



Power of the Purchase Order

Modernizing Public Sector Procurement in Ontario

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Executive Summary

Ontario spends nearly \$30 billion each year procuring goods and services, from pencils to complex medical technologies. When making those purchases, government and the broader public sector have a responsibility to provide value for taxpayers. They also have a unique ability to foster new markets, innovation, improved living standards, and economic development by virtue of their spending power.

However, public procurement in Ontario often fails to deliver on those outcomes. The process tends to lack collaboration, discourage investment, misallocate risk, and prioritize short-term costs over long-term value. Procurement modernization presents a major opportunity to transform health care and other public services, build more resilient supply chains, and create greater social and economic value for Ontarians.

In 2020, the Province announced the establishment of a new Crown agency – Supply Ontario – with a mandate to modernize public procurement in the province. The agency now has an opportunity to build a collaborative procurement process that maximizes long-term outcomes.

This policy brief assesses the current challenges with procurement in Ontario and offers 23 recommendations to drive better outcomes across the broader public sector, with a particular focus on innovation, attracting investment from a range of businesses, and health care procurement.

These recommendations should be seen as part of a broader effort to drive value for Ontarians. Procuring value-based goods and services is critical, but unlocking the return on investment of those purchases also requires skills, funding, regulations, and other enabling factors needed to support their implementation across the public sector.



Summary of Recommendations

	Recommendation	Ontario Gov't	Supply Ontario
I. Rethinking Procurement	1. Distinguish between simple commodities and complex purchases, and tailor the procurement process to the complexity of the purchase.		✓
	2. Adopt value-based procurement (VBP) across the public sector, through both legislative and practical means, by defining the objectives of procurement to include lifecycle costs, innovation, economic development, supply chain resiliency, and other long-term outcomes.	✓	✓
	3. Build specialized functions and technical teams equipped to procure value effectively for complex purchases.		✓
	4. Communicate a clear definition of VBP, guidelines, and successful examples to ensure alignment across the public and private sectors.		✓
	5. Adopt a collaborative procurement model for complex purchases that engages with vendors to understand the technical landscape and define objectives before issuing requests for proposals.		✓
	6. Measure the outcomes of VBP and continue to evolve the approach based on lessons learned.	✓	✓
II. Attracting Investment	7. Develop contracts that appropriately allocate risk between parties, e.g., through extension clauses and price adjustment mechanisms.		✓
	8. Regularly update industry with transparent, accessible information on supply, demand, and upcoming procurement opportunities.		✓
	9. Prioritize suppliers that generate the best economic value for Ontario, broadly defined, and consider context when deciding where to give preference to Ontario-made suppliers.	✓	✓
	10. Continue to build local business capacity (e.g., through industry-specific strategies, workforce development policies, and small business supports) to enable better procurement outcomes.	✓	

	Recommendation	Ontario Gov't	Supply Ontario
II. Attracting Investment	11. Improve access to procurement for small and local businesses by centralizing information, reducing administrative barriers, and helping municipalities take similar steps.	✓	✓
	12. Consider implementing regional procurement hubs.	✓	✓
	13. Establish frameworks around supplier diversity and sustainable procurement.	✓	✓
	14. Coordinate with Indigenous business leaders and the Government of Canada on Indigenous procurement.	✓	✓
	15. Incentivize and encourage civil servants to procure innovative and value-based solutions.	✓	✓
III. Innovating Health Care	16. Provide a roadmap outlining if, when, and how different health care subsectors can expect to be engaged by Supply Ontario as part of its mandate.		✓
	17. Ensure health care procurement continues to be driven by technical expertise and is linked to other policies and initiatives being undertaken across the system.	✓	✓
	18. Continue to develop health care data sharing and supply chain management strategies to track and share the information required for VBP, while maintaining robust data privacy protections.	✓	✓
	19. Design Ontario's Innovation Pathway to reflect best practices from other successful pathways and lessons from previous attempts to create one in the province.	✓	✓
	20. Ensure the Innovation Pathway is open-ended enough to encourage stakeholders to bring forward a range of creative solutions.	✓	✓
	21. Build accountability into the Innovation Pathway to ensure successful solutions are implemented across the health care system.	✓	✓
	22. Consider developing a regulatory sandbox to support timely approval and adoption of health care innovation.	✓	
	23. Build capacity across the health care system to support implementation of VBP and innovation.	✓	

Background

Ontario's public sector – comprised of the provincial government, its agencies, hospitals, school boards, and other entities – is the largest buyer in the provincial economy, procuring nearly \$30 billion of goods and services each year.

The weight of public sector spending can be used as a catalyst for innovation, economic growth, quality of life improvements, and supply chain resilience. For example, procurement through the US government's Defence Advanced Research Projects Agency is known for having contributed to launching the Internet, the Global Positioning System (GPS), and other technological breakthroughs.

In the health care sector, the efficacy of procurement has wide-ranging consequences on patient outcomes and population health, as well as overall system resilience and sustainability. This was exemplified during the COVID-19 pandemic, as Ontario mobilized rapidly to procure over \$7 billion worth of vaccines, personal protective equipment (PPE), and other critical supplies needed to confront the crisis effectivelyⁱ.

However, broadly speaking, public procurement in Ontario fails to deliver the outcomes the province needs. The main shortcomings include:

- Too narrow a focus on price, as opposed to long-term value;
- A lack of collaboration between the procurer and industry;
- Excessive risk placed on vendors;
- Insufficient information sharing; and
- Administrative barriers and costs that discourage bidding, particularly from small and diverse-owned businesses.



In 2018, the newly elected Ontario Progressive Conservative government made it a priority to find cost-efficiencies by centralizing procurement across the broader public sector. The pandemic added a new perspective and sense of urgency to procurement reforms, by putting a strain on global supply chains and underscoring the need for stronger domestic capacity to supply critical goods and services.

Since then, the government has taken a few critical steps. Notably, in 2020, it established **Supply Ontario**, a Crown agency mandated to strengthen supply chain management and procurement across government and the broader public sector, including provincial agencies, the health care sector, and publicly funded educational institutions.

Supply Ontario's 2023-2026 business plan outlines an incremental approach to achieving its mandateⁱⁱ. The agency intends to begin by tackling procurement of low-complexity goods and services to gradually build collaboration and trust before exploring more complex areas.

In 2022, the government passed the **Building Ontario Business Initiative Act (BOBI)**, which requires public sector buyers to give preference to Ontario businesses when procuring goods and services.

This paper will provide insights from experts across Ontario's business community to inform ongoing procurement reforms in the province.



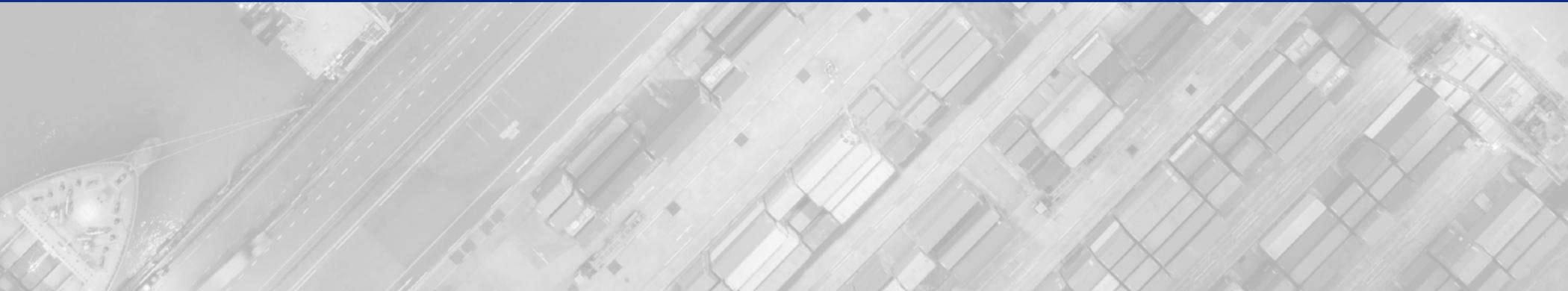


Rethinking Procurement

Procurement in the public sector covers a wide range of goods and services – from office supplies to infrastructure, engineering services, and health care technologies.

● For basic commodities, the process is simple. The buyer can easily describe what it is looking for through a request for proposal (RFP) and select a vendor that will best meet its needs. In these cases, it makes sense to prioritize cost-efficiencies and look for economies of scale.

In contrast, procurement of complex goods and services requires a more sophisticated process, one that is more oriented towards long-term value and collaborative problem-solving.



Value-Based Procurement

Value-based procurement (VBP) is the notion that buyers should make spending decisions that maximize long-term value, rather than minimize short-term costs. It requires shifting how the public sector defines the goals of procurement, from focusing on **price** to focusing on **outcomes** (such as quality, lifecycle costs, sustainability, living standards, and economic development).

Several jurisdictions around the world have adopted clear VBP policies. In 2014, the European Union introduced the “most economically advantageous tender” (MEAT) method in its procurement guidelines to empower procurers to evaluate bids according to quality, accessibility, innovation, environmental impacts, and other long-term outcomes.ⁱⁱⁱ In Ontario, where VBP is not embedded explicitly in directives, procurement tends to be more narrowly geared towards finding the lowest price.

For buyers, VBP leads to a better return on every dollar. Illustrating with a simple example, purchasing a more expensive laptop may end up being more cost-effective if it requires less servicing from technicians and lasts longer. There may also be environmental benefits from products with longer lifecycles, as well as local economic benefits if the laptop is produced in Ontario.

While VBP can be applied to commodities like laptops, it is essential for complex purchases, where focusing too narrowly on price can seriously undermine outcomes. For example, consider procurement of pharmaceutical drugs. The trend in Ontario hospitals has been increasingly to rely on bulk sourcing from a single provider to help lower costs. Manufacturers compete to offer the lowest possible pricing, forcing them to produce just enough supply to win bids. Sole sourcing from the cheapest supplier has led to shortages of critical drugs, and a ripple effect on supply chains as manufacturers are forced to pull supply from other jurisdictions to fill the gaps.

As Supply Ontario works towards centralizing procurement, it may find cost savings by purchasing certain commodities in bulk, but VBP should always be applied to complex goods. The United Kingdom’s efforts at centralization resulted in some cost savings for basic goods, but “insufficient attention was paid to the impact that these reforms would have on the delivery of complex public services.”^{iv}

Importantly, Supply Ontario will need to build technical teams equipped to procure complex services across the public sector, from clinical tests to transportation systems and engineering services. Expert advisory panels should inform ongoing implementation of VBP in those areas.

The agency can act as a centre of excellence by centralizing procurement-related skills that are highly specialized, difficult to staff, and sometimes limited on the buyer's side (such as commercial and legal skills) that would support adoption of VBP across the broader public sector – and perhaps even entities outside its mandate, such as municipalities and non-profit health care organizations.

Supply Ontario should also provide a clear, standardized definition of VBP, guidelines around award criteria, and practical examples of where it has been used successfully to help vendors understand how to best position themselves, and ensure buyers and suppliers are working in the same direction. In health care, it is important to educate clinicians and other practitioners about VBP to ensure they are contributing to its success.^v

In 2019, Newfoundland and Labrador's health authority published the definition, objectives, and procedures that should be used to support VBP.^{vi} That document is updated regularly and linked to the agency's innovation strategy and, although that policy is specific to health care, it offers a helpful example of the guidance needed to ensure the public and private sectors are aligned towards VBP.

Collaborative Procurement

For complex goods and services, VBP works best when the public sector collaborates with industry to identify and procure solutions that will generate the best long-term value (see Figure 1).

Collaborative procurement begins with engaging vendors in a market sounding process to understand the technical landscape, define the desired outcomes, and together develop an RFP that will best achieve those objectives. Infrastructure Ontario uses this approach, and stakeholders widely consider it to be predictable and effective at driving positive outcomes. Federal procurement also tends to follow the collaborative model.

Technology and health care are prime examples of complex purchases, where procurement should be value-based and collaborative to ensure the best possible outcomes. **The public sector is increasingly looking to procure advanced technologies, such as artificial intelligence and medical devices, that are evolving faster than the public sector's capacity to understand them.**

Actively engaging with industry experts in the procurement process helps bridge those information gaps and ensures issues like accessibility, safety, and data privacy are factored into the agreements in line with the latest industry standards.

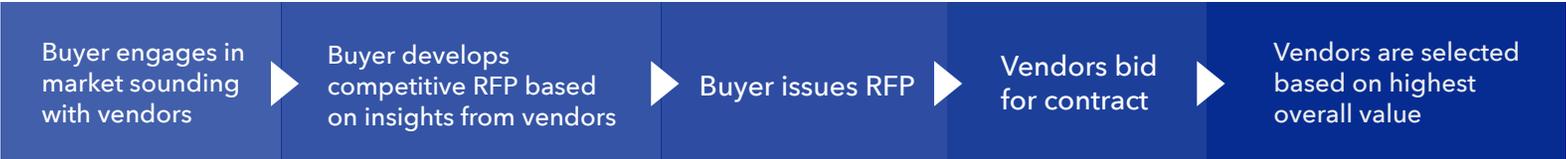
One version of collaborative procurement is qualifications-based selection (QBS), an approach increasingly used to procure professional services such as architecture and engineering. With QBS, the buyer will select providers based on their qualifications and only then negotiate contract terms – similar to how employees are typically hired based on their qualifications for a job. QBS ensures contracts are awarded to the most qualified providers, while avoiding a race to the bottom on pricing, and ensures project specifications are developed by and with experts. Evidence suggests QBS leads to fewer project delays and cost overruns, and better outcomes.^{vii}

**Figure 1:
Procurement
Cycles**

Transactional procurement (status quo)



Collaborative, value-based procurement



Qualifications-based selection (for professional services)



Recommendations:

- 1.** Distinguish between simple commodities and complex purchases, and tailor the procurement process to the complexity of the purchase.
- 2.** Adopt VBP across the public sector, through both legislative and practical means, by defining the objectives of procurement to include lifecycle costs, innovation, economic development, supply chain resiliency, and other long-term outcomes.
- 3.** Build specialized functions and technical teams equipped to procure value effectively for complex purchases.
- 4.** Communicate a clear definition of VBP, guidelines, and successful examples to ensure alignment across the public and private sectors.
- 5.** Adopt a collaborative procurement model for complex purchases that engages with vendors to understand the technical landscape and define objectives before issuing RFPs.
- 6.** Measure the outcomes of VBP and continue to evolve the approach based on lessons learned.



Attracting Investment



Ontario's current approach to procurement can inadvertently discourage businesses from even attempting to bid, which leads to less competition and less favourable outcomes. There are several practical steps that can be taken to attract investment in Ontario's supply chains, and encourage more participation from small, local, diverse, and green businesses. Increased competition for bids leads to a more diversified supply chain and better value.



Contract Terms and Conditions

Ontario's public contracts tend to place too much risk on suppliers, unlike those commonly offered by federal Crown corporations and other jurisdictions. Contract terms in Ontario tend to be fixed over many years, with little flexibility to account for changing and unpredictable circumstances such as commodity price fluctuations and labour shortages.

Risky contracts come at a cost to vendors, and that risk either gets priced into the contract or discourages them from participating. As a result, public RFPs in Ontario tend to receive limited competition and the contracts end up being paradoxically more expensive for taxpayers.

Ontario should reorient its contracts to better allocate risk among taxpayers and vendors. This could include price adjustment clauses that allow for prices to be increased or decreased if input costs change meaningfully under certain conditions, and shorter contract terms with an option for extension if mutually agreed upon by both parties.



For procurement of medical devices, it is helpful to consider various risk-sharing contractual models that have been used in the United States, such as the gain-sharing model in which payers agree to share with manufacturers a portion of the cost savings generated by their devices.^{viii}

For the pharmaceutical industry, Ontario should re-evaluate the penalties that arise when a supplier falls short of meeting its contracted supply, particularly when the shortage is outside the supplier's control. Currently, those penalties are uncapped and require the supplier to pay a price differential to the second supplier in line, which may be priced uncompetitively. This discourages pharmaceutical companies from bidding for contracts, particularly multinationals with the option to invest elsewhere, which can lead to significant gaps in access to life-saving drugs.

Information Sharing

Another challenge for vendors is the lack of information about supply, demand, and upcoming procurement opportunities. Various portals exist to access RFPs, many of which require membership fees, but information is not centralized or forward-looking.

Proactively sharing information with prospective suppliers helps de-risks their investments and allows for long-term planning. Markets without proactive information are simply less appealing for businesses from a procurement perspective.

Infrastructure Ontario's regular market updates are helpful for businesses looking to prioritize their spend, but other areas of procurement lack similar mechanisms. In health care, specific strategies are needed to support better data sharing across stakeholders (see Chapter III).

Supply Ontario can play an instrumental role in working with relevant ministries and industry to gather, consolidate, and share relevant information. This will require the agency to prioritize investments in data sharing infrastructure and ongoing feedback loops with suppliers.

Small and Local Businesses

Procuring from local and small businesses can generate benefits via increased competition, innovation, jobs, economic development, and supply chain resilience. VBP encourages buyers to weigh those outcomes when it evaluates bids, which can lead to more contracts being awarded to small and local businesses.

Ontario has taken one step further by requiring explicit preference to local businesses. As of January 2024, the Building Ontario Business Initiative (BOBI) will require the broader public sector to give preference to Ontario businesses in its procurements (under certain conditions, consistent with our trade obligations).^{ix}

Any policy that gives explicit preference to local businesses should consider context. In some cases, there may not be capacity to produce a particular solution in Ontario, or procuring from outside the province can lead to measurably better outcomes for Ontarians. The goal should be to prioritize Ontario-serving suppliers (i.e., considering the value from data, innovation, and other benefits amassed in Ontario), which may or may not always be the Ontario-made ones. In health care, what is best for the patient and the health care system should be the top priority over and above any other criteria.



Ultimately, procurement is only one piece of the puzzle that is needed to support Ontario's business community. Often, it is a lack of capacity that limits their successful participation in procurement rather than the procurement process itself. If the goal is to build up domestic capacity, then broader supports are needed, such as small business supports, action on Ontario's life sciences sector strategy,^x other industry-specific strategies, and workforce development policies.

Meanwhile, there is an opportunity to directly support local and small businesses by addressing the financial and administrative hurdles involved in bidding for public contracts. Businesses pay fees to access a variety of portals through which they can view RFPs, and the RFPs themselves tend to require extensive documentation. Altogether, the costs and time commitment involved often discourage small businesses from participating.

This is particularly true at the municipal level, where each municipality uses different processes, portals, and contracting practices. In many cases, staff tend to lack technical capabilities to draft effective RFPs, and the indemnity clauses¹ used in their contracts are weighed heavily against suppliers. Supply Ontario can play a role in offering guidance, templates, and centralized capabilities to help municipalities modernize their own procurement processes and encourage standardization across municipalities to make it easier for suppliers to bid in multiple jurisdictions.

Other jurisdictions have explicit policies to help small businesses overcome barriers with accessing procurement. For example, the SME and Regional Procurement Policy Framework adopted by the Government of New South Wales in Australia includes measures to improve transparency around upcoming RFPs, offer guidance and training to assist small businesses with tendering, and require faster payment to vendors.^{xi}

Further, the Province can consider regional hubs to ensure local and regional suppliers are aware of and have access to procurement opportunities even as Supply Ontario centralizes activities. This could be similar to the federal government's approach through Public Works and Government Services Canada's regional offices.

¹Indemnity clauses require one party to reimburse the other for losses, damages, or liabilities incurred as part of the contract.

Diverse Businesses

While engaging in procurement is difficult for small businesses, it is especially challenging for diverse entrepreneurs whose access to traditional capital and networks are limited by social and structural barriers. Evidence suggests market access programs designed to facilitate procurement from diverse businesses can strengthen supply chains, without compromising on quality or costs.^{xii}

Ontario should develop a supplier diversity policy, adopting best practices from other jurisdictions (such as Toronto^{xiii}), engaging with diverse owned businesses, and coordinating with its federal counterparts where possible. Specifically, Ontario should collaborate with the Government of Canada on its efforts to improve access to procurement for Indigenous businesses, which includes partnerships through the Canadian Aboriginal and Minority Supplier Council and other Indigenous organizations that could be leveraged provincially as well.^{xiv}

Green Businesses

Finally, Ontario should ensure lifecycle costs and environmental impacts are factored into evaluations as part of VBP. Sustainable procurement can reduce long-term costs by minimizing waste, energy consumption, and costs associated with greenhouse gas emissions, while attracting investments into the province from innovative green businesses.

Denmark, one of the leaders in sustainable procurement, requires all government institutions to include environmental considerations into the evaluation of the purchases. The Danish Environmental Protection Agency has developed green purchasing guidelines for 50 product groups, which are distributed throughout the public sector via National Procurement Ltd., an agency jointly owned by the Danish government and local municipalities.^{xv}



Incentives and Culture

Beyond the practical steps noted above, modernizing public procurement will require a change in culture across the broader public sector. Civil servants should be encouraged and incentivized to take reasonable risks and pursue longer-term outcomes in partnership with industry. Their key performance indicators should deprioritize short-term budgetary savings and instead reward innovation, sustainability, quality of life, and other measures of VBP as appropriate.

To encourage this mindset, other jurisdictions issue awards for procurements that are innovative or sustainable, such as the European Innovation Procurement Awards and the Procura+ Awards.^{xvi} In France, the Trophées des Achats is considered to be a prestigious procurement event, with over 900 procurement professionals gathering each year to celebrate innovative solutions transforming the procurement industry.^{xvii} At minimum, Supply Ontario should share examples of good VBP procurement across the public sector to inspire the right approaches.

Skills development within the public sector is also needed to support the delivery of services procured. In the case of technology, for example, without the right digital skills, civil servants will not be able to implement the complex solutions they procure in order to achieve the desired outcomes.



Recommendations:

7. Develop contracts that appropriately allocate risk between parties, e.g., through extension clauses and price adjustment mechanisms.

8. Regularly update industry with transparent, accessible information on supply, demand, and upcoming procurement opportunities.

9. Prioritize suppliers that generate the best economic value for Ontario, broadly defined, and consider context when deciding where to give preference to Ontario-made suppliers.

10. Continue to build local business capacity (e.g., through industry-specific strategies, workforce development policies, and small business supports) to enable better procurement outcomes.

11. Improve access to procurement for small and local businesses by centralizing information, reducing administrative barriers, and helping municipalities take similar steps.

12. Consider implementing regional procurement hubs.

13. Establish frameworks around supplier diversity and sustainable procurement.

14. Coordinate with Indigenous business leaders and the Government of Canada on Indigenous procurement.

15. Incentivize and encourage civil servants to procure innovative and value-based solutions.

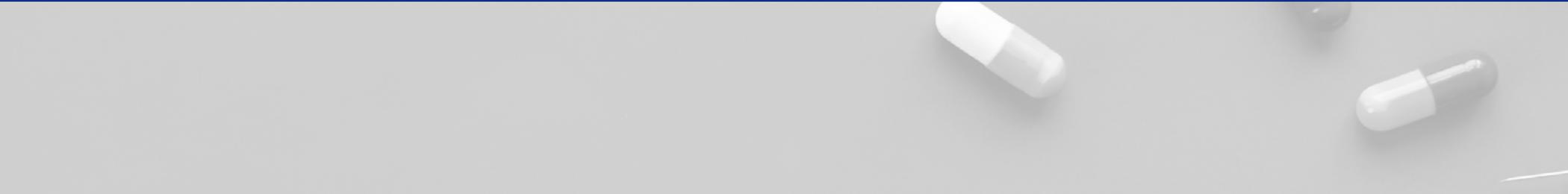


Innovating Health Care

Health care procurement is not only significant from a budgetary perspective, but also for its impacts on patient and population outcomes. Medical devices, drugs, support services, and innovative solutions are complex purchases that provide long-term value to the health care system, its practitioners, and its users. Driving greater value within Ontario's health care system requires spending wisely, which may not necessarily require spending more.^{xviii}

III. In Ontario, health care providers can procure directly from vendors or indirectly through a network of intermediaries, such as group purchasing organizations and shared service organizations. Supply Ontario's entry into the landscape raises questions about how different subsectors of health will be affected, how stakeholders will be engaged, and under what timelines. Industry needs clarity around the future of health care procurement to plan ahead and provide Supply Ontario with the insights it needs to effectively roll out its mandate.

Given Supply Ontario's broad mandate, it is critical to ensure health care procurement continues to be driven by sector-specific technical expertise and that procurement activities are connected to other systems-level health care decisions. Direct linkages between Supply Ontario and the Ministry of Health must be clearly established to avoid siloes, break down existing ones, and allow for effective change management.



VBP in Health Care

Determining “value” in health care can be challenging. The consequences of procuring an effective health care product or service can include quality of life improvements, increased worker productivity, costs diverted from nursing time or hospital stays, supply chain resilience, and other outcomes that are not widely tracked and shared across the system.

Ontario must continue working towards centralized and accessible repositories of health data and broader supply chain management strategies to enable VBP. The pandemic and more recent drug shortages have revealed the painful limitations of data sharing along our supply chains. **Knowing what is being used, where, and how – and linking that information with patient outcomes – is critical to determine the value of an input and help align supply with demand.** Those efforts should continue to protect data privacy and security.^{xix} Recommendations made by the Ontario [Health Technology Advisory Committee](#) should also be shared and leveraged as an important data point to inform evidence-based procurement decisions.

Further, when innovation is deemed to be the goal of health care procurement, targets should reflect that. France again provides a helpful example. Guidelines released by the Ministry of Health specify that when health innovation is being procured, price should comprise no more than 25 percent of the overall weight of evaluation criteria and technical quality should comprise at least 35 percent.^{xx}

Other learnings can be gleaned from the European wide Innovation Procurement in Health and Care (EURIPHI) project, which developed VBP guidance documents to support innovation-oriented procurement across European health care systems.^{xxi}



Innovation Pathway

In Budget 2023, the Ontario government announced it will be exploring a new Innovation Pathway in collaboration with Supply Ontario. This pathway will “review promising new innovations and provide funding to health service providers so they can procure the innovations across the health system.”^{xxii}

Ontario’s Innovation Pathway should build on best practices from jurisdictions undertaking similar approaches (such as France^{xxiii} and the UK^{xxiv}) and an audit of historic attempts to create one in the province. Eligibility should be defined openly to encourage a broad range of creative solutions.

For the pathway to be truly effective, it also needs to be geared to support implementation at scale. Supply Ontario and the Ministry of Health should commit to decision points for when and how successful solutions reviewed through the pathway will be implemented broadly across the health care system. Government should also consider developing a regulatory sandbox to support timely approval and adoption of new technologies procured through the pathway.

Implementation Barriers

Implementation is similarly critical outside the pathway. Value-based health care solutions are only valuable if the health care system is equipped to use them. Implementation barriers beyond the procurement process include billing codes, regulatory approvals, funding, staff capacity,^{xxv} and leadership buy-in.

The government must build capacity across the health care system to support VBP and effective integration of health care innovation. Supply Ontario will be uniquely positioned to help identify barriers and opportunities for different subclasses of health care, and coordinate action via its relationships with the Ministry of Health and other stakeholders.

Recommendations:

16. Provide a roadmap outlining if, when, and how different health care subsectors can expect to be engaged by Supply Ontario as part of its mandate.

17. Ensure health care procurement continues to be driven by technical expertise and is linked to other policies and initiatives being undertaken across the system.

18. Continue to develop health care data sharing and supply chain management strategies to track and share the information required for VBP, while maintaining robust data privacy protections.

19. Design Ontario's Innovation Pathway to reflect best practices from other successful pathways and lessons from previous attempts to create one in the province.

20. Ensure the Innovation Pathway is open-ended enough to encourage stakeholders to bring forward a range of creative solutions.

21. Build accountability into the Innovation Pathway to ensure successful solutions are implemented across the health care system.

22. Consider developing a regulatory sandbox to support timely approval and adoption of health care innovation.

23. Build capacity across the health care system to support implementation of VBP and innovation.

Conclusion

Businesses across Ontario have pointed to a series of common challenges with public procurement, including an overemphasis on low prices, uncompetitive contract terms, a lack of information sharing, and administrative barriers. The impacts are widespread, affecting everything from public budgets to health, quality of life, supply chains, and economic growth.

Now, through Supply Ontario, the Province has an opportunity to modernize how it spends and what it buys. The policy recommendations in this paper have been informed by industry experts, with the shared objectives of driving better outcomes and building a more productive and resilient economy for Ontarians.



Endnotes

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