

McKenna, Neil

From: Church, Leslie (SPAC/PSPC) <leslie.church@canada.ca>
Sent: Thursday, April 23, 2020 7:04 PM
To: Lawrence, Alex; Harris, Emily (SPAC/PSPC)
Cc: Stickney, Matt; Zimmerman, Shannon; Nathoo, Farees; Kim, Sabrina; Lamothe, Colleen; Trogen, Emily; Deagle, Jordan; Theis, Rick; Khalil, Samantha; MacKendrick, Andrew
Subject: RE: For greenlight: procurement numbers - public posting

Hi all! Just had a few chats and wanted to address N95s in particular because they are the commodity everyone is most focused on. Here's the thinking in hopes we can get to comfort:

- We are planning to talk about having received 5.3M N95s.
- This number corresponds directly to the number provided to each of the provinces on PHAC's reports of number of n95s received. In other words, this number is in wide distribution and will accord with those charts if/when they become more public.
- Notably, this figure excludes some of the 3.3 million respirators that arrived over the weekend, the estimated 1.1 million that arrived on April 21 and the estimated 100,000 that arrived last night, which are still being inventoried.
- This figure undoubtedly includes a number of unusable N95s. To mitigate this, we make clear on the table that these numbers are subject to testing. We can asterisk this further in this category.
- Minister Anand's remarks will also focus quite a bit tomorrow on the variety of challenges we have in the procurement process - that between logistics challenges and product quality challenges - our approach is not just intended to respond to these challenges, but to anticipate them because they will exist. The point here is to start socializing the fact these challenges occur and we should expect them.

We can build on this report going forward, but given the number of inquiries and our desire for transparency, it's a place to start.

Leslie

-----Original Message-----

From: Lawrence, Alex [mailto:Alex.Lawrence@dpmo-cvpm.gc.ca]
Sent: April 23, 2020 6:29 PM
To: Harris, Emily (SPAC/PSPC) <emily.harris@canada.ca>
Cc: Stickney, Matt <Matt.Stickney@pmo-cpm.gc.ca>; Zimmerman, Shannon <Shannon.Zimmerman@dpmo-cvpm.gc.ca>; Nathoo, Farees <Farees.Nathoo@dpmo-cvpm.gc.ca>; Church, Leslie (SPAC/PSPC) <leslie.church@canada.ca>; Kim, Sabrina <Sabrina.Kim@pmo-cpm.gc.ca>; Lamothe, Colleen <Colleen.Lamothe@pmo-cpm.gc.ca>; Trogen, Emily <Emily.Trogen@pmo-cpm.gc.ca>; Deagle, Jordan <Jordan.Deagle@pmo-cpm.gc.ca>; Theis, Rick <Rick.Theis@pmo-cpm.gc.ca>; Khalil, Samantha <Samantha.Khalil@pmo-cpm.gc.ca>; MacKendrick, Andrew <Andrew.MacKendrick@pmo-cpm.gc.ca>
Subject: Re: For greenlight: procurement numbers - public posting

Adding Andrew for comms planning.

Alex Lawrence

Directeur des communications | Director of Communications Cabinet de la vice-première ministre | Office of the Deputy Prime Minister Alex.Lawrence@dpmo-cvpm.gc.ca

> On Apr 23, 2020, at 5:53 PM, Harris, Emily (SPAC/PSPC) <emily.harris@canada.ca> wrote:

>

> As it stands, we don't revise based on testing results. I would say that Health can certainly venture into this one, but we go by what has been inventoried as received by PHAC. Inventoried does not mean tested.

>

> So, yes there is a bit of a lag as PHAC literally counts the products and then they get posted. And we will still have situations where a reporter asks about defective goods and PHAC responds confirming, as they did to the Globe earlier this week.

>

> All of these questions are already being asked and we are already talking about many of these numbers. What this does is present one unified set of numbers that represents the truth as it stands on X day. There is always potential to add more PHAC columns to the chart in future, just as we will list more Canadian companies on the web page in future.

>

> Sent from my iPhone

>

>> On Apr 23, 2020, at 5:39 PM; Stickney, Matt <Matt.Stickney@pmo-cpm.gc.ca> wrote:

>>

>> Yeah I think this is worth figuring out how we're going to handle it and not sure it will show the progress we want.

>>

>> For example, the over 2M N95's that have arrived in the last week and are in testing but results unclear.

>> As well as the 8M surgicals that arrived last night won't be represented?

>>

>> Thoughts?

>>

>> -----Original Message-----

>> From: Zimmerman, Shannon <Shannon.Zimmerman@dpmo-cvpm.gc.ca>

>> Sent: Thursday, April 23, 2020 5:38 PM

>> To: Harris, Emily (SPAC/PSPC) <emily.harris@canada.ca>

>> Cc: Stickney, Matt <Matt.Stickney@pmo-cpm.gc.ca>; Nathoo, Farees

>> <Farees.Nathoo@dpmo-cvpm.gc.ca>; Church, Leslie (SPAC/PSPC)

>> <leslie.church@canada.ca>; Kim, Sabrina <Sabrina.Kim@pmo-cpm.gc.ca>;

>> Lamothe, Colleen <Colleen.Lamothe@pmo-cpm.gc.ca>; Trogen, Emily

>> <Emily.Trogen@pmo-cpm.gc.ca>; Deagle, Jordan

>> <Jordan.Deagle@pmo-cpm.gc.ca>; Theis, Rick

>> <Rick.Theis@pmo-cpm.gc.ca>; Khalil, Samantha

>> <Samantha.Khalil@pmo-cpm.gc.ca>; Lawrence, Alex

>> <Alex.Lawrence@dpmo-cvpm.gc.ca>

>> Subject: Re: For greenlight: procurement numbers - public posting

>>

>> One more question I'm not clear on: If I read this correctly, items ordered will be updated when products are delivered to PHAC. If something is tested and doesn't pass, does that mean the items ordered number will lower? Or how will we reflect that?

>>

>> Sent from my iPhone

>>

>>> On Apr 23, 2020, at 3:53 PM, Harris, Emily (SPAC/PSPC) <emily.harris@canada.ca> wrote:

>>>
>>> Hi Matt,
>>>
>>> My understanding from your conversations with Leslie was that you might prefer weekly so we have adjusted to weekly.
>>> We do have capacity to move to a daily update if desired.
>>>
>>> This table does not reflect how much has been tested. Once PHAC has inventoried the items, it gets entered into this table. Testing would be a next step.
>>>
>>> I've attached the latest version here - language in there talks about the need for testing.
>>>
>>> Thanks,
>>> Emily
>>>

>>> -----Original Message-----

>>> From: Stickney, Matt [mailto:Matt.Stickney@pmo-cpm.gc.ca]
>>> Sent: April 23, 2020 3:18 PM
>>> To: Nathoo, Farees <Farees.Nathoo@dpmo-cvpm.gc.ca>
>>> Cc: Church, Leslie (SPAC/PSPC) <leslie.church@canada.ca>; Harris,
>>> Emily (SPAC/PSPC) <emily.harris@canada.ca>; Kim, Sabrina
>>> <Sabrina.Kim@pmo-cpm.gc.ca>; Lamothe, Colleen
>>> <Colleen.Lamothe@pmo-cpm.gc.ca>; Trogen, Emily
>>> <Emily.Trogen@pmo-cpm.gc.ca>; Deagle, Jordan
>>> <Jordan.Deagle@pmo-cpm.gc.ca>; Theis, Rick
>>> <Rick.Theis@pmo-cpm.gc.ca>; Zimmerman, Shannon
>>> <Shannon.Zimmerman@dpmo-cvpm.gc.ca>; Khalil, Samantha
>>> <Samantha.Khalil@pmo-cpm.gc.ca>; Lawrence, Alex
>>> <Alex.Lawrence@dpmo-cvpm.gc.ca>
>>> Subject: Re: For greenlight: procurement numbers - public posting

>>> What's the current plan for updating? How frequently?

>>> How will we reflect items that have gone for testing? Will we release testing details during each update?

>>> Sent from my iPhone

>>>>> On Apr 23, 2020, at 3:16 PM, Nathoo, Farees <Farees.Nathoo@dpmo-cvpm.gc.ca> wrote:

>>>>> Adding Sam and Alex.

>>>>> Farees Nathoo

>>>>> C: 613-404-4972

>>>>>> On Apr 23, 2020, at 10:53, Church, Leslie (SPAC/PSPC) <leslie.church@canada.ca> wrote:

>>>>>> My bad folks - I wouldn't want to put words in Matt's mouth on the specifics here. We had a convo about reporting and a weekly cadence, but I think we should all be open to considering this one more time. I am certainly supportive of doing this.

>>>>>> Sent from my iPhone

>>>>>>> On Apr 23, 2020, at 10:45 AM, Harris, Emily (SPAC/PSPC) <emily.harris@canada.ca> wrote:

>>>>>>> Circling back on this one.

>>>>>>> I understand that Stickney has given the green light for us to proceed on a weekly update on the web starting tomorrow.

>>>>>>> In terms of timing, we can post this as the presser starting, or later. If I don't hear, we'll aim for the start of the presser so that she can say it is now posted.

>>>>> Thanks,
>>>>> Emily
>>>>> Sent from my iPhone
>>>>>> On Apr 16, 2020, at 7:18 PM, Harris, Emily (SPAC/PSPC) <emily.harris@canada.ca> wrote:
>>>>>> Looking unlikely for tomorrow - but the version PCO has is a new and improved version that we are looking to
issue in the near future.
>>>>>> Emily
>>>>>> Sent from my iPhone
>>>>>>> On Apr 16, 2020, at 6:50 PM, Kim, Sabrina <Sabrina.Kim@pmo-cpm.gc.ca> wrote:
>>>>>>> Hi team,
>>>>>>> Got a heads up from PCO that this is going live tomorrow. Is that right?
>>>>>>> Sab
>>>>>>> Sabrina Kim
>>>>>>> Issues Advisor
>>>>>>> Office of the Prime Minister
>>>>>>> 613-795-7803
>>>>>>> On Apr 5, 2020, at 10:09 AM, Church, Leslie (SPAC/PSPC)
<leslie.church@canada.ca<mailto:leslie.church@canada.ca>> wrote:
>>>>>>> Hi Emily and morning all! I had an offline exchange last night with Matt to debrief on. I think the view was to
wait until we had a few more shipments in from China so that there was more consistency in our deliveries. So maybe
not for tomorrow. Reassess in a bit.
>>>>>>> From: Harris, Emily (SPAC/PSPC)
>>>>>>> Sent: April 5, 2020 10:04 AM
>>>>>>> To: Church, Leslie (SPAC/PSPC)
>>>>>>> <leslie.church@canada.ca<mailto:leslie.church@canada.ca>>
>>>>>>> Cc: Kim, Sabrina
>>>>>>> <Sabrina.Kim@pmo-cpm.gc.ca<mailto:Sabrina.Kim@pmo-cpm.gc.ca>>;
>>>>>>> Lamothe, Colleen
>>>>>>> <Colleen.Lamothe@pmo-cpm.gc.ca<mailto:Colleen.Lamothe@pmo-cpm.gc.
>>>>>>> c
>>>>>>> a>>; Trogen, Emily
>>>>>>> <Emily.Trogen@pmo-cpm.gc.ca<mailto:Emily.Trogen@pmo-cpm.gc.ca>>
>>>>>>> ;
>>>>>>> Deagle, Jordan
>>>>>>> <Jordan.Deagle@pmo-cpm.gc.ca<mailto:Jordan.Deagle@pmo-cpm.gc.ca
>>>>>>> >>
>>>>>>> ;
>>>>>>> Stickney, Matt
>>>>>>> <Matt.Stickney@pmo-cpm.gc.ca<mailto:Matt.Stickney@pmo-cpm.gc.ca
>>>>>>> >>
>>>>>>> ;
>>>>>>> Theis, Rick
>>>>>>> <Rick.Theis@pmo-cpm.gc.ca<mailto:Rick.Theis@pmo-cpm.gc.ca>>;
>>>>>>> Zimmerman, Shannon
>>>>>>> <Shannon.Zimmerman@dpmo-cvpm.gc.ca<mailto:Shannon.Zimmerman@dpm
>>>>>>> o-
>>>>>>> c
>>>>>>> vpm.gc.ca>>
>>>>>>> Subject: Re: For greenlight: procurement numbers - public
>>>>>>> posting Circling back on this. Do we have the green light to proceed? Is there someone else we need to clear it
with?

>>>>>>> On Apr 4, 2020, at 4:45 PM, Harris, Emily (SPAC/PSPC)
<emily.harris@canada.ca<mailto:emily.harris@canada.ca>> wrote:

>>>>>>> Hi folks - circling back on this.

>>>>>>> Do we have a green light here? We would be looking to line up our Ministers appearance with the first publication of this report.

>>>>>>> Also any thoughts on daily versus weekly publication? Our office is leaning daily as the contract numbers shift so quickly that a week later, the information can be quite different.

>>>>>>> Emily

>>>>>>> Sent from my iPhone

>>>>>>> On Apr 3, 2020, at 4:31 PM, Church, Leslie (SPAC/PSPC)
<leslie.church@canada.ca<mailto:leslie.church@canada.ca>> wrote:

>>>>>>> I fully support an approach that begins with what we've mocked up, and then build from there as needed.

>>>>>>> In many cases, Dr. Tam, Hajdu, Freeland and my boss are already using these numbers (N95s, ventilators, etc), so I see this as making sure we have a way to keep everyone on the same page, and a tool to keep the press updated so that we can consistently point people in this direction for the latest figures.

>>>>>>> We can't be terribly specific on delivery because there is such a variety of delivery schedules and suppliers, that presenting this gets ugly fast. The best we arrived at is to say whether we've already started receiving parts of the order, or when we expect to start receiving orders if it's a couple weeks down the road.

>>>>>>> From: Kim, Sabrina [mailto: Sabrina.Kim@pmo-cpm.gc.ca]

>>>>>>> Sent: April 3, 2020 3:55 PM

>>>>>>> To: Harris, Emily (SPAC/PSPC)

>>>>>>> <emily.harris@canada.ca<mailto:emily.harris@canada.ca>>

>>>>>>> Cc: Lamothe, Colleen

>>>>>>> <Colleen.Lamothe@pmo-cpm.gc.ca<mailto:Colleen.Lamothe@pmo-cpm.gc.ca>>

>>>>>>> c

>>>>>>> a>>; Trogen, Emily

>>>>>>> <Emily.Trogen@pmo-cpm.gc.ca<mailto:Emily.Trogen@pmo-cpm.gc.ca>>

>>>>>>> ;

>>>>>>> Deagle, Jordan

>>>>>>> <Jordan.Deagle@pmo-cpm.gc.ca<mailto:Jordan.Deagle@pmo-cpm.gc.ca>>

>>>>>>> >>

>>>>>>> ;

>>>>>>> Stickney, Matt

>>>>>>> <Matt.Stickney@pmo-cpm.gc.ca<mailto:Matt.Stickney@pmo-cpm.gc.ca>>

>>>>>>> >>

>>>>>>> ;

>>>>>>> Theis, Rick

>>>>>>> <Rick.Theis@pmo-cpm.gc.ca<mailto:Rick.Theis@pmo-cpm.gc.ca>>;

>>>>>>> Zimmerman, Shannon

>>>>>>> <Shannon.Zimmerman@dpmo-cvpm.gc.ca<mailto:Shannon.Zimmerman@dpmo-cvpm.gc.ca>>;

>>>>>>> Church, Leslie (SPAC/PSPC)

>>>>>>> <leslie.church@canada.ca<mailto:leslie.church@canada.ca>>

>>>>>>> Subject: RE: For greenlight: procurement numbers - public

>>>>>>> posting Ok I am good if Matt is good.

>>>>>>> Appreciate the need for transparency.

>>>>>>> There were some concerns about communicating orders, even internally to provinces, until they physically arrived given how much difficulty there has been on the logistical side of things.

>>>>>>> If we are communicating orders before they arrive – then I think the fuller, more reassuring picture would also include delivery timelines for supplies that are being produced domestically, as well a list of our donations once they've been cleared by NML.

>>>>>>> From: Harris, Emily (SPAC/PSPC)

>>>>>>> <emily.harris@canada.ca<mailto:emily.harris@canada.ca>>

>>>>>> Sent: Thursday, April 2, 2020 9:47 PM
>>>>>> To: Kim, Sabrina
>>>>>> <Sabrina.Kim@pmo-cpm.gc.ca<mailto:Sabrina.Kim@pmo-cpm.gc.ca>>
>>>>>> Cc: Lamothe, Colleen
>>>>>> <Colleen.Lamothe@pmo-cpm.gc.ca<mailto:Colleen.Lamothe@pmo-cpm.gc.ca>>
>>>>>> c
>>>>>> a>>; Trogen, Emily
>>>>>> <Emily.Trogen@pmo-cpm.gc.ca<mailto:Emily.Trogen@pmo-cpm.gc.ca>>
>>>>>> ;
>>>>>> Deagle, Jordan
>>>>>> <Jordan.Deagle@pmo-cpm.gc.ca<mailto:Jordan.Deagle@pmo-cpm.gc.ca>>
>>>>>> >>
>>>>>> ;
>>>>>> Stickney, Matt
>>>>>> <Matt.Stickney@pmo-cpm.gc.ca<mailto:Matt.Stickney@pmo-cpm.gc.ca>>
>>>>>> >>
>>>>>> ;
>>>>>> Theis, Rick
>>>>>> <Rick.Theis@pmo-cpm.gc.ca<mailto:Rick.Theis@pmo-cpm.gc.ca>>;
>>>>>> Zimmerman, Shannon
>>>>>> <Shannon.Zimmerman@dpmo-cvpm.gc.ca<mailto:Shannon.Zimmerman@dpmo-cvpm.gc.ca>>; Church, Leslie (SPAC/PSPC)
>>>>>> <leslie.church@canada.ca<mailto:leslie.church@canada.ca>>
>>>>>> Subject: Re: For greenlight: procurement numbers - public
>>>>>> posting That would be possible, but I would flag that the number delivered is going to be small compared to the orders placed for a little while.
>>>>>> There's also the element of what is scheduled to be on the plane versus what actually is on the plane. If there is a discrepancy, that can take a little bit of time to figure out.
>>>>>> What I would suggest is to start with what we have proposed, and as deliveries increase, to add that as a column. If we inform officials of that intent, it would afford them time to troubleshoot the delivery verification so when we do add that in, it is more accurate and (being optimistic) less likely to result in error.
>>>>>> I don't think that prevents announcements of deliveries in the pressers or by the PM, but at least it doesn't park those small numbers right next to the huge total of what we have ordered.
>>>>>> Health is getting lots of questions about what's actually available in the NESS to give out to provinces and I think they might have concerns if we were to go down that route right away. The phase-in would also give them a bit more runway to sort that out.
>>>>>> Emily
>>>>>> On Apr 2, 2020, at 9:25 PM, Kim, Sabrina <Sabrina.Kim@pmo-cpm.gc.ca<mailto:Sabrina.Kim@pmo-cpm.gc.ca>> wrote:
>>>>>> Hi – thanks for this.
>>>>>> Would it be possible for the chart to indicate which deliveries have landed in Canada, including orders via PSPC, as well as donations (once they've been cleared by NML)?
>>>>>> From: Harris, Emily (SPAC/PSPC)
>>>>>> <emily.harris@canada.ca<mailto:emily.harris@canada.ca>>
>>>>>> Sent: Thursday, April 2, 2020 6:55 PM
>>>>>> To: Lamothe, Colleen
>>>>>> <Colleen.Lamothe@pmo-cpm.gc.ca<mailto:Colleen.Lamothe@pmo-cpm.gc.ca>>
>>>>>> c
>>>>>> a>>; Kim, Sabrina
>>>>>> <Sabrina.Kim@pmo-cpm.gc.ca<mailto:Sabrina.Kim@pmo-cpm.gc.ca>>;
>>>>>> MacKendrick, Andrew
>>>>>> <Andrew.MacKendrick@pmo-cpm.gc.ca<mailto:Andrew.MacKendrick@pmo-cpm.gc.ca>>

>>>>>>> -c
>>>>>>> p
>>>>>>> m.gc.ca>>; Trogen, Emily
>>>>>>> <Emily.Trogen@pmo-cpm.gc.ca<mailto:Emily.Trogen@pmo-cpm.gc.ca>>
>>>>>>> ;
>>>>>>> Deagle, Jordan
>>>>>>> <Jordan.Deagle@pmo-cpm.gc.ca<mailto:Jordan.Deagle@pmo-cpm.gc.ca>>
>>>>>>> >>
>>>>>>> ;
>>>>>>> Stickney, Matt
>>>>>>> <Matt.Stickney@pmo-cpm.gc.ca<mailto:Matt.Stickney@pmo-cpm.gc.ca>>
>>>>>>> >>
>>>>>>> Cc: Church, Leslie (SPAC/PSPC)
>>>>>>> <leslie.church@canada.ca<mailto:leslie.church@canada.ca>>
>>>>>>> Subject: For greenlight: procurement numbers - public posting
>>>>>>> Hello again folks – we have a slightly revised mock-up (numbers not up to date) to pitch to you for public posting. This reflects feedback from both Ministers Anand and Hajdu.
>>>>>>> Timing:
>>>>>>> Early next week to align with Minister Anand’s next appearance at the noon update press conference. This could also align with a formal announcement of the Amazon contract on distribution.
>>>>>>> Details on posting:
>>>>>>> Ministers at COVID committee had discussed Minister Anand also doing a weekly procurement update in person at the noon updates, and a public posting.
>>>>>>> There is now the possibility of updating the numbers daily. This could be at 9AM for example, following the COVID committee call where the numbers could also be shared.
>>>>>>> Our office is and has been prepared to speak to the ordered supplies and spin as needed.
>>>>>>> Rationale:
>>>>>>> Media & Canadians are seeking proof that the government is acting and various jurisdictions are sharing numbers in different ways. As it stands, there is confusion around which numbers can be shared and what they mean both internally to government and with journalists. Posting a regular update – especially daily – would help manage anxieties around Canadian numbers versus other jurisdictions and would provide media with many of the answers they are currently asking. It will also help to avoid situations where Ministers share numbers that are not confirmed orders.
>>>>>>> Risk management:
>>>>>>> This document is caveated and this language is already being used in conversations with reporters as well as in public updates. This page can serve as a guide for staff, MPs & other Cabinet Ministers in discussing numbers as well.
>>>>>>> The level of risk in the global supply chain is very high, and this must be a central consideration as we release numbers of any kind of supplies.
>>>>>>> Partners:
>>>>>>> Health MinO and Minister are aware and comfortable. DPMO and DMP are also supportive.
>>>>>>> I am available my cell (below) to talk through any concerns or answer questions.
>>>>>>> Thanks,
>>>>>>> Emily Harris
>>>>>>> Director of Communications
>>>>>>> Office of the Hon. Anita Anand
>>>>>>> Minister of Public Services and Procurement
>>>>>>> Emily.harris@canada.ca<mailto:Emily.harris@canada.ca>
>>>>>>> C: 343-549-1329
>>> <Web Table_Option 1_Updated April 23 2020_FINAL.DOCX>