 to M-3.10 and the firm fixed cost(s) specified in the Bidder's Financial Bid. No reference to the Bidder's Bid price should be included in the Technical Bid.

M-3.2 Claims Processing and Claims Payment Services Set-Up ^(PB)

The Bidder must provide a detailed work plan for Claims Processing and Claims Payment Services Set-Up to be completed during the Start-Up Phase. The proposed work plan must include the tasks and activities the Bidder proposes to undertake to fulfill the requirements set-out in SOW Articles 3.1 and 3.3.

The proposed Claims Processing and Claims Payment Services Set-Up work plan must reflect the firm fixed cost for Claims Processing and Claims Payment Services Set-Up specified in the Bidder's Financial Bid. No reference to the Bidder's Bid price should be included in the Technical Bid.

M-3.3 Positive Enrolment and Membership Management Services Set-Up ^(PB)

The Bidder must provide a detailed work plan for Positive Enrolment and Membership Management Services Set-Up to be completed during the Start-Up Phase. The proposed Positive Enrolment and Membership Management Services Set-Up work plan must include the tasks and activities the Bidder proposes to undertake to fulfill the requirements set-out in SOW Articles 3.1 and 3.4.

The proposed Positive Enrolment and Membership Management Services Set-Up work plan must reflect the firm fixed cost for Positive Enrolment and Membership Management Services Set-Up specified in the Bidder's Financial Proposal.

M-3.4 Provider Registration and Management Services Set-Up ^(PB)

The Bidder must provide a detailed work plan for Provider Registration and Management Services Set-Up to be completed during the Start-Up Phase. The proposed Provider Registration and Management Services Set-Up work plan must include the tasks and activities the Bidder proposes to undertake to fulfill the requirements set-out in SOW Articles 3.1 and 3.5.

The proposed Provider Registration and Management Services Set-Up work plan must reflect the firm fixed cost for Provider Registration and Management Services Set-Up specified in the Bidder's Financial Bid. No reference to the Bidder's Bid price should be included in the Technical Bid.

M-3.5 Financial Management Services and Controls Set-Up ^(PB)

The Bidder must provide a detailed work plan for Financial Management Services and Controls Set-Up to be completed during the Start-Up Phase. The proposed Financial Management Services and Controls Set-Up work plan must include the tasks and activities the Bidder proposes to undertake to fulfill the requirements set-out in SOW Articles 3.1 and 3.6.

The proposed Financial Management Services and Controls Set-Up work plan must reflect the firm fixed cost for Financial Management Services and Controls Set-Up specified in the Bidder's Financial Bid. No reference to the Bidder's Bid price should be included in the Technical Bid.

M-3.6 Audit and Claim Verification Program Set-Up ^(PB)

The Bidder must provide a detailed work plan for Audit and Claim Verification Program Set-Up to be completed during the Start-Up Phase. The proposed Audit and Claim Verification Program Set-Up work plan must include the tasks and activities the Bidder proposes to undertake to fulfill the requirements set-out in SOW Article Articles 3.1 and 3.7.

The proposed Audit and Claim Verification Program Set-Up work plan must reflect the firm fixed cost for Audit and Claim Verification Program Set-Up specified in the Bidder's Financial Bid. No reference to the Bidder's Bid price should be included in the Technical Bid.

M-3.7 Reporting Services Set-Up ^(PB)

The Bidder must provide a detailed work plan for Reporting Services Set-Up to be completed during the Start-Up Phase. The proposed Reporting Services Set-Up work plan must include the tasks and activities the Bidder proposes to undertake to fulfill the requirements set-out in SOW Articles 3.1 and 3.9.

The proposed Reporting Services Set-Up work plan must reflect the firm fixed cost for Reporting Services Set-Up specified in the Bidder's Financial Bid. No reference to the Bidder's Bid price should be included in the Technical Bid.

M-3.8 Member Communications and Information Services Set-Up ^(PB)

The Bidder must provide a detailed work plan for Member Communications and Information Services Set-Up to be completed during the Start-Up Phase. The proposed Member Communications and Information Services Set-Up work plan must include the tasks and activities the Bidder proposes to undertake to fulfill the requirements set-out in SOW Articles 3.1 and 3.10.

The proposed Member Communications and Information Services Set-Up work plan must reflect the firm fixed cost for Member Communications and Information Services Set-Up specified in the Bidder's Financial Bid. No reference to the Bidder's Bid price should be included in the Technical Bid.

M-3.9 Provider Communications and Information Services Set-Up ^(PB)

The Bidder must provide a detailed work plan for Provider Communications and Information Services Set-Up to be completed during the Start-Up Phase. The proposed Provider Communications and Information Services Set-Up work plan must include the tasks and activities the Bidder proposes to undertake to fulfill the requirements set-out in SOW Articles 3.1 and 3.11.

The proposed Provider Communications and Information Services Set-Up work plan must reflect the firm fixed cost for Provider Communications and Information Services Set-Up specified in the Bidder's Financial Bid. No reference to the Bidder's Bid price should be included in the Technical Bid.

M-3.10 Security Set-Up ^(PB)

The Bidder must provide a detailed work plan for Security Set-Up to be completed during the Start-Up Phase. The proposed Security Set-Up work plan must include the tasks and activities the Bidder proposes to undertake to fulfill the requirements set-out in SOW Articles 3.1 and 3.16.

The proposed Security Set-Up work plan must reflect the firm fixed cost for Security Set-Up specified in the Bidder's Financial Bid. No reference to the Bidder's Bid price should be included in the Technical Bid.

5. Mandatory Technical Evaluation Criteria – Proposed Operations Phase Solution

M-4.1 Proposed Claims Processing and Claims Payment Services Solution ^(PB)

The Bidder must describe its proposed Claims Processing and Claims Payment Services solution which will commence on the Operations Ready Date and continue through the Final Claim Day, in accordance with the requirements set-out in SOW Article 4.3. At a minimum, the Bidder's response must describe its proposed solution for each of the following areas of requirement:

- 1) Paper Claims Processing (SOW Article 4.3.2);
- 2) Provider Digital Claims Processing and Claims Payment Services (SOW Article 4.3.3);
- 3) Member Digital Claims Processing (SOW Article 4.3.4); and
- 4) Processing Claims for Out of Province Benefits and PSHCP Members with Comprehensive Coverage (SOW Article 4.3.1. vi.).

M-4.2 Proposed Positive Enrolment and Membership Management Services Solution ^(PB)

The Bidder must describe its proposed Positive Enrolment and Membership Management Services solution, which will be put in place to support Start-Up Phase activities and continue through the Final Claim Day, in accordance with the requirements set-out in SOW Articles 3.4 and 4.4. The Bidder's response must demonstrate that, at a minimum, the proposed solution includes each of the following service requirements as stipulated in the SOW:

- 1) Positive Enrolment Solution (SOW Article 3.4.2 & 4.4.2)
- 2) Member Eligibility Files (SOW Article 3.4.4, 3.4.5 & 4.4.3);
- 3) Biennial Confirmation and Consent of Positive Enrolment Information (SOW Article 3.4.7 & 4.4.4); and
- 4) Eligibility Interface (SOW Article 3.4.6 & 4.4.7).

M-4.3 Proposed Provider Registration and Management Services Solution ^(PB)

The Bidder must describe its proposed Provider Registration and Management Services solution, which will be put in place to support Start-Up Phase activities and continue through the Final Claim Day, in accordance with the requirements set-out in SOW Article 4.5. The Bidder's response must demonstrate that, at a minimum, the proposed solution includes the following service requirements as stipulated in the SOW:

- 1) Provider Management System (SOW Article 4.5.2).

M-4.4 Proposed Audit and Claim Verification Program Solution ^(PB)

The Bidder must describe its proposed Audit and Claim Verification Program solution, which will commence on the Operations Ready Date and continue through the Final Claim Day, in accordance with the requirements set-out in SOW Article 4.7. At a minimum, the Bidder's response must describe its proposed solution for each of the following areas of requirement:

- 1) Pharmacy and Electronic Medical Supplies Provider Audits (SOW Article 4.7.2);
- 2) Hospital Provider Audits (SOW Article 4.7.3);
- 3) Paramedical Practitioner or Medical Equipment Provider Audits (SOW Article 4.7.4);
- 4) Emergency Travel and Comprehensive Claim Verification Audits (SOW Article 4.7.5);
- 5) Digital Claim Audits (SOW Article 4.7.6);
- 6) Provider Confirmation Audits (SOW Article 4.7.7);
- 7) Dependant Eligibility Verification Audits (SOW Article 4.7.8); and
- 8) Benefit Misuse and Abuse Detection Services (SOW Article 4.7.9).

M-4.5 Proposed Reporting Services Solution ^(PB)

The Bidder must describe its proposed Reporting Services solution, which will commence on the Operations Ready Date and continue through the Final Claim Day, in accordance with the requirements set-out in SOW Article 4.9. At a minimum, the Bidder's response must describe its proposed solution for each of the following areas of requirement:

- 1) Standard Reports (SOW Article 4.9.2);
- 2) Ad Hoc and Pre-Defined Reporting (SOW Article 4.9.3);
- 3) Management Dashboards (SOW Article 4.9.5); and
- 4) Secure Reporting and Documentation Website (SOW Article 4.9.9).

M-4.6 Proposed Member Communications and Information Services Solution ^(PB)

The Bidder must describe its proposed Member Communications and Information Services solution, which will be put in place to support Start-Up Phase activities and continue through the Final Claim Day, in accordance with the requirements set-out in SOW Article 4.10. At a minimum, the Bidder's response must describe its proposed solution for each of the following areas of requirement:

- 1) Member Contact Centre (SOW Article 4.10.1);
- 2) Emergency Travel Assistance and Comprehensive Coverage Contact Centre (SOW Article 4.10.2); and
- 3) PSHCP Member Digital Services (SOW Article 4.10.3).

M-4.7 Proposed Provider Communications and Information Services Solution ^(PB)

The Bidder must describe its proposed Provider Communications and Information Services solution, which will be put in place to support Start-Up Phase activities and continue through the Final Claim Day,

in accordance with the requirements set-out in SOW Article 4.11. At a minimum, the Bidder's response must describe its proposed solution for each of the following areas of requirement:

- 1) Provider Contact Centre (SOW Article 4.11.2); and
- 2) PSHCP Provider Digital Services (SOW Article 4.11.3).

APPENDIX 2 TO ATTACHMENT 3.1 – POINT-RATED TECHNICAL EVALUATION CRITERIA

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1. Point-Rated Technical Evaluation Criteria

The Bidder should include, in its Bid, a response to each of the point-rated technical evaluation criteria that follows.

Point-Rated Technical Evaluation Criteria	Maximum Points	Minimum Pass Mark ^(PB)
Detailed Work Plans for Start-Up Phase:		
R-1.1 Integrated Schedule for Start-Up Phase	70	35 ^(PB)
R-1.2 Claims Processing and Claims Payment Services Set-Up	95	48 ^(PB)
R-1.3 Positive Enrolment and Membership Management Services Set-Up	95	48 ^(PB)
R-1.4 Provider Registration and Management Services Set-Up	95	48 ^(PB)
R-1.5 Financial Management Services and Controls Set-Up	70	35 ^(PB)
R-1.6 Audit and Claim Verification Program Set-Up	70	35 ^(PB)
R-1.7 Reporting Services Set-Up	70	35 ^(PB)
R-1.8 Member Communications and Information Services Set-Up	70	35 ^(PB)
R-1.9 Provider Communications and Information Services Set-Up	70	35 ^(PB)
R-1.10 Security Set-Up	95	48 ^(PB)
Sub-total	800	
Operations Phase Solution:		
R-2.1 Claims Processing and Claims Payment Services solution	550	275 ^(PB)
R-2.2 Positive Enrolment and Membership Management Services solution	160	80 ^(PB)
R-2.3 Financial Management Services and Controls solution	100	50 ^(PB)
R-2.4 Audit and Claim Verification Program solution	400	200 ^(PB)
R-2.5 Reporting Services solution	250	125 ^(PB)
R-2.6 Member Communications and Information Services solution	380	190 ^(PB)
R-2.7 Provider Communications and Information Services solution	160	80 ^(PB)
R-2.8 Subcontractor governance	100	50 ^(PB)
Sub-total	2100	
Innovation:		
R-3.1 Current Technology and Infrastructure	155	N/A
R-3.2 Approach to Continuous Improvement	155	N/A
Sub-total	310	N/A
Total Points	3210	
Technical Proposal Score (70 points maximum)	[Bidders Score (out of 3210) / 3210] x 70 points	

2. Point-Rated Technical Evaluation Criteria – Detailed Work Plans for Start-Up Phase

R-1.1 Integrated Schedule for Start-Up Phase

R-1.1 Integrated Schedule for Start-Up Phase			'C'
'A'	'B'		
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide	
<p>The Bidder's proposed Integrated Schedule for Start-Up Phase (provided in response to criteria M-3.1) should be developed using Microsoft (MS) Project 2013 and include the following information:</p> <p>a) Identification of the Bidders' proposed Systems Ready Date which is no less than six weeks prior to the Operations Ready Date of October 1, 2022;</p> <p>b) Key milestones, as identified in the Bidder's proposed work plans (provided in response to criteria M-3.2 to M-3.10), for each of the following:</p> <ol style="list-style-type: none"> 1) Claims Processing and Claims Payment Services Set-Up (SOW Article 3.3); 2) Positive Enrolment and Membership Management Services Set-Up (SOW Article 3.4); 3) Provider Registration and Management Services Set-Up (SOW Article 3.5); 4) Financial Management Services and Controls Set-Up (SOW Article 3.6); 5) Audit and Claim Verification Program Set-Up (SOW Article 3.7); 6) Reporting Services Set-Up (SOW Article 3.9); 7) Member Communications and Information Services Set-Up (SOW Article 3.10); 	70	<p>Up to 70 points will be awarded as follows:</p> <ul style="list-style-type: none"> 70 points – Excellent. The Bidder's response: <ol style="list-style-type: none"> a) Addresses each item of the criteria in column 'A' of this table; b) Adds value by proposing an approach which improves or enhances the identified outcomes for the Start-Up Phase as described in SOW Article 3.1.1 while not introducing risk; and c) Is entirely Feasible. 53 points – Very Good. The Bidder's response: <ol style="list-style-type: none"> a) Addresses each item of the criteria in column 'A' of this table; b) Meets the minimum requirements set out in SOW Articles 3.1-3.17; and c) Is entirely Feasible. 35 points – Acceptable. The Bidder's response: <ol style="list-style-type: none"> a) Addresses each item of the criteria in column 'A' of this table; b) Meets the minimum requirements set out in SOW Articles 3.1-3.17; and c) Is lacking details, however it can be surmised that the proposed schedule is Feasible. 18 points – Weak. The Bidder's response: <ol style="list-style-type: none"> a) Addresses each item of the criteria in column 'A' of this table; b) Is lacking details, however it can be surmised that the proposed schedule meets the minimum requirements set out in SOW Articles 3.1-3.17; and c) Proposes a schedule which is not Feasible. 0 points – Unacceptable. The Bidder's response is missing one or more elements of the criteria in column 'A' of this table. 	

R-1.1 Integrated Schedule for Start-Up Phase		
'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>8) Provider Communications and Information Services Set-Up (SOW Article 3.11); and</p> <p>9) Security Set-Up (SOW Article 3.15); and</p> <p>c) Key milestones associated with other key Start-Up Phase activities, including:</p> <p>10) Contract Initiation (SOW Article 3.2);</p> <p>11) Quality Assurance Program Set-Up (SOW Article 3.8);</p> <p>12) Continuity Management Plan Development (SOW Article 3.12);</p> <p>13) Privacy Operations Plan Development (SOW Article 3.13);</p> <p>14) Data Migration (SOW Article 3.16); and</p> <p>15) VAC Remittance Administration Services Set-Up (SOW Article 3.17).</p> <p>d) Interdependencies between the major activities (1-15) listed above.</p> <p>The Bidder should submit the Integrated schedule in both native MS Project format and as a .pdf.</p>		
R-1.1 Total Points	70	Minimum Pass Mark = 35 points

R-1.2 Claims Processing and Claims Payment Services Set-Up

R-1.2 Claims Processing and Claims Payment Services Set-Up			
'A'	'B'	'C'	
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide	
<p>The Bidder's proposed work plan (provided in response to criteria M-3.2) for Claims Processing and Claims Payment Services Set-Up to be completed during the Start-Up Phase (Refer to SOW article 3.3) should be developed using MS Project 2013 and include the following:</p> <ul style="list-style-type: none"> a) A narrative overview of the approach that the Bidder proposes to utilize to complete Claims Processing and Claims Payment Services Set-Up during the Start-Up Phase; b) A Work Breakdown Structure (WBS), to a minimum of three levels, which identifies the tasks and activities the Bidder proposes to conduct to complete each deliverable (as set-out in SOW Article 3.3); c) A proposed schedule, in MS Project 2013, indicating the proposed Systems Ready Date, milestones, deliverable and interdependencies between the tasks and activities identified in the WBS; d) A resource plan which details the Bidder's personnel including subcontractors required to complete the deliverables, including the level of effort (LOE) (in days) by individual resource. The resource plan should clearly identify the LOE of the proposed Start-Up Phase Service Delivery Manager and Start-Up Phase Project Manager resources (proposed in response to requirements #M-2.3 and M-2.4 respectively) as well as other additional resources the Bidder deems necessary to complete the Work; e) Identification of the Bidder's proposed schedule for its' acceptance activities (as set out in Appendix 7 to the SOW) 	95	<p>The proposed work plan will be evaluated based on the extent to which the response demonstrates the following attributes:</p> <ul style="list-style-type: none"> 1) Provides all requested information set out in column 'A' of this table (elements a – f); 2) Communicates clear information in as few words as possible; 3) Is easy to understand; 4) Demonstrates an understanding of the complexity of the PSHCP Start-Up Phase; 5) Includes a sufficient level of detail to the task level; 6) Is distinct and specific to the PSHCP Start-Up Phase rather than generic template or boilerplate; 7) Includes all required Start-Up Phase deliverables as specified in SOW Article 3.3, including at a minimum: <ul style="list-style-type: none"> a. Develop the solution; b. Demonstrate that the solution meets the requirements set out in SOW Article 3.3 and obtain Project Authority Approval; and c. Demonstrate that the Contractor is ready to accept claims for processing; 8) Clearly identifies Canada's interdependent tasks and responsibilities and the associated timing of each; and 9) Is Feasible. <p>Up to 95 points will be awarded as follows:</p> <ul style="list-style-type: none"> • 95 points – Excellent: The work plan demonstrates all 9 attributes listed above; • 71 points – Very Good: The work plan demonstrates 6 to 8 (out of 9) attributes listed above; • 48 points – Acceptable: The work plan demonstrates 4 or 5 (out of 9) attributes listed above; or 	

R-1.2 Claims Processing and Claims Payment Services Set-Up			
'A'	'B'	'C'	
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide	
<p>where the Bidder must submit Test Results for Contractor IT Systems used to deliver the Work and/or complete Demonstration of Contractor IT Systems that are PSHCP Member or Project Authority facing; and</p> <p>f) A high level list of Canada's interdependent tasks and responsibilities and the associated timing of each to enable the completion of the proposed Work (e.g. access to specific TBS PSHCP Project staff, required documentation, Project Authority Approval in accordance with the SOW Article 3.1.2, etc.).</p> <p>The Bidder should submit the proposed work plan in both native MS Project format and as a .pdf.</p>		<ul style="list-style-type: none"> 0 points – Unacceptable: The work plan demonstrates 3 or fewer (out of 9) attributes listed above. 	
R-1.2 Total Points	95		Minimum Pass Mark = 48 points

R-1.3 Positive Enrolment and Membership Management Services Set-Up

R-1.3 Positive Enrolment and Membership Management Services Set-Up		
'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>The Bidder's proposed work plan (provided in response to criteria M-3.3) for Positive Enrolment and Membership Management Services Set-Up to be completed during the Start-Up Phase (Refer to SOW Article 3.4) should be developed using MS Project 2013 and include the following:</p> <ul style="list-style-type: none"> a) A narrative overview of the approach that the Bidder proposes to utilize to complete Positive Enrolment and Membership Management Services Set-Up during the Start-Up Phase; b) A description of the program (e.g. communication campaign, tools, system, etc.), which the Bidder proposes to undertake during Start-Up Phase to ensure that at least 85% of PSHCP members confirm their Positive Enrolment (PE) information and provide Consent prior to Operations Ready Date. Any enhanced reporting on the status of PE (beyond that stipulated in SOW Article 3.4.8) should also be described. c) A Work Breakdown Structure (WBS), to a minimum of three levels, which identifies the tasks and activities the Bidder proposes to conduct to complete each deliverable (as set-out in SOW Article 3.4); d) A proposed schedule, in MS Project 2013, indicating the start date of the PE activities as well as other milestones, deliverables and interdependencies between the tasks and activities identified in the WBS; e) A Resource plan which details the Bidder's personnel including subcontractors required to complete the deliverables, including the level of effort (LOE) (in days) by individual resource. The resource plan should clearly 	95	<p>The proposed work plan will be evaluated based on the extent to which the response demonstrates the following attributes:</p> <ul style="list-style-type: none"> 1) Provides all requested information set out in column 'A' of this table (elements a – g); 2) Communicates clear information in as few words as possible. 3) Is easy to understand; 4) Demonstrates an understanding of the complexity of the PSHCP Start-Up Phase; 5) Includes a sufficient level of detail to the task level; 6) Is distinct and specific to the PSHCP Start-Up Phase rather than generic template or boilerplate; 7) Includes all required Start-Up Phase deliverables as specified in SOW Article 3.4, including: <ul style="list-style-type: none"> a. Develop the solution; b. Obtain Project Authority Approval of the solution (including systems and processes); c. Migrate the PE Enrolment and Member eligibility data; and d. Execute the program to ensure that 85% of PSHCP Members confirm their PE information and provide Consent prior to the Operations Ready Date; 8) Clearly identifies Canada's interdependent tasks and responsibilities and the associated timing of each; and 9) Is Feasible. <p>Up to 95 points will be awarded as follows:</p> <ul style="list-style-type: none"> • 95 points – Excellent: The work plan demonstrates all 9 attributes listed above; • 71 points – Very Good: The work plan demonstrates 6 to 8 (out of 9) attributes listed above;

R-1.3 Positive Enrolment and Membership Management Services Set-Up			
'A'		'B'	'C'
Point-Rated Technical Evaluation Criteria		Max. Points	Rating Guide
<p>Identify the LOE of the proposed Service Delivery Manager and Start-Up Phase Project Manager resources (proposed in response to requirements M-2.3 and M-2.4 respectively) as well as other additional resources the Bidder deems necessary to complete the Work;</p> <p>f) Identification of the Bidder's proposed schedule for its' acceptance activities (as set out in Appendix 7 to the SOW) where the Bidder must submit Test Results for Contractor IT Systems used to deliver the Work and/or complete Demonstration of Contractor IT Systems that are PSHCP Member or Project Authority facing; and</p> <p>g) A high level list of Canada's interdependent tasks and responsibilities and the associated timing of each to enable the completion of the proposed Work (e.g. access to specific TBS PSHCP Project staff, required documentation, Project Authority Approval in accordance with the SOW Article 3.1.2, etc.).</p> <p>The Bidder should submit the proposed work plan in both native MS Project format and as a .pdf.</p>			<ul style="list-style-type: none"> • 48 points – Acceptable: The work plan demonstrates 4 or 5 (out of 9) attributes listed above; or • 0 points – Unacceptable: The work plan demonstrates 3 or fewer (out of 9) attributes listed above.
R-1.3 Total Points		95	Minimum Pass Mark = 48 points

R-1.4 Provider Registration and Management Services Set-Up

R-1.4 Provider Registration and Management Services Set-Up			
'A'	'B'	'C'	
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide	
<p>The Bidder's proposed work plan (provided in response to criteria M-3.4) for Provider Registration and Management Services Set-Up to be completed during the Start-Up Phase (Refer to SOW Article 3.5) should be developed using MS Project 2013 and include the following:</p> <ul style="list-style-type: none"> a) A narrative overview of the approach that the Bidder proposes to utilize to complete Provider Registration and Management Services Set-Up during the Start-Up Phase; b) A description of the extent to which existing agreements with Providers can be leveraged (if at all) to address the PSHCP requirements (as set-out in SOW Articles 4.5.5 and 4.5.6) and the effort required to meet these agreements c) A Work Breakdown Structure (WBS), to a minimum of three levels, which identifies the tasks and activities the Bidder proposes to conduct to complete each deliverable (as set-out in SOW Article 3.5); d) A proposed schedule, in MS Project 2013, indicating milestones, deliverable and interdependencies between the tasks and activities identified in the WBS; e) A resource plan which details the Bidder's personnel including subcontractors required to complete the deliverables, including the level of effort (LOE) (in days) by individual resource. The resource plan should clearly identify the LOE of the proposed Service Delivery Manager and Start-Up Phase Project Manager resources (proposed in response to requirements M-2.3 and M-2.4 respectively) as well as other additional resources the Bidder deems necessary to complete the Work; 	95	<p>The proposed work plan will be evaluated based on the extent to which the response demonstrates the following attributes:</p> <ul style="list-style-type: none"> 1) Provides all requested information set out in column 'A' of this table (elements a – g); 2) Communicates clear information in as few words as possible; 3) Is easy to understand; 4) Demonstrates an understanding of the complexity of the PSHCP Start-Up Phase; 5) Includes a sufficient level of detail to the task level; 6) Is distinct and specific to the PSHCP Start-Up Phase rather than generic template or boilerplate; 7) Includes all required Start-Up Phase deliverables as specified in SOW Article 3.5, including: <ul style="list-style-type: none"> a. Develop the solution; b. Obtain Project Authority Approval of the Provider agreements following consultation and collaboration; c. Obtain Project Authority Approval of the solution (including systems and processes); and d. Execute the program to establish signed Providers Agreements and register Providers, to submit PSHCP claims digitally, prior to the Operations Ready Date; 8) Clearly identifies Canada's interdependent tasks and responsibilities and the associated timing of each; and 9) Is Feasible. <p>Up to 95 points will be awarded as follows:</p> <ul style="list-style-type: none"> • 95 points – Excellent: The work plan demonstrates all 9 attributes listed above; 	

R-1.4 Provider Registration and Management Services Set-Up			
'A'	'B'	'C'	
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide	
<p>f) Identification of the Bidder's proposed schedule for its' acceptance activities (as set out in Appendix 7 to the SOW) where the Bidder must submit Test Results for Contractor IT Systems used to deliver the Work and/or complete Demonstration of Contractor IT Systems that are PSHCP Member or Project Authority facing; and</p> <p>g) A high level list of Canada's interdependent tasks and responsibilities and the associated timing of each to enable the completion of the proposed Work (e.g. access to specific TBS PSHCP Project staff, required documentation, Project Authority Approval in accordance with the SOW Article 3.1.2, etc.).</p> <p>The Bidder should submit the proposed work plan in both native MS Project format and as a .pdf.</p>		<ul style="list-style-type: none"> • 71 points – Very Good: The work plan demonstrates 6 to 8 (out of 9) attributes listed above; • 48 points – Acceptable: The work plan demonstrates 4 or 5 (out of 9) attributes listed above; or • 0 points – Unacceptable: The work plan demonstrates 3 or fewer (out of 9) attributes listed above. 	
R-1.4 Total Points	95	Minimum Pass Mark = 48 points	

R-1.5 Financial Management Services and Controls Set-Up

R-1.5 Financial Management Services and Controls Set-Up		
'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>The Bidder's proposed work plan (provided in response to criteria M-3.5) for Financial Management Services and Controls Set-Up to be completed during the Start-Up Phase (Refer to SOW Article 3.6) should be developed using MS Project 2013 and include the following:</p> <ul style="list-style-type: none"> a) A narrative overview of the approach that the Bidder proposes to utilize to complete Financial Management Services and Controls Set-Up during the Start-Up Phase; b) A Work Breakdown Structure (WBS), to a minimum of three levels, which identifies the tasks and activities the Bidder proposes to conduct to complete each deliverable (as set-out in SOW Article 3.6); c) A proposed schedule, in MS Project 2013, indicating milestones, deliverable and interdependencies between the tasks and activities identified in the WBS; d) A resource plan which details the Bidder's personnel including subcontractors required to complete the deliverables, including the level of effort (LOE) (in days) by individual resource. The resource plan should clearly identify the LOE of the proposed Service Delivery Manager and Start-Up Phase Project Manager resources (proposed in response to requirements #M-2.3 and M-2.4 respectively) as well as other additional resources the Bidder deems necessary to complete the Work; e) Identification of the Bidder's proposed schedule for its' acceptance activities (as set out in Appendix 7 to the SOW) where the Bidder must submit Test Results for Contractor IT Systems used to deliver the Work and/or complete 	70	<p>The proposed work plan will be evaluated based on the extent to which the response demonstrates the following attributes:</p> <ul style="list-style-type: none"> 1) Provides all requested information set out in column 'A' of this table (elements a – f); 2) Communicates clear information in as few words as possible; 3) Is easy to understand; 4) Demonstrates an understanding of the complexity of the PSHCP Start-Up Phase; 5) Includes a sufficient level of detail to the task level; 6) Is distinct and specific to the PSHCP Start-Up Phase rather than generic template or boilerplate; 7) Includes all required Start-Up Phase deliverables as specified in SOW Article 3.6, including: <ul style="list-style-type: none"> a. Develop the solution; and b. Demonstrate that the solution meets the requirements set out in SOW Article 3.5 and obtain Project Authority Approval; 8) Clearly identifies Canada's interdependent tasks and responsibilities and the associated timing of each; and 9) Is Feasible. <p>Up to 70 points will be awarded as follows:</p> <ul style="list-style-type: none"> • 70 points – Excellent: The work plan demonstrates all 9 attributes listed above; • 53 points – Very Good: The work plan demonstrates 6 to 8 (out of 9) attributes listed above; • 35 points – Acceptable: The work plan demonstrates 4 or 5 (out of 9) attributes listed above; or • 0 points – Unacceptable: The work plan demonstrates 3 or fewer (out of 9) attributes listed above.

R-1.5 Financial Management Services and Controls Set-Up			
'A'	'B'	'C'	
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide	
<p>Demonstration of Contractor IT Systems that are PSHCP Member or Project Authority facing; and</p> <p>f) A high level list of Canada's interdependent tasks and responsibilities and the associated timing of each to enable the completion of the proposed Work (e.g. access to specific TBS PSHCP Project staff, required documentation, Project Authority Approval in accordance with the SOW Article 3.1.2, etc.).</p> <p>The Bidder should submit the proposed work plan in both native MS Project format and as a .pdf.</p>			
R-1.5 Total Points	70	Minimum Pass Mark = 35 points	

R-1.6 Audit and Claim Verification Program Set-Up

R-1.6 Audit and Claim Verification Program Set-Up		
'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>The Bidder's proposed work plan (provided in response to criteria M-3.6) for Audit and Claim Verification Program Set-up to be completed during the Start-Up Phase (Refer to SOW Article 3.7) should be developed using MS Project 2013 and include the following:</p> <ul style="list-style-type: none"> a) A narrative overview of the approach that the Bidder proposes to utilize to complete Audit and Claim Verification Program Set-up during the Start-Up Phase; b) A Work Breakdown Structure (WBS), to a minimum of three levels, which identifies the tasks and activities the Bidder proposes to conduct to complete each deliverable (as set-out in SOW Article 3.7); c) A proposed schedule, in MS Project 2013, indicating milestones, deliverable and interdependencies between the tasks and activities identified in the WBS; d) A resource plan which details the Bidder's personnel including subcontractors required to complete the deliverables, including the level of effort (LOE) (in days) by individual resource. The resource plan should clearly identify the LOE of the proposed Service Delivery Manager and Start-Up Phase Project Manager resources (proposed in response to requirements #M-2.3 and M-2.4 respectively) as well as other additional resources the Bidder deems necessary to complete the Work; e) Identification of the Bidder's proposed schedule for its' acceptance activities (as set out in Appendix 7 to the SOW) where the Bidder must submit Test Results for Contractor IT Systems used to deliver the Work and/or complete 	70	<p>The proposed work plan will be evaluated based on the extent to which the response demonstrates the following attributes:</p> <ul style="list-style-type: none"> 1) Provides all requested information set out in column 'A' of this table (elements a – f); 2) Communicates clear information in as few words as possible; 3) Is easy to understand; 4) Demonstrates an understanding of the complexity of the PSHCP Start-Up Phase; 5) Includes a sufficient level of detail to the task level; 6) Is distinct and specific to the PSHCP Start-Up Phase rather than generic template or boilerplate; 7) Includes all required Start-Up Phase deliverables as specified in SOW Article 3.7, including: <ul style="list-style-type: none"> a. Develop the solution; and b. Demonstrate that the solution meets the requirements set out in SOW Article 3.7 and obtain Project Authority Approval; 8) Clearly identifies Canada's interdependent tasks and responsibilities and the associated timing of each; and 9) Is Feasible. <p>Up to 70 points will be awarded as follows:</p> <ul style="list-style-type: none"> • 70 points – Excellent: The work plan demonstrates all 9 attributes listed above; • 53 points – Very Good: The work plan demonstrates 6 to 8 (out of 9) attributes listed above; • 35 points – Acceptable: The work plan demonstrates 4 or 5 (out of 9) attributes listed above; or • 0 points – Unacceptable: The work plan demonstrates 3 or fewer (out of 9) attributes listed above.

R-1.6 Audit and Claim Verification Program Set-Up			
'A'	'B'	'C'	
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide	
<p>Demonstration of Contractor IT Systems that are PSHCP Member or Project Authority facing; and</p> <p>f) A high level list of Canada's interdependent tasks and responsibilities and the associated timing of each to enable the completion of the proposed Work (e.g. access to specific TBS PSHCP Project staff, required documentation, Project Authority Approval in accordance with the SOW Article 3.1.2, etc.).</p> <p>The Bidder should submit the proposed work plan in both native MS Project format and as a .pdf.</p>			
R-1.6 Total Points	70	Minimum Pass Mark = 35 points	

R-1.7 Reporting Services Set-Up

R-1.7 Reporting Services Set-Up			
'A'	'B'	'C'	
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide	
<p>The Bidder's proposed work plan (provided in response to criteria M-3.9) for Reporting Services Set-Up to be completed during the Start-Up Phase (Refer to SOW Article 3.9) should be developed using MS Project 2013 and include the following:</p> <ol style="list-style-type: none"> A narrative overview of the approach that the Bidder proposes to utilize to complete Reporting Services Set-Up during the Start-Up Phase; A Work Breakdown Structure (WBS), to a minimum of three levels, which identifies the tasks and activities the Bidder proposes to conduct to complete each deliverable (as set-out in SOW Article 3.9); A proposed schedule, in MS Project 2013, indicating milestones, deliverable and interdependencies between the tasks and activities identified in the WBS; A resource plan which details the Bidder's personnel including subcontractors required to complete the deliverables, including the level of effort (LOE) (in days) by individual resource. The resource plan should clearly identify the LOE of the proposed Service Delivery Manager and Start-Up Phase Project Manager resources (proposed in response to requirements #M-2.3 and M-2.4 respectively) as well as other additional resources the Bidder deems necessary to complete the Work; Identification of the Bidder's proposed schedule for its' acceptance activities (as set out in Appendix 7 to the SOW) where the Bidder must submit Test Results for Contractor IT Systems used to deliver the Work and/or complete Demonstration of Contractor IT Systems that are PSHCP Member or Project Authority facing; and 	70	<p>The proposed work plan will be evaluated based on the extent to which the response demonstrates the following attributes:</p> <ol style="list-style-type: none"> Provides all requested information set out in column 'A' of this table (elements a – f); Communicates clear information in as few words as possible; Is easy to understand; Demonstrates an understanding of the complexity of the PSHCP Start-Up Phase; Includes a sufficient level of detail to the task level; Is distinct and specific to the PSHCP Start-Up Phase rather than generic template or boilerplate; Includes all required Start-Up Phase deliverables as specified in SOW Article 3.9, including: <ol style="list-style-type: none"> Develop the solution; Obtain Project Authority Approval of acceptance testing plan for Reporting Services; Demonstrate that the solution meets the requirements set out in SOW Article 3.9 and obtain Project Authority Approval; and Provide training to identify PSHCP users; Clearly identifies Canada's interdependent tasks and responsibilities and the associated timing of each; and Is Feasible. <p>Up to 70 points will be awarded as follows:</p> <ul style="list-style-type: none"> 70 points – Excellent: The work plan demonstrates all 9 attributes listed above; 53 points – Very Good: The work plan demonstrates 6 to 8 (out of 9) attributes listed above; 	

R-1.7 Reporting Services Set-Up			
'A'	'B'	'C'	
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide	
<p>f) A high level list of Canada's interdependent tasks and responsibilities and the associated timing of each to enable the completion of the proposed Work (e.g. access to specific TBS PSHCP Project staff, required documentation, Project Authority Approval in accordance with the SOW Article 3.1.2, etc.).</p> <p>The Bidder should submit the proposed work plan in both native MS Project format and as a .pdf.</p>		<ul style="list-style-type: none"> • 35 points – Acceptable: The work plan demonstrates 4 or 5 (out of 9) attributes listed above; or • 0 points – Unacceptable: The work plan demonstrates 3 or fewer (out of 9) attributes listed above. 	
R-1.7 Total Points	70	Minimum Pass Mark = 35 points	

R-1.8 Member Communications and Information Services Set-Up

R-1.8 Member Communications and Information Services Set-Up			
'A'	'B'	'C'	
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide	
<p>The Bidder's proposed work plan (provided in response to criteria M-3.8) for Member Communications and Information Services Set-Up to be completed during the Start-Up Phase (Refer to SOW Article 3.10) should be developed using MS Project 2013 and include the following:</p> <ul style="list-style-type: none"> a) A narrative overview of the approach that the Bidder proposes to utilize to complete Member Communications and Information Services Set-Up during the Start-Up Phase; b) A Work Breakdown Structure (WBS), to a minimum of three levels, which identifies the tasks and activities the Bidder proposes to conduct to complete each deliverable (as set-out in SOW Article 3.10); c) A proposed schedule, in MS Project 2013, indicating the date which the Member Contact Centre will commence operations (in accordance with deadlines set-out in SOW Article 3.1.1) to support PE activities during the Start-Up Phase, other milestones, deliverables and interdependencies between the tasks and activities identified in the WBS; d) A resource plan which details the Bidder's personnel including subcontractors required to complete the deliverables, including the level of effort (LOE) (in days) by individual resource. The resource plan should clearly identify the LOE of the proposed Service Delivery Manager and Start-Up Phase Project Manager resources (proposed in response to requirements M-2.3 and M-2.4 respectively) as well as other additional resources the Bidder deems necessary to complete the Work; 	70	<p>The proposed work plan will be evaluated based on the extent to which the response demonstrates the following attributes:</p> <ul style="list-style-type: none"> 1) Provides all requested information set out in column 'A' of this table (elements a – f); 2) Communicates clear information in as few words as possible; 3) Is easy to understand; 4) Demonstrates an understanding of the complexity of the PSHCP Start-Up Phase; 5) Includes a sufficient level of detail to the task level; 6) Is distinct and specific to the PSHCP Start-Up Phase rather than generic template or boilerplate; 7) Includes all required Start-Up Phase deliverables as specified in SOW Article 3.10, including: <ul style="list-style-type: none"> a. Establish the Member Contact Center and be operational to the extent required to support the Member confirmation process during Start-Up Phase and ongoing PE process; b. Establish the Emergency Travel Assistance and Comprehensive Coverage Contract Centre; c. Develop the PSHCP Member Digital services solution; and d. Demonstrate that the solution meets the requirements set out in SOW Article 3.10 and obtain Project Authority Approval. 8) Clearly identifies Canada's interdependent tasks and responsibilities and the associated timing of each; and 9) Is Feasible. <p>Up to 70 points will be awarded as follows:</p>	

R-1.8 Member Communications and Information Services Set-Up			
'A'		'B'	'C'
Point-Rated Technical Evaluation Criteria		Max. Points	Rating Guide
<p>e) Identification of the Bidder's proposed schedule for its' acceptance activities (as set out in Appendix 7 to the SOW) where the Bidder must submit Test Results for Contractor IT Systems used to deliver the Work and/or complete Demonstration of Contractor IT Systems that are PSHCP Member or Project Authority facing; and</p> <p>f) A high level list of Canada's interdependent tasks and responsibilities and the associated timing of each to enable the completion of the proposed Work (e.g. access to specific TBS PSHCP Project staff, required documentation, Project Authority Approval in accordance with the SOW Article 3.1.2, etc.).</p>			<ul style="list-style-type: none"> • 70 points – Excellent: The work plan demonstrates all 9 attributes listed above; • 53 points – Very Good: The work plan demonstrates 6 to 8 (out of 9) attributes listed above; • 35 points – Acceptable: The work plan demonstrates 4 or 5 (out of 9) attributes listed above; or • 0 points – Unacceptable: The work plan demonstrates 3 or fewer (out of 9) attributes listed above.
The Bidder should submit the proposed work plan in both native MS Project format and as a .pdf.			
R-1.8 Total Points		70	Minimum Pass Mark = 35 points

R-1.9 Provider Communications and Information Services Set-Up

R-1.9 Provider Communications and Information Services Set-Up		
'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>The Bidder's proposed work plan (provided in response to criteria M-3.9) for Provider Communications and Information Services Set-Up to be completed during the Start-Up Phase (Refer to SOW Article 3.11) should be developed using MS Project 2013 and include the following:</p> <ul style="list-style-type: none"> a) A narrative overview of the approach that the Bidder proposes to utilize to complete Provider Communications and Information Services Set-Up during the Start-Up Phase; b) A Work Breakdown Structure (WBS), to a minimum of three levels, which identifies the tasks and activities the Bidder proposes to conduct to complete each deliverable (as set-out in SOW Article 3.11); c) A proposed schedule, in MS Project 2013, indicating the date which the Provider Contact Centre will commence operations (in accordance with deadlines set-out in SOW Article 3.1.1) to support Provider Registration activities during the Start-Up Phase, other milestones, deliverable and interdependencies between the tasks and activities identified in the WBS; d) A resource plan which details the Bidder's personnel including subcontractors required to complete the deliverables, including the level of effort (LOE) (in days) by individual resource. The resource plan should clearly identify the LOE of the proposed Service Delivery Manager and Start-Up Phase Project Manager resources (proposed in response to requirements #M-2.3 and M-2.4 respectively) as well as other additional resources the Bidder deems necessary to complete the Work; 	70	<p>The proposed work plan will be evaluated based on the extent to which the response demonstrates the following attributes:</p> <ul style="list-style-type: none"> 1) Provides all requested information set out in column 'A' of this table (elements a – f); 2) Communicates clear information in as few words as possible; 3) Is easy to understand; 4) Demonstrates an understanding of the complexity of the PSHCP Start-Up Phase; 5) Includes a sufficient level of detail to the task level; 6) Is distinct and specific to the PSHCP Start-Up Phase rather than generic template or boilerplate; 7) Includes all required Start-Up Phase deliverables as specified in SOW Article 3.11, including: <ul style="list-style-type: none"> a. Establish the Toll-Free Provider Contact Center; b. Develop the PSHCP Provider Digital services solution; and c. Demonstrate that the solution meets the requirements set out in SOW Article 3.11 and obtain Project Authority Approval; 8) Clearly identifies Canada's interdependent tasks and responsibilities and the associated timing of each; and 9) Is Feasible. <p>Up to 70 points will be awarded as follows:</p> <ul style="list-style-type: none"> • 70 points – Excellent: The work plan demonstrates all 9 attributes listed above; • 53 points – Very Good: The work plan demonstrates 6 to 8 (out of 9) attributes listed above; • 35 points – Acceptable: The work plan demonstrates 4 or 5 (out of 9) attributes listed above; or

R-1.9 Provider Communications and Information Services Set-Up			
'A'	'B'	'C'	
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide	
<p>e) Identification of the Bidder's proposed schedule for its' acceptance activities (as set out in Appendix 7 to the SOW) where the Bidder must submit Test Results for Contractor IT Systems used to deliver the Work and/or complete Demonstration of Contractor IT Systems that are PSHCP Member or Project Authority facing; and</p> <p>f) A high level list of Canada's interdependent tasks and responsibilities and the associated timing of each to enable the completion of the proposed Work (e.g. access to specific TBS PSHCP Project staff, required documentation, Project Authority Approval in accordance with the SOW Article 3.1.2, etc.).</p> <p>The Bidder should submit the proposed work plan in both native MS Project format and as a .pdf.</p>		<ul style="list-style-type: none"> 0 points – Unacceptable: The work plan demonstrates 3 or fewer (out of 9) attributes listed above. 	
R-1.9 Total Points	70		Minimum Pass Mark = 35 points

R-1.10 Security Set-Up

R-1.10 Security Set-Up			
'A'	'B'	'C'	
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide	
<p>The Bidder's proposed work plan (provided in response to criteria M-3.10) for Security Set-Up to be completed during the Start-Up Phase (Refer to SOW Article 3.15) should be developed using MS Project 2013 and include the following:</p> <ul style="list-style-type: none"> a) A narrative overview of the approach that the Bidder proposes to utilize to complete Security Set-Up during the Start-Up Phase; b) A proposed Responsibility Matrix (e.g. RACI) which describes the roles of the resources (Contractor and Canada), the Contractor's responsibilities associated with Security Start-up, and the Contractor's point of escalation for resolution of disputes or interpretation; c) A Work Breakdown Structure (WBS), to a minimum of three levels, which identifies the tasks and activities the Bidder proposes to conduct to complete each deliverable (as set-out in SOW Article 3.15); d) A proposed schedule, in MS Project 2013, indicating milestones, deliverable and interdependencies between the tasks and activities identified in the WBS; e) A resource plan which details the Bidder's personnel including subcontractors required to complete the deliverables, including the level of effort (LOE) (in days) by individual resource. The resource plan should clearly identify the LOE of the proposed Service Delivery Manager and Start-Up Phase Project Manager resources (proposed in response to requirements #M-2.3 and M-2.4 respectively) as well as other additional resources the Bidder deems necessary to complete the Work; 	95	<p>The proposed work plan will be evaluated based on the extent to which the response demonstrates the following attributes:</p> <ul style="list-style-type: none"> 1) Provides all requested information set out in column 'A' of this table (elements a – g); 2) Communicates clear information in as few words as possible; 3) Is easy to understand; 4) Demonstrates an understanding of the complexity of the PSHCP Start-Up Phase; 5) Includes a sufficient level of detail to the task level; 6) Is distinct and specific to the PSHCP Start-Up Phase rather than generic template or boilerplate; 7) Includes all required Start-Up Phase deliverables as specified in SOW Article 3.15, including: <ul style="list-style-type: none"> a. Obtain Facility Security Clearance for all primary and secondary sites; b. Obtain Security Clearances for personnel; c. Establish Systems and Data security measures and/or processes; d. Establish user access security measures and/or processes; e. Develop Security documentation; f. Develop Security monitoring and reporting functions; and g. Obtain required approvals; 8) Clearly identifies Canada's interdependent tasks and responsibilities and the associated timing of each; and 9) Is Feasible. <p>Up to 95 points will be awarded as follows:</p> <ul style="list-style-type: none"> • 95 points – Excellent: The work plan demonstrates all 9 attributes listed above; 	

R-1.10 Security Set-Up			
'A'		'B'	'C'
Point-Rated Technical Evaluation Criteria		Max. Points	Rating Guide
<p>f) Identification of the Bidder's proposed schedule for its' acceptance activities (as set out in Appendix 7 to the SOW) where the Bidder must submit Test Results for Contractor IT Systems used to deliver the Work and/or complete Demonstration of Contractor IT Systems that are PSHCP Member or Project Authority facing; and</p> <p>g) A high level list of Canada's interdependent tasks and responsibilities and the associated timing of each to enable the completion of the proposed Work (e.g. access to specific TBS PSHCP Project staff, required documentation, Project Authority Approval in accordance with the SOW Article 3.1.2, etc.).</p> <p>The Bidder should submit the proposed work plan in both native MS Project format and as a .pdf.</p>			<ul style="list-style-type: none"> • 71 points – Very Good: The work plan demonstrates 6 to 8 (out of 9) attributes listed above; • 48 points – Acceptable: The work plan demonstrates 4 or 5 (out of 9) attributes listed above; or • 0 points – Unacceptable: The work plan demonstrates 3 or fewer (out of 9) attributes listed above.
R-1.10 Total Points		95	Minimum Pass Mark = 48 points

3. Point-Rated Evaluation Criteria – Operations Phase Solution

R-2.1 Claims Processing and Claims Payment Services solution

R-2.1 Claims Processing and Claims Payment Services solution
<p>The Bidder's proposed Claims Processing and Claims Payment Services solution (Operations Phase), provided in response to criteria M-4.1, should include the information listed below (a – c) for each of the following requirements:</p> <ol style="list-style-type: none"> 1) Paper Claims Processing (SOW Article 4.3.2); 2) Provider Digital Claims Processing (SOW Article 4.3.3); 3) Member Digital Claims Processing (SOW Article 4.3.4); and 4) Processing Claims for Out of Province Benefits and PSHCP Members with Comprehensive Coverage (SOW Article 4.3.1.vi.). <ol style="list-style-type: none"> a) A detailed description of the Bidder's proposed solution, in terms of the processes and any enabling technology, which demonstrates that the minimum requirements (including related service levels) as set out in SOW Article 4.3.1 (where applicable) and the associated SOW section referenced above, are met; b) Details of how the proposed solution, for the applicable requirement, is based on lessons learned, established methodologies, and/or best practices as applicable; and c) Identification of any areas where the proposed solution provides functionality or services that are above and beyond the Work requirements specified in the applicable SOW section, and a description of how this will benefit Canada. <p>Examples of an approach or service that adds value is one that, by the Operations Ready date, will:</p> <ul style="list-style-type: none"> • Provide additional functionality or services for the solution component beyond those requirements specified in applicable section of the SOW; • Digitize, automate or streamline current administrative processes that support the PSHCP; and/or • Provide a flexible electronic solution that enables timely and cost effective customization of the Bidder's electronic systems to meet ongoing changes in the PSHCP business requirements throughout the period of the contract. <p>Each of the four requirements listed above will be evaluated separately and up to 550 points (total) awarded as follows:</p>

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>1) Paper Claims Processing (SOW Article 4.3.2)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.1 above (a – c).</p> <p>For the purposes of this criterion, value to Canada is defined as a Paper Claims Processing solution that delivers the following elements:</p> <ul style="list-style-type: none"> i) Uses technology to automate the process; ii) Introduces processes or technology that effect the move from Member submission of paper claims to electronic claims; iii) Ongoing management to minimize outliers to service level standards; and/or iv) Another approach or service, related to the Paper Claims Processing solution, proposed by the Bidder that is assessed by Canada to add value without introducing risk. 	<p>60</p>	<ul style="list-style-type: none"> • 60 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.3.2; and c) The proposed solution adds significant value to Canada by incorporating 3, or more, out of 4 elements (i.- iv.) identified in column 'A'. • 45 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.3.2; and c) The proposed solution adds value to Canada by incorporating 2 out of 4 elements (i.- iv.) identified in column 'A'. • 30 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.3.2. • 15 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.3.2.

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>2) Provider Digital Claims Processing (SOW Article 4.3.3)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.1 above (a – c).</p> <p>For the purposes of this criterion, value to Canada is defined as a Provider Digital Claims Processing solution that delivers the following elements:</p> <ul style="list-style-type: none"> i) Provider Digital Claims Processing solution proposes a 5% or greater improvement to service levels for claims processing accuracy and/or time (in Days) over service levels specified in SOW Article 4.3.3; ii) Provides the functionality to customize the Contractor's claims processing system to identify Reasonable and Customary fees (benefit codes) for all applicable services and process claims within those Reasonable and Customary limits for PSHCP only without effecting other Books of Business; iii) Ongoing management to minimize outliers to service level standards; and/or iv) Another approach or service, related to the Provider Digital Claims Processing solution, proposed by the Bidder that is assessed by Canada to add value without introducing risk. <p>Note: A 5% improvement to a service level is calculated as 5% of the existing service level. For example: 99.5% + 5% = 99.975%.</p>	190	<ul style="list-style-type: none"> • 190 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.3.3; and c) The proposed solution adds significant value to Canada by incorporating 3, or more, out of 4 elements (i.- iv.) identified in column 'A'. • 143 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.3.3; and c) The proposed solution adds value to Canada by incorporating 2 out of 4 elements (i.- iv.) identified in column 'A'. • 95 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.3.3. • 48 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.3.3.

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>3) Member Digital Claims Processing (SOW Article 4.3.4)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.1 above (a – c).</p> <p>For the purposes of this criterion, value to Canada is defined as a Member Digital Claims Processing solution that delivers the following elements:</p> <ul style="list-style-type: none"> i) Member Digital Claims Processing solution proposes 5% or greater improvement to service levels for claims processing accuracy and/or time (in Days) over service levels specified in SOW Article 4.3.4; ii) Provides the functionality to customize the Contractor's claims processing system to identify reasonable and customary (Reasonable and Customary fees (benefit codes) for all applicable services and process claims within those Reasonable and Customary limits for PSHCP only without effecting other Books of Business; iii) Provides PSHCP Members with consistency of service on all Digital Services; and/or iv) Another approach or service, related to the Member Digital Claims Processing solution, proposed by the Bidder that is assessed by Canada to add value without introducing risk. <p>Note: A 5% improvement to a service level is calculated as 5% of the existing service level. For example; 99.5% + 5% = 99.975%.</p>	<p>190</p>	<ul style="list-style-type: none"> • 190 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.3.4; and c) The proposed solution adds significant value to Canada by incorporating 3, or more, out of 4 elements (i.- iv.) identified in column 'A'. • 143 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.3.4; and c) The proposed solution adds value to Canada by incorporating 2 out of 4 elements (i.- iv.) identified in column 'A'. • 95 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.3.4. • 48 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.3.4.

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>4) Processing Claims for Out of Province Benefits and PSHCP Members with Comprehensive Coverage (SOW Article 4.3.1.vi.)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.1 above (a – c).</p> <p>For the purposes of this criterion, value to Canada is defined as a Processing Claims for Out of Province Benefits and PSHCP Members with Comprehensive Coverage solution that delivers the following elements:</p> <p>i) Processing Claims for Out of Province Benefits and PSHCP Members with Comprehensive Coverage solution proposes a 5% or greater improvement to service levels for claims processing accuracy and/or time (in Days) over service levels specified in SOW Article 4.3.1. vi.; and/or</p> <p>ii) Another approach or service, related to the Processing Claims for Out of Province Benefits and PSHCP Members with Comprehensive Coverage solution, proposed by the Bidder that is assessed by Canada to add value without introducing risk.</p> <p>Note : A 5% improvement to a service level is calculated as 5% of the existing service level. For example; 99.5% + 5% = 99.975%.</p>	110	<ul style="list-style-type: none"> 110 points – Excellent. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; The proposed solution meets the minimum requirements set out in SOW Article 4.3.1.vi.; and The proposed solution adds significant value to Canada by incorporating 2 out of 2 elements (i.- ii.) identified in column 'A'. 83 points – Very Good. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; The proposed solution meets the minimum requirements set out in SOW Article 4.3.1.vi.; and The proposed solution adds value to Canada by incorporating 1 out of 2 elements (i.- ii.) identified in column 'A'. 55 points – Acceptable. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> The proposed solution is evident from the description but is lacking in some details or context; and The proposed solution meets the minimum requirements set out in SOW Article 4.3.1.vi. 28 points – Weak. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. 0 points – Unacceptable. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> The proposed solution does not meet the minimum requirements set out in SOW Article 4.3.1. vi.
R-2.1 Total Points	550	Minimum Pass Mark = 275 points

R-2.2 Positive Enrolment and Membership Management Services solution

R-2.2 Positive Enrolment and Membership Management Services solution
<p>The Bidder's proposed Positive Enrolment and Membership Management solution, established to support Start-Up Phase activities and ongoing Operations Phase, provided in response to criteria M-4.2, should include the information listed below (a – c) for each of the following requirements:</p> <ol style="list-style-type: none"> 1) Positive Enrolment Processes and Services (SOW Article 3.4.2 & 4.4.2) 2) Biennial Confirmation and Consent of Positive Enrolment Information (SOW Article 3.4.7 & 4.4.4); and 3) Eligibility Interface (SOW Article 3.4.6 & 4.4.7). <ol style="list-style-type: none"> a) A detailed description of the Bidder's proposed solution, in terms of the processes and any enabling technology, which demonstrates that the minimum requirements (including related service levels) as set out in SOW Article 4.4.1 (where applicable) and the associated SOW section referenced above, are met; b) Details of how the proposed solution, for the applicable requirement, is based on lessons learned, established methodologies, and/or best practices as applicable; and c) Identification of any areas where the proposed solution provides functionality or services that are above and beyond the Work requirements specified in the applicable SOW section, and a description of how this will benefit Canada. <p>Examples of an approach or service that adds value is one that, by the Operations Ready date, will:</p> <ul style="list-style-type: none"> • Provide additional functionality or services for the solution component beyond those requirements specified in applicable section of the SOW; • Digitize, automate or streamline current administrative processes that support the PSHCP; and/or • Provide a flexible electronic solution that enables timely and cost effective customization of the Bidder's electronic systems to meet ongoing changes in the PSHCP business requirements throughout the period of the contract. <p>Each of the three requirements listed above will be evaluated separately and up to 160 points (total) awarded as follows:</p>

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>1) Positive Enrolment Solution to support Start-Up Activities and on-going Operations Phase (SOW Article 3.4.2 & 4.4.2)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.2 above (a – c).</p> <p>For the purposes of this criterion, value to Canada is defined as a Positive Enrolment solution, established to support the Start-Up Phase and ongoing Operations Phase activities, that delivers the following elements:</p> <ul style="list-style-type: none"> i) Provides PSHCP Members with the functionality to complete the Member confirmation process and ongoing PE process via a mobile device (e.g. smartphone, tablet) ii) Provides Secure email and Secure chat channels for Members to ask questions and receive responses from the Contractor during the Member confirmation process and ongoing PE process that could include up to Protect B information; and/or iii) Another approach or service, related to the Positive Enrolment solution, proposed by the Bidder that is assessed by Canada to add value without introducing risk. 	88	<ul style="list-style-type: none"> • 88 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 3.4.2 & 4.4.2; and c) The proposed solution adds significant value to Canada by incorporating 2, or more, out of 3 elements (i.-iii.) identified in column 'A'. • 66 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 3.4.2 & 4.4.2; and c) The proposed solution adds value to Canada by incorporating 1 out of 3 elements (i.-iii.) identified in column 'A'. • 44 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 3.4.2 & 4.4.2. • 22 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 3.4.2 & 4.4.2.

'A' Point-Rated Technical Evaluation Criteria	'B' Max. Points	'C' Rating Guide
<p>2) Biennial Confirmation and Consent of Positive Enrolment Information (SOW Article 3.4.7 & 4.4.4)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.2 above (a – c).</p> <p>For the purposes of this criterion, value to Canada is defined as a Biennial Positive Enrolment and Membership Management solution that delivers the following elements:</p> <ul style="list-style-type: none"> i) Provides PSHCP Members with the functionality to complete the Biennial confirmation process via a mobile device (e.g. smartphone, tablet); ii) Provides Secure email and Secure chat channels for Members to ask questions and receive responses from the Contractor during the Biennial confirmation process that could include up to Protect B information; and/or iii) Another approach or service, related to the Biennial confirmation process, proposed by the Bidder that is assessed by Canada to add value without introducing risk. 	<p>24</p>	<ul style="list-style-type: none"> • 24 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 3.4.7 & 4.4.4; and c) The proposed solution adds significant value to Canada by incorporating 2, or more, out of 3 elements (i.- iii.) identified in column 'A'. • 18 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 3.4.7 & 4.4.4; and c) The proposed solution adds value to Canada by incorporating 1 out of 3 elements (i.- iii.) identified in column 'A'. • 12 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 3.4.7 & 4.4.4. • 6 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 3.4.7 & 4.4.4.

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>3) Eligibility Interface (SOW Article 3.4.6 & 4.4.7)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.2 above (a – c).</p> <p>For the purposes of this criterion, value to Canada is defined as an Eligibility Interface solution that delivers the following elements:</p> <ul style="list-style-type: none"> i) Provides a web-based interface that allows the Project Authority and other authorized stakeholders to modify real time production data (e.g. updates to Member profile and benefits status); and/or ii) Another approach or service, related to the Eligibility Interface solution, proposed by the Bidder that is assessed by Canada to add value without introducing risk. 	48	<ul style="list-style-type: none"> • 48 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 3.4.6 & 4.4.7; and c) The proposed solution adds significant value to Canada by incorporating 2 out of 2 elements (i.- ii.) identified in column 'A'. • 36 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; and b) The proposed solution meets the minimum requirements set out in SOW Article 3.4.6 & 4.4.7; and c) The proposed solution adds value to Canada by incorporating 1 out of 2 elements (i.- ii.) identified in column 'A'. • 24 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 3.4.6 & 4.4.7. • 12 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 3.4.6 & 4.4.7.
R-2.2 Total Points	160	Minimum Pass Mark = 80 points

R-2.3 Financial Management Services and Controls solution

R-2.3 Financial Management Services and Controls solution	
<p>The Bidder's proposed Financial Management Services and Controls solution (Operations Phase), provided in response to criteria M-4.3, should include the information listed below (a – c) for the following requirement:</p>	
<ol style="list-style-type: none"> 1) Daily Claim Funding Request Service (SOW Article 4.6.3); and 2) PSHCP Recovery of Overpayments and Erroneous Payments Service (SOW Article 4.6.6) 	
<p>a) A detailed description of the Bidder's proposed solution, in terms of the processes and any enabling technology, which demonstrates that the minimum requirements as set out in SOW Article 4.6.1 (where applicable) and the associated SOW sections referenced above, are met (Note: The Project Authority currently uses Microsoft Office 2013);</p>	
<p>b) Details of how the proposed solution, for the applicable requirement, is based on lessons learned, established methodologies, and/or best practices as applicable; and</p>	
<p>c) Identification of any areas where the proposed solution provides functionality or services that are above and beyond the requirements specified in the applicable SOW section, and a description of how this will benefit Canada.</p>	
<p>Examples of an approach or service that adds value is one that, by the Operations Ready date, will:</p> <ul style="list-style-type: none"> • Provide additional functionality or services for the solution component beyond those requirements specified in applicable section of the SOW; • Digitize, automate or streamline current administrative processes that support the PSHCP; and/or • Provide a flexible electronic solution that enables timely and cost effective customization of the Bidder's electronic systems to meet ongoing changes in the PSHCP business requirements throughout the period of the contract. 	
<p>The requirement listed above will be evaluated and up to 100 points awarded as follows:</p>	

'A'		'B'		'C'	
Point-Rated Technical Evaluation Criteria		Max. Points		Rating Guide	
1) Daily Claim Funding Request Service (SOW Article 4.6.3) & PSHCP Recovery of Overpayments and Erroneous Payments Service (SOW Article 4.6.6)		100		<ul style="list-style-type: none"> • 100 points – Excellent. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Articles 4.6.3 and 4.6.6; and 	

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>The Bidder's description of the proposed solution should include the information listed in R-2.3 above (a – c).</p> <p>For the purposes of this criterion, value to Canada is defined as a Financial Management Services and Controls solution that delivers the following elements:</p> <ul style="list-style-type: none"> i) Provides a daily Claim Funding Request services that allows Canada to verify, validate and reconcile, in a detailed manner, all financial reports and associated transactions including recoveries and adjustments by type (Refer to SOW Article 4.6.3. iii. b); ii) Provides a designated point of contact who is responsible to resolve questions or concerns from Canada related to the Financial Management Services and Controls (including the daily claim funding reports) in a timely manner; and/or iii) Another approach or service, related to the Financial Management Services and Controls solution, proposed by the Bidder that is assessed by Canada to add value without introducing risk. 		<ul style="list-style-type: none"> c) The proposed solution adds value to Canada by incorporating 2, or more, out of 3 elements (i.- iii.) identified in column 'A'. <ul style="list-style-type: none"> • 75 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; and b) The proposed solution meets the minimum requirements set out in SOW Articles 4.6.3 and 4.6.6; and c) The proposed solution adds value to Canada by incorporating 1 out of 3 elements (i.- iii.) identified in column 'A'. • 50 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Articles 4.6.3 and 4.6.6. • 25 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Articles 4.6.3 and 4.6.6.
R-2.3 Total Points	100	Minimum Pass Mark = 50 points

R-2.4 Audit and Claim Verification Program solution

R-2.4 Audit and Claim Verification Program solution	
<p>The Bidder's proposed Audit and Claim Verification Program solution (Operations Phase), provided in response to criteria M-4.4, should include the information listed below (a – c) for each of the following requirements:</p>	
<ol style="list-style-type: none"> 1) Pharmacy and Electronic Medical Supplies Provider Audits (SOW Article 4.7.2); 2) Hospital Provider Audits (SOW Article 4.7.3); 3) Paramedical Practitioner/Medical Equipment Provider Audits (SOW Article 4.7.4); 4) Emergency Travel and Comprehensive Coverage Claim Verification Audits (SOW Article 4.7.5); 5) Digital Claim Audits (SOW Article 4.7.6); 6) Provider Confirmation Audits (SOW Article 4.7.7); 7) Dependant Eligibility Verification Audits (SOW Article 4.7.8); and 8) Benefit Misuse and Abuse Detection Services (SOW Article 4.7.9). 	<p>a) A detailed description of the Bidder's proposed solution, in terms of the processes and any enabling technology, which demonstrates that the minimum requirements (including related service levels) as set out in SOW Article 4.7.1 (where applicable) and the associated SOW section referenced above, are met;</p>
	<p>b) Details of how the proposed solution, for the applicable requirement, is based on lessons learned, established methodologies, and/or best practices as applicable; and</p>
	<p>c) Identification of any areas where the proposed solution provides functionality or services that are above and beyond the requirements specified in the applicable SOW section, and a description of how this will benefit Canada.</p>
	<p>Examples of an approach or service that adds value is one that, by the Operations Ready date, will:</p> <ul style="list-style-type: none"> • Provide additional functionality or services for the solution component beyond those requirements specified in applicable section of the SOW; • Digitize, automate or streamline current administrative processes that support the PSHCP; and/or • Provide a flexible electronic solution that enables timely and cost effective customization of the Bidder's electronic systems to meet ongoing changes in the PSHCP business requirements throughout the period of the contract.
	<p>Each of the eight requirements listed above will be evaluated separately and up to 400 points (total) awarded as follows:</p>

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>1) Pharmacy and Electronic Medical Supplies Provider Audits (SOW Article 4.7.2)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.4 above (a – c).</p> <p>For the purposes of this criterion, value to Canada is defined as a Pharmacy and Electronic Medical Supplies Provider Audit solution that delivers the following elements:</p> <ul style="list-style-type: none"> i) Provides Canada with querying access capabilities of Audit results in support of the Audit and Claim Verification Program (ACVP) and Audit related reporting; ii) Communicates Audit requests to Members and Providers via two or more channels which includes a Secure electronic process and a paper process; iii) Provides Members and Providers with two or more channels, which includes a Secure electronic process and a paper process, through which to respond to Audit requests; iv) Provides a Secure electronic channel through which Members and Providers can submit questions and supporting documentation about Audit requests; v) Conducts Members and Providers Audits via two or more channels including phone and paper without compromising the successful outreach results; vi) Provides pre-payment Audit for identified ACVP services; and/or 	<p>120</p>	<ul style="list-style-type: none"> • 120 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.2; and c) The proposed solution adds significant value to Canada by incorporating 5, or more, out of 7 elements (i.- vii.) identified in column 'A'. • 90 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.2; and c) The proposed solution adds value to Canada by incorporating 3 out of 7 elements (i.- vii.) identified in column 'A'. • 60 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.2. • 30 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.7.2.

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>vi) Another approach or service, related to the Audit Program, proposed by the Bidder that is assessed by Canada to add value without introducing risk.</p>		
<p>2) Hospital Provider Audits (SOW Article 4.7.3)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.4 above (a – c).</p> <p>For the purposes of this criterion, value to Canada is defined as a Hospital Provider Audit solution that delivers the following elements:</p> <ul style="list-style-type: none"> i) Provides Canada with querying access capabilities of Audit results in support of the Audit and Claim Verification Program (ACVP) and Audit related reporting; ii) Communicates Audit requests to Members and Providers via two or more channels which includes a Secure electronic process and a paper process; iii) Provides Members and Providers with two or more channels, which includes a Secure electronic process and a paper process, through which to respond to Audit requests; iv) Provides a Secure electronic channel through which Members and Providers can submit questions and supporting documentation about Audit; v) Conducts Members and Providers Audits via two or more channels including phone and paper without compromising the successful outreach results; vi) Provides pre-payment Audit for identified ACVP services; and/or 	<p>60</p>	<ul style="list-style-type: none"> • 60 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.3; and c) The proposed solution adds significant value to Canada by incorporating 5, or more, out of 7 elements (i.- vii.) identified in column 'A'. • 45 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.3; and c) The proposed solution adds value to Canada by incorporating 3 out of 7 elements (i.- vii.) identified in column 'A'. • 30 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.3. • 15 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or requests is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW.

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>vi) Another approach or service, related to the Audit Program, proposed by the Bidder that is assessed by Canada to add value without introducing risk.</p>		<ul style="list-style-type: none"> • 0 points – Unacceptable. The Bidder's response is assessed as follows: a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.7.3.
<p>3) Paramedical Practitioner/Medical Equipment Provider Audits (SOW Article 4.7.4)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.4 above (a – c).</p> <p>For the purposes of this criterion, value to Canada is defined as a Paramedical Practitioner/Medical Equipment Provider Audit solution that delivers the following elements:</p> <ul style="list-style-type: none"> i) Provides Canada with querying access capabilities of Audit results in support of the Audit and Claim Verification Program (ACVP) and Audit related reporting; ii) Communicates Audit requests to Members and Providers via two or more channels which includes a Secure electronic process and a paper process; iii) Provides Members and Providers with two or more channels, which includes a Secure electronic process and a paper process, through which to respond to Audit requests; iv) Provides a Secure electronic channel through which Members and Providers can submit questions and supporting documentation about Audit requests; v) Conducts Members and Providers Audits via two or more channels including phone and paper without compromising the successful outreach results; 	<p>40</p>	<ul style="list-style-type: none"> • 40 points – Excellent. The Bidder's response is assessed as follows: a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.4; and c) The proposed solution adds significant value to Canada by incorporating 5, or more, out of 7 elements (i.- vii.) identified in column 'A'. • 30 points – Very Good. The Bidder's response is assessed as follows: a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.4; and c) The proposed solution adds value to Canada by incorporating 3 out of 7 elements (i.- vii.) identified in column 'A'. • 20 points – Acceptable. The Bidder's response is assessed as follows: a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.4. • 10 points – Weak. The Bidder's response is assessed as follows: a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW.

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>vi) Provides pre-payment Audit for identified ACVP services; and/or</p> <p>vii) Another approach or service, related to the Audit Program, proposed by the Bidder that is assessed by Canada to add value without introducing risk.</p>		<ul style="list-style-type: none"> • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.7.4.
<p>4) Emergency Travel and Comprehensive Coverage Claim Verification Audits (SOW Article 4.7.5)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.4 above (a – c).</p> <p>For the purposes of this criterion, value to Canada is defined as an Emergency Travel and Comprehensive Coverage Claim Verification Audit solution that delivers the following elements:</p> <ol style="list-style-type: none"> i) Provides Canada with querying access capabilities of Audit results in support of the Audit and Claim Verification Program (ACVP) and Audit related reporting; ii) Communicates Audit requests to Members and Providers via two or more channels which includes a Secure electronic process and a paper process; iii) Provides Members and Providers with two or more channels, which includes a Secure electronic process and a paper process, through which to respond to Audit requests; iv) Provides a Secure electronic channel through which Members and Providers can submit questions and supporting documentation about Audit requests; 	20	<ul style="list-style-type: none"> • 20 points – Excellent. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.5; and c) The proposed solution adds significant value to Canada by incorporating 5, or more, out of 7 elements (i. - vii.) identified in column 'A'. • 15 points – Very Good. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.5; and c) The proposed solution adds value to Canada by incorporating 3 out of 7 elements (i. - vii.) identified in column 'A'. • 10 points – Acceptable. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.5. • 5 points – Weak. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<ul style="list-style-type: none"> v) Conducts Members and Providers Audits via two or more channels including phone and paper without compromising the successful outreach results; vi) Provides pre-payment Audit for identified ACVP services; and/or vii) Another approach or service, related to the Audit Program, proposed by the Bidder that is assessed by Canada to add value without introducing risk. 		<ul style="list-style-type: none"> b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. <p>• 0 points – Unacceptable. The Bidder's response is assessed as follows:</p> <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.7.5.
<p>5) Digital Claims Audits (SOW Article 4.7.6)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.4 above (a – c).</p> <p>For the purposes of this criterion, value to Canada is defined as a Digital Claims Audit solution that delivers the following elements:</p> <ul style="list-style-type: none"> i) Provides Canada with querying access capabilities of Audit results in support of the Audit and Claim Verification Program (ACVP) and Audit related reporting; ii) Communicates Audit requests to Members and Providers via two or more channels which includes a Secure electronic process and a paper process; iii) Provides Members and Providers with two or more channels, which includes a secure electronic process and a paper process, through which to respond to Audit requests; iv) Provides a Secure electronic channel through which Members and Providers can submit questions and supporting documentation about Audit requests; 	60	<ul style="list-style-type: none"> • 60 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.6; and c) The proposed solution adds significant value to Canada by incorporating 5, or more, out of 7 elements (i.- vii.) identified in column 'A'. • 45 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.6; and c) The proposed solution adds value to Canada by incorporating 3 out of 7 elements (i.- vii.) identified in column 'A'. • 30 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.6.

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>v) Conducts Member/Provider Audits via two or more channels including phone and paper without compromising the successful outreach results;</p> <p>vi) Provides pre-payment Audit for identified ACVP services; and/or</p> <p>vii) Another approach or service, related to the Audit Program, proposed by the Bidder that is assessed by Canada to add value without introducing risk.</p>		<ul style="list-style-type: none"> • 15 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.7.6.
<p>6) Provider Confirmation Audits (SOW Article 4.7.7)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.4 above (a – c).</p> <p>For the purposes of this criterion, value to Canada is defined as a Provider confirmation Audit solution that delivers the following elements:</p> <ul style="list-style-type: none"> i) Provides Canada with querying access capabilities of Audit results in support of the Audit and Claim Verification Program (ACVP) and Audit related reporting; ii) Communicates Audit requests to Providers via two or more channels which includes a Secure electronic process and a paper process; iii) Provides Providers with two or more channels, which includes a Secure electronic process and a paper process, through which to respond to Audit requests; iv) Provides a Secure electronic channel through which Providers can submit 	20	<ul style="list-style-type: none"> • 20 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.7; and c) The proposed solution adds significant value to Canada by incorporating 5, or more, out of 7 elements (i.- vii.) identified in column 'A'. • 15 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.7; and c) The proposed solution adds value to Canada by incorporating 3 out of 7 elements (i.- vii.) identified in column 'A'. • 10 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.7.

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>questions and supporting documentation about Audit requests;</p> <p>v) Conducts Providers Audits via two or more channels including phone and paper without compromising the successful outreach results;</p> <p>vi) Provides pre-payment Audit for identified ACVP services; and/or</p> <p>vii) Another approach or service, related to the Audit Program, proposed by the Bidder that is assessed by Canada to add value without introducing risk.</p>		<ul style="list-style-type: none"> • 5 points – Weak. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.7.7.
<p>7) Dependant Eligibility Verification Audits (SOW Article 4.7.8)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.4 above (a – c).</p> <p>For the purposes of this criterion, value to Canada is defined as a Dependant Eligibility Verification Audit solution that delivers the following elements:</p> <ol style="list-style-type: none"> i) Provides Canada with querying access capabilities of Audit results in support of the Audit and Claim Verification Program (ACVP) and Audit related reporting; ii) Communicates Audit requests to Members via two or more channels which includes a Secure electronic process and a paper process; iii) Provides Members with two or more channels, which includes a Secure electronic process and a paper process, through which to respond to Audit requests; 	20	<ul style="list-style-type: none"> • 20 points – Excellent. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.8; and c) The proposed solution adds significant value to Canada by incorporating 5, or more, out of 7 elements (i.- vii.) identified in column 'A'. • 15 points – Very Good. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.8; and c) The proposed solution adds value to Canada by incorporating 3 out of 7 elements (i.- vii.) identified in column 'A'. • 10 points – Acceptable. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>iv) Provides a Secure electronic channel through which Members can submit questions and supporting documentation about Audit requests;</p> <p>v) Conducts Member Audits via two or more channels including phone and paper without compromising the successful outreach results;</p> <p>vi) Provides pre-payment Audit for identified ACVP services; and/or</p> <p>vii) Another approach or service, related to the Audit Program, proposed by the Bidder that is assessed by Canada to add value without introducing risk.</p>		<p>b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.8.</p> <ul style="list-style-type: none"> • 5 points – Weak. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.7.8.
<p>8) Benefit Misuse and Abuse Detection Services (SOW Article 4.7.9)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.4 above (a – c).</p> <p>For the purposes of this criterion, significant value to Canada is defined as a Benefit Misuse and Abuse Detection Service solution that delivers the following elements:</p> <ol style="list-style-type: none"> i) An electronic Benefit Misuse and Abuse Detection Service solution that is easily customizable to add PSHCP specific triggers and thresholds for misuse and abuse detection; ii) The Benefit Misuse and Abuse Detection solution is supported by a sufficient number of investigators (relative to the Bidder's 	<p>60</p>	<ul style="list-style-type: none"> • 60 points – Excellent. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.9; and c) The proposed solution adds significant value to Canada by incorporating 3, or more, out of 4 elements (i.-iv.) identified in column 'A'. • 45 points – Very Good. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.9; and c) The proposed solution adds value to Canada by incorporating 2 out of 4 elements (i.-iv.) identified in column 'A'. • 30 points – Acceptable. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>proposed solution) that are dedicated to the PSHCP in support of the ACVP services;</p> <p>iii) The Benefit Misuse and Abuse Detection team includes an appropriate number of Certified Fraud Examiner (CFE) resources (relative to the Bidder's proposed solution) in support of the ACVP services; and/or</p> <p>iv) Another approach or service, related to the Benefit Misuse and Abuse Detection Service solution, proposed by the Bidder that is assessed by Canada to add value without introducing risk.</p>		<p>b) The proposed solution meets the minimum requirements set out in SOW Article 4.7.9.</p> <ul style="list-style-type: none"> 15 points – Weak. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. 0 points – Unacceptable. The Bidder's response is assessed as follows: <ol style="list-style-type: none"> The proposed solution does not meet the minimum requirements set out in SOW Article 4.7.9.
R-2.4 Total Points	400	Minimum Pass Mark = 200 points

R-2.5 Reporting Services solution

R-2.5 Reporting Services solution	
<p>The Bidder's proposed Reporting Services solution (Operations Phase), provided in response to criteria M-4.5, should include the information listed below (a – c) for each of the following requirements:</p>	
<p>1) Standard Reports (SOW Article 4.9.2); 2) Ad Hoc and Pre-Defined Reporting (SOW Article 4.9.3); 3) Management Dashboards (SOW Article 4.9.5); and 4) Secure Reporting and Documentation Website (SOW Article 4.9.9).</p>	
a)	A detailed description of the Bidder's proposed solution, in terms of the processes and any enabling technology, which demonstrates that the minimum requirements (including related service levels) as set out in SOW Article 4.9.1 (where applicable) and the associated SOW section referenced above, are met (Note: The Project Authority currently uses Office 365);
b)	Details of how the proposed solution, for the applicable requirement, is based on lessons learned, established methodologies, and/or best practices as applicable; and
c)	Identification of any areas where the proposed solution provides functionality or services that are above and beyond the requirements specified in the applicable SOW section, and a description of how this will benefit Canada.
<p>Examples of an approach or service that adds value is one that, by the Operations Ready date, will:</p> <ul style="list-style-type: none">• Provide additional functionality or services for the solution component beyond those requirements specified in applicable section of the SOW;• Digitize, automate or streamline current administrative processes that support the PSHCP; and/or• Provide a flexible electronic solution that enables timely and cost effective customization of the Bidder's electronic systems to meet ongoing changes in the PSHCP business requirements throughout the period of the contract.	
<p>Each of the four requirements listed above will be evaluated separately and up to 250 points (total) awarded as follows:</p>	

'A' Point-Rated Technical Evaluation Criteria	'B' Max. Points	'C' Rating Guide
<p>1) Standard Reports (SOW article 4.9.2)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.5 above (a – c).</p> <p>For the purposes of this criterion, an added value Standard Reporting solution delivers the following elements:</p> <ul style="list-style-type: none"> i) Provides Canada with the functionality to access Standard Reports via a Mobile device (e.g. smartphone, tablet); and/or ii) Another approach or service proposed by the Bidder that is assessed by Canada to add value with low residual risk. 	<p>50</p>	<ul style="list-style-type: none"> • 50 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.9.2; and c) The proposed solution adds significant value to Canada by incorporating 2 out of 2 elements (i.- ii.) identified in column 'A'. • 38 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.9.2; and c) The proposed solution adds value to Canada by incorporating 1 out of 2 elements (i.- ii.) identified in column 'A'. • 25 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.9.2. • 13 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.9.2.

'A' Point-Rated Technical Evaluation Criteria	'B' Max. Points	'C' Rating Guide
<p>2) Ad Hoc and Pre-Defined Reporting (SOW article 4.9.3)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.5 above (a – c).</p> <p>For the purposes of this criterion, an added value Ad Hoc Reporting solution delivers the following elements:</p> <ul style="list-style-type: none"> i) Provides Canada with the functionality to submit Ad Hoc reporting queries via a Mobile device (e.g. smartphone, tablet); ii) Provides Canada with the functionality to benchmark PSHCP claims against summarized Contractor Block of Business data; and/or iii) Another approach or service proposed by the Bidder that is assessed by Canada to add value with low residual risk. 	<p>125</p>	<ul style="list-style-type: none"> • 125 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.9.3; and c) The proposed solution adds value to Canada by incorporating 2, or more, out of 3 elements (i.- iii.) identified in column 'A'. • 94 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.9.3; and c) The proposed solution adds value to Canada by incorporating 1 out of 3 elements (i.- iii.) identified in column 'A'. • 63 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.9.3. • 31 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.9.3.

'A' Point-Rated Technical Evaluation Criteria	'B' Max. Points	'C' Rating Guide
<p>3) Management Dashboards (SOW article 4.9.5)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.5 above (a – c).</p> <p>For the purposes of this criterion, an added value Management Dashboard solution delivers the following elements:</p> <ul style="list-style-type: none"> i) Provides Canada with the functionality to benchmark PSHCP claims against summarized Contractor Block of Business data ii) Provides the functionality to configure and customize the dashboard to meet the needs of each Authorized User; iii) Provides Canada with the functionality to access the Management Dashboard via a Mobile device (e.g. smartphone, tablet); and/or iv) Another approach or service proposed by the Bidder that is assessed by Canada to add value with low residual risk. 	<p>50</p>	<ul style="list-style-type: none"> • 50 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.9.5; and c) The proposed solution adds value to Canada by incorporating 3, or more, out of 4 elements (i.- iv.) identified in column 'A'. • 38 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.9.5; and c) The proposed solution adds value to Canada by incorporating 2 out of 4 elements (i.- iv.) identified in column 'A'. • 25 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.9.5. • 13 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.9.5.

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>4) Secure Reporting and Documentation Website (SOW article 4.9.9)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.5 above (a – c).</p> <p>For the purposes of this criterion, an added value Secure Reporting and Documentation Website solution delivers the following elements:</p> <ul style="list-style-type: none"> i) Provides web-based training or tutorial materials (e.g. videos, etc.) to support new and existing users; ii) Provides real time assistance to users; and/or iii) Another approach or service proposed by the Bidder that is assessed by Canada to add value with low residual risk. 	<p>25</p>	<ul style="list-style-type: none"> • 25 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.9.9; and c) The proposed solution adds value to by incorporating 2, or more, out of 3 elements (i. - iii.) identified in column 'A'. • 19 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.9.9; and c) The proposed solution adds value to Canada by incorporating 1 out of 3 elements (i. - iii.) identified in column 'A'. • 13 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.9.9. • 6 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.9.9.
R-2.5 Total Points	250	Minimum Pass Mark = 125 points

R-2.6 Member Communications and Information Services solution

R-2.6 Member Communications and Information Services solution	
<p>The Bidder's proposed Member Communications and Information Services solution (Operations Phase), provided in response to criteria M-4.6, should include the information listed below (a – d) for each of the following requirements:</p>	
<ol style="list-style-type: none"> 1) Member Contact Centre (SOW Article 4.10.1); 2) Emergency Travel Assistance and Comprehensive Coverage Contact Centre (SOW Article 4.10.2); and 3) PSHCP Member Digital Services (SOW Article 4.10.3). 	
a)	A detailed description of the Bidder's proposed solution, in terms of the processes and any enabling technology, which demonstrates that the minimum requirements (including related service levels) as set out in the applicable SOW section, are met;
b)	A detailed description of how the Bidder's proposed solution, for the applicable requirement, is based on lessons learned, established methodologies, and/or best practices as applicable;
c)	A detailed description of how the Bidder will ensure that all products, services and solutions provided to Members are in the official language of the Member's choice and are of equal quality, whether in English or French; and
d)	Identification of any areas where the proposed solution provides functionality or services that are above and beyond the requirements specified in the applicable SOW section, and a description of how this will benefit Canada.
<p>Examples of an approach or service that adds value is one that, by the Operations Ready date, will:</p> <ul style="list-style-type: none"> • Provide additional functionality or services for the solution component beyond those requirements specified in applicable section of the SOW; • Digitize, automate or streamline current administrative processes that support the PSHCP; and/or • Provide a flexible electronic solution that enables timely and cost effective customization of the Bidder's electronic systems to meet ongoing changes in the PSHCP business requirements throughout the period of the contract. 	
<p>Each of the three requirements listed above will be evaluated separately and up to 380 points (total) awarded as follows:</p>	

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>1) Member Contact Centre (SOW Article 4.10.1)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.6 above (a – d).</p> <p>For the purposes of this criterion, an added value Member Contact Centre solution delivers the following elements:</p> <ul style="list-style-type: none"> i) Utilizes Contact Centre and/or Interactive Voice Response (IVR) technologies that provides a Call Back option for users (rather than waiting on the phone) where callers can maintain their place in the queue and receive a call back from the Contractor (i.e. within the same expected wait time); ii) Utilizes other Contact Centre and/or Interactive Voice Response (IVR) technologies that provides additional functionality aimed at improving the customer experience; iii) Provides other channels of communication not stipulated in the SOW; iv) Considers customer feedback from all sources and uses this feedback to improve service delivery; v) Ongoing management to minimize outliers to service level standards; and/or vi) Another approach or service proposed by the Bidder that is assessed by Canada to add value with low residual risk. 	76	<ul style="list-style-type: none"> • 76 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of how the information listed in R-2.6 above (a – d) have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.10.1; and c) The proposed solution adds significant value to Canada by incorporating 4, or more, out of 6 elements (i.-vi.) identified in column 'A'. • 57 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of how the information listed in R-2.6 above (a – d) have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.10.1; and c) The proposed solution adds value to Canada by incorporating 3 out of 6 elements (i.-vi.) identified in column 'A'. • 38 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.10.1. • 19 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.10.1.
<p>2) Emergency Travel Assistance and Comprehensive Coverage Contact Centre (SOW Article 4.10.2)</p>	114	<ul style="list-style-type: none"> • 114 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of how the information listed in R-2.6 above (a – d) have been incorporated into the proposed solution;

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>The Bidder's description of the proposed solution should include the information listed in R-2.6 above (a – d).</p> <p>For the purposes of this criterion, value to Canada is defined as an Emergency Travel Assistance and Comprehensive Coverage Contact Centre solution that delivers the following elements:</p> <ul style="list-style-type: none"> i) Utilizes Contact Centre and/or Interactive Voice Response (IVR) technologies that provides a Call Back option for users (rather than waiting on the phone) where callers can maintain their place in the queue and receive a call back from the Contractor (i.e. within the same expected wait time); ii) Utilizes other Contact Centre and/or IVR technologies that provides additional functionality aimed at improving the customer experience; iii) Provides other channels of communication not stipulated in the SOW; iv) Ongoing management to minimize outliers to service level standards; and/or v) Another approach or service proposed by the Bidder that is assessed by Canada to add value with low residual risk. 	190	<ul style="list-style-type: none"> b) The proposed solution meets the minimum requirements set out in SOW Article 4.10.2; and c) The proposed solution adds significant value to Canada by incorporating 3, or more, out of 5 elements (i.- v.) identified in column 'A'. <ul style="list-style-type: none"> • 86 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of how the information listed in R-2.6 above (a – d) have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.10.2; and c) The proposed solution adds value to Canada by incorporating 2 out of 5 elements (i.- v.) identified in column 'A'. • 57 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.10.2. • 29 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.10.2.
<p>3) PSHCP Member Digital Services (SOW Article 4.10.3)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.6 above (a – d).</p>	190	<ul style="list-style-type: none"> • 190 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of how the information listed in R-2.6 above (a – d) have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.10.3; and

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>For the purposes of this criterion, an added value PSHCP Member Digital Services solution delivers the following elements:</p> <ul style="list-style-type: none"> i) Provides a Secure Digital channel that allows Members to submit documents to the Contractor (e.g. documentation in response to an Audit request); ii) Provides Members with the functionality to retain transcripts of Secure chats; iii) Provides pro-active notification to PSHCP Members of Providers which are delisted if the Member or their Eligible Dependent has visited that Provider with the last twelve months; iv) Securely provides members with login credentials for Member Digital Services electronically upon completion of the registration process; and/or v) Another approach or service proposed by the Bidder that is assessed by Canada to add value with low residual risk 		<ul style="list-style-type: none"> c) The proposed solution adds significant value to Canada by incorporating 3, or more, out of 5 elements (i.- v.) identified in column 'A'. <ul style="list-style-type: none"> • 143 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of how the information listed in R-2.6 above (a – d) have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.10.3; and c) The proposed solution adds value to Canada by incorporating 2 out of 5 elements (i.- v.) identified in column 'A'. • 95 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.10.3. • 48 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.10.3.
R-2.6 Total Points	380	Minimum Pass Mark = 190 points

R-2.7 Provider Communications and Information Services solution

R-2.7 Provider Communications and Information Services solution	
<p>The Bidder's proposed Provider Communications and Information Services solution (Operations Phase), provided in response to criteria M-4.7, should include the information listed below (a – c) for each of the following requirements:</p>	
<p>1) Provider Contact Centre (SOW Article 4.11.2); and 2) PSHCP Provider Digital Services (SOW Article 4.11.3)</p>	
a)	A detailed description of the Bidder's proposed solution, in terms of the processes and any enabling technology, which demonstrates that the minimum requirements (including related service levels) as set out in the applicable SOW section, are met;
b)	Details of how the proposed solution, for the applicable requirement, is based on lessons learned, established methodologies, and/or best practices as applicable; and
c)	Identification of any areas where the proposed solution provides functionality or services that are above and beyond the requirements specified in the applicable SOW section, and a description of how this will benefit Canada.
<p>Examples of an approach or service that adds value is one that, by the Operations Ready date, will:</p> <ul style="list-style-type: none">• Provide additional functionality or services for the solution component beyond those requirements specified in applicable section of the SOW;• Digitize, automate or streamline current administrative processes that support the PSHCP; and/or• Provide a flexible electronic solution that enables timely and cost effective customization of the Bidder's electronic systems to meet ongoing changes in the PSHCP business requirements throughout the period of the contract.	
<p>Each of the two requirements listed above will be evaluated separately and up to 160 points (total) awarded as follows:</p>	

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>1) Provider Contact Centre (SOW Article 4.11.2)</p> <p>The Bidder's description of the proposed solution should include the information listed in R-2.7 above (a – c).</p> <p>For the purposes of this criterion, an added value Provider Contact Centre solution delivers the following elements:</p> <ul style="list-style-type: none"> i) Utilizes Contact Centre and/or Interactive Voice Response (IVR) technologies that provides a Call Back option for users (rather than waiting on the phone) where callers can maintain their place in the queue and receive a call back from the Contractor (i.e. within the same expected wait time); ii) Utilizes other Contact Centre and/or IVR technologies that provides additional functionality aimed at improving the customer experience; iii) Provides other channels of communication not stipulated in the SOW; and/or iv) Another approach or service proposed by the Bidder that is assessed by Canada to add value with low residual risk. 	<p>32</p>	<ul style="list-style-type: none"> • 32 points – Excellent. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.11.2; and c) The proposed solution adds significant value to Canada by incorporating 3, or more, out of 4 elements (i.- iv.) identified in column 'A'. • 24 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.11.2; and c) The proposed solution adds value to Canada by incorporating 2 out of 4 elements (i.- iv.) identified in column 'A'. • 16 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.11.2. • 8 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.11.2.
<p>2) PSHCP Provider Digital Services (SOW Article 4.11.3)</p>	<p>128</p>	<ul style="list-style-type: none"> • 128 points – Excellent. The Bidder's response is assessed as follows:

'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>The Bidder's description of the proposed solution should include the information listed in R-2.7 above (a – c).</p> <p>For the purposes of this criterion, an added value PSHCP Provider Digital Services solution delivers the following elements:</p> <ul style="list-style-type: none"> i) Gives Providers the functionality to submit claim supporting documentation during Digital claims submission; ii) Gives Providers the functionality to enter the date of a referral during Digital claims submission; and/or iii) Another approach or service proposed by the Bidder that is assessed by Canada to add value with low residual risk. 		<ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.11.3; and c) The proposed solution adds significant value to Canada by incorporating 2, or more, out of 3 elements (i.- iii.) identified in column 'A'. <ul style="list-style-type: none"> • 96 points – Very Good. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution includes details of lessons learned, established methodologies, and best practices which have been incorporated into the proposed solution; b) The proposed solution meets the minimum requirements set out in SOW Article 4.11.3; and c) The proposed solution adds value to Canada by incorporating 1 out of 3 elements (i.- iii.) identified in column 'A'. • 64 points – Acceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution is evident from the description but is lacking in some details or context; and b) The proposed solution meets the minimum requirements set out in SOW Article 4.11.3. • 32 points – Weak. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The description of the proposed solution merely restates the SOW; or is severely lacking in details of the proposed solution; and b) Although lacking in detail it can be surmised that the proposed solution meets the minimum requirements set out in the SOW. • 0 points – Unacceptable. The Bidder's response is assessed as follows: <ul style="list-style-type: none"> a) The proposed solution does not meet the minimum requirements set out in SOW Article 4.11.3.
R-2.7 Total Points	160	Minimum Pass Mark = 80 points

R-2.8 Subcontractor governance

R-2.8 Subcontractor governance		
'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>The Bidder's proposed Subcontractor Plan, provided in response to criteria M-2.1, should include, at a minimum, the following:</p> <p>a) A narrative overview of the approach, including key roles and/or processes, that the Bidder proposes to utilize to monitor, control and assess subcontractor's activities to ensure services are delivered effectively and with high quality;</p> <p>b) Details of how the proposed approach is based on lessons learned, established methodologies, and/or best practices as applicable;</p> <p>c) Identification of any impediments or exceptional circumstances that might prevent the subcontractor(s) from achieving the performance of work required and strategies for mitigating that risk; and</p> <p>d) Examples, from other Customer Reference Contracts, where the Bidder utilized a similar approach and the resulting benefits achieved for the Customer.</p>	100	<p>The proposed subcontractor plan will be evaluated based on the extent to which the response demonstrates the following attributes:</p> <ol style="list-style-type: none"> 1) Provides all requested information (elements a – d) set out in column 'A'; 2) Information provided is concise; 3) Information provided includes a sufficient level of detail to facilitate understanding; 4) Proposes approaches based on previous experience; 5) Approach includes an audit verification process; 6) Approach includes a yearly attestation (to the Project Authority) certifying subcontractor compliance with contract requirements; and 7) Is Feasible. <p>Up to 100 points will be awarded as follows:</p> <ul style="list-style-type: none"> • 100 points – Excellent: The proposed approach demonstrates 7 out of 7 attributes listed above; • 75 points – Very Good: The proposed approach demonstrates 5 or 6 out of 7 attributes listed above; • 50 points – Acceptable: The proposed approach demonstrates 4 out of 7 attributes listed above; or • 0 points – Unacceptable: The proposed approach demonstrates 3, or fewer, out of 7 attributes listed above.
R-2.8 Total Points	100	Minimum Pass Mark = 50 points

4. Point-Rated Evaluation Criteria – Innovation

R-3.1 Current Technology and Infrastructure

R-3.1 Current Technology and Infrastructure		
'A'	'B'	'C'
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide
<p>The Bidder should describe its current technology and infrastructure that is used to support Health care claims processing and payment services for its Block of Business in terms of:</p> <p>a) The Health care claims processing and payment system, including the year in which the initial version of the system was put into production and the technology platform on which it is based (e.g. custom developed on Java, COTS software based solution);</p> <p>b) The extent to which the Health care claims processing and payment system are flexible and permit changes to be made in a timely manner to accommodate the business rules and other changes that are specific to the individual client (i.e. Book of Business) without effecting the Contractor's other Books of Business such as:</p> <ol style="list-style-type: none"> Claims processing and payment and associated plan rules, price files, and edits; Cost containment management (e.g. prior authorization, managed formularies, etc.); Electronic document management; Customized reporting; Customized audit; and Automated workflows. <p>c) The extent to which the existing Health care claims processing and payment system can</p>	<p>155</p>	<p>The Bidder's current technology and infrastructure will be evaluated based on the extent to which the response demonstrates the following attributes:</p> <ol style="list-style-type: none"> Provides all requested information (elements a) to e)) set out in column 'A'; Information provided is concise; Information provided includes a sufficient level of detail to facilitate understanding; The initial version of the system was put into production in 2014 or later; The response demonstrates that the system provides a high level of flexibility to meet the business rules and requirements that are specific to the individual client; The response demonstrates that the existing Health care claims processing and payment system can evolve over time as the Health care industry evolves; The response demonstrates that the existing Health care claims processing and payment system has been successfully configured or customized in order to meet the business rules and requirements that are specific to the individual client; and The response demonstrates additional IT security processes and controls to ensure the security of client data and prevention of data breaches. <p>Up to 155 points will be awarded as follows:</p> <ul style="list-style-type: none"> 155 points – Excellent: The proposed approach demonstrates 7, or more, out of 8 attributes listed above; 117 points – Very Good: The proposed approach demonstrates 5 or 6 out of 8 attributes listed above; 78 points – Acceptable: The proposed approach demonstrates 4 out of 8 attributes listed above; or

R-3.1 Current Technology and Infrastructure			
'A'	'B'	'C'	
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide	
<p>evolve overtime as the Health care industry evolves;</p> <p>d) An example of how the existing Health care claims processing and payment system have been successfully configured or customized in order to meet the business rules and requirements that are specific to the individual client; and</p> <p>e) Any IT security processes and controls (beyond those stipulated in SOW Articles 3.15 and 4.14) that the Bidders has established to ensure the security of client data and prevention of data breaches.</p>		<ul style="list-style-type: none"> 0 points – Unacceptable: The proposed approach demonstrates 3, or fewer, out of 8 attributes listed above. 	
R-3.1 Total Points	155	Minimum Pass Mark - Not Applicable	

R-3.2 Approach to Continuous Improvement

R-3.2 Approach to Continuous Improvement			
'A'	'B'	'C'	
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide	
<p>Canada encourages the selected Bidder to identify opportunities for ongoing continuous improvement through the period of the contract including but not limited to the introduction of new and emerging technologies.</p> <p>The Bidder should describe the approach that it proposes to utilize in order to identify and bring-forward to Canada opportunities to transition to new technologies or new innovative solutions during the life of the PSHCP contract. The description should include the following information:</p> <ol style="list-style-type: none"> A narrative overview of the approach, including key roles and/or processes, that the Bidder proposes to utilize to foster an environment that identifies, promotes and discusses potential innovative services for the PSHCP contract, ultimately bringing forward the best assessed solutions to the attention of Canada as proposals for acceptance under the TI framework; Details of how the proposed approach is based on lessons learned, established methodologies, and/or best practices as applicable; An overview of how the Bidder's IT change management approach will enable timely changes to the supporting IT infrastructure while minimizing risk to Canada; Examples, from other Customer Reference Contracts, where the Bidder utilized a similar approach and the resulting benefits achieved for the Customer; and A responsibility matrix with a description of which tasks are dependent upon Canada to support the bilateral approach to ensure mutual success. 	155	<p>The proposed approach will be evaluated based on the extent to which the response demonstrates the following attributes:</p> <ol style="list-style-type: none"> Provides all requested information (elements a – e) set out in column 'A' Information provided is concise; Information provided includes a sufficient level of detail to facilitate understanding; Is distinct and specific to the PSHCP contract rather than generic template or boilerplate; Proposes approaches based on previous experience; Is Feasible; and Provides approaches and/or solutions which will ensure the ongoing introduction of new technologies or innovative solutions throughout the life of the PSHCP contract. <p>Up to 155 points will be awarded as follows:</p> <ul style="list-style-type: none"> 155 points – Excellent: The proposed approach demonstrates 7 out of 7 attributes listed above; 117 points – Very Good: The proposed approach demonstrates 5 or 6 out of 7 attributes listed above; 78 points – Acceptable: The proposed approach demonstrates 4 out of 7 attributes listed above; or 0 points – Unacceptable: The proposed approach demonstrates 3, or fewer, out of 7 attributes listed above. 	

R-3.2 Approach to Continuous Improvement			
'A'	'B'	'C'	
Point-Rated Technical Evaluation Criteria	Max. Points	Rating Guide	
<p>Examples of an innovative solution is one that provides:</p> <ul style="list-style-type: none"> • Cost savings; • Improvements to client service; • Reduction in errors; and/or • Increases in efficiency. 			
R-3.2 Total Points	155	Minimum Pass Mark - Not Applicable	

ATTACHMENT 3.3 TO PART 3 - FINANCIAL BID PRICING TABLES START-UP PHASE FEES			
Milestone Payment Schedule A			
Positive Enrolment and Member Management Services Set-Up (BOP article 2.1, SOW article 3.4)			
"A"	"B"	"C"	"D"
Milestone Number	Milestone Payment Firm Fixed Price	Associated Deliverables (must include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
1			
2			
3			
4			
5			
TOTAL	\$0.00	Total Firm fixed price Milestone Payment Schedule A	
Milestone Payment Schedule B			
Provider Registration and Management Services Set-up (BOP article 2.2, SOW article 3.5)			
"A"	"B"	"C"	"D"
Milestone Number	Milestone Payment Firm Fixed Price	Associated Deliverables (must include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
1			
2			
3			
4			
5			
TOTAL	\$0.00	Total Firm fixed price Milestone Payment Schedule B	
Milestone Payment Schedule C			
Member Communications and Information Services Set-up (BOP article 2.3, SOW article 3.10)			
"A"	"B"	"C"	"D"
Milestone Number	Milestone Payment Firm Fixed Price	Associated Deliverables (must include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
1			
2			
3			
4			
5			
TOTAL	\$0.00	Total Firm fixed price Milestone Payment Schedule C	
Milestone Payment Schedule D			
Provider Communications and Information Services Set-up (BOP article 2.4, SOW article 3.11)			
"A"	"B"	"C"	"D"
Milestone Number	Milestone Payment Firm Fixed Price	Associated Deliverables (must include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
1			
2			
3			
4			
5			
TOTAL	\$0.00	Total Firm fixed price Milestone Payment Schedule D	
Milestone Payment Schedule E			
Security Set-Up (BOP article 2.5, SOW article 3.15)			
"A"	"B"	"C"	"D"
Milestone Number	Milestone Payment Firm Fixed Price	Associated Deliverables (must include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
1			
2			

ATTACHMENT 3.3 TO PART 3 - FINANCIAL BID PRICING TABLES START-UP PHASE FEES			
3			
4			
5			
TOTAL	\$0.00	Total Firm fixed price Milestone Payment Schedule E	
Milestone Payment Schedule F			
All remaining Start-Up Phase requirements (combined, BOP article 2.6)			
i. Contract Initiation (SOW article 3.2) ii. Claims Processing and Claims Payment Services Set-Up (SOW article 3.3) iii. Financial Management Services and Controls Set-Up (SOW article 3.6) iv. Audit and Claim Verification Program Set-Up (SOW article 3.7) v. Quality Assurance Program Set-Up (SOW article 3.8) vi. Reporting Services Set-Up (SOW article 3.9) vii. Continuity Management Plan Development (SOW article 3.12)		viii. Privacy Set-Up (SOW article 3.13) ix. Technical and Administrative Documentation Development (SOW article 3.14) x. Data Migration (SOW article 3.16) xi. VAC Remittance Administration Services Set-Up (SOW article 3.17)	
"A"	"B"	"C"	"D"
Milestone Number	Milestone Payment Firm Fixed Price	Associated Deliverables (must include applicable cross-reference to Appendix 7 to Annex A, Start-Up Phase Deliverables Checklist)	Delivery Date for each Deliverable
1			
2			
3			
4			
5			
TOTAL	\$0.00	Total Firm fixed price Milestone Payment Schedule F	

ATTACHMENT 3.3 TO PART 3 - FINANCIAL BID PRICING TABLES TRANSACTION PROCESSING FEES			
Operations Phase Price Per Electronic Claim Line Processed - Pharmacy and Electronic Medical Supplies Providers (BOP article 3.2.1)			
Year 1	Year 2	Year 3	Year 4
Operations Phase Price Per Electronic Claim Line Processed - Members (BOP article 3.2.2)			
Year 1	Year 2	Year 3	Year 4
Operations Phase Price Per Electronic Claim Line Processed - Other Providers (BOP article 3.2.3)			
Year 1	Year 2	Year 3	Year 4
Operations Phase Price Per Paper Claim Line Processed - DIN and Medical Supplies (BOP article 3.2.4)			
Year 1	Year 2	Year 3	Year 4
Operations Phase Price Per Paper Claim Line Processed - Non-DIN and Non-Medical Supplies (BOP article 3.2.5)			
Year 1	Year 2	Year 3	Year 4
Operations Phase Price Per Electronic Claim Voids and Rejects (BOP article 3.2.6)			
Year 1	Year 2	Year 3	Year 4
Operations Phase Emergency Travel Assistance and Out of Country Claim Processing and Payment Services - Monthly Per Member Fee (BOP article 3.2.7)			
Year 1	Year 2	Year 3	Year 4

ATTACHMENT 3.3 TO PART 3 - FINANCIAL BID PRICING TABLES VAC REMITTANCE ADMINISTRATION SERVICES FEES			
Operations Phase VAC Remittance Administration Services - Monthly Per Member Fee (BOP article 3.3.1)			
Year 1	Year 2	Year 3	Year 4

ATTACHMENT 3.3 TO PART 3 - FINANCIAL BID PRICING TABLES PROFESSIONAL SERVICES PER DIEM RATES (TASK AUTHORIZATION WORK)					
Professional Services Per Diem Rates BOP article 3.4 - Task Authorization Work					
As Required Contract Resource Categories	Start-Up Phase	Operations Phase and Close Out Phase			
		Year 1	Year 2	Year 3	Year 4
Information Technology (IT) and Contract Management Categories					
Actuary					
Audit Project Manager					
Audit Risk Methodologist					
Auditor (Junior)					
Auditor (Senior)					
Chartered Professional Accountant (CPA)					
Chief Security Officer					
Claims Analyst					
Communications Service Manager					
Contact Centre Administrator					
Contact Centre Consultant (Set-up)					
Data Analyst					
Database Administrator					
Dental Claim Audit Specialist					
Digital Services Manager					
Editor / Writer					
E-Learning Courseware Developer					
E-Learning Online Website Developer					
IT Analyst / Developer					
IT Application Tester					
IT Operations Manager					
IT Security Specialist					
Medical Supplies and Equipment Audit Specialist					
Pharmacy Analyst					
Pharmacy Audit Specialist					
Privacy Specialist					
Project Administrator					
Project Manager					
Quality Assurance Analyst					
Service Delivery Manager					
Training Instructor					
Translator					
Underwriting Analyst					

ATTACHMENT 3.3 TO PART 3 - FINANCIAL BID PRICING TABLES PROFESSIONAL SERVICES PER DIEM RATES (TASK AUTHORIZATION WORK)					
Professional Services Per Diem Rates BOP article 3.4 - Task Authorization Work					
As Required Contract Resource Categories	Start-Up Phase	Operations Phase and Close Out Phase			
		Year 1	Year 2	Year 3	Year 4
Health Care Professional Categories					
Audiologist / Speech Language Pathologist					
Chiropractor					
Dental Surgeon					
Dentist					
Denturist					
Electrologist					
Naturopath					
Ophthalmologist					
Optometrist					
Orthotist					
Osteopath					
Pathologist					
Pharmacist					
Physician					
Physiotherapist					
Podiatrist/Chiropodist					
Prosthetist					
Psychiatrist					
Psychologist					
Registered Nurse					
Respirologist					