



REQUEST FOR PROPOSALS

For Corporate Travel Management Services

RFP No. RP213-2020-01

ISSUE DATE:	Wednesday January 22, 2020
Vendor Information Session	Thursday January 30, 2020 at 2pm (Toronto Local time)
DEADLINE FOR PROPONENT ENQUIRIES	Friday February 7, 2020 by 5:00pm (Toronto Local Time)
DEADLINE FOR ISSUING ADDENDA & RESPONSES TO PROPONENT ENQUIRIES	Wednesday February 12, 2020
PROPOSAL SUBMISSION DEADLINE	Wednesday February 19, 2020, no later than 3:00pm ET (Toronto Local Time)
INTERVIEWS	Week of March 9, 2020
ANTICIPATED CONTRACT START DATE	April 1, 2020

PROPONENT ENQUIRIES only by e-mail to:
procurement@partnershipagaincancer.ca

****Proponents should reference this RFP number (RFP No. RP213-2020-01) in the subject line of their correspondence. ****

DISCLAIMER

The Partnership, CFHI and CPSI disclaims responsibility for all warranties and conditions with regard to electronic files and any contents thereof. No guarantee or representation that electronic files are error-free, nor compatible with recipient's systems, nor free from viruses. The Partnership, CFHI and CPSI will not be held responsible for any problems or injuries that arise including, but not limited to, the reliability or safety, of the use of its electronic files, in whole or in part.

About the Canadian Partnership Against Cancer

As the steward of the *Canadian Strategy for Cancer Control* (the Strategy), the Partnership works with Canada's cancer community to take action to ensure fewer people get cancer, more people survive cancer and those living with the disease have a better quality of life. This work is guided by the Strategy, which was refreshed for 2019 to 2029 and will help drive measurable change for all Canadians affected by cancer. The Strategy includes five priorities which will tackle the most pressing challenges in cancer control as well as distinct First Nations, Inuit and Métis Peoples-specific priorities and actions reflecting Canada's commitment to reconciliation. The Partnership will oversee the implementation of the priorities in collaboration with organizations and individuals on the front lines of cancer care - the provinces and territories, health-care professionals, people living with cancer and those who care for them, First Nations, Inuit and Métis communities, governments and organizations, and its funder Health Canada. Learn more about the Partnership and the refreshed Strategy at www.cancerstrategy.ca.

About the Canadian Foundation for Healthcare Improvement

The Canadian Foundation for Healthcare Improvement (CFHI) supports partners to accelerate the identification, spread and scale of proven healthcare innovations. We work shoulder-to-shoulder with you to improve health and care for everyone in Canada. CFHI is a not-for-profit organization funded by Health Canada.

About the Canadian Patient Safety Institute

Our vision is that Canada has the safest healthcare system in the world, but the reality is that we are far from it: patient safety incidents remain a leading cause of death in Canada. The Canadian Patient Safety Institute (CPSI) is a not-for-profit organization funded by Health Canada. It was created to provide a leadership role in building a culture of patient safety and quality improvement in the Canadian health care system through coordination across sectors, promotion of best practices, and advice on effective strategies to improve patient safety. CPSI works with leaders in governments and the healthcare system, with healthcare providers, and with patients and the public to make care safer for Canadians.

Table of Contents

DISCLAIMER.....	1
1.0 INSTRUCTION TO PROPONENTS.....	5
1.1 <i>Invitation to Proponents</i>	5
1.2 <i>Enquiries</i>	5
1.3 <i>Proposal Submission</i>	6
1.4 <i>Amendment and Withdrawal of Proposal</i>	6
1.5 <i>Agreement for Deliverables</i>	7
1.6 <i>No Guarantee of Volume of Work or Exclusivity of Agreement</i>	7
1.7 <i>RFP Timetable</i>	7
1.8 <i>Proposal Content</i>	8
1.9 <i>Pricing and Timing</i>	8
1.10 <i>Key Personnel</i>	9
1.11 <i>AODA Compliance Legislation</i>	9
1.12 <i>Evaluation Process and Criteria</i>	9
1.12.1. <i>Mandatory Criteria</i>	9
1.12.2. <i>Rating Criteria</i>	9
1.12.3. <i>Stages of the Proposal Evaluation</i>	10
1.13 <i>Negotiations and Finalization of Agreement</i>	11
2.0 SUPPLEMENTARY TERMS AND CONDITIONS	12
2.1 <i>All New Information to Proponents by way of Addenda</i>	12
2.2 <i>Retention and Disclosure of Proposals</i>	12
2.3 <i>Governing Law of RFP Process</i>	12
2.4 <i>Proponents to Follow Instructions</i>	12

2.5 *Proponents Shall Bear Their Own Costs*..... 12

2.6 *Communication after Issuance of RFP*..... 12

2.7 *Verify, Clarify and Supplement* 13

2.8 *Confidentiality* 13

2.9 *Disqualification* 13

2.10 *Procurement Process Non-Binding* 13

2.11 *Other PCHOs*..... 14

2.12 *Appropriation* 15

SCHEDULE B - SUBMISSION FORM..... 22

SCHEDULE C - PRICING SHEET 26

SCHEDULE D - REFERENCE FORM 28

SCHEDULE E - DELIVERABLES AND MILESTONES 31

SCHEDULE F - RATED CRITERIA RESPONSE FORM 32

APPENDIX A - TRAVEL POLICIES - THE PARTICIPATING PCHOS 40

1.0 INSTRUCTION TO PROPONENTS

1.1 *Invitation to Proponents*

This Request for Proposals ("RFP") is an invitation to corporate travel management service providers (the "Proponents") to submit proposals (the "Proposals") for the services and deliverables described in Schedule A (the "Deliverables"). This RFP is issued by Canadian Partnership Against Cancer (the "Partnership"), Canadian Foundation for Healthcare Improvement (CFHI) and Canadian Patient Safety Institute (CPSI) ("the Participating PCHOs") who are part of the Pan-Canadian Health Organizations ("PCHOs") entities within Canada. These PCHOs work together to improve efficiencies within healthcare, which also includes identifying areas that are primed for collaboration. All are not-for-profit corporations funded by Health Canada.

Upon mutual consent, the Successful Proponent shall extend the terms and conditions (including pricing) of this RFP to the other members of the PCHO organizations noted below, known as the other "Potential Participating PCHOs" who may choose to leverage this procurement process:

- Canada Health Infoway: <https://www.infoway-inforoute.ca/>
- Canadian Institute for Health Information: <http://www.cihi.ca/CIHI-ext-portal/internet/EN/Home/home/cihi000001>
- Canadian Agency for Drugs and Technologies in Health (CADTH): <http://www.cadth.ca/en>
- Mental Health Commission of Canada (MHCC): <http://www.mentalhealthcommission.ca/English>
- Canadian Center on Substance Abuse (CCSA): <http://www.ccsa.ca/Eng/Pages/Home.aspx>

As part of its commitment to Equity, the Participating PCHOs encourages participation from all qualified suppliers/vendors including submissions from Indigenous owned, women owned, \ LGBTQ owned, and minority owned businesses.

The Participating PCHOs shall not be liable for any separate contracts negotiated with any the Potential Participating PCHO's.

1.2 *Enquiries*

Proponents should forward all enquiries and other communications, via e-mail only to:

procurement@partnershipagainstcancer.ca

All enquiries should be made via e-mail to the e-mail address above and enquiries submitted in any other way will not be accepted or answered. Proponents acknowledge that all enquiries received from Proponents and corresponding responses provided by the Participating PCHOs will be disclosed to all Proponents by way of an Addendum.

All enquiries and communications should be received prior to the Deadline for Proponent Enquiries set out in Section 1.7.

1.3 Proposal Submission

Proponents should submit their Proposals in two separate parts. The financial part will contain the price portion of the Proposal using the Pricing Sheet, in Schedule C. The technical part of will contain the rest of the Proposal. Each part should be submitted in separate sealed package or electronic file in accordance with the instructions in this section.

Proponents should submit five (5) printed hard copies of the Proposal in a sealed envelope and labelled with the Proponent's name and address, delivered to the address below before the Proposal Submission Deadline. Also, an electronic copy in Microsoft Word format or portable document format (PDF) packaged and sent via email to the email below.

Canadian Partnership Against Cancer Corporation
145 King Street West, Suite 900
Toronto, ON M5H 1J8
Attention: Teresa DeFrenza

Proponents should also submit an electronic copy in Microsoft Word format or portable document format (PDF) sent to procurement@partnershipagainstcancer.ca.

If there is a conflict or inconsistency between the hard copy and the electronic copy of the proposal, the electronic copy of the proposal will prevail. Proposals submitted in any other manner will not be accepted.

It is the sole responsibility of the Proponent to ensure that the Proposal is received by the Partnership before the Proposal Submission Deadline.

1.4 Amendment and Withdrawal of Proposal

Proponents may amend their Proposals prior to the Proposal Submission Deadline by withdrawing a submitted Proposal and resubmitting the amended Proposal prior to the Proposal Submission Deadline.

At any time throughout the RFP process until the execution of a written agreement for provision of the Deliverables, the Proponent may withdraw its Proposal. To withdraw the Proposal, a notice of withdrawal signed by an authorized representative of the Proponent must be sent to:

procurement@partnershipagainstcancer.ca

The Partnership is under no obligation to return withdrawn Proposals.

1.5 Agreement for Deliverables

The selected Proponent will be invited to enter into an agreement (the “Agreement”) with the Participating PCHOs or any other Potential Participating PCHOs for the provision of the Deliverables. The final terms of the Agreement may be negotiated with the selected Proponent. However, Proponents are required to forward their Terms and Conditions with Proposal for our review.

It is the Participating PCHO’s intention to enter into an Agreement with only one (1) legal entity. The term of the Agreement is to be for a period of up to **three (3) years**, with an option in favour of the Participating PCHOs to renew or extend the Agreement on the same terms and conditions for **two (2) additional Terms** of up to **two (2) years**. **Potential Participating PCHOs** may also choose to select a similar Term, of up to three (3) years, with an option in their favour to renew or extend the Agreements on the same terms and conditions for two (2) additional Terms of up to two (2) years. The Term initiates once an Agreement has been executed by both parties.

1.6 No Guarantee of Volume of Work or Exclusivity of Agreement

The Participating PCHOs makes no guarantee of the value or volume of work to be assigned to any Proponent. Any Agreement executed with a selected Proponent will not be an exclusive contract for the provision of the described services and deliverables. The Participating PCHOs may contract with others for the same or similar services and deliverables to those described in this RFP or may obtain the same or similar services and deliverables internally.

1.7 RFP Timetable

The following is the schedule for this RFP:

ISSUE DATE:	Wednesday January 22, 2020
Vendor Information Session*	Thursday January 30, 2020 at 2pm (Toronto Local Time)
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INTERVIEWS	Week of March 9, 2020
ANTICIPATED CONTRACT START DATE	April 1, 2020

**Vendor Information Session*

The Participating PCHOs will hold a vendor information session at the Partnership’s office, as noted above in Section 1.3 - Submission Instructions, on Thursday January 30, 2020 at

2pm ET (Toronto Local time). Proponents may also attend using Skype (details to be provided at a later date, once requested). This meeting is intended to provide Proponents with an opportunity to ask questions and seek clarification on any point in the RFP. For that reason, it is in the Proponent's interest to read the RFP thoroughly, prior to this meeting. Proponent's primary contact person will be required to register their attendance at this meeting. Please email the Procurement contact, at the email address above, with your intention to attend this meeting. This session may also be recorded and provided on the Partnership's website, Merx and Biddingo.

The Participating PCHOs may amend the schedule for this RFP in its sole discretion at any time prior to the Proposal Submission Deadline.

1.8 *Proposal Content*

The Proposal should include:

- a) an executive summary (Qualifications and experience of the Proponent organization *Criteria- 25%*);
- b) description of the relevant qualifications and experience of the Proponent organization and each candidate proposed for each key role (Qualifications and experience of the Proponent organization *Criteria - 25%*);
- c) references for three similar clients (excluding the Participating PCHOs) successfully completed by the Proponent organization within the last three years (Schedule D Form 1) - (Qualifications and experience of the Proponent organization *Criteria - 25%*);
- d) description of the proposed approach and work plan for implementation and transition to accompany the Deliverables and Milestones (Schedule E) (Quality of the proposed approach and work plan *Criteria - 30%*);
- e) a description of the proposed team structure to support the Participating PCHO's account including key roles and reporting relationships (Qualifications and experience of the Proponent organization *Criteria - 25%*);
- f) names and resumes of the candidates proposed for each key role (Qualifications and experience of the Proponent organization *Criteria - 25%*);
- g) Rated Criteria Response Form - Schedule F. Responses should be maintained in original format (Quality of the proposed approach and work plan *Criteria - 30%*); and
- h) Sample Agreement including all Terms and Conditions relevant to the Deliverables being procured in this RFP.

1.9 *Pricing and Timing*

The Proponent should assume that it is required to supply all necessary professional staff to undertake this work. The Proponent shall provide ***a schedule of firm fixed fees (transaction fees) for each service to be provided*** for the duration of the contract. The Proponent should submit pricing (Schedule C) in a separate sealed package and/or separate electronic file from the rest of the Proposal (see Section 1.3).

1.10 *Key Personnel*

The key personnel who are named in the Proposal will be expected to remain assigned for the duration of the Agreement, unless otherwise agreed to in writing by the Participating PCHOs. In the event the Proponent wishes to substitute any of the key personnel, the individual(s) proposed would have to demonstrate similar qualifications and experience as required to successfully perform such duties. Under the Agreement, the Participating PCHOs will have the sole right to determine whether key personnel proposed as substitutes are qualified to provide the services.

1.11 *AODA Compliance Legislation*

As part of its response to this RFP, a Proponent may describe all measures that the Proponent intends to implement or make available in order that the Deliverables provided in response to this RFP be in compliance with applicable standards under the Accessibility for Ontarians with Disabilities Act, 2005 (“AODA”) and its regulations, including but not limited to (i) any training that has been, or will be, provided to Proponent’s staff; and (ii) all policies implemented by the Proponent in respect of the AODA and its regulations. The Agreement will require that the successful Proponent provide all Deliverables in accordance with AODA and its regulations.

1.12 *Evaluation Process and Criteria*

Proposals will be reviewed and evaluated by an evaluation committee which is comprised of representatives of the Participating PCHOs and may include external advisors (the “**Evaluation Committee**”).

1.12.1. *Mandatory Criteria*

First, the Participating PCHOs will evaluate Proposals for compliance with the following Mandatory Criteria:

MANDATORY FORMS - Should be maintained in original format:
Submission Form (Schedule B)
Pricing Sheet (Schedule C)
References (Schedule D)
Deliverables and Milestones (Schedule E)
Rated Criteria Response Form (Schedule F)
Proponent’s Standard Contract

1.12.2. *Rating Criteria*

Next, the evaluation committee will evaluate and score Proposals based on the following rating criteria:

Evaluation Criteria	Weighting
<p>Qualifications and experience of the Proponent organization (refer to requirements in Section 1.8 - Proposal Content and Schedule A - Services and Deliverables):</p> <ul style="list-style-type: none"> ○ Describe the qualifications to meet the travel needs of the Participating PCHOs. ○ Detail Proponent’s position on IATA’s New Distribution Capability (NDC). Have the correct legal certifications to sell travel in the locations they have offices. Example Ontario Offices need TICO. ○ Specify what sets it apart from its competitors (i.e. value add) in the marketplace and how this differentiation will benefit the Participating PCHOs throughout the term of an Agreement (brand is not a desired differentiator). ○ Demonstrate having a minimum of ten (10) years of experience, providing services like the services requested in this RFP. ○ Demonstrated ability in optimal customer service, experience client satisfaction - Service Level Agreement (SLA statistics) 	25%
<p>Quality of the proposed approach and work plan (adequacy of travel provider team structure, work plan, client engagement, (refer to Schedule E and Schedule F)</p> <ul style="list-style-type: none"> ○ Approach to managing bookings ○ Approach to providing customer support ○ Overview of reporting capacity ○ Implementation plan and approach to change management and transitioning for a new client ○ Operational Configuration & Technology and Reporting capabilities 	30%
<p>In-person interview</p> <ul style="list-style-type: none"> ○ Understanding of RFP requirements ○ Overview of online tool ○ Overview of process to manage phone bookings (individual and/or groups) ○ Thoughtful and high-quality demonstration of the online tool proposed and what support is available when/if issues arise 	20%
<p>Price (see Section 1.09 above)</p>	25%
<p>Total</p>	100%

1.12.3. *Stages of the Proposal Evaluation*

The Participating PCHOs will conduct the evaluation of Proposals in the following three (3) stages:

Stage I

Stage I will consist of a review to determine which Proposals comply with all of the Mandatory Criteria. If a Proposal fails to satisfy all of the Mandatory Criteria, the Participating PCHOs will issue the Proponent a rectification notice identifying the deficiencies and providing the Proponent an opportunity to rectify the deficiencies within a period of 2 business days from the date of the notice (the

“Rectification Period”). If the Proponent fails to satisfy all the Mandatory Criteria within the Rectification Period, the Proposal will be disqualified. If a Proposal is disqualified, it will not be further evaluated.

Stage II

Stage II will consist of a scoring by the Participating PCHOs evaluation committee of each qualified Proposal based on the rating criteria. The evaluation committee may shortlist the top scoring Proposals and the Proponents may be invited to an interview at the Partnership offices. Interviews to be scheduled, at a time that is convenient for the evaluation committee.

Stage III

Stage III will consist of a scoring of the pricing submitted. The evaluation of price may be undertaken after the evaluation of mandatory criteria (Stage I) and any rated criteria (Stage II) has been completed. (See Section 1.9)

Cumulative Score

At the conclusion of Stage III, the scores from Stage II and Stage III will be added and, subject to satisfactory reference checks, the highest scoring Proposal will be selected, and the Proponent of that Proposal will be invited to finalize and enter into the Agreement.

1.13 *Negotiations and Finalization of Agreement*

The final terms of the Agreement may be negotiated with the selected Proponent.

Any negotiations will not constitute a legally binding offer to enter into a contract on the part of the Participating PCHOs or the Proponent and there will be no legally binding relationship created with any Proponent prior to the execution of a written agreement. Negotiations may include requests by the Participating PCHOs for supplementary information from the Proponent to verify, clarify or supplement the information provided in its Proposal or to confirm the conclusions reached in the evaluation, and may include requests by the Participating PCHOs for improved pricing or performance terms from the Proponent.

The Participating PCHOs intends to conclude negotiations and finalize the agreement with the selected Proponent within 90 days from the date the Participating PCHOs invites the selected Proponent to enter negotiations. The **Potential Participating PCHOs** may choose to participate and leverage this RFP up to seven (7) years post conclusion of this RFP process.

If the parties cannot conclude negotiations and finalize the agreement for the Deliverables within the that time period, the Participating PCHOs may discontinue negotiations with the selected Proponent and may cancel the RFP process or invite the next-highest-scoring Proponent to enter into negotiations. This process will continue until an Agreement is finalized or until the Partnership elects to cancel the RFP process.

2.0 SUPPLEMENTARY TERMS AND CONDITIONS

2.1 All New Information to Proponents by way of Addenda

This RFP may be amended only by a written addendum (an “**Addendum**”) in accordance with this section. If the Participating PCHOs, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all Proponents by Addenda made available to all Proponents in the same way as the original RFP. Each Addendum shall form an integral part of this RFP. Any amendments or supplements to this RFP made in any other manner shall not be binding. **It is the sole responsibility of the Proponent to ensure that it has received all Addenda pertaining to this RFP.** The Participating PCHOs will not take any responsibility for losses, misunderstandings, errors or omissions from the Proponent not having received or reviewed any and all Addenda.

2.2 Retention and Disclosure of Proposals

All information obtained by the Participating PCHOs from Proponents in connection with this RFP will be retained by the Participating PCHOs for internal purposes. Information provided by Proponents in response to this RFP may be disclosed by the Participating PCHOs if permitted or required by law.

2.3 Governing Law of RFP Process

The RFP process shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.

2.4 Proponents to Follow Instructions

Proponents should structure their Proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a Proposal should reference the applicable section numbers of this RFP where that request was made. Proponents responding to the RFP should provide additional information related to contacts and their corporate identity and status.

2.5 Proponents Shall Bear Their Own Costs

The Proponent shall bear all its own costs associated with or incurred in the preparation, presentation and submission of its Proposal including, if applicable, costs incurred for interviews, site visits or demonstrations.

2.6 Communication after Issuance of RFP

Proponents should promptly examine all the documents comprising this RFP and report any errors, omissions or ambiguities. Proponents may direct questions or seek additional information by e-mail to the e-mail address set out in Section 1.2, before the Deadline for Proponent Enquiries set out in Section 1.7. No such communications are to be directed to

the Partnership in any other manner. It is the responsibility of the Proponent to seek clarification from the Partnership on any matter it considers to be unclear. The Participating PCHOs is under no obligation to provide additional information; but, may do so at its sole discretion.

2.7 *Verify, Clarify and Supplement*

In the evaluation process, the Participating PCHOs may:

- request further information from the Proponent or third parties in order to verify, clarify or supplement the information provided in the Proposal;
- interview any or all Proponents to obtain information about or clarification of their Proposals;
- check references other than those provided by any Proponent; and
- consider the Proponent's past performance or conduct on previous contracts with the Participating PCHOs or other institutions.

The Participating PCHOs may revisit, re-evaluate, rescore or reject the Proponent's Proposal based on any such information.

2.8 *Confidentiality*

All information received by the Proponent provided by or obtained from the Participating PCHOs in any form in connection with this RFP either before or after the issuance of this RFP:

- is the property of the Participating PCHOs and must be treated as confidential;
- is not to be used for any purpose other than replying to this RFP and the performance of any subsequent Agreement; and
- shall be returned by the Proponent to the Participating PCHOs immediately upon the request of the Participating PCHOs.

2.9 *Disqualification*

The Partnership may disqualify a Proposal on grounds of faulty submission, conflict of interest, improper conduct or provision of inaccurate or misleading information by the Proponent.

2.10 *Procurement Process Non-Binding*

This procurement process is being managed by the Partnership and is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation:

- (a) this RFP will not give rise to any Contract A-based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and

- (b) neither the Proponent nor the Participating PCHOs will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract or failure to honor a Proposal submitted in response to this RFP.

No legal relationship or obligation regarding the procurement of any good or service will be created between the Proponent and the Participating PCHOs by this RFP process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

While the pricing information provided in Proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the Proposals and the ranking of the Proponents. Any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of the Participating PCHOs to enter into an agreement for the Deliverables.

The Participating PCHOs may cancel or amend the RFP process without liability at any time.

2.11 Other PCHOs

Prior to submitting a Proposal, it is of significant importance that all potential Proponents understand and accept the following aspect of this RFP:

It is clearly understood that by submitting a Proposal in accordance with this RFP, the Proponent is agreeing that “the Potential Participating PCHOs” (Canada Health Infoway (CHI), Canadian Institute for Health Information (CIHI), Canadian Agency for Drugs and Technologies in Health (CADTH), Mental Health Commission of Canada (MHCC) and the Canadian Center on Substance Abuse (CCSA)) may elect to review their Proposal for the sole purpose of determining whether, if selected by the Participating PCHOs, to obtain the services noted in Schedule A on the same terms and conditions. Each Participating PCHOs will be responsible for negotiating its own agreement with the successful Proponent and may elect to do so up to a maximum of seven (7) years after the RFP process has been concluded and a successful Proponent has been selected.

If one or more the Participating PCHOs engage the successful Proponent to receive the services mentioned in this RFP, then the total dollar value resulting from the potential agreements could prove to be significantly higher than suggested in this RFP, and Proponents are requested to consider this information while preparing their responses. Of course, there is no guarantee that such potential agreements will necessarily be entered into.

For clarity, it is a mandatory requirement of this RFP to make the services available to the Potential Participating PCHOs on the same terms and conditions.

2.12 *Appropriation*

Each payment to be made under the Agreement at any given time is subject to the Participating PCHOs having been provided sufficient funding from the Minister for the fiscal year in which the payment is due.

SCHEDULE A - Services and Deliverables

Please address requirements using the form attached as Schedule F

Background - The Partnership

The Partnership works in a Pan-Canadian (including remote locations) way with cancer experts, charitable organizations, governments, cancer agencies, national health organizations, patients, survivors and others to implement the refreshed Strategy for Canada's Cancer Control Strategy.

The active participation of individuals across the country is central to the Partnership's success.

Much of the collaborative work is done by in-person meetings with numbers ranging from 10-100 people. Meetings are typically one day long and involve its members traveling from various cities across the country. Meeting locations are varied throughout the year but are always in Canadian cities with airports. Occasionally, there is international travel as well.

Some examples:

There are three (3) Board meeting and one (1) Board Retreat per year within Canada. These could be up to three days, in various cities across the country, including remote locations such as Iqaluit. Approximately 30-60 people travel to and attend these meetings.

The Partnership also holds workshops/program meetings regularly. At present, there are approximately 60 meetings held per year with 40-70 people attending from across Canada.

Additionally, the Partnership may hold conferences on an ad hoc basis. Every other year, the Partnership sponsors an international research conference, where we accommodate typically 80-100 people from across Canada and international travelling.

The Partnership has approximately 130 staff in Toronto. Currently, approximately 27 regularly travel for work. Most travelers are external stakeholders.

Background - CFHI

CFHI has an annual budget of \$17 million. It has 75 staff members located in Ottawa with virtual offices in Toronto, Peterborough and St. John's, Newfoundland. CFHI supports partners to accelerate the identification, spread and scale of proven healthcare innovations. We work shoulder-to-shoulder with you to improve health and care for everyone in Canada. CFHI liaises with collaborative teams, external healthcare stakeholders across Canada to conduct its work. CFHI staff travel to meet with policymakers, healthcare leaders and practitioners to deliver its programming, which includes webinars, workshops, roundtables, educational programs, and conferences. CFHI also supports a Northern and Remote Network, many patient partners and advisors across the country and numerous external faculty who help develop and deliver CFHI's programs. CFHI also arranges for the travel of external participants for its conferences and meetings. The CFHI Board meets four times per year, twice in Ottawa and twice in various cities around Canada.

CFHI currently uses an external travel service to provide booking services, access to discount programs, traveler support, an online travel portal for self-service, online reporting, reconciliation and traveler tools. CFHI also has access to preferred hotel rates negotiated through the Interagency Collaborative Group which includes the PCHO members.

Background - CPSI

CPSI is an independent not-for-profit organization funded by Health Canada to work with leaders, healthcare providers, patients and the public to make our healthcare system safer.

CPSI has an annual budget of approximately \$8 million. It has 36 staff members located in offices in Edmonton and Ottawa, and in home-based offices across Canada.

CPSI engages in significant travel to liaise with stakeholders across Canada and to conduct its work. CPSI staff travel to meet with policy makers, healthcare leaders and practitioners to deliver its programming, which includes workshops, educational programs, and conferences. CPSI also supports a network of 70 patient advisors across the country who advocate for safer healthcare, and numerous external faculty who help develop and deliver CPSI's programs. CPSI also arranges for the travel of external participants in certain of its conferences and meetings. The CPSI Board meets four times per year at locations across the country.

CPSI currently uses a travel provider to provide booking services, access to discount programs, traveler support, and online reporting, reconciliation and traveler tools. CPSI currently participates in both the Air Canada and West Jet corporate reward programs. It has access to preferred hotel rates negotiated through an inter-agency group which includes the PCHO members.

CPSI had several large projects in 2019 requiring large volumes of travel by external participants; as these projects wind down, its travel volumes are likely to decline closer to 2018 levels.

The Participating PCHOs are 3 of 8 PCHO's funded by Health Canada (see section 2.11).

Objectives/Purpose

The Participating PCHOs seeks a corporate travel program that will provide:

- i. A tool to manage booking, customer/traveller support, or reporting. **NB:** tool should support online or over the phone bookings.
- ii. Highest levels of customer satisfaction
- iii. High responsive, sensitive, quality-oriented service
- iv. Cost savings and control opportunities
- v. Innovative approaches designed to obtain both the highest obtainable quality of service and realistic demonstrable cost savings to the Participating PCHOs
- vi. Maximized use of travel technology

In that regard, the Participating PCHOs expects the successful Proponent to be able to leverage its consolidated buying power to obtain optimum travel discounts.

Additional Travel Information/Background

Additional information related to the Participating PCHO's travel requirements are noted below:

The Partnership		CFHI	
Air Spend \$1,199,677 2019 & \$1,049,496 2018 (transient & group) Approximately 1000-1500 reservations per year.		Air Spend (These figures are YTD figures for 2019) \$625,998.27	
% of Travel by locale Domestic = 97% Transborder = 2% International = 1%		Dollar value of Travel by locale Domestic - \$605,261.49 Transborder - \$10,325.63 International - \$10,411.15	
Top domestic city pairs (2019) Calgary - Toronto \$63,976 (149) Halifax - Toronto Island \$3,728 (13) Halifax - Toronto \$62,746 (162) Ottawa - Toronto Island \$76,718 (291) Ottawa - Toronto \$57,455 (208) Vancouver - Toronto \$76,866 (160) Winnipeg - Toronto \$45,832 (114)	Top domestic city pairs (2018) Calgary - Toronto \$55,860 (152) Halifax - Toronto Island \$1,089 (5) Halifax - Toronto \$48,770 (141) Ottawa - Toronto Island \$44,570 (197) Ottawa - Toronto \$42,038 (152) Vancouver - Toronto \$60,654 (141) Winnipeg - Toronto \$38,605 (130)	Top Market Pair (2019 YTD) Ottawa - Toronto - \$71,506.70 Ottawa - Winnipeg - \$29,273.65 Edmonton - Ottawa - \$32,984.36 Halifax - Ottawa - \$16,419.50 Ottawa - Vancouver - \$32,991.63 Calgary - Ottawa - \$17,861.97 Toronto - Winnipeg - \$11,168.33 Deer Lake - Ottawa - \$12,231.00 Charlottetown - Ottawa - \$8,473.34 Ottawa - St. John's - \$8,578.25	Top Market Pair (2018) Ottawa - Toronto - \$68,755.43 Halifax - Toronto - \$17,376.90 Ottawa - Winnipeg - \$27,979.50 Ottawa - Vancouver - \$34,636.42 Calgary - Ottawa - \$24,392.50 Ottawa - St. John's - \$18,644.17 Edmonton - Ottawa - \$19,929.18 Calgary - Montreal - \$14,981.00 Charlottetown - Ottawa - \$16,105.00 Halifax - Toronto - \$11,194.00
Hotels Hotel meeting spend for 2019 \$626,997.90 \$41,275 for 2019 and \$30,362 for 2018 for Transient stays			

The Partnership	CFHI
Rail - \$8,190 for 2019 and \$8,229 for 2018	
Car \$332 for 2019 and \$407 for 2018	Car Summary Budget Rent-a-Car - 43.63% Avis Rent-a-Car - 15.54% Enterprise Rent-a-Car - 40.84% Total: \$565.74
Expense Management System Ability to integrate travel with an Enterprise Resource Planning (ERP) System (ex. expense management).	Expense Management System Online travel portal for self-service would be ideal; ability to integrate with future ERP would be desirable.

Summaries of CPSI's travel volumes are given below:

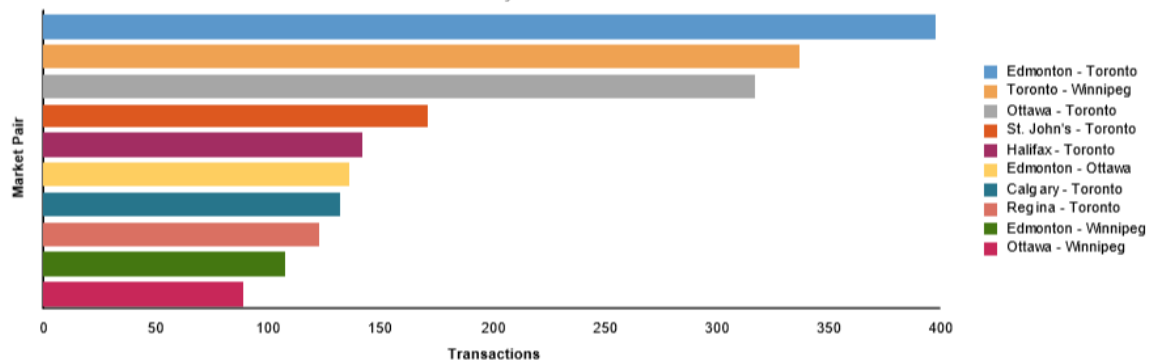
Historical volumes	2019 (Calendar Year - CY)	2018 CY
AIR TRAVEL PURCHASING		
Total Ticket Volume Issued	\$615,736.26	\$469,589.78
Total Ticket Volume Refunded	(\$12,459.85)	(\$9,041.08)
Net Ticket Volume	\$603,276.41	\$460,548.70
Total Tickets Issued	1,628	1,407
Total Tickets Refunded	86	53
Net Ticket Transactions	1,542	1,354
Total Net Savings	\$15,759.76	2,082.89
HOTEL RESERVATIONS		
Total Hotel Spending	\$209,010.05	\$160,694.31
Total Hotel Reservations	566	465
Total Hotel Room Nights	1,107	806
Average Hotel Rate	\$188.81	\$199.37
CAR RESERVATIONS		
Total Car Spending	\$2,099.70	\$1,858.12
Total Car Reservations	25	18
Total Car Days	50	50
Average Car Rate	\$41.99	\$37.16

Top 10 Airlines					
Carrier	# of Trips	% of Total	Volume Booked	% of Total	Avg Cost per Trip
AIR CANADA WEB	1,081	70.6%	\$421,116.16	70.1%	\$389.56
WESTJET BSP	185	12.1%	\$101,390.81	16.9%	\$548.06
AIR CANADA	37	2.4%	\$44,439.29	7.4%	\$1,201.06
FIRST AIR	4	0.3%	\$8,388.50	1.4%	\$2,097.13
WESTJET AIRLINES	173	11.3%	\$5,969.49	1.0%	\$34.51
PORTER AIRLINES	23	1.5%	\$5,195.50	0.9%	\$225.89
UNITED AIRLINES	6	0.4%	\$3,858.80	0.6%	\$643.13
BRITISH AIRWAYS WEB	4	0.3%	\$1,948.84	0.3%	\$487.21
PACIFIC COASTAL AIRLINES LIMITED	3	0.2%	\$1,906.91	0.3%	\$635.64
KLM ROYAL DUTCH AIRLINES	1	0.1%	\$1,430.71	0.2%	\$1,430.71
Total Carriers Listed:	1,517	99.0%	\$595,645.01	99.1%	\$392.65
Total Carriers Not Listed:	15	1.0%	\$5,418.58	0.9%	\$361.24
Report Totals:	1,532	100.0%	\$601,063.59	100.0%	\$392.34

Top Hotels (2019)

Hotel Property	Net Bkgs	% Trans	Net Volume	% Volume
DOUBLETREE BY HILTON TORONTO DOWNTOWN	55	9.72%	24,432.40	11.58%
HOLIDAY INN TORONTO	59	10.42%	18,941.00	8.97%
SHERATON GATEWAY TORONTO AIRPORT	58	9.89%	15,247.00	7.22%
INN AT THE FORKS	31	5.48%	14,368.00	6.81%
WESTIN OTTAWA	17	3.00%	11,893.00	5.63%
THE SUTTON PLACE HOTEL- EDMONTO	39	6.89%	10,810.00	5.12%
HOMWOOD CALGARY DOWNTOWN	24	4.24%	10,675.00	5.06%
SHERATON OTTAWA HOTEL	22	3.89%	6,754.00	3.20%
THE WESTIN HARBOUR CASTLE	10	1.77%	6,723.00	3.19%
FANTASYLAND HOTEL	16	2.83%	6,560.00	3.11%
Grand Total:	566		211,074.05	

Top 10 Market Pairs By Transaction Count



01/01/2019 to 12/31/2019

Rank	Market Pair	# O&Ds	O&D Amount	Average O&D Amount	Miles	CPM
1	Edmonton - Toronto	398	72,517.92	182.21	671,340	0.11
2	Toronto - Winnipeg	337	34,671.60	102.88	317,560	0.11
3	Ottawa - Toronto	317	27,848.35	87.85	72,030	0.39
4	St. John's - Toronto	171	28,833.97	168.62	225,207	0.13
5	Halifax - Toronto	142	17,166.02	120.89	114,114	0.15
6	Edmonton - Ottawa	136	27,624.95	203.12	247,660	0.11
7	Calgary - Toronto	132	20,589.08	155.98	235,470	0.09
8	Regina - Toronto	123	13,907.39	113.07	161,152	0.09
9	Edmonton - Winnipeg	108	7,014.14	64.95	80,333	0.09
10	Ottawa - Winnipeg	89	9,733.13	109.36	93,183	0.10
Top 10 Totals:		1,953	259,906.55	133.08	2,218,049	0.12
Other Totals:		1,569	247,440.38	157.71	1,847,517	0.13
Grand Totals:		3,522	507,346.93	144.05	4,065,566	0.12

Travel Policies

See attached Appendix A - The Participating PCHOs Travel Policies

SCHEDULE B - Submission Form

The Proponent must not amend this Form in any way other than by providing the requested information. This form must be completed, signed and submitted as part of the Proponent's Proposal.

To the Participating PCHOs:

1. Proponent Information

- (a) The full legal name of the Proponent is:

- (b) Any other relevant name under which the Proponent carries on business is:

- (c) The jurisdiction under which the Proponent is governed is:

- (d) The name, address, telephone, facsimile number and e-mail address of the contact person for the Proponent is:

- (e) The Proponent is:

Proponents must select one of the following choices.

- an individual {Provide HST/GST #}
- a sole proprietorship {Provide HST/GST #}
- a corporation {Provide HST/GST #}
- a partnership {Provide HST/GST #}
- a joint venture {Provide HST/GST #}
- an incorporated consortium {Provide HST/GST #}
- a consortium that is a partnership {Provide HST/GST #}
- other legally recognized entity: {Specify type, provide HST/GST # or state "N/A".}

2. Acknowledgment of Non-Binding Procurement Process

The Proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal, legally binding bidding process (and for greater certainty, does not give rise to a Contract A bidding process contract), and that no legal relationship or obligation regarding the procurement of any good or service will be

created between the Participating PCHOs and the Proponent unless and until the Participating PCHOs and the Proponent execute a written agreement for the Deliverables.

3. Ability to Provide Deliverables

The Proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required. The Proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the RFP for the rates set out in its Proposal.

4. Price

The Proponent has submitted its price in accordance with the instructions in the RFP and in the form set out at Schedule C.

5. Addenda

The Proponent is deemed to have read and accepted all Addenda issued by the Participating PCHOs prior to the Deadline for Issuing Addenda. The onus remains on the Proponent to make any necessary amendments to the Proposal based on the Addenda. The Proponent confirms that it has received the following Addenda:

{List Addenda numbers or, if no Addenda were issued, state “None”.}

6. Conflict of Interest

The Proponent, by submitting the Proposal, confirms that to its best knowledge and belief no actual or potential Conflict of Interest exists with respect to the submission of the Proposal or performance of the contemplated Agreement other than those disclosed in this Submission Form. Where the Participating PCHOs discovers a Proponent’s failure to disclose all actual or potential Conflicts of Interest, the Participating PCHOs may disqualify the Proponent or terminate any Agreement awarded to that Proponent as a result of this procurement process.

Conflict of Interest includes, but is not limited to, any situation or circumstance where:

- a) in relation to the RFP process, the Proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to
 - i. having or having access to information in the preparation of its Proposal that is confidential to the Participating PCHOs and not available to other Proponents;
 - ii. communicating with any person with a view to influencing preferred treatment in the RFP process; or

- iii. engaging in conduct that compromises or could be seen to compromise the integrity of the RFP process and render that process non-competitive and unfair; or
- b) in relation to the performance of its contractual obligations under the Agreement, the supplier's other commitments, relationships or financial interests
 - i. could or could be seen to exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgment; or
 - ii. could or could be seen to compromise, impair or be incompatible with the effective performance of its contractual obligations;

Proponents must choose one of the following two options.

The Proponent declares that: (1) there was no Conflict of Interest in preparing its Proposal; and (2) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

OR

The Proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its Proposal, and/or the Proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP. The details of the actual or potential Conflict of Interest are as follows:

7. Disclosure of Information

The Proponent hereby agrees that any information provided in this Proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or if required by order of a court or tribunal. The Proponent hereby consents to the disclosure, on a confidential basis, of this Proposal by the Participating PCHOs to its advisers retained for the purpose of evaluating or participating in the evaluation of this Proposal. The Proponent acknowledges that the Participating PCHOs may make public the name of any and all Proponents.

I confirm that this Submission Form has been completed with no changes to the text provided in the RFP.

Signature of Witness:	Signature of Proponent representative:
Name of Witness:	Name and Title of Proponent representative:
	Date: I have authority to bind the Proponent.

SCHEDULE C - Pricing Sheet

1. Describe your definition of a transaction in regard to billing of a fee. When is a fee charged?

--

2. Please list the per unit fee for the items below:

Item/transaction	Proponent's response - \$ per unit fee
Yearly/monthly fee	
Airline ticket issued - online booking	
Airline ticket issued - phone/agent	
international Airline ticket issued - phone/agent	
Airline ticket (electronic)	
Airline ticket (paper)	
Airline ticket (group more than 10)	
Airline ticket (group more than 50)	
Train ticket issued online	
Hotel booking online	
Car rental online	
Ticket changes	
Voids	
Refunds	
After hour services	
Venue search	
Online registration	
Reporting	
Expense management - implementation fee	
Expense management - fee per expense report	
Other, please specify:	

Discounts and Negotiations

Dollar Benefits	Proponent's Response (circle one)	
Describe any other "no cost" or "value added" services your agency can offer.		
Will the Participating PCHOs be reimbursed for any commissions as the results of total volume of travel and/or hotel rooms?	No	Yes, describe:
Are there any air savings programs that would be available to the Participating PCHOs?	No	Yes, describe:
Will you guarantee lowest logical airfare within our company guidelines?	No	Yes

Do you have a corporate hotel program offering reduced rates?	No	Yes, describe:
Describe any additional savings opportunities that may be of benefit to the Participating PCHOs.		

Additional Expenses

Please provide a list of all additional expenses, including but not limited to, administrative costs, out of pocket expenses, transportation, food, etc.

SCHEDULE D - Reference Form

Form D1

Each Proponent should provide references from three (3) different clients (excluding the Participating PCHOs) who have obtained services like those required in this RFP from the Proponent within the last three (3) years.

The Participating PCHOs is not required to contact all references provided by the Proponent. In addition, references other than those provided by the Proponent (including but not limited to Participating PCHOs staff) may be contacted to obtain additional information that will be used in evaluating the Proponent's past performance.

Past performance will be evaluated on a pass/fail basis. Items to be evaluated include but is not limited to:

- 1. Conformance to contract requirements*
- 2. Adherence to contract schedules*
- 3. Cost Performance*
- 4. Risk Management*
- 5. Reasonable and Cooperative behavior (Business relations)*
- 6. Commitment to Customer Service*
- 7. Concern for the interest of the Customer*

Proponent: _____

Reference #1

Company Name:	
Company Address:	
Contact Name:	
Contact Title:	
Contact Telephone Number & Email Address:	
Date Work Undertaken:	
Nature of Assignment:	

Reference #2

Company Name:	
Company Address:	
Contact Name:	
Contact Title:	
Contact Telephone Number & Email Address:	
Date Work Undertaken:	
Nature of Assignment:	

Reference #3

Company Name:	
Company Address:	
Contact Name:	
Contact Title:	
Contact Telephone Number & Email Address:	
Date Work Undertaken:	
Nature of Assignment:	

Form D2

Each Proponent should provide references from two (2) different clients (excluding the Participating PCHOs) to whom each candidate proposed for a key role has provided services within the last three (3) years in a role like that set out for the candidate in the Proposal.

Please include in the Proposal a separate copy of this part of the reference form for each candidate proposed for each key role set out in the Proposal.

Name of Candidate: _____
Proposed Role: _____

Reference #1

Company Name:	
Company Address:	
Contact Name:	
Contact Title:	
Contact Telephone Number & Email Address:	
Date Work Undertaken:	
Nature of Assignment:	

Reference #2

Company Name:	
Company Address:	
Contact Name:	
Contact Title:	
Contact Telephone Number & Email Address:	
Date Work Undertaken:	
Nature of Assignment:	

SCHEDULE E - Deliverables and Milestones

The Proponent should provide a detailed work plan for transitioning and implementation of the successful Proponent, including the deliverables, timelines and project team responsibilities for the performance of the Agreement.

Deliverable/Milestone	Timeline	Responsibility

SCHEDULE F - Rated Criteria Response Form

Page limit for Schedule F is maximum 10 pages, anything over the maximum may or may not be reviewed. Responses should be maintained in original format.

Terms of Reference

The successful Proponent shall provide the services described in this section at its own expense, unless otherwise noted.

Proposed Service Configuration

1. Please describe the nature of the desired service configuration you are proposing. You may describe more than one option but please specify which configuration is recommended and why.

Implementation

1. Describe your implementation schedule and include:

Activity	Days to Perform
Information gathering	
Internal set up	
Training the Participating PCHOs staff	
Total days to implementation/" going live"	

2. Describe the training format (on site, online, off site, etc.)

3. Describe the level of training/communications used to familiarize staff with the scope of services and how to use them, as well as the method of communication for any update to services.

4. Describe if the system can integrate with a Contacts Relationship Management system.

Account Management

1. The successful Proponent will assign a fully qualified Account Manager to the Participating PCHOs (different account managers may be used for different organizations).

The account manager will:	Proponent's Response (circle one)	
<ul style="list-style-type: none"> • Keep the Participating PCHOs informed of travel-related activities 	No	Yes
<ul style="list-style-type: none"> • Serve as a liaison to help resolve service issues 	No	Yes
<ul style="list-style-type: none"> • Assist with vendor negotiations if requested to do so 	No	Yes
<ul style="list-style-type: none"> • Have the authority to act on and make decisions to resolve any issues without need for extensive consultation within your organization 	No	Yes
<ul style="list-style-type: none"> • Other, such as reporting 	No	Yes, describe:
<ul style="list-style-type: none"> • Reconciliation of Corporate Travel credit card 	No	Yes
<ul style="list-style-type: none"> • Monthly meetings with Manager, Administration to discuss issues our travelers/staff are having and discuss actions to resolve identified issues. 	No	Yes
<ul style="list-style-type: none"> • How many additional staff members will be assigned to the Participating PCHO's account? 	<input type="checkbox"/> None <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 or more	

Operational Configuration & Technology

1. Describe your technology products that would be based on the requirements within the RFP. Include the technology tools utilized for all airfare searches and specifics on any Portal technology which you may offer.

2. Describe your recommended on-line booking solution.

3. Provide a sample of each of the following with your RFP submission (pages not included in the maximum number of 10):
 - a. Invoice
 - b. Itinerary
 - c. E-ticket receipt

4. Describe your company's contingency plans in case of disruption to your agency's offices.

5. Detail your system's ability to provide traveler reservation information in the event of a disaster.

6. Provide procedural details on the following scenarios:

a. Booking flights online for transient travelers.

b. Booking flights by phone or by other non internet means.

c. Setting up and booking flights for groups (qualifying number?).

d. Last minute bookings.

e. Changes to flights (such as flagging travellers who frequently make changes/cancellations that incur costs); include last minute changes if the procedure is different.

f. Setting up new traveler profiles and ensuring support staff have the proper documentation for the traveller.

g. Ability to provide travel service for domestic, US and international.

7. Describe your agency's role in maintaining an organization's travel policy.

8. Describe any software you provide in tracking and reporting unused electronic tickets.

9. Describe any software you provide in tracking booked hotel rooms.

--

10. Describe how you obtain and maintain traveler profile information, as well as new travellers that may require a profile.

--

11. Please answer the following questions:

Question	Proponent’s Response (circle one)	
Where does your agency get its flight fares? (check all that apply)	<input type="checkbox"/> GDS (Global Distribution System) <input type="checkbox"/> Airline direct <input type="checkbox"/> Other, describe:	
Do you have a system for maintaining all travel records for up to five years?	No	Yes, describe:
Does your agency offer 24-hour emergency service?	No	Yes, describe:
Confirmation that agency personnel will suggest alternate routings within departure and arrival parameters as specified by our Travel Policy (lowest logical airfares), where lower fares or total lower trip costs will result.	No	Yes
Does your agency have an automated or managed travel credit program?	No	Yes, describe:
Confirmation that electronic tickets will be used whenever possible.	No	Yes
Confirmation that electronic tickets can be sent directly to traveler, travel assistant and event planner.	No	Yes
Are you able to provide paper tickets at no additional cost, upon request?	No	Yes
Confirmation that travelers can designate a travel assistant to book travel on their behalf.	No	Yes
Does your agency utilize an Internet based system for travelers to access their itinerary?	No	Yes
Does your agency utilize a travel app for mobile/client convenience?	No	Yes
Does your company provide tracking of traveler’s carbon emission footprint?	No	Yes, describe:
Is flight insurance available for each airline ticket?	No	Yes, describe:

Customer Service

1. Describe in detail your agency’s quality control plan to ensure the most economical fares are monitored and verified.

2. Does your agency record your calls for customer service auditing? Yes No
3. Would you be willing to provide the Participating PCHOs with recordings of calls or call transcripts should the need arise? Yes No
4. Are your tools, website and travel advisers fully bilingual? Yes No
5. Please provide response time where applicable and method of measurement for the following:

Quality Assurance	Response Time	Method of Measurement
Speed of telephone response		
Call back response time		
Response time for email reservations		
Reservation accuracy	n/a	
Ability to change reservations and itineraries		
Ability to cancel reservations		
Bilingual English/French service reps		
Customer service complaints		
Client/traveller satisfaction	n/a	

Reporting

1. What reporting system does your agency use?

2. Please explain any proprietary systems particular to your agency.

3. Describe your capability to present summary reports such as airfare and hotel activity, frequent destination, and itinerary changes.

Reports	Proponent's Response (circle one)	
Are you able to offer reports broken down by department?	No	Yes
Are you able to offer reports broken down by traveller?	No	Yes
Are you able to provide reports on the following timelines? <ul style="list-style-type: none"> • Monthly • Quarterly • Yearly • Upon request 	No	Yes
	No	Yes
	No	Yes
	No	Yes
Will the Participating PCHOs be able to generate basic reports of their own?	No	Yes, describe:

4. Please provide samples of the following reports with your RFP submission (pages not included in the maximum number of 10):
- a. Airfare activity
 - b. Reconciliation report
 - c. Unused ticket report
 - d. Hotel usage
 - e. Airline report by carrier
 - f. Top 50 travelers by volume and transactions
 - g. Top city pairs
 - h. Change fee report, including flight cost difference and administrative fee

Non-Travel Related Services

Service	Proponent's Response (circle one)	
Does your agency offer Venue Search services for group meetings?	No	Yes, describe:
Are there service fees related to venue searches?	No	Yes, describe:
Does your agency offer online registration for meetings and events?	No	Yes, describe:
Do you have any relationships with ground transportation providers that may benefit organizations participating in this RFP?	No	Yes, describe:
Does your agency provide discounts for preferred hotels?	No	Yes, list:
Does your agency provide other beneficial services?	No	Yes, describe:

Service	Proponent's Response (circle one)	
Does your agency "connect with" or offer expense and receipt management software?	No	Yes, complete section below:

If you answered yes to the question above, please answer the following as it relates to expense and receipt management:

1. Please list the top five companies you partner with for expense and receipt management.

2. From your list of potential partners, list the top two you recommend for us and why.

3. Please describe how your travel and expensive management systems integrate.

4. Describe how files are sent/imported to our accounting system.

5. Describe the security features of your system.

6. Answer the following:

Service	Proponent's Response (circle one)	
Is travel automatically incorporated into the expense form/system?	No	Yes, describe:
Do you have a digital or photo receipt system (whereby the user takes a picture of their receipt and it is automatically entered into an expense field)?	No	Yes
Do you offer credit card integration?	No	Yes
Are the expense categories customizable?	No	Yes
Does your system integrate with payroll?	No	Yes
Can we create reports that list quarterly or yearly expenses?		

Service	Proponent's Response (circle one)	
... by person?	No	Yes
... by department?	No	Yes
... by type of expense?	No	Yes
Is there an implementation fee?	No	Yes, list cost:
Do you offer training on your system?	No	Yes, describe:

Appendix A - Travel Policies - The Participating PCHOs



1. POLICY

Travel expenses submitted for reimbursement must be necessary to the conduct of the Canadian Partnership Against Cancer (Partnership) business, and consistent with normal living standards and Treasury Board Guidelines. Individuals representing the Partnership will exercise integrity and prudence in incurring travel expenses.

2. SCOPE

This Policy applies to the Board of Directors, employees and individuals authorized to travel on behalf of the Partnership.

3. RESPONSIBILITIES

3.1 **All travellers** are responsible for:

- Adhering to the Partnership policy and procedures for travel expenses
- Submitting complete and accurate Expense Claims, in a timely manner, for approval.

3.2 **Management** is responsible for:

- Reviewing and approving all Expense Claims submitted by travellers on business pertaining to their area of responsibility.
- Ensuring compliance with the Partnership policy and procedures for travel expenses
- Reviewing appropriate types and levels of expenses and revising per diem rates from time to time.

4. ALLOWABLE TRAVEL EXPENSES

The Partnership recognizes the following as normal travel expenses:

4.1 Transportation

The selection of the mode of transportation is based on cost, duration, rescheduling flexibility, convenience, safety and practicality.

- **Air Travel**

The standard for air travel is economy class. The lowest available airfares appropriate to particular itineraries shall be sought and bookings shall be made as far in advance as possible. Any exceptions to domestic air travel must be fully documented and pre-approved by a Vice President or CEO.

Where available, business class air fares may be authorized for international

travel outside North America. Refer to Section 5 International Travel for further details.

Baggage fees are reimbursed at value on the expense claim form; original receipt required.

- **Rail Travel**

Rail travel should be in business class.

- **Car Rental**

All rental cars should be mid-size unless otherwise authorized for reasons such as safety, number of travellers, or the specific needs of a traveller.

- **Personal Vehicles**

Use of personal vehicles for Partnership-related travel will be reimbursed at the rates outlined in the Travel Procedures.

No other expenses associated with the use of personal vehicles for Partnership-related travel (e.g. fuel purchases, parking fines, traffic tickets, insurance premiums, deductibles, maintenance and repair costs) may be claimed for reimbursement.

The Partnership assumes no financial responsibility for privately owned vehicles used for Partnership-related travel other than paying the per kilometre rate. It is the responsibility of the vehicle owner to carry adequate insurance coverage for their own protection and that of any passengers.

- **Parking, tolls, and other ground transportation**

Bridge, ferry and highway tolls and parking fees paid while driving on the Partnership business will be reimbursed.

Taxi charges are reimbursable. Charges for limousine services will be reimbursed when the cost is equal to or less than taxi fare.

4.2 **Meal Allowances**

Meals may be claimed on a per diem basis during business travel if travel occurs during meal hours.

Claims for per diems will be adjusted to consider meals included as part of the attendance at meetings, or as part of airline/railway travel. If international travel is required, the per diem may be adjusted based on Treasury Board Guidelines to reflect higher costs outside Canada and the United States.

Rates for meal allowances and incidental expense allowances will be adjusted to be reasonably consistent with Treasury Board rates.

4.3 Accommodation

Partnership standard accommodation is a single room with a private bath in a moderately priced business class hotel. Where the reason for travel is a conference or convention that is being held at a hotel, travellers may stay in the conference hotel but should request any discounted rate associated with the convention/conference.

When a traveller stays with a friend or relative and if doing so will reduce the overall cost to the Partnership, expenses incurred to extend appreciation to friends or relatives for their hospitality will be reimbursed to a maximum of \$50 per day. Receipts are not required.

4.4 Incidental Expense Allowance

Incidental travel expenses such as gratuities, business and personal phone calls, internet and voicemail access and currency exchange fees, etc. are reimbursed through the incidental expense allowance.

Travellers are eligible to claim the incidental allowance per diem as long as an overnight stay is incurred. One incidental claim per overnight stay is allowed.

5. International Travel (Including United States)

An International Travel Request Form must be completed by the traveller and approved by the CEO prior to all international travel; this applies to anyone travelling from inside Canada to a destination outside Canada and also anyone travelling from outside Canada to a destination within Canada.

All travellers traveling outside of Canada must register with the Government of Canada, Registration of Canadians Abroad at <http://travel.gc.ca/travelling/registration> before leaving the country.

6. Travel Arrangements

Travel arrangements/reservations should be made with the Partnership's designated travel agency wherever possible. Reservations should be made as far ahead as possible in order to take advantage of lower fares.

7. Business Continuity

In determining the number of personnel travelling together in the same vehicle

(plane/train/car), consideration should be given to the Partnership's business continuity needs.

8. Documentation of Travel Expenses

- 8.1 Original receipts are required for all expenses claimed, except meal and incidental expense per diems. Travellers must retain and append all receipts to the Expense Claim Form.
- 8.2 Expenses for which a receipt has been lost or misplaced will be reimbursed only at the discretion of the Partnership.
- 8.3 When expenses are incurred on behalf of more than one individual representing the Partnership, the individual at the most senior level is responsible for the settlement of the bill and submission of the Expense Claim Form.
- 8.4 In order to ensure a proper record for audit purposes, when discretion is exercised in approving expenses, the rationale for the approval must be documented and must accompany the Expense Claim Form.

The submission and signing of an Expense Claim Form is considered a certification that the amount shown is the amount actually paid and furthermore, that the traveller has not and will not seek reimbursement from any other source.

9. Insurance

It is the responsibility of travellers to ensure they have adequate travel insurance coverage. For example, medical insurance is considered an eligible expense as envisioned in section 1 of the policy.

Travel Policies and Procedures for Staff, Directors and External Delegates

1 August 2019

TABLE OF CONTENTS

PREAMBLE	3
GUIDELINES AND PRINCIPLES	3
DUTY TO ACCOMMODATE — STAFF AND EXTERNAL DELEGATES	4
EXCEPTIONS	4
TRAVEL AUTHORIZATIONS	4
BOOKING TRAVEL	4
FLIGHTS	5
TRAINS	5
CHANGES TO FLIGHTS/TRAIN	5
CANCELLATIONS	6
ACCOMMODATIONS	6
RENTAL VEHICLES	6
PRIVATELY-OWNED VEHICLES	7
PARKING AND TAXIS	7
OTHER TRANSPORTATION EXPENSES	8
SPECIAL TRANSPORTATION NEEDS	8
MEALS	8
HOSPITALITY	8
INCIDENTALS	8
TELEPHONE CALLS	9
INTERNET USAGE	9
ADDITIONAL BUSINESS EXPENSES	9
CREDIT CARDS/TRAVEL ADVANCES	9
EXPENSE CLAIMS	9
POINT REDEEMING POLICY	10
AUDIT OF CLAIMS	10
RELATED DOCUMENTS / POLICIES / PROCEDURES	10
RELATED FORMS	10

Preamble

The Canadian Foundation for Healthcare Improvement (CFHI) recognizes that travel is an important component in our ability to connect with our community and our stakeholders in delivering on our mission and mandate. We recognize that travel can be onerous and demanding on employees and external travellers. For Board of Directors members and non-CFHI staff, there may not be additional compensation for their donation of time. Therefore, the CFHI Travel Policy is consistent with the Government of Canada's *National Joint Council Travel Directive* and is designed to be accommodating and fair while striking a balance with CFHI's operational goals.

CFHI is committed to being open and transparent in the way we conduct our business. We believe in being accountable for our actions by demonstrating value for money and efficiency in the delivery of programs. This statement sets out our approach to transparency and efficiency across CFHI's program areas and the range of information that we will routinely publish and update to demonstrate our commitment in action.

CFHI has engaged a travel management company to assist us in implementing a program that provides a high level of service to the traveller, while streamlining accounting and aiding in supplier negotiations.

CFHI recognizes that this *Travel Policy* is a living document, and, like the travel industry, the policy is subject to change; therefore, we welcome feedback and comments from all travellers.

Guidelines and Principles

CFHI's Travel Policy is consistent with the Government of Canada's *National Joint Council Travel Directive*, as directed by the Contribution Agreement between CFHI and the Government of Canada. CFHI also takes into account the need to ensure consistent, fair and equitable application of this policy and its practices.

CFHI will reimburse individuals who travel on behalf of the organization for all reasonable out-of-pocket expenses incurred while on CFHI business as outlined in its policies. Travel claims must be made within 30 days of travel, must be supported by original receipts for all claimed items, unless otherwise stated, and must be signed by the appropriate authorized signatory at CFHI.

CFHI will reimburse travelers for legitimate business-related travel expenses. The following are examples of items not eligible for reimbursement:

- Traffic violations
- In-room movies or other personal entertainment items
- Expenses related to personal travel
- Personal consumption of alcohol

Duty to Accommodate — Staff and External Delegates

CFHI recognizes and upholds its duty to accommodate those persons with a disability under the *Ontario Human Rights Code* and the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA). As such, CFHI will address travel requests for accommodation in good faith. Staff and delegates who have an accommodation need due to a disability are asked to follow the procedures as outlined in the CFHI's *Duty to Accommodate Policy*.

Exceptions

Written substantiation and justification for any exception to the guidelines outlined herein must be prepared and submitted in advance to the President for approval.

Patients, Families and Caregivers: CFHI recognizes that patients, families and caregivers who are asked to travel for CFHI business events may require reimbursement for expenses that are not covered by this policy. Requests for reimbursement of these exceptional expenses can be submitted in advance of the event for consideration by the President. In all cases, the reimbursement for any such expenses must be consistent with the Government of Canada's *National Joint Council Travel Directive*.

Travel Authorizations

Staff: All out-of-town travel should be approved in advance by the appropriate signing authority. The Expense Authorization Form (EAF) is located on the Intranet and is to be completed by the traveller. The form is signed by the traveler and the authorized signing authority (as per the *CFHI Procurement Policy*), and an activity code is assigned.

External Delegates: When a staff member is organizing an event for their respective programs, they will complete an Event Control Sheet (ECS) which includes the activity code, the authorized signing authority, a participant list indicating which staff members are attending, which delegates are to have their expenses covered by CFHI and which will be responsible for their own expenses, dates, meals that are being provided, and any other outside services that are required for the event.

Booking Travel

The mode of transportation shall be selected based on cost, duration, convenience, safety and practicality.

Once travel is approved, staff and external delegates must book travel through CFHI's travel agent or CFHI's on-line travel portal, whenever possible. CFHI's travel agency provides their own discounted hotel and rental car rates through both the full-service travel agent and the customized on-line portal. If a traveler uses an external travel agent or books their travel on their own, they must ensure that the travel complies with CFHI's Travel Policy. Additional expenses outside CFHI's Travel Policy will be charged back to the traveler.

CFHI's customized on-line travel portal allows the traveler to save time and costs by booking their own travel instead of using a full-service travel agent. The customized on-line portal also

allows travelers to use the 24-hour travel agency for emergency support or last-minute changes.

Travelers are encouraged to book travel as far in advance as possible, with a minimum of 14 days in advance of travel, to minimize costs.

Flights

The lowest reasonable direct economy fare should be booked for the CFHI traveller whenever possible, considering the traveler's schedule, convenience and practicality. As such, discount and selected economy fares should be booked rather than full economy fares where these rates are available and where it is mutually convenient. Business class travel is acceptable only for international flights where continuous air travel¹ exceeds nine (9) hours and is subject to approval in advance by the President (for staff and external delegates) or the Chair, Board of Directors (for the President).

CFHI will also reimburse actual expenses associated with the flight, including:

- seat selection fee for commercial, private and/or chartered carriers;
- airport improvement fees not otherwise paid (e.g. prepaid as part of the fare);
- airport departure tax not otherwise paid; and
- miscellaneous charge order, for excess baggage/excess weight for commercial, private and/or chartered carriers (written explanation required).

Trains

The standard for rail travel is the next highest class after the full economy class. Original receipts for train tickets should accompany the *Expense Claim Form*.

Changes to Flights/Train

Staff and external delegates may change previously booked flights or trains due to illness, family emergencies, inclement weather, or on rare occasions when a meeting is cut short or extended. In these cases, change fees deemed reasonable for legitimate authorized CFHI purposes will be eligible for reimbursement.

If a traveler would like to leave on a same day earlier flight, it is generally cheaper to go to the airport and do the stand-by there by paying a flat fee of approximately \$75.00 plus tax instead of confirming the change ahead of time with an agent. The travel agent may recommend that the traveler go to the airport, pay the stand-by penalty of \$75.00 plus taxes when they feel that there is enough availability on the earlier flights. CFHI will reimburse the traveler for the stand-by penalty of \$75.00 plus taxes when reasonable.

Cancellations

All cancellations including flights, hotels and rental vehicles should be made through CFHI's travel agency. If changes are made directly with the supplier or vendor, the traveler should notify

¹ Continuous air travel starts at the scheduled flight departure time and ends with the arrival at destination terminal or with an overnight stop or layover equivalent to an overnight stop.

the CFHI travel agency to assist with proper accounts and reporting.

Accommodations

The standard for accommodation is a single room, in a safe environment, conveniently located and comfortably equipped. At its discretion, CFHI will select and negotiate preferred rates with selected hotels for travellers on CFHI-related business. Where available and cost-effective, the signing authority may authorize the use of an alternate single-room accommodation that is conveniently located and comfortably equipped. This must be authorized in advance and must be lesser than or equal to the cost of the preferred hotel. If there is a difference in cost, the traveler will pay the difference.

Although travelers generally stay in commercial accommodations, travelers can stay at private, non-commercial accommodations. A traveler who makes such arrangements will be reimbursed as per the rates cited in the Government of Canada's *National Joint Council Travel Directive* for private, non-commercial accommodations at the time of travel.

Rental Vehicles

Rental vehicles may be authorized when the distance of the travel required exceeds 100 kilometres and train or air travel are not readily accessible, large quantities of materials are being delivered by the traveller or instances where it is more economical and practical to share the transportation with others within the organization, or when it is more economical to travel to CFHI events with a rental vehicle. This should be clearly identified and approved prior to travel. The standard for rental vehicles is intermediate. Travelers are encouraged to contact CFHI's travel agency for reservations for convenience, access to negotiated rates and the specialized help it can provide. Drop-off charges will not be reimbursed unless it is a condition of travel and is pre-authorized or where it may be cost advantageous.

When renting a vehicle and paying with a personal credit card, the traveler should ensure that they have collision/loss damage insurance and third-party liability insurance or purchase the additional insurance coverage from the rental agency to ensure adequate coverage if an accident or damage occurs unless the personal credit card includes this additional coverage.

Any staff member who has their own CFHI corporate credit card is expected to pay for any required car rental using this card because it includes collision/loss damage insurance. When renting a vehicle in Canada, travelers must purchase third-party liability insurance when renting a vehicle.

In addition, please note that any car rental must not exceed forty-eight (48) consecutive days and any insurance claims must be reported to the appropriate insurance company within forty-eight (48) hours.

Privately-Owned Vehicles

Privately-owned vehicles may be used for authorized CFHI business travel not exceeding 100 kilometres per trip (one way). Travelers will be reimbursed for the distance driven using the full

provincial kilometric rate allowed in the Government of Canada's *National Joint Council Travel Directive*. The traveler will be reimbursed based on where the license plate of the traveller is registered (that is, if your car is registered in Ontario, you will use the kilometre rate for Ontario). This rate is intended to cover the cost of gasoline, the operating costs of the vehicle and insurance. Travelers may not make additional vehicle related claims for expenses other than that of the kilometric rate.

Personal vehicles should not be used for trips that exceed 100 kilometres (one way) unless the use of the private vehicle is clearly justified and has been pre-approved. Travelers who are authorized to travel by private vehicle may claim the kilometric rate in effect at the time to a reimbursement maximum of the equivalent of the lowest airfare or train fare to reach the destination.

Travel to and from work is excluded.

To ensure that travelers are adequately protected, privately owned vehicles used on CFHI business are expected to have the minimum Liability and Property Damage coverage required by the province or territory of registration of the vehicle.

When a traveler is on authorized CFHI business travel, travel between home and a carrier's terminal will, taking into consideration the necessary luggage involved, be by the most economical and practical means or as pre-authorized by the CFHI. Use of private vehicles will be reimbursed at the kilometric rate for the portions driven by the traveler, plus parking charges where it is cost-effective to leave a private vehicle at the public carrier's terminal during the period of absence.

Parking, Taxis and Public Transport

CFHI will reimburse the actual costs of parking and taxis when an employee or an individual is on CFHI-related travel.

- Taxis may be authorized when the use of such transportation is justifiable. For travel in and around the Ottawa area, employees are authorized to use public transport or taxis whenever on CFHI-related business.
- Taxi receipts are required. For public transport, please retain the proof of purchase (POP) transfer and attach it to the expense claim citing the amount paid on the expense claim.

For the convenience of staff and external delegates, CFHI has taxi chits available for CFHI-related business within the Ottawa area. Travelers are encouraged to use these taxi chits so that the CFHI is billed directly for the charges. When using a taxi chit or when providing a taxi chit to a delegate, CFHI staff must ensure that the instructions on the taxi chit book are followed and all required information is recorded prior to using the chit.

Other Transportation Fees

CFHI will reimburse for any legitimate, mandatory transportation service charges and fees incurred, including but not limited to:

- Docking fees
- Road/Bridge tolls
- Ferries
- Visas

Special Transportation Needs

When a traveler has an aversion to air travel, CFHI will endeavour to schedule the work so that time will permit the traveller to travel by other means, subject to cost considerations.

Meals

CFHI will reimburse the traveler for meals not covered directly at an event being attended and/or not provided during the flight or train trip. The traveler will be reimbursed for the cost of each eligible breakfast, lunch and dinner, excluding alcoholic beverages, using the national and international per diem meal allowances outlined on the Government of Canada's *National Joint Council Travel Directive* in effect at the time of travel. Meal costs which exceed these per diem rates, as well as receipts for individual alcohol consumption (e.g. from a hotel mini bar, individual alcohol orders) will not be reimbursed. Staff with a CFHI corporate credit card are not to use the corporate credit card for meals; instead, travelers should each claim the per diem amount on the expense claim.

Staff with a CFHI corporate credit card may use the corporate credit card for this type of expense. Business meals not provided as part of a larger event (e.g. lunch catered by a hotel where a CFHI meeting or symposium is being held) must be paid for by the most senior staff member in attendance and will be reimbursed based on actual expenses up to the maximum per diem rate per attendee unless previously approved by the President. Any business meal costs which exceed the guidelines may be clawed back from the travellers.

Hospitality

The provision of hospitality may be necessary for the effective conduct of CFHI business and for reasons of courtesy, diplomacy or protocol. Please refer to CFHI's Hospitality Policy for the specific requirements regarding the provision of hospitality.

Incidentals

When overnight travel is authorized, the traveler will be eligible for the incidental per diem outlined in the Government of Canada's *National Joint Council Travel Directive* starting on the second day of travel, and for each day thereafter. The per diem rate for incidentals is not applicable for one day/same day travel. The incidental per diem is to be used to pay for items such as small snacks and drinks, phone calls home, tips and other small charges of a business nature.

Telephone Calls

Business-related calls will be reimbursed if receipts are provided. Personal calls to home are included as part of the incidental allowance available to travelers and should not be itemized as an eligible expense.

Internet Usage

All charges for internet usage for business related work will be reimbursed to the traveler. Receipts must be submitted for reimbursement.

Additional Business Expenses

CFHI will reimburse for legitimate, reasonable expenses incurred during the trip, including:

- Photocopies, word-processing services, faxes, rental and transportation of necessary office equipment, and transportation of required personal effects;
- Reasonable telephone calls required to attend to situations where the traveler's schedule has been altered for reasons outside of their control;
- Service charges/fees for actual and reasonable expenses for financial transactions; and
- Currency exchange (to convert reasonable sums to foreign currencies and/or reconvert any unused balance to Canadian currency).

Credit Cards

Please refer to the CFHI's *Credit Card Policy* for information on this topic.

Expense Claims

All staff and external delegates travelling on CFHI-related business are required to complete the *Expense Claim Form* when submitting expenses for reimbursement. The *Expense Claim Form* is updated twice per year in March and October to incorporate any changes that may have been made to the Government of Canada's *National Joint Council Travel Directive* per diem rates.

Travel expense claims must be submitted within 30 days of the event and all necessary original receipts *must* accompany the claim form. For example:

- Travel – proof of purchase for flights, trains and other commercial travel
- Hotel – room and taxes, business calls
- Other – taxis, shuttles, bus tickets, airport improvement fees

Point Redeeming Policy

In accordance with the CFHI's *Credit Card Point Policy*, a policy has been developed to provide direction regarding the redemption of company credit card points for the corporate credit card. The policy is based on two phases which reflect the number of points available and the number and size of events being planned. Please refer to the CFHI's *Credit Card Point Policy* for further information regarding this policy.

Audit of Claims

Finance staff is responsible for the audit of claims against monthly corporate credit card statements, confirmation of claim eligibility, and for claiming eligible federal and provincial tax credits.

Finance staff will monitor compliance and follow up with individuals on specific issues, as required. Finance staff will refer individuals with trends of non-compliance such as delayed submission of travel claims, or personal use of the corporate credit card, to the Vice-President, Corporate Services. The Vice-President, Corporate Services will refer issues to the President as appropriate.

Related Documents / Policies / Procedures

- Canadian Foundation for Healthcare Improvement Credit Card Policy
- Canadian Foundation for Healthcare Improvement Credit Card Point Policy
- Canadian Foundation for Healthcare Improvement Procurement Policy
- Canadian Foundation for Healthcare Improvement Duty to Accommodate Policy
- Government of Canada National Joint Council Travel Directive

Related Forms

- Canadian Foundation for Healthcare Improvement Expense Authorization Form
- Canadian Foundation for Healthcare Improvement Event Control Sheet
- Canadian Foundation for Healthcare Improvement Cheque Requisition Form
- Canadian Foundation for Healthcare Improvement Expense Claim Form

CPSI Travel Policy

Policy Objective

To ensure fair and consistent treatment of employees who are required to travel, the provisions contained in this policy cover the reimbursement of reasonable expenses incurred while traveling on CPSI business. The overall objective is to ensure individuals are not out of pocket for costs associated with traveling while ensuring appropriate controls for authorization and accountability are maintained.

Policy Statement

Authorization

All CPSI staff attending a conference, meeting, exhibit, course or any other event which requires that the person be away should obtain prior authorization from the person to whom they report.

All international travel must be approved prior to booking through submission of an international travel request form. Staff requests must be submitted to the CEO for approval. The CEO will establish and communicate criteria for approval. Requests for CEO international travel will be forwarded to the Board Chair for approval.

Travel Arrangements

To ensure best rates and consistency of travel arrangements, flight, hotel and rental car arrangements for CPSI are made through CPSI support staff using the official CPSI corporate travel agency. The Director of Corporate Services will periodically review arrangements with the corporate travel provider for quality and cost of service, and will also seek preferred rates where possible with hotel and other providers.

When booking through the corporate travel agency, a reporting field (project name) is required at the time of booking to permit costing to the appropriate program budget.

Transportation

Airfare

- The standard for air travel is economy class. The lowest available airfares appropriate to particular itineraries shall be sought and bookings shall be made as far in advance as possible. The CEO may book at the next lowest economy fare at his or her discretion, based on the itinerary and the possibility of travel changes. Premium economy airfares may be considered for international travel exceeding 7 hours for one section of the trip, requiring the approval of the Chair for CEO travel and the approval of the CEO for other staff travel.
- The corporate travel agency will be required to ensure that all bookings comply with this policy.

- Where possible, tickets should be purchased 14-21 days in advance of the travel date to ensure greatest choice of flights and to obtain best airfares.
- The corporate travel agency will email a copy of all invoices to the Accounting Officer and the Accounting Manager. Each invoice will be approved/posted in the same manner as other expenses. The travel agency will charge all airline expenses to the American Express corporate credit card. The Accounting Manager will reconcile this credit card on a monthly basis.
- Cancellations and flight changes can result in significant additional costs to CPSI, They should not be made for minor schedule adjustments and should be approved in advance by the responsible director.
- The Accounting Manager will monitor cancelled airfare on a quarterly basis to ensure that credits are used for appropriate CPSI business.
- All international airfare must be approved prior to booking with the corporate travel agency.

Ground Transportation

- When personal vehicles are selected as an alternative to other modes of transportation, vehicle owners are responsible for any losses that may arise, including, without limitation, the repair costs of any vehicle damage, loss of personal property, and liability claims resulting from accidents in privately-owned vehicles while on CPSI business.
- CPSI will reimburse travelers at a rate not to exceed the Treasury Board of Canada kilometric rates in their province of residence for use of their own vehicles. These rates are reviewed and periodically and approved by the CEO.
- If a rental automobile is required, an economy size must be booked. Loss damage/insurance coverage will be reimbursed by CPSI. CPSI insurance through HIROC will only cover staff after their personal insurance has been exhausted. As a result, staff should accept and purchase all additional insurance coverage while renting on CPSI business.
- First class train travel is permitted when it is a cost-effective alternative to air and/or automobile travel.
- For travel within a municipal area, staff must choose a reasonable and economical form of transportation. Taxis will be reimbursed based on actual receipts. Tips will only be reimbursed if reasonable (generally 10% or less).
- CPSI does not reimburse valet parking or parking/speeding tickets.

Accommodation

- All hotel accommodations should be booked using the corporate travel agency, who secures preferred rates and ensures that all bookings comply with the policy. Staff must demonstrate that any alternative bookings are lower cost to CPSI.

- The standard for accommodation is a single room, in a safe environment, conveniently located and comfortably equipped.
- Accommodation costs will be paid by the traveler and will be reimbursed by CPSI upon submission of original receipts.
- CPSI will reimburse for internet service where required for business purposes; however, staff can use their mobile devices as a wireless “hot spot” and should not require hotel internet.
- Staff may arrange to stay with others in lieu of hotel accommodations, and will be reimbursed \$30 per night to contribute to food or hospitality expenses.
- CPSI does not reimburse for room service, dry cleaning, valet parking, telephone or internet charges, alcohol or mini-bars.

Meal and Incidental Allowances

- In recognition of the necessity for incidental expenses while traveling on CPSI affairs, a daily allowance may be claimed without receipts.
- Travelers attending out-of-town meetings may claim daily allowances (receipts not required) when meals are not otherwise provided.
- Allowances will be approved by the CEO and reviewed annually in April. The Director of Corporate Services will recommend rates based on a review of Government of Canada Treasury Board rates, as well as those used by other comparator organizations. The combined daily incidental and meal allowances shall be less than or equal to the Treasury Board rates applicable at the time.
- Allowances for US travel are at the same rates, except in US funds when requested by the traveller.
- Travel to other countries is reimbursed at Government of Canada Treasury Board rates for the country in question.

Entertainment Guidelines

There are occasions when employees will network with members of an organization that CPSI is or will be collaborating with. In such cases, the employee may use their discretion, reasonably exercised and in compliance with any specific direction from the CEO or applicable CPSI policy, on appropriate expenses for meals and meetings. CPSI does not reimburse for alcoholic beverages of any kind.

Expense Report Approval and Processing

To reduce the financial burden on employees and facilitate financial reporting, travel expense claims should be submitted as soon as is practical, and within the deadlines communicated at year end. All staff reimbursement forms must be approved by the responsible supervisor. All CEO and Board Director expenses will be approved by the Board Chair before being reimbursed. The Board Chair’s expenses and honoraria are approved by the CEO before being reimbursed.

Once the claim is submitted to the Accounting Officer in final form, payment will, to the extent reasonably possible, be issued within a week.

Revised by the Board of Directors: September 22, 2016

Adopted by the Board of Directors: June 23, 2006

Policy Effective Date: April 1, 2005