



Family Health Teams' Experience with Use of Consultants (2005-2009)

June, 2009

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FAMILY HEALTH TEAMS' EXPERIENCE WITH USE OF CONSULTANTS (2005-2009)

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INTRODUCTION

Ontario's first 150 Family Health Teams (FHTs) were implemented in three waves beginning in early 2005. During the planning and implementation process, FHTs made extensive use of consultants to assist them with a variety of tasks, such as conducting a needs assessment, establishing a governance structure, development of a business and operational plan and human resources planning. Between April 22 and May 5, 2009, the Quality Improvement and Innovation Partnership (QIIP) conducted a telephone survey of FHTs experience with the use of consultants. The goals of the survey were to enable FHTs to learn from each other's experience and, in particular, to provide guidance to the 50 new FHTs that will be forming over the next two years.

METHODS

QIIP contracted with an experienced interviewer to arrange and conduct the interviews with the identified FHT leads, usually the administrator or executive director. If the initial contact person was not in a position to provide feedback on the FHT's experience with consultants, s/he was asked to identify someone who was.

Respondents were asked to identify the consultants they used and to rate their performance in terms of usefulness, meeting deadlines and value for money. Most importantly, respondents were asked what recommendations they would make to prospective new FHTs regarding the role of consultants in developing a new FHT. Finally, they were asked if they would be willing to share their experience with newly forming FHTs.

Performance ratings were scored as follows: excellent=5, very good=4; good=3, fair=2, poor=1. To enhance the validity and usefulness of the consultant ratings, we report rating scores only when three or more FHTs have provided ratings of the consultant's performance in a given content area.

Consultants identified by FHT respondents were contacted to determine whether they were available to consult with new FHTs, to confirm the content areas in which they were prepared to provide consulting services and to obtain their current contact information.

PARTICIPATION

We attempted to contact 139 Family Health Teams*. One hundred and ten interviews were completed: a participation rate of 79%. Four FHTs declined to participate because of competing demands and 10 failed to respond after three attempts to make contact by telephone or email. In two

* Some of the 150 FHTs are part of FHT networks located in Hamilton, Peterborough and Barrie. For purposes of the survey, we treated these networks as single FHTs

cases the appropriate informant was no longer with the FHT and in the remainder, an interview with the appropriate informant could not be scheduled and completed within the time frame of the survey.

Of the 116 consultants identified by survey respondents, four failed to respond to three or more attempts to contact them by telephone.

FINDINGS

When and How to Use Consultants

All 110 respondents offered recommendations about the use of consultants.

Thirty-eight respondents (35%) felt that consultants can play a “necessary”, “invaluable”, role in developing a FHT, or be an “asset”. The perceived value of using consultants was linked to tight timelines for completing the requirements of the Ministry of Health and Long-Term Care. Another factor was whether or not the FHT had someone internally with the appropriate experience or skill-set. Many of these comments (exact number not recorded), were made by FHTs that were developed during the first wave. “Consultants are a necessary resource as new FHTs require the support, expertise and consultants offer an outside objective [view].”

Four common/recurring themes emerged from the interviews:

1. *Learn from existing FHTs before hiring consultants*

One hundred and three respondents (94%) recommended that the new FHTs network, communicate and visit existing, “like model” FHTs **before** considering hiring a consultant to fill a role.

These respondents all felt that much has been learned throughout the different phases of FHTs’ development, and that existing FHTs’ experience will be the most “valuable asset” for future FHTs. This was also referenced in terms such as, “extremely valuable”, “most beneficial”, “critical”, “very/extremely important”, “incredibly helpful”, and “essential”.

The following comments were made in support of this recommendation:

- Many “frameworks” have been put in place and some areas have been established and “fine-tuned” (e.g., EMRs) by various FHTs. Respondents were adamant that “there is no need to spend funds hiring a consultant to ‘reinvent the wheel’” and that consulting funds could be “better spent in other areas of need.”
- Sharing resources and learning from existing FHTs will also help a new FHT to recognize the areas in which they have internal resources/skill-sets that can be utilized within their own team, and when and for which areas they may need to consider the expertise of a consultant. “Only consider ‘buying’ because you don’t have it internally.” Respondents also voiced that the ‘end result’ would most likely be more productive and successful by learning from experiences of existing FHTs, and in many cases “building a FHT within the team, if possible, gets stronger buy-in.” “Hiring consultants doesn’t always develop the ongoing expertise you need within your organization. You get better buy-in, vested interest and accountability when working with internal resources.”

2. *Develop a clear vision*

Ninety-one respondents (83%) recommended that the new FHTs have a clear understanding of what a FHT really means, know exactly where they want to go and what they want to accomplish, and “**own** the vision of what you want to be when you grow up”, **before** hiring a consultant.

These respondents all felt that, if necessary, engaging the “right consultant” in the area of “pulling the team together to be on the same page”, or “helping to create the vision” could be valuable, as it is “critical to have the buy-in and engagement of people” within the FHT. Respondents were emphatic that without a clear vision and strong team environment, even the best business plans will not create a successful FHT. A consultant is “not the answer to all of your problems.”

The following comments were made in support of this recommendation, should the FHT choose to use a consultant:

- “Consultant’s role is to articulate and facilitate your FHT vision to create a plan. It is crucial to have a committed team together. Be very clear about the deliverables, expectations, timelines, and hire on a short-term basis for specific expertise.” The role of consultants is to “navigate” the process, not “drive the bus”, or “choose your direction”. Have a good reference-checking and interview process, and choose a consultant who is “engaged in your FHTs values.” “Consultants are there to provide advice from their knowledge/research, but it’s your responsibility to know if that advice is right for you.”
- A very strong “lead” from the team needs to work closely with consultants and be “hands-on – delegate, don’t abdicate”. All respondents recommended that the ED be in place to work directly with consultants, to avoid “cookie-cutter”, or “one-size-fits-all” approaches and to ensure that implementing the “formalized” plans will be feasible and exactly what the FHT needs. It was noted that Ministry support will be necessary, perhaps in the form of “seed money at the front end”, to be able to have EDs on board to work with and guide consultants to successfully establish the FHT.

3. *Relevant Ministry and health system knowledge and experience are critical*

Sixty-six respondents (60%) recommended that for appropriate areas, (e.g., business plans) consultants have previous experience dealing with the Ministry of Health and Long-Term Care expectations and procedures, FHTs and good knowledge of the healthcare system.

The following comments were made in support of this recommendation:

- “Consultant knowing [the] healthcare system is ideal, and previous experience with Ministry/FHTs an asset to be effective.” A consultant with a “good track record in primary care” is preferred. Comments considering the importance of previous experience included “helpful”, “essential”, “extremely important”, and “valuable”. There was agreement that the consultant needs an understanding of how the Ministry works, have developed a “good relationship” and “comfort level” in order to “present effectively” and be “a good representative” to be successful.

4. *Knowledge of the local context is important*

Forty-six respondents (42%) recommended that consultants know the area and unique community needs of the FHT being established.

The following comments were made in support of this recommendation:

- “Industry is complex and consultants need a good understanding of the communities/culture they are working in.” “Try to hire local...someone who understands the area and local needs and is very much at ground level.” Respondents used terms such as “essential”, “very important” and “critical” to describe the importance of knowing the area and needs in order to be effective. Respondents felt that this also helps to avoid the “cookie-cutter” and “one-size-fits-all” approach when the consultant is rooted or “invested” in the community. Acknowledging that all consultant expertise may not be available at the local level, be very careful to hire consultants who are “willing to immerse themselves and learn” about the uniqueness of the FHT, community/area and healthcare needs.

There was a general consensus from all respondents that should the decision be made to engage a consultant for a specific role, the FHTs need to “do their homework” in order to get the “right one”. A good interview process and thorough reference checks are advised. “Watch for consultant firms who ‘self-perpetuate’, talk ‘over your head’, and “don’t be influenced by the flash.” Make sure the “FHT’s needs will be served”. “The transition between developing and implementing the plan is critical, and [the] consultant needs to be engaged in [the] process of both”. The need for “accountability” and “transparency” was mentioned frequently. “A consultant who has an interest in the health care system’s success is a valuable asset...who isn’t just motivated by the money.”

How FHTs Used Consultants

Thirteen FHTs used no consultants. The number and percent of FHTs that engaged consultants in each of 12 content areas is shown in Figure 1. FHTs most frequently used consultants for developing their business and operational plan (80%), human resources (45%), needs assessment/environmental scanning (44%) and developing a governance structure (44%).

Overall Ratings of Consultants

Ratings of the usefulness of the consultants’ work varied across content areas (Figures 2a-2l). Ratings were highest for strategic planning (100% excellent or very good), project management (81% excellent or very good), site development (78% excellent or very good), program development (73% excellent or very good) and development of the business and operational plan (73% excellent or very good). Ratings were lowest for team development and community development, areas for which consultants were used infrequently.

Overall ratings for meeting deadlines and value for money are shown in Figures 3a and b. Consultants’ performance in meeting deadlines was rated as excellent or very good in 77% of cases. In 62% of cases, respondents rated the consultants they used as excellent or very good in terms of value for money.

Experience and Ratings of Consultants[†]

The number of responding FHTs each consultant worked with and, where three or more ratings were obtained, their mean performance scores are shown in Table 1 for each content area and for meeting deadlines and value for money. Only those consultants who confirmed their continuing availability to provide consulting services to FHTs are included in the table.

[†] Consulting organizations or firms are treated as a unit, even though different individuals from the firm or organization may have provided consulting services.

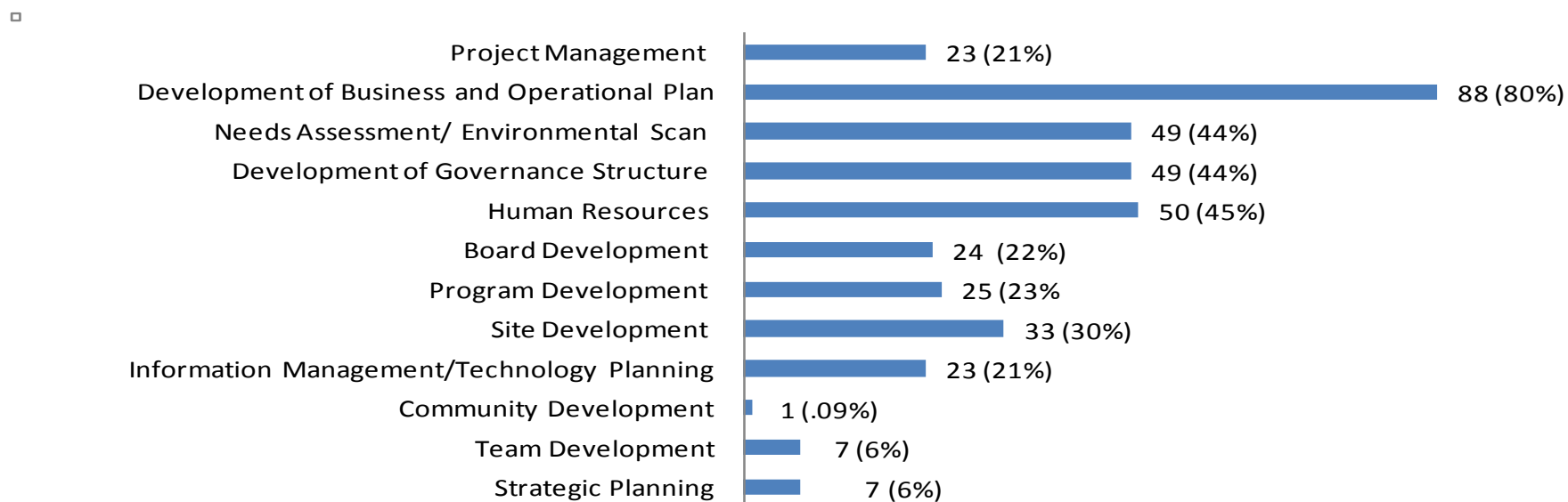
Contact Information for Available Consultants

Table 1 lists the names, contact information and scope of consulting offered by currently available consultants who were engaged by one or more FHTs participating in the survey. Undoubtedly there are other consultants who are prepared to provide these services to prospective FHTs but who have not worked with the established FHTs we surveyed.

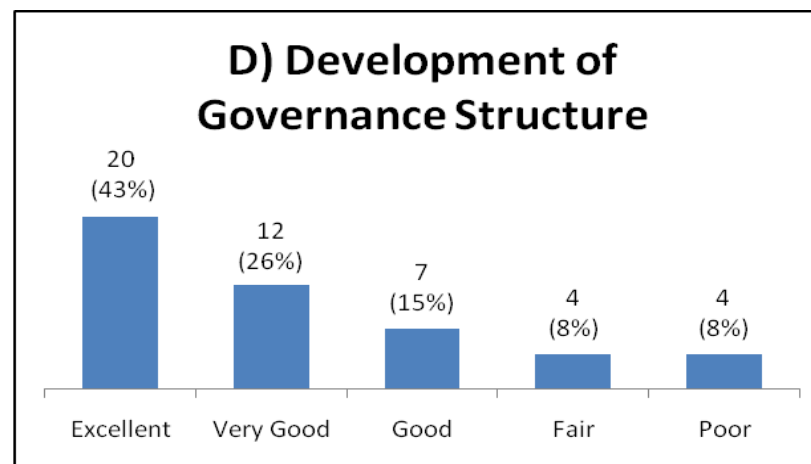
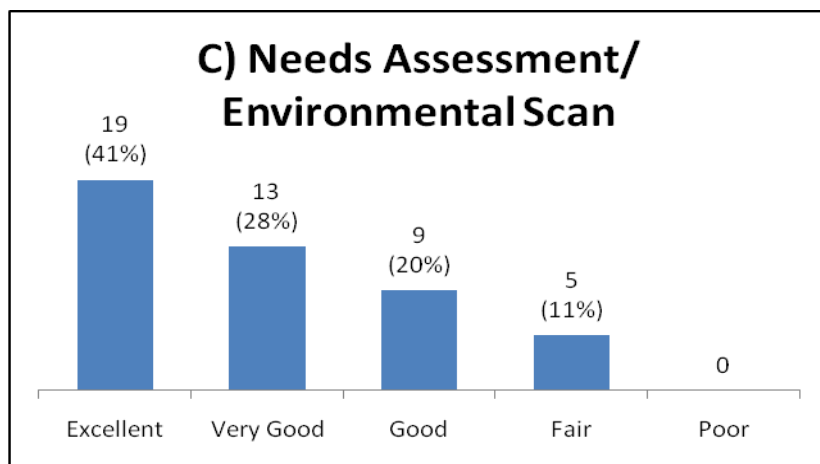
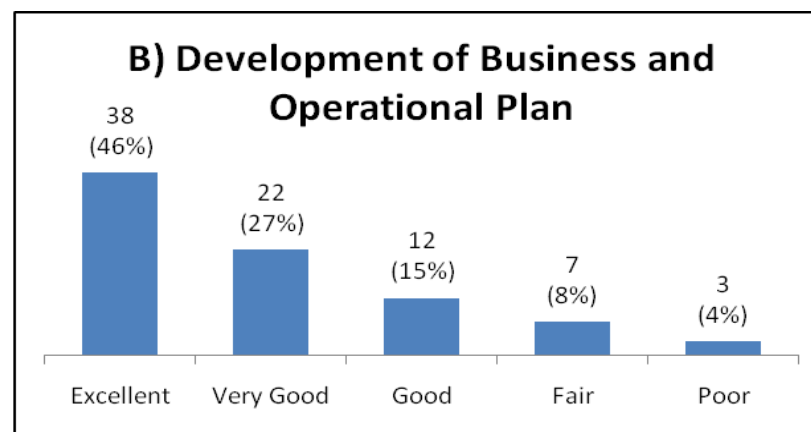
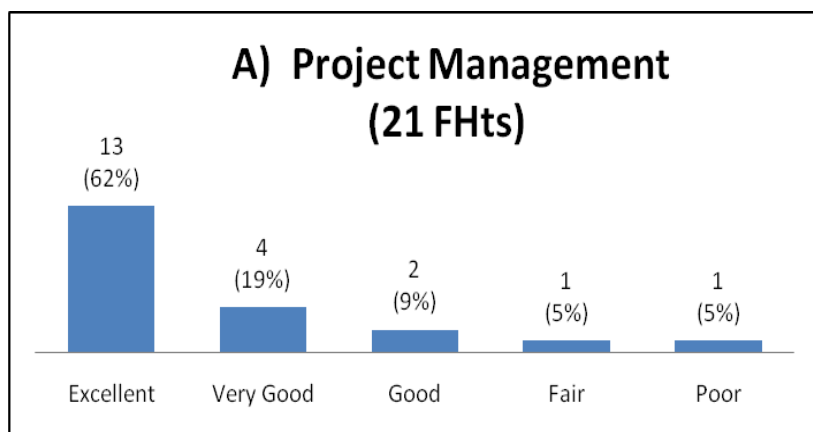
MORE INFORMATION ABOUT FHTS' EXPERIENCE WITH CONSULTANTS

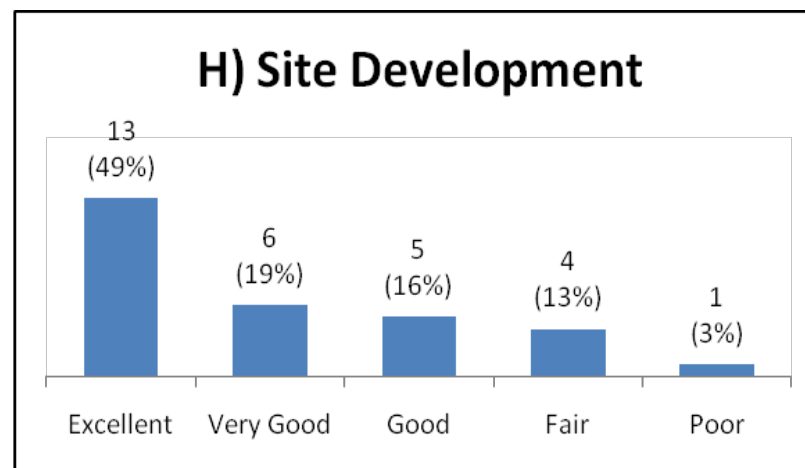
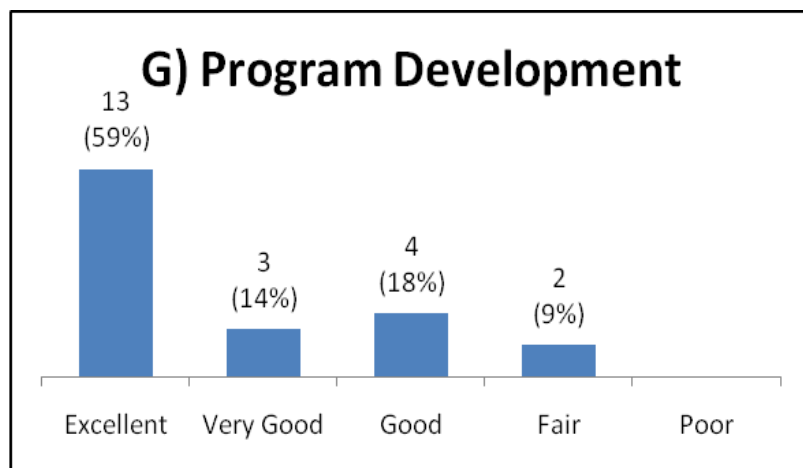
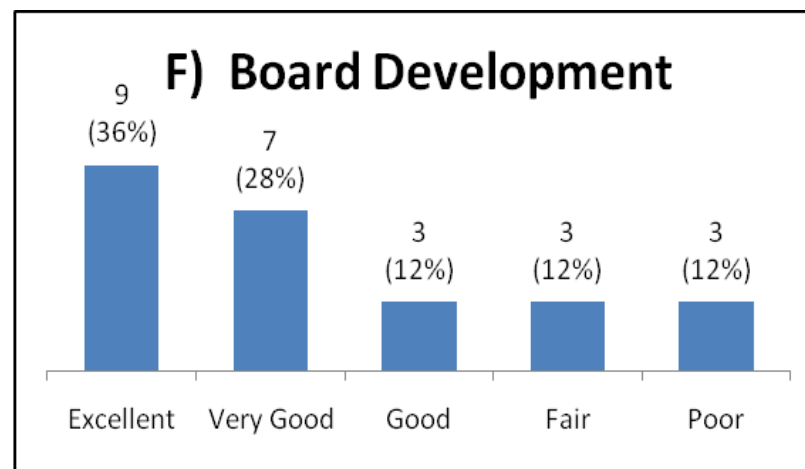
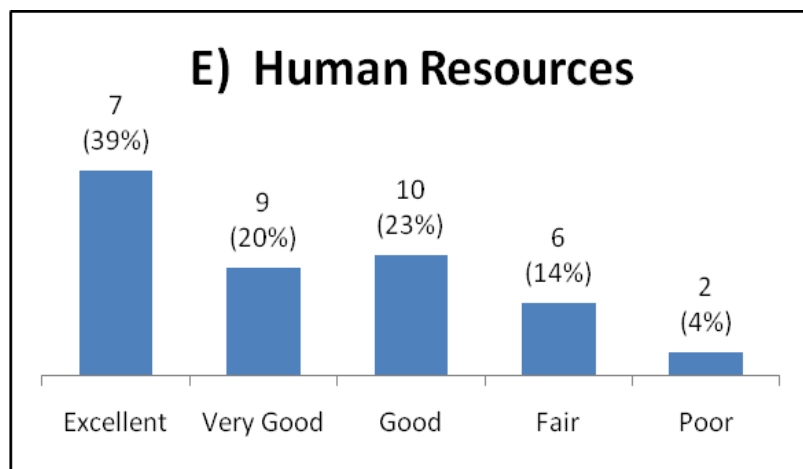
Without exception, survey respondents expressed a willingness to share their experience with newly forming FHTs. Prospective or new FHTs can contact QIIP at 905-667-0770 ext. 204 to link with existing FHTs that have had experience with specific consultants.

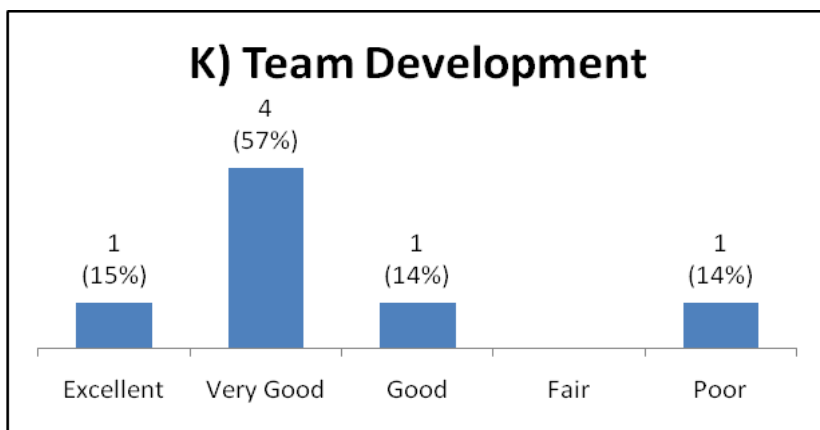
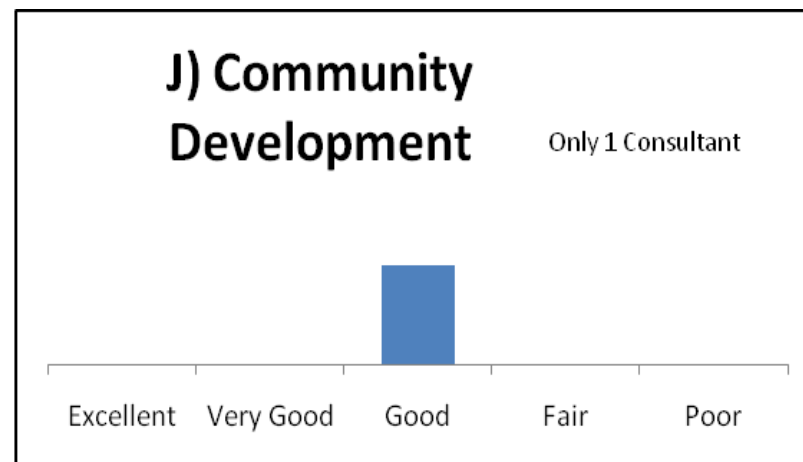
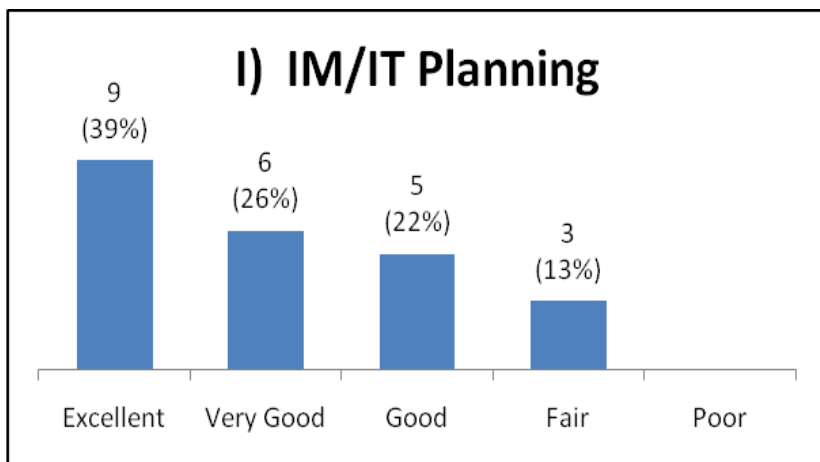
Figure 1: Number and Percent of FHTs Using Consultants (by content area)



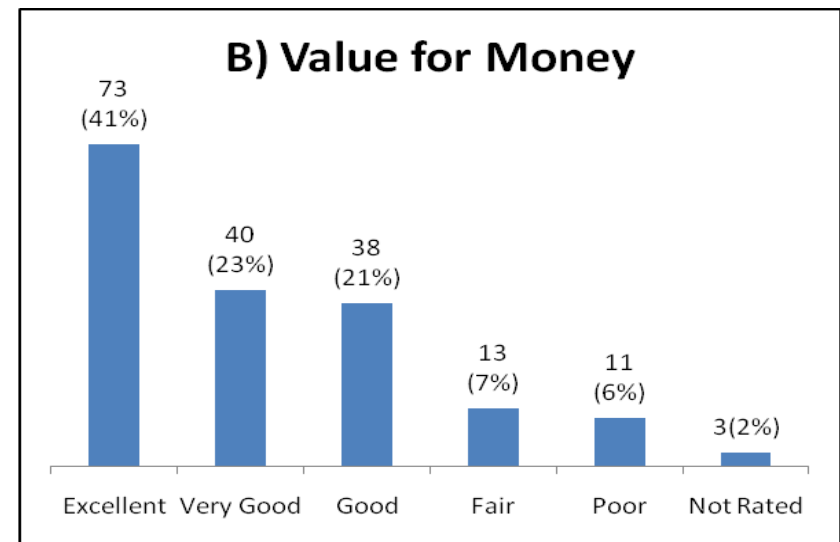
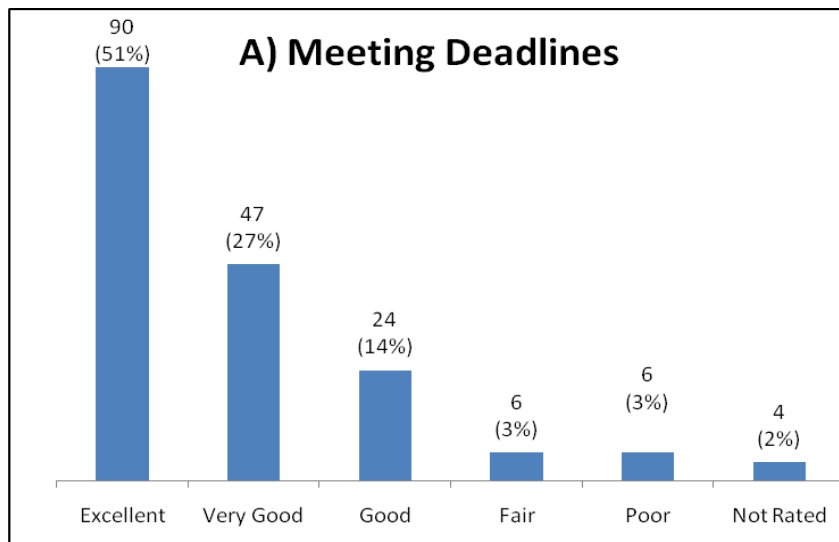
Figures 2A – 2L: Overall Ratings of the Usefulness of Consultants' Work (by content area)







Figures 3A, 3B: Overall Ratings of Consultants for Meeting Deadlines and Value for Money



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Experience with Use of Consultants
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Table 1: Number of FHT Clients and Mean Rating Scores* for Available Consultants

*The number in each cell depicts only the number of times a consultant was used by a participating FHT in the category indicated by the column heading. Ratings of consultants reported on by three or more FHTs in a category are noted in parenthesis - if there is no number in parenthesis the consultant *was not rated*.

Consultant	Project Management	Development of Business and Operational Plan	Needs Assessment/ environmental Scan	Development of Governance Structure	HR	Board Development	Program Development	Site Development	IM/IT Planning	Team Development	Strategic Planning	Meeting Deadlines	Value for Money
Agnew Peckham Consulting		1						1					
Aim Health - MediEmerge		4 (3.0)	1	2	2			1				5(3.3)	5(2.5)
Anne Hoelscher			1										
Antoinette Larizza	1				1		1						
Ark Consulting							5						
Association of Ontario Health Centres		3(4.7)		2	1		1				2	4(4.5)	4(4.3)
Axiom								1					
Bain Group Consulting		3(3.7)		3(3.7)	2	3(3.3)						3(4.5)	3(4.5)
Bercell Integrated Technologies									1				
Bernie Benoit Project Management Inc.	1												

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Consultant	Project Management	Development of Business and Operational Plan	Needs Assessment/ environmental Scan	Development of Governance Structure	HR	Board Development	Program Development	Site Development	IM/IT Planning	Team Development	Strategic Planning	Meeting Deadlines	Value for Money
CHIS Consolidated Health Information Services								1					
Cirrus	1							1					
Cohos Evamy Architect								1					
Connected Insight		1	1		1								
Coulson & Associates	1	4(3.3)	1	1	1	1		1				4(3.3)	4(2.8)
Dana Howe		1		1	1		1						
David Lantier								1					
Davies/Ring Consulting - Linda Davies										1			
DiBrina Sure Group					1								
Domus Architects								1					
Dorset Management Consulting							1						
Dreezer & Dreezer Inc.	1	3(3.3)	3(3.3)	3(3.3)	4(3.5)	2	1	1				4(3.3)	4(2.8)
Duncan Ross, Architect	1						1						
Elisabeth Bruyere Research Institue										1			
Evans Philp (Lawyer)									1				

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Consultant	Project Management	Development of Business and Operational Plan	Needs Assessment/ environmental Scan	Development of Governance Structure	HR	Board Development	Program Development	Site Development	IM/IT Planning	Team Development	Strategic Planning	Meeting Deadlines	Value for Money
FJ Galloway Associates Inc.				1									
Fusion Strategic						1							
Gary Kapelus & Associates			1					1					
Gayle Mackay		1		1		1	1		1				
Gordon Hardcastle					1								
Gowling, Lafleur, Henderson, LLP				2									
H F I and Associates						1					1		
Harbourfront Health Group		1	1		1								
Honey Design Marketing & Communications	1	1	1										
Ian Evans, Bertrand, Hill, Wheeler Architecture							1						
IBI Group							1						
In Care	1	2	2		1			1	1				
Infotech									1				
Institute on Governance - Tim Pluptre				1									
IT Services Canada Inc.		1											
Jack W. Harper Construction Ltd.								1					

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Consultant	Project Management	Development of Business and Operational Plan	Needs Assessment/ environmental Scan	Development of Governance Structure	HR	Board Development	Program Development	Site Development	IM/IT Planning	Team Development	Strategic Planning	Meeting Deadlines	Value for Money
Janus Global Consulting	4(3.5)	10(3.7)	7(3.6)	2	3(3.7)			3(3.7)	2			10(3.7)	11(2.7)
JNT Consulting Inc.	1	1	1		1			1	1				
Joan O'Callaghan					1								
John Hatton		1	1		1		1						
Judy White	1												
Kinnear & Associates Consulting Inc.					1								
KPMG		1											
Landers Consulting							1						
Lapico Custom Homes								1					
Leclair Planning Consultancy		1	1	1									
M.P. Furlong & Associates Inc., Dryden, ON		2	1	1	1	1		1	1				
Mandrake Management Consultants Corp.					1								
Marg McAllister Consulting			1										
Mike Valkama	1	1							1				
Miller Thomson				3(3.3)		1						3(3.3)	3(2.7)
Nancy Draper				1		1							
Nexus IT									1				

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Consultant	Project Management	Development of Business and Operational Plan	Needs Assessment/ environmental Scan	Development of Governance Structure	HR	Board Development	Program Development	Site Development	IM/IT Planning	Team Development	Strategic Planning	Meeting Deadlines	Value for Money
Norma Mazzolimo - Canes Community Care					1								
Olga Palmer									1				
Olsen & Associates Consulting - Monica Olsen											1		
Ontario MD		1							1				
Ontario Medical Association				3(4.7)								3(4.3)	3(5.0)
Outsource IT									1				
Pace Consulting, Kitchener, ON		1											
Passmore Management Inc.		1											
Pear Tree House		1											
Peter Gravelle										1	1		
Platz & Associates					1								
Policy Planning Plus		1				1			1				
Practice Solutions	2	4(3.4)	3(2.7)	1	3(2.0)	3(2.7)	2	3(3.5)	2			7(3.7)	7(3.0)
PxIM Consulting	1	1	1	1	1		1	1	1				
Quality Creation		1			1		1						
Ralph Vandenberg Architect Inc.			1					1					
Rana					1								

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Consultant	Project Management	Development of Business and Operational Plan	Needs Assessment/ environmental Scan	Development of Governance Structure	HR	Board Development	Program Development	Site Development	IM/IT Planning	Team Development	Strategic Planning	Meeting Deadlines	Value for Money
International Inc.													
RI Gordon Computer Consulting									1				
Riopelle Grenier Professional Corporation				1									
Sam Berman		1	1	1	1			1					
Sharon Van Valkenburg		1	1	1		1							
Shoalts & Zaback Architect							1						
SMB Consulting		1											
SPG Digital Solutions								1					
Steven Wong					1								
Stratyx		1											
Summit Consulting		4(3.0)	4(3.5)	2		1	1		2			4(3.5)	4(2.8)
Tammy McKinnon							1						
The Group Health Center	1	1		1									
The Osborne Group	1	5(4.4)	1	1	4(3)	1	1					8(4.0)	8(3.1)
The Potential Group										2			
Theresa Hollingsworth											1		
Thor Dingman, B. Architecture Sc.							1						

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Consultant	Project Management	Development of Business and Operational Plan	Needs Assessment/ environmental Scan	Development of Governance Structure	HR	Board Development	Program Development	Site Development	IM/IT Planning	Team Development	Strategic Planning	Meeting Deadlines	Value for Money
Totem Hill Inc.		1											
UD & D Incorporated	1	1	1					2				3(4.3)	3(3.3)
Velin Performance		2	2	2	1	1		1					
Wayne Purdu								1					
Willis Consulting Group		1		1	1	1							
ZAS Associates								1					

Table 2: Names, Contact Information and Scope of Consulting of Available Consultants

Firm	Contact Information	Contact Name	Area (s) of Consulting
Agnew Peckham Consulting	(416) 924-7451 Ext. 234	Lucy Brun	Project Management
			Development of Business and Operational Plan
			Needs Assessment
			Development of a Governance Structure
			Board Development
			Program Development
			Site Development
			Strategic Planning

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Firm	Contact Information	Contact Name	Area (s) of Consulting
Aim Health Group - MediEmerge	(905) 858-1368	Don Ross	Development of Business and Operational Plan
		Don Ross	Needs Assessment
			Development of a Governance Structure
			Board Development
Anne Hoelscher	(705) 746-7440	Anne Hoelscher	Project Management
			Needs Assessment
			Program Development
			Team Building
Antoinette Larizza	(647) 269-2305	Antoinette Larizza	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
ARK Inc.	(647) 777-3500	Peter Lloyd Jones	Site Development
Assoc. of Ontario Health Centers (Community governed FHTs only)	(416) 236-2539 Ext. 244	Sophia Bart	Development of Business and Operational Plan
		Adrianna Tetley	Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Board Development

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			Program Development
			Team Building
			Strategic Planning
Axiom (Bilingual services)	1-888-992-9466 (613) 369-4333 Ext. 221	Lynda Savard	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Board Development
			Program Development
			Site Development
Bain Group Consulting	(613) 453-0159	Kimberly/Mark Bain	Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
Bercell Integrated Technologies	(705) 268-7064	Sacha Lostun	IM/IT Planning
Bernard Benoit Project Management Inc.	(613) 226-7048	Bernie Benoit	Project Management, Site Development

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Firm	Contact Information	Contact Name	Area (s) of Consulting
CBI Workplace Solutions	1-800-463-2225 (416) 807-9224	Charlene Martin/Mike Affleck	Program Development
CHIS Consolidated Health Information Services	(519)437-6101	Sacha Lostun	IM/IT Planning
Cirrus Consulting Group	(416) 739-9075 - Ext. 226	Jeremy Behar	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
Cohos Evamy Architect	(416) 966-0220	David Cerney	Site Development
Connected Insight Inc.	(416) 203-8222	Hal Dremin	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			IM/IT Planning
			Strategic Development

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Firm	Contact Information	Contact Name	Area (s) of Consulting
Coulson & Associates Health Services Consultants	416-237-0308	Jim Whaley	Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			Team Building
			Strategic Planning
Dana Howe Consulting Inc.	(519) 979-9007 (519) 818-9008	Dana Howe	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
David Lantier	(705) 272-4205	David Lantier	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			Human Resources
			Board Development
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
Davies/Ring Consulting	(613) 228-2959	Linda Davies	Program Development
			Needs Assessment/Environmental Scan
			Development of Governance Structure
			Board Development
			Team Building
DiBrina Sure Group	(705) 688-9011	Aurel Malo	Human Resources
Domus Architects	(416) 249-6687	Mustafa Master	Project Management
			Site Development
Dreezer & Dreezer Associates Inc	(416) 782-2248	Bruce Heslip/ Steven Dreezer	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			IM/IT Planning
			Team Building
			Strategic Planning
Duncan Ross, Architect	(705) 789-3036	Duncan Ross	Site Development
Elisabeth Bruyere Research Instititue	(613) 562-6262 Ext. 1354	Dr. Bill Hogg	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
Evans Philp LLP	(905) 525-1200	Brent Foreman	Development of a Governance Structure
			Human Resources
			Board Development
FJ Galloway Assocaties Inc.	(519) 641-1325	Fred Galloway	Project Management
			Development of Business and Operational Plan
			Development of a Governance Structure
			Board Development

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			Site Development
			Team Building
			Strategic Planning
Fusion Strategic	(416) 703-7992	Caroll Faull	Team Building
			Strategic Planning
Gary Kapelus & Associates	(905) 731-4661	Gary Kapelus	Site Development
			Team Building
Gayle Mackay	(705) 787-0012	Gayle Mackay	Project Management
			Development of Business and Operations Plan
			Development of Governance Structure
			Human Resources
			Board Development
			Program Development
			Team Building
			Strategic Planning
Gordon Hardcastle	(519) 268-7774	Gordon Hardcastle	Development of Governance Structure
			Board Development
Gowling, Lafleur, Henderson, LLP	(905) 540-8208	Alex Spyridakis & Gary Graham	Development of Governance Structure
			Board Development
HFI & Associates	(905) 201-8823	Ross Smith	Project Management
			Development of Business and Operational Plan
			Needs Assessment and Environmental Scan

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			Development of Governance Structure
			Human Resources
			Program Development
			Team Building
			Strategic Planning
Harbourfront Health Group	(416) 835-3054	Dr. Chris Ashton	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
Honey Design	(519) 679-6755	Robin Honey	Needs Assessment/Environmental Scan
Marketing & Communications			Strategic Planning
Ian Evans, Bertrand, Hill, Wheeler	(705) 472-0980	Bryan Bertrand	Project Management
Architecture			Needs Assessment
			Program Development
			Site Development
			Team Building

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Firm	Contact Information	Contact Name	Area (s) of Consulting
IBI Group	(416) 596-1930	Susan Roman	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Site Development
			IM/IT Planning
			Strategic Planning
InCare	(519) 227-0389	Joseph Zablocki	Program Development
			Site Development
			IM/IT Planning
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			Team Building
			Strategic Planning
Institute on Governance	(613)562-0092 x236	Gail Motsi	Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
IT Services Canada Inc.	(613) 725-0463	Charles Bokor	Program Development
			Site Development
			IM/IT Planning

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			IM/IT Planning
			Team Building, Strategic Planning
Jack W. Harper Construction Ltd.	(905) 684-8548	Bill Harper	Site Development
Janus Global Consulting	1-800-767-8544	Peter Burbidge	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
JNT Consulting Inc.	(613) 889-5857	Steve Pelletier	Development of Business and Operational Plan
			Development of Governance Structure
			Human Resources
			Site Development
			IM/IT Planning

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2005-2009

Firm	Contact Information	Contact Name	Area (s) of Consulting
			Strategic Planning
Joan O'Callaghan	(647) 228-6490	Joan O'Callaghan	Human Resources
			Development of Business and Operational Plan
John Hatton	(807) 475-6626	John Hatton	Project Management
			Development of Business and Operational Plan
			Development of Governance Structure, Human Resources
Judith K. Spear Healthcare Consulting	(519) 565-4040	Judy Spear	Site Development
Judy White	(519) 682-1693	Judy White	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Human Resources
			Program Development
			Site Development
			IM/IT Planning
			Team Building
Kinnear & Associates Consulting Inc.	(519) 565-4040	Brenda Kinnear	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
KPMG	(705) 675-8500	Oscar Poloni	Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
Landers Consulting	(705) 267-3048,705-866-3201	Colleen Landers	Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Human Resources
			Program Development
			Site Development
			Team Building
			Strategic Planning
Lapico Custom Homes	(519) 966-2368	Anthony Lapico	Site Development
Leclair Planning Consultancy	(705) 365-6850	Christine Leclair	Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Team Building
			Strategic Planning
M.P. Furlong & Associates Inc.	(807) 938-6800	Mike Furlong	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources

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2005-2009

Firm	Contact Information	Contact Name	Area (s) of Consulting
			Board Development
			Program Development
			Team Building
			Strategic Planning
Mandrake Management Consultants Corp.	(416) 922-5600 Ext. 272	Shanna Landolt	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Team Building
			Strategic Planning
Marg McAllister Consulting	519-473-0198	Marg McAllister	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Program Development
			Team Building
			Strategic Planning
Mike Valkama	(416) 743-3326 Ext. 241	Mike Valkama	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			Human Resources
			Board Development
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
Miller Thomson	(416) 595-8525	Josh Liswood	Development of Governance Structure
			Board Development
Nancy Draper	(905) 571-2970	Nancy Draper	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Strategic Planning
Nexus IT	416-244-8562 x709	Abdi Ismail	IM/IT Planning
Norma Mazzolimo - Canes Community Care	416-743-3326 x226	Norma Mazzolimo	Human Resources
Olga Palmer	(519) 565-2903	Olga Palmer	IM/IT Planning
Olsen & Associates Consulting	(905) 731-2855	Monica Olsen	Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources

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2005-2009

Firm	Contact Information	Contact Name	Area (s) of Consulting
			Program Development
			Site Development
			Team Building
			Strategic Planning
Ontario MD/INFOFILE SYSTEMS Inc	(416) 623-1248 Ext.5392/ 905- 309-4491	Jennifer Warrington	Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
Outsource IT	1-800-759-0786	Nathan Zych	IM/IT Planning
Pace EAP Consulting	(519)-576-6701	Andrew Pace	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Program Development
			Site Development
			IM/IT Planning
			Team Building

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Experience with Use of Consultants
2005-2009

Firm	Contact Information	Contact Name	Area (s) of Consulting
			Strategic Planning
Passmore Management Inc.	(519) 432-3030	James Passmore	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
Pear Tree House	(519) 897-6803	Kirk Miller	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
Peter Gravelle	(807) 344-3694	Peter Gravelle	Needs Assessment/Environmental Scan

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Team Building
			Strategic Planning
Platz & Associates	(905) 693-0188 x26	John Platz	Development of Business and Operational Plan
			Development of a Governance Structure
			Human Resources
			Board Development
			Team Building
			Strategic Planning
Policy Planning Plus	(905) 529-9015	Susan Goodman	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure, Strategic Planning
Practice Solutions	1-800-663-7336	Jim Sweeney	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
PxIM Consulting	(613) 725-4114	Harry Jones	Project Management
			Development of Business and Operational Plan
			Development of a Governance Structure
			Human Resources
Quality Creation	(613) 445-5772	Jocelyn Beaulieu	Project Management
			Needs Assessment/Environmental Scan, Strategic Planning
			Team Building
Ralph Vandenberg Architect	(613) 287-0144 x200	Ralph Vandenberg	Project Management
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
Rana International Inc.	(613) 284-0776	Paul Cormier	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
RI Gordon Computer Consulting	(519) 574-5539	Rob Gordon	IM/IT Planning
Riopelle Grenier Professional Corporation	(705) 264-9591	Joshua Bond	Project Management
			Development of Governance Structure
			Human Resources
			Board Development
			Site Development
Sam Berman	(416) 859-6896	Sam Berman	Project Management
			Development of Business and Operational Plan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			Strategic Planning
Sharon Van Valkenburg	(705) 647-4265	Sharon Van Valkenburg	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			Board Development
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
Shoalts & Zaback Architect	(613) 541-0776	Ray Zaback	Site Development
SMB Consulting	(519) 868-4880	Craig Nicks	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
SPG Digital Solutions	(613) 722-7278	Andrew Hughes	IM/IT Planning
Steven Wong	(519) 671-6115	Steven Wong	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			Site Development
			IM/IT Planning
			Strategic Planning
Stratyx	(416) 642-2460	Jerry Rich	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			Team Building
			Strategic Planning
Summit Consulting	(705) 523-2576	David Paquette	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Site Development
			Team Building
			Strategic Planning
Tammy McKinnon	(807) 626-1229	Tammy McKinnon	Project Management
			Human Resources

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			Program Development
			Team Building
The Group Health Center	(705) 759-1234 x5676	Greg Punch, Helen Ross	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			IM/IT Planning
The Osborne Group	(416) 498-1550	Melody Zarzeczny	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
The Potential Group	(416) 693-7785	Danny Nashman	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			Development of a Governance Structure
			Human Resources
			Board Development
			Program Development
			Site Development
			IM/IT Planning
			Team Building
			Strategic Planning
Theresa Hollingsworth	(519) 451-2800	Theresa Hollingsworth	Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Board Development
			Program Development
			Team Building
			Strategic Planning
Thor Dingman, B. Architecture Sc.	(519) 271-3174	Thor Dingman	Site Development, Project Management
Totem Hill Inc.	(613) 562-0805	Michael Walsh	Project Management
			Development of Business and Operational Plan
			Development of a Governance Structure
			Human Resources
			Board Development
			IM/IT Planning
			Team Building
			Strategic Planning
UD & D Incorporated	(905) 882-9979	Allan Hirschfield	Project Management

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Firm	Contact Information	Contact Name	Area (s) of Consulting
			Site Development
Velin Performance	(778) 737-1578	Ron Velin	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Site Development
			Team Building
			Strategic Planning
Wayne Purdu	(519) 355-1216	Wayne Purdu	Site Development
Willis Consulting Group	(519) 474-9014	Barbara Willis	Project Management
			Development of Business and Operational Plan
			Needs Assessment/Environmental Scan
			Development of a Governance Structure
			Human Resources
			Board Development
			Strategic Planning
ZAS Associates	(416) 302-5086	Del Cordiero	Site Development