

Deloitte.

Deloitte & Touche LLP
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4 Bentall Centre
P.O. Box 49279
Vancouver BC V7X 1P4
Canada

Tel: 604 669 4466
Fax: 604 899 8197
www.deloitte.ca

Attn: Ms. Sandra Carroll
Office of the Chief Operating Officer
Ministry of Health
5-3, 1515 Blanshard Street
Victoria, BC V8W 3C8

Receipt # 42748

Date: October 19, 2013
Invoice No: 3183848

Client/Mandate No. 3095189	Partner D. Bosch	Location (Site) # 1000016
Oct 19/12	065136	010
HST Registration No. 66080-2013/096	133245290	Total \$ Amt of Invoice \$ 75,000
Invoice # 3183848	Resp # 66080	Service Line 44225
STOB 6001	Project # 6600000	Requisition # 6215
Line 1 \$ Amount \$ 75,000.00	Line 2 \$ Amount	PO, MSO or Contract #

Invoice

Interim invoice for professional services rendered in connection with Ministry
Contract #2013-096 (Data Security Review – Phase 1: Scoping & Planning):

Activities included:

- Confirm objectives of review
- Understand issues and known root causes
- Understand current information systems environment
- Understand security control environment
- Understand existing remediation plans
- Prepare detailed workplan

QR Signature
CERTIFIED THAT THE WORK HAS BEEN PERFORMED, GOODS
RECEIVED OR CONDITIONS MET
Lindsay Kistlock
QR Print
EA Print
Sandra Carroll
Sent to Accounts

Expenses (to be billed separately)

HST @ 12% 9,000.00

Amount payable \$84,000.00

Payable upon receipt to: Deloitte & Touche LLP
Please return one copy with remittance

email to: Linda.Charlton@gov.bc.ca



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Attn: Ms. Sandra Carroll
Office of the Chief Operating Officer
Ministry of Health
5-3, 1515 Blanshard Street
Victoria, BC V8W 3C8

Date: December 15, 2012
Invoice No: 3220975 amended
Client/Mandate No: 695180 - 1000016
Partner: T. Basi

HST Registration No: 133245290

Invoice

Interim invoice for professional services rendered in connection with Ministry
Contract #2013-096 (Data Security Review - Phase 2):

Activities included the following across four project streams:

Stream 0

- Established PMO structure and processes
- Completed inventory of existing and planned initiatives, with a summary of objectives, approach, timelines and resources
- Supported prioritization and coordination of enhancement project activities
- Supported weekly Team Leads meetings and identification and tracking of risks and issues

Stream 1

- Completed 21 data flow models based on system inventories submitted by MOH
- Completed interviews and workshops (involving 75+ individuals)
- Completed technical assessment for select systems/environments
- Documented results
- Documented recommendations arising from the assessment
- Presented recommendations to key MOH stakeholders

Stream 2

- Initiated planning meetings and workshops in support of the enhancement roadmap

Stream 3

- Provided as-requested support for key enhancement initiatives related to information management and systems

INVOICE (DIRECT OR MATCHED)			
Receipt #	Supplier #	Loc (Site) #	
44269	065136	010	
PO Number	Total \$ Amount of Invoice		
66080-2013/096	\$318,721.41		
Invoice #	Resp #	Service Line	
3220975	66080	44225	
STOB	Project #	Requisition #	
6001	660000		
Line 1 \$ Amount	Line 2 \$ Amount	PO. M.S.O. CONT #	
\$276,720.00	\$42,001.41		
Signature: <u>KELLY MORAN</u>			
CERTIFIED THAT THE WORK HAS BEEN PERFORMED, GOODS RECEIVED OR CONDITIONS MET.			
Signature: <u>Lindsay Kislock</u>			
Print: <u>SANDY CARROLL</u>			
Our fee	\$276,720.00	✓ fee	
Expenses (please see attached spreadsheet)	44,085.63	✓ expenses	
	42001.41	+ HST	

Total	\$320,805.63	318,721.41
HST @ 12%	38,496.68	38,246.57
Amount payable	\$359,302.31	356,967.98

Payable upon receipt to: Deloitte & Touche LLP
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email to: Kelly.Moran@gov.bc.ca

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Attn: Mr. Kelly Moran
Executive Director
Ministry of Health
5-3, 1515 Blanshard Street
Victoria, BC V8W 3C8

Date: March 31, 2013
Invoice No.: 3277638 revised
Client/Mandate No.: 695180 - 1000016
Partner: T. Basil

HST Registration No.: 133245290

Invoice

Invoice for professional services rendered in connection with Ministry
Contract #2013-096 (Data Security Review - Phase 2):

Activities included the following across four project streams:

Stream 0

- Formalized Executive Director working group to support remediation projects
- Supported weekly Team Leads and ED meetings and identification and tracking of risks and issues
- Supported Team Leads in scoping and delivering remediation efforts

Stream 1

- Validated recommendations with key internal stakeholders (Project Leads, Divisional representatives and Executive)
- Supported presentation of recommendations to external stakeholders

Stream 2

- Developed detailed project descriptions for 25 projects in 10 categories, aligned against recommendations from Stream 1
- Developed resourcing considerations for each project (required skills sets and preliminary effort estimates)
- Developed key considerations for each project to highlight the intended outcomes to be delivered
- Categorized 25 projects into three categories based on scale and priority
- Developed an overall program roadmap for the 25 projects based on defined categories and dependencies
- Met with Project Leads for each project to validate and adjust as required
- Presented roadmap to Executive for validation and approval

\$127,805.43



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Attn: Mr. Kelly Moran
Executive Director
Ministry of Health
3, 1515 Blanshard Street
Victoria, BC V8W 3C8

Date: March 31, 2013
Invoice No.: 3277797 revised
Client/Mandate No.: 695180 - 1000016
Partner: T. Basi

HST Registration No.: 133245290

Invoice

Invoice for professional services rendered in connection with Ministry
Contract #2013-228:

Program advisory support

- Supported Ministry in the scoping, planning and delivery of Category 1 projects
- Supported Ministry PMO (project tracking, reporting and risk and issue management)
- Reviewed project activities and outputs to assess alignment against recommendations

Internal/External Reporting

- Supported project close-out process and reporting
- Supported internal Ministry reporting and communications
- Supported Ministry in preparation and delivery of communications to external organizations

Solution planning, implementation and sustainment support

- Provided input to planning activities for Category 2 and 3 projects
- Provided subject matter expertise on key design elements for Category 2 and 3 projects
- Provided recommendations regarding sustainment considerations to support ongoing operations for activities arising from numerous projects

Our fee \$74,989.89

Total \$74,989.89

HST @ 12% 8,998.79

Amount payable \$83,988.68

WTF 30/6/5
LW

Deloitte.

Deloitte LLP
Suite 700
850 - 2nd Street SW
Calgary AB T2P 0R8

Tel: (403) 287-1700
Fax: (403) 264-2871
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Attention: Kelly Moran, Executive Director
Via Email: Kelly.Moran@gov.bc.ca
Health Sector IM/IT Division
BC-Ministry of Health
5th Floor, 1515 Blanshard Street
Victoria, BC V8W 3K4

Date: July 11, 2013
Invoice No: 3374146
Client No: 695180.1000019
Client Contact: Don MacPherson
GST Registration No.: 133245290

Invoice

Interim invoice for professional services rendered in Canada from April 30 to June 28 in connection with Ministry Contract #2014-029:

- Project planning and kick-off
- Information gathering interviews with key Executives and Division representatives
- Development and initial validation of Data Governance definition and guiding principles
- Development and initial validation of key Data Governance roles

SUPPLIER #		SITE	
065136		005	
CAR COMMITMENT #		LINE #	
45281			
RESP	SERVICE LINE	STOB	
66074	44005	6309/6310	
PROJECT #		AMOUNT	
6600000		72002.63	
CLIENT			
66074 - 2014/029-13/14		026	
MINISTRY SPENDING / CERTIFICATION AUTHORITY SIGNATURE			

1 = 6379.63
2 = 65,623.00

Our fees \$ 65,623.00 ✓

Out-of-pocket Expenses 6,379.63 ✓

This invoice \$ 72,002.63 ✓

GST @ 5% 3,600.13

Amount payable in CAD \$ 75,602.76

Payable upon receipt to: Deloitte LLP

Accounts shall be due and payable when rendered. Interest shall be calculated at a simple daily rate of 0.0493% (equivalent to 18% per annum). Interest shall be charged and payable at this rate on any part of an account which remains unpaid from thirty (30) days after the invoice date to the date on which the entire account is paid.



Deloitte LLP
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Attention: Kelly Moran, Executive Director
Via Email: Kelly.Moran@gov.bc.ca
Health Sector IM/IT Division
BC-Ministry of Health
5th Floor, 1515 Blanshard Street
Victoria, BC V8W 3K4

Date: August 23, 2013
Invoice No: 3398159
Client No: 695180.1000019
Client Contact: Don MacPherson
GST Registration No.: 133245290

Invoice

Invoice for professional services rendered in Canada from June 29 to July 31 in connection with Ministry Contract #2014-029:

- Validation of Data Governance definition and guiding principles
- Development and validation of:
 - overall governance model (including key committees and roles and responsibilities)
 - Terms of Reference for Information Management Governance Committee
 - next steps for governance model implementation
- Compilation of project outputs into a Data Governance Handbook to support communication, education and deployment

Our fees \$ 19,415.00

hmm / Out-of-pocket Expenses \$ ~~7,232.72~~ 7253.23

This Invoice \$ ~~26,647.72~~ 26,668.23

GST @ 5% 1,332.39

Amount payable in CAD \$ 27,980.11

Payable upon receipt to: Deloitte LLP

Accounts shall be due and payable when rendered. Interest shall be calculated at a simple daily rate of 0.0493% (equivalent to 18% per annum). Interest shall be charged and payable at this rate on any part of an account which remains unpaid from thirty (30) days after the invoice date to the date on which the entire account is paid.

MINISTRY OF HEALTH		SITE		LINE	
SUPPLIER #		010			
CAS COMMITMENT #		46024			
RESP	SERVICE LINE	STOP	AMOUNT	CLIENT	
66074	44225	6901		026	
PROJECT #	PO # / CONTRACT # / GFA #				
6600000	26,668.23				
DATE:					
CERTIFIED CONTRACT PURSUANT TO SECTIONS 32 & 33 OF THE FINANCIAL ADMINISTRATION ACT & RELATED POLICIES					
MINISTRY SPENDING / CERTIFICATION AUTHORITY SIGNATURE					

66074-2014-029-13/14

Line 1 7253.23 6310

Line 2 19415.00 6309



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Attn: Ms. Sandra Carroll
Office of the Chief Operating Officer
Ministry of Health
5-3, 1515 Blanshard Street
Victoria, BC V8W 3C8

Date: October 1, 2013
Invoice No.: 3417173
Client/Mandate No.: 695180 - 1000022
Partner: T. Basi

HST Registration No.: 133245290

Invoice

Interim invoice for professional services rendered in connection with Ministry
Contract #2014-063:

Phase 1 (PMO support, project closeout, & reporting), and Phase 2 planning

\$ 74,958.00 ✓

- Project & PMO support, project closeout and reporting for Phase 1 projects
- Review & rationalization of remaining scope from Phase 1, recommendations from the OIPC and security & privacy best practices to define a set of targeted projects for Phase 2

Project 2.2 - Security Model for the Data Environment

29,548.00 ✓

- Security model for the HealthIdeas environment which provides secure transfer and anonymization of personal information

Project 5.5 - Define solution options for access management

14,330.00 ✓

- Review and creation of process flow diagrams for current state access management processes

Project 7.2 - Define a roadmap to mature the logging & monitoring processes

49,948.00 ✓

- Threat Use Cases based on the Ministry Threat Landscape, and logging and monitoring requirements
- Target logging architecture

Project 8.2 - Define security management roles and responsibilities

37,747.50 ✓

- Define security management roles and responsibilities to ensure clear accountability for all security aspects associated with the Ministry's technical environment

Project 10.1 - Develop an information compliance monitoring function

19,878.50 ✓

- Scope and mandate for a compliance function, organizational model, and resource requirements

Project 11.1 - Deloitte advisory support

8,231.00 ✓

- Review and feedback on 3.x project charters and work plans

- Rationalization of enhancement opportunities identified in Project 2.1

MoH led project support

33,465.00 ✓

- Weekly meetings with MoH project leads and review of scope and deliverables

Joint PMO

- Project management for Deloitte & Ministry led projects including reporting, scope, deliverable, status, & issue tracking.

	53,631.00 ✓
Our fee	\$321,737.00 ✓
Expenses (please see attached spreadsheet)	19,294.37 ✓
Total	\$341,031.37 ✓
GST @ 5%	17,051.57
Amount payable	\$358,082.94

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MINISTRY OF HEALTH	
SUPPLIER #	SITE
065136	010
CAS COMMITMENT #	LINE #
45778	1
RESP	SERVICE LINE
66074	44005
PROJECT #	STOB
6600000	6309/6310
PO # / CONTRACT # / GFA #	AMOUNT
2014/063	358,082.94
GOODS / SERVICES RECEIVED BY	DATE
	Oct 17/13
CERTIFIED CORRECT PURSUANT TO SECTIONS 32 & 33 OF THE FINANCIAL ADMINISTRATION ACT & RELATED POLICIES.	
MINISTRY SPENDING / CERTIFICATION AUTHORITY SIGNATURE	

MINISTRY OF HEALTH	
SUPPLIER #	SITE
065136	010
CAS COMMITMENT #	LINE #
45778	1
RESP	SERVICE LINE
66074	44005
PROJECT #	STOB
6600000	6309/6310
PO # / CONTRACT # / GFA #	AMOUNT
2014/063	358,082.94
GOODS / SERVICES RECEIVED BY	DATE
	Oct 17/13
CERTIFIED CORRECT PURSUANT TO SECTIONS 32 & 33 OF THE FINANCIAL ADMINISTRATION ACT & RELATED POLICIES.	
MINISTRY SPENDING / CERTIFICATION AUTHORITY SIGNATURE	

341,031.37 + GST

66074-2014/063-13/14

Terri Wood

Deloitte.

Deloitte LLP
2800 - 1055 Dunsmuir Street
4 Bentall Centre
P.O. Box 49279
Vancouver BC V7X 1P4
Canada

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Fax: 778.374.0506
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Oct 29, 2013
Page 2

Attn: Ms. Sandra Carroll
Office of the Chief Operating Officer
Ministry of Health
5-3, 1515 Blanshard Street
Victoria, BC V8W 3C8

Date: November 15, 2013
Invoice No.: 3443508
Client/Mandate No.: 695180 - 1000022
Partner: T. Basil
HST Registration No.: 133245290

Our fee	\$351,982.00
Expenses (please see attached spreadsheet)	21,919.55
Total	\$373,901.55
GST @ 5%	18,695.07
Amount payable	\$392,596.62

Invoice

Final invoice for professional services rendered in connection with Ministry Contract #2014-063:

Project 1.2 - Data Governance Phase 2	\$ 70,450.00
<ul style="list-style-type: none"> Establish Executive and Operating Committees to drive information governance activities 	
Project 2.2 - Security Model for the Data Environment	20,290.00
<ul style="list-style-type: none"> Security model for the HealthIdeas environment which provides secure transfer and anonymization of personal information 	
Project 5.5 - Define solution options for access management	96,176.00
<ul style="list-style-type: none"> Review current state of access management and define access management principles and future state solution options for access management enhancements across the Ministry. Target access management solution with multi-year roadmap and estimated costs 	
Project 7.2 - Define a roadmap to mature the logging & monitoring processes	29,979.00
<ul style="list-style-type: none"> Threat Use Cases based on the Ministry Threat Landscape, and logging and monitoring requirements Target logging architecture with multi-year roadmap and estimated costs 	
Project 8.2 - Define security management roles and responsibilities	22,607.00
<ul style="list-style-type: none"> Define security management roles and responsibilities to ensure clear accountability for all security aspects associated with the Ministry's technical environment 	
Project 10.1 - Develop an information compliance monitoring function	44,045.00
<ul style="list-style-type: none"> Scope and mandate for a compliance function, organizational model, and resource requirements 	
Project 11.1 - Deloitte advisory support	24,615.00
<ul style="list-style-type: none"> Support SAS, PID & IMKS discussions regarding the 3.x transition and the Secure Access Environment 	
Joint PMO	28,112.00
<ul style="list-style-type: none"> Project management for Deloitte & Ministry led projects including reporting, scope, deliverable, status, & issue tracking. 	
MoH led project support	15,708.00
<ul style="list-style-type: none"> Weekly meetings with MoH project leads and review of scope and deliverables 	

Member of / Membre de Deloitte-Touche Tohmatsu

133245290

MINISTRY OF HEALTH			
SUPPLIER #		SITE	
065136		010	
CAS COMMITMENT #		LINE #	
46436			
RESP	SERVICE LINE	STOP	
66074	44005	6309/6310	
PROJECT #		AMOUNT	
6600000		373,901.55	
CONTRACT # / GFA #		CLIENT	
66074-2014/063-13/14		026	
GOODS / SERVICES RECEIVED BY:			
DATE:			
CERTIFIED CORRECT PURSUANT TO SECTIONS 32 & 33 OF THE FINANCIAL ADMINISTRATION ACT & RELATED POLICIES.			
DATE:			
MINISTRY SPENDING / CERTIFICATION AUTHORITY SIGNATURE			

1351,982 + GST
221,919.55 + GST