Hay Group Health Care Consulting is part of Hay Group, one of the world's preeminent consulting firms focusing on improving organizational effectiveness. We assist our clients to develop and achieve their strategic objectives through a focus on people, work and performance. Our health care consulting practice brings together consultants with significant skills and experience in health care planning, management, operations, clinical practice, organizational development and human resources. We provide consulting assistance to our clients in five interrelated service areas:

- Planning
- Organizational and Operational Effectiveness
- Policy Development and Related Services
- Human Resources Planning and Development
- Reward Programs

Hay Group is a global management consulting firm that works with leaders to transform strategy into reality. We develop talent, organize people to be more effective and motivate them to perform at their best. Our focus is on making change happen and helping people and organizations realize their potential. We have over 2600 employees working in 86 offices in 49 countries. Our insight is supported by robust data from over 125 countries. Our clients are from the private, public and not-for-profit sectors, across every major industry. For more information please contact your local office through www.haygroup.com/ca.

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2014
Qualifications and Experience
Hay Group Health Care Consulting
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**Planning**
- Regional Planning
- Strategic Planning
- Clinical Services Planning
- Health Human Resources Planning

**Organizational and Operational Effectiveness**
- Operations Analysis and Improvement
- Clinical Process Analysis and Improvement
- Organization Design and Development
- Governance and Management Processes
- Merger Planning and Post-Merger Integration

**Policy Development and Related Services**
- Program Evaluation
- Policy Analysis

**Human Resources Planning and Development**
- Leadership Development
- Performance Management
- Staff Assessment and Selection
- Staff Survey and Analysis

**Reward Programs**
- Compensation Programs
- Incentive Programs
- Physician Compensation

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**Planning**

Assisting health systems understand and plan appropriate responses to population health needs and helping healthcare organizations define and achieve their strategic objectives:
- Regional Planning
- Strategic Planning
- Clinical Services Planning
- Health Human Resources Planning

**Organizational and Operational Effectiveness**

Assisting health care organizations achieve maximum performance through:
- Operations Analysis and Improvement
- Clinical Process Analysis and Improvement
- Organization Design and Development
- Governance and Management Processes
- Merger Planning and Post-Merger Integration

**Policy Development and Related Services**

Assisting governments and government agencies understand and resolve policy issues related to population need for health services and the organization, distribution, delivery, funding, management and governance of health services:
- Program Evaluation
- Policy Analysis

**Human Resources Planning and Development**

Ensuring that the right people are in the right jobs and that individuals perform at peak levels:
- Leadership Development
- Performance Management
- Staff Assessment and Selection
- Staff Survey and Analysis

**Reward Programs**

Ensuring that compensation cost-effectively attracts, motivates and retains the right people:
- Compensation Programs
- Incentive Programs
- Physician Compensation

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Planning

We have significant experience in assisting health systems understand and plan appropriate responses to population health needs and in helping healthcare organizations define and achieve their strategic objectives. The following projects reflect our experience in this area.
Alberta Health Human Resource Demand Simulation Model
In partnership with Praxia Information Intelligence, we developed a model to predict the demand for health human resources, based on population need for health services, which can be applied at the regional and provincial level in Alberta.

Alberta Health and Wellness Development of a Health Human Resource Forecasting and Simulation Model
We supported a project to develop an Alberta demand and supply forecasting and simulation model for family practitioners and regulated nurses in the province. Hay Group provided technical support and methodological advice for the model development.

Alberta Health and Wellness Nursing Human Resource Forecasting and Simulation Model
We supported a project to develop an Alberta specific forecasting and simulation model that will develop demand and supply forecasts for regulated nurses in the province. This project was an extension to the prior project to create a provincial family physician HHR demand simulation model. Hay Group provided technical support for the model development.

Alberta Health Services Clinical Services Planning Project
The Edmonton Zone of Alberta Health Services (AHS) has developed a coordinated health service and infrastructure plan for 2030. This plan provides a comprehensive health service plan for all publicly funded health services and identifies the infrastructure requirements to support provision of the health services needed by the population. Hay Group Health Care Consulting, as a member of a consulting joint venture, was responsible for assessing the current and future population health needs and projecting the volume of services to be provided on an integrated and sustainable basis. We worked with hundreds of stakeholders with diverse needs and led the analysis, interpretation, and application of large amounts of data and information of varying quality.

Atlantic Health Sciences Corporation Review of New Brunswick Hospital Services Planning Methodologies
We reviewed the New Brunswick Regional Hospital Corporation System Planning Committee Clinical Program Design group to assess the potential impact of proposed planning methodologies on the Atlantic Health Sciences Corporation.

British Columbia Ministry of Health Review of MRI Services
We assisted the Ministry in assessing the utilization of MRI services in British Columbia and provided advice on future expansion of capacity and extended distribution of MRI services. This study included detailed analysis of data related to the use of MRI services in BC and the characteristics of patients waiting for and using MRI services.

British Columbia Ministry of Health Enhancement to Population Needs Based Funding Model
We assisted the Ministry of Health to develop hospital clusters for use within its Population Needs Based Funding model for Health Authorities in the province.

B.C. Provincial Health Services Authority Restructuring of Revascularization Services
We helped the BC Provincial Health Service Authority develop a plan for restructuring of Cardiac Revascularization Services for the province of British Columbia. This plan involved projecting future resource requirements for different cardiac revascularization modalities and identifying the options for distribution of services by region to best meet population needs. We subsequently assisted the PHSA in the development of a business case to support implementation of the recommendations of the PHSA Revascularization and Open Heart Services Report prepared by Hay Group.

BC Provincial Health Services Authority Revascularization Feasibility Analysis and Business Case
We assisted the BC PHSA Cardiac Services develop a comprehensive Business Case for Provincial Revascularization services that was integrated with the provincial and regional Health Authorities’ plans for revascularization services.

BC Provincial Health Services Authority Business Case for Electrophysiology Services
We assisted BC PHSA Cardiac Services develop a business case identifying current capacity and future need for Electrophysiology services in the province.

Canadian Institute for Health Information Evaluation of Risk Adjustment Grouper
We conducted an assessment to explore the value, applications, costs, challenges, timelines, and options for purchasing or developing, and implementing, a population risk adjustment grouping methodology. The assessment included documentation of current uses and applications of such methodologies in Canada and internationally.

Capital Health Alliance (Ottawa) Analysis of Community Utilization
We were engaged by the Capital Health Alliance to analyze utilization of acute care services by the Ottawa and Eastern Ontario population and to identify opportunities to improve the hospitals’ performance on the Ministry’s Volumes Funding Model.
Capital Health Region (Victoria) Regional Service Plan
We assisted the Region in developing a plan to restructure programs and services to better respond to the health needs of its population over the next 15 years. The scope of this project was extended by the Ministry of Health to include a study of “acute care appropriateness” (ACA) of admissions to the region’s hospitals and “other care options” (OCO) for patients determined not to need acute care.

Casey House Planning for a Day Health Program
We supported the development of a program plan that would justify and secure operational funding for the Day Health Program. As part of this engagement, we prepared a cost minimization study to support the development of the new Day Health Program.

Central LHIN Hospitals’ Clinical Need and Capacity Plan
We assisted the acute care hospitals of the Central LHIN with the development of a plan to help them better understand the current state of hospital services, to guide future clinical planning and to identify priorities for redevelopment. The project examined the future demand for hospital services, compared this demand with the current hospital system capacity, and identified opportunities to reduce the gap through innovative service delivery models and cost-effective provision of care.

Central Vancouver Island Regional Service Plan
We assisted the Region to develop a plan for restructuring its programs and services to better respond to the health needs of its population over the next 15 years.

Central Vancouver Island Health Region Mental Health Services Planning
We assisted the region in understanding the requirements for inpatient mental health services and developed a process for better organization and management of inpatient mental health services beds in the region.

Centre for Addiction and Mental Health Strategic Planning
We facilitated the Center in the development of a strategic plan for the organization that was formed through the merger of the Clarke Institute of Psychiatry, Queen Street Mental Health Centre, Addiction Research Foundation and Donwood Institute.

Child Health Network Restructuring of Hospital Maternal and Child Services in the Greater Toronto Area
We supported the Greater Toronto Area Child Health Network plan for the restructuring of hospital maternal and child services in the Greater Toronto Area. This project defined a proposed continuing role in obstetrics and paediatrics for each of the hospitals in the GTA. Based on the restructuring plan, we developed forecasts of future activity, program scope and patient volumes for each hospital, and assisted in the development of a plan for transitioning to the restructured system of care.

Children’s and Women’s Health Centre of B.C. Strategic Planning
We supported the merger of B.C. Children’s Hospital, B.C. Women’s Health Centre and Sunny Hill Hospital for Children through strategic, organizational and operational planning services.

Clinton & Goderich Hospitals Locating New Facilities
We assisted the hospital and its medical staff to resolve concerns related to the siting of the new hospital.

Community Occupational Therapists and Associates (COTA) Strategic Planning
We advised the Board and Senior Management of COTA on strategic initiatives to address the threats and opportunities from the introduction of Community Care Access Centres to replace the Home Care Program of Metropolitan Toronto.

Doctors Hospital Strategic Planning
We advised the senior management and Board members of the hospital in their deliberations and negotiations relating to the participation of the Doctors Hospital during the creation of the University Avenue Hospitals, a recommendation put forth by the Metro Toronto Hospital Restructuring Project. We continued to advise the Board during the exploration of alternative future directions and new initiatives to best serve the organization.

Doctors Hospital Nursing Home Proposal
We assisted the hospital to develop a successful proposal to acquire nursing home beds in response to a Request for Proposal from the Ministry of Health.

Erie St. Clair Local Health Integration Network Support for Essex Hospital Visioning
We facilitated a session for the executive teams, Boards, and Medical Advisory Committees of the hospitals in Essex County, to develop a vision for an integrated hospital system to serve the residents of Essex County.

Erie St. Clair Local Health Integration Network Restructuring of ED Department Services
We developed a plan for Emergency Services in the Erie St. Clair LHIN focusing on the role of smaller hospital emergency departments, the challenges of recruitment, retention and ensuring quality of care.

Erie St. Clair Local Health Integration Network Planning for Thoracic Cancer Surgery
We assisted the Erie St. Clair LHIN with the identification and selection of options for organizing thoracic cancer surgery for the residents of Erie St. Clair. The identified options took into consideration the Cancer Care Ontario standards for thoracic cancer surgery, the requirements for access to high quality care, and the historical and future thoracic surgery roles of the hospitals in the region.
**Etobicoke General Hospital Strategic Planning**
We assisted the hospital in developing a strategy and plan for addressing the changing needs of its community and the restructuring of hospital services in Toronto, Peel and York regions.

**Fraser Health Authority Ambulatory Care Centre**
We provided facilitation support for the development of operational and facility plans for a state of the art Ambulatory Care Centre.

**Glaxo-Wellcome Survey of Health Care Decision Makers**
We supported the strategic planning process of Glaxo-Wellcome by conducting and interpreting a survey of key decision makers in healthcare in Ontario.

**GTA 905 Healthcare Alliance Strategy Support**
We assisted the alliance of hospitals in the municipalities surrounding Metropolitan Toronto to develop methodologies and strategies for considering the integration and implications of restructuring of hospitals and health services in both Metro Toronto and the surrounding communities.

**Guelph General Hospital Service and Financial Planning**
We worked with HCM and Agnew Peckham to develop a service plan and financial budget for the new Guelph General Hospital acute care centre. We were responsible for acute care service sizing and the development of a decision-making framework to be used by the hospital.

**Haldimand Norfolk Health Services Restructuring**
We assisted the Haldimand Norfolk District Health Council to determine the needs of the community for hospital services and to establish the most effective and efficient operating characteristics and capacity of hospital services to respond to these needs.

**Haliburton, Kawartha and Pine Ridge Joint Executive Committee Strategic Plan**
We assisted the Haliburton Kawartha and Pine Ridge Joint Executive Committee with the development of a regional strategy and plan for the delivery of hospital care.

**Halton Healthcare Services Utilization Management**
We reviewed approaches used to project acute care activity volumes and required resources at HHS. We updated clinical efficiency targets and developed a revised projection model to support development of the 2008/09 bed map and funding projection.

**Hamilton Health Sciences Review of Vascular Surgery**
We assisted the hospitals in the Hamilton Niagara Haldimand Brant Health Integration Network and in the Waterloo Wellington Health Integration Network develop a plan for vascular surgery services that provided an effective and efficient response to the populations’ needs in both elective and emergent vascular surgery services.

**Hamilton Health Sciences Model of Ambulatory Care for Digestive Diseases**
We assisted the hospital develop a model for the delivery of ambulatory clinic care focusing on digestive disease in an academic setting. The model addressed the principles, operating characteristics, space allocation, academic activity, governance, management and funding issues associated with the development of the clinic.

**Hamilton Health Sciences Service Priority Setting**
We assisted the hospital to develop a framework and a process for assigning priorities among its programs and services. Based on these priorities, the hospital identified activities to be eliminated if the institution was unable to secure sufficient revenues to support all of its current programs & services.

**Hamilton Health Sciences Research Strategic Planning**
We assisted the hospital in developing its strategic plan for research activity and enterprises.

**Hamilton Health Sciences Strategic Planning**
We assisted the hospital’s program task forces develop strategic plans for each hospital program and provided assistance in translating the work of the program task forces into an integrated strategic plan for the organization. This project included facilitating a strategic planning retreat for the hospital’s Senior Management to translate the planning of individual programs into an integrated plan for the health centre.

**Hamilton Health Sciences Planning for Regional Colorectal Screening Program**
We assisted the hospital in the planning and development of a proposal to secure funding for a regional colorectal screening program. This program was funded by the MOHLTC.

**Hamilton Health Sciences Proposal for a Department of Anaesthesia AFP**
We assisted the hospital in preparing a proposal to secure approval and funding for an Alternate Funding Plan for the Department of Anaesthesia.
Hamilton Health Sciences Regional Joint Assessment Centre
We assisted the hospital in preparing a proposal to develop a regional Joint Assessment Centre to serve south central Ontario. The Centre would assess the patient’s need for surgery and maintain a single, integrated surgery wait list where priority is based upon urgency rather than waiting time. This centre has since been funded by the MOHLTC.

Hamilton Health Sciences - McMaster Children’s Hospital Resource Planning
We prepared a report for the Children’s hospital that documented the hospital’s clinical services and identified the critical resources required to support its unique role within the health system in the region.

Hamilton Health Sciences Hospital Services Rationalization
We assisted HHS in assessing and planning for the rationalization and realignment of services among its sites. We supported the public consultation related to this initiative by developing analyses and arguments in support of the planned changes.

Hamilton Health Sciences Hospital Utilization Analysis
We examined the patterns of utilization of hospital services by the residents of Hamilton and compared these patterns to other communities in Ontario. Following this, we assisted the hospitals identify opportunities to modify utilization patterns in preparation for the introduction of service agreements and multi-year hospital funding in Ontario.

Hamilton Health Sciences/St. Peter’s Hospital Investigation of Shared Operations
We assisted St. Peters Hospital and Hamilton Health Sciences explore opportunities for collaboration in providing health care services to the people of Hamilton and surrounding communities. This included: Improving access to services offered by the two organizations; improving the quality and comprehensiveness of care; and improving the efficiency of service delivery and reducing cost. We also explored alternative models of management and governance to best facilitate the realization of the potential benefits of shared operations. Our report formed the foundation for the eventual merger of the two organizations.

Hamilton Niagara Haldimand Brant LHIN Environmental Scan
We assisted the Hamilton Niagara Haldimand Brant Local Health Integration Network with the development of an environmental scan that summarized the external and internal issues that may impact the planning, organization, and delivery of health care services in the HNHB LHIN. The scan also identified opportunities for integration that have the potential to improve the client/patient experience and enhance the capacity of providers to deliver care.

Hamilton-Wentworth Health Care Services Restructuring
We assisted the Health Action Task Force of the Hamilton-Wentworth District Health Council to determine the health needs of the community and the most effective and efficient size and configuration of health care services to respond to these needs.

Health Services Restructuring Commission Community Requirements to Restructure Institutional Mental Health Services
We assisted the HSRC estimate cost of the community mental health services required to facilitate the restructuring of institutional mental health services.

Health PEI Provincial Bed Map
We assisted Health PEI in the development of a provincial bed map for its hospitals. The bed mapping process was designed to better inform decisions regarding the restructuring of hospital services in the province. Consideration was given to the number of sites that should be offering inpatient services, the array of programs that should be provided at each continuing hospital site, and the total number of beds that should be available at each site.

Health Services Restructuring Commission Long Term Care Planning Model
We assisted the HSRC to develop a conceptual framework and a support planning model for the organization and delivery of long-term care services in Ontario. This model encompassed Chronic Hospital Care, Nursing Home and Homes for the Aged, Supportive Housing and In-Home Care.

Health Services Restructuring Commission Review of Health Services Reform Initiatives
As the HSRC entered Phase 2 of its reform of Ontario’s health care sector, it asked us to identify and evaluate potential additional reform initiatives in selected communities across the province.
Health Services Restructuring Commission Evaluation of CCAC Discharge Planning for Chronic Hospital Patients
We assisted the HSRC in evaluating the reasonableness and implications of the assessments of chronic hospital patients for eligibility for long-term care as conducted by the Toronto CCAC.

Health Services Restructuring Commission Health System Evaluation Framework
We assisted the HSRC to develop a measurement framework to evaluate the health care system in Ontario.

Hôpital Montfort Support for Clinical Focusing
We assisted the Montfort Hospital examine the necessary changes in their clinical focus and operations as they expanded their role as the only specialized community hospital offering clinical training in French in a Franco-Ontarian environment.

Hôpital Montfort Clinical Service Plan Follow-Up
As a follow up to our work to develop a clinical service and medical human resource plan for the Montfort Hospital, we investigated opportunities for the hospital to expand specialized services while continuing to emphasize its family medicine teaching role.

Hôpital Montfort Orleans Family Hub Planning
We assisted Montfort Hospital in clinical programming for the Orleans Family Health Hub as well as in developing strategies to ensure communication and consensus building with area Family Physicians.

Hôpital Montfort Population Health Needs Assessment
We assisted the hospital in: 1) understanding the geographic and functional communities that it serves with respect to their determinants of health, their health status and their current utilization of health services; 2) developing an inventory of the services available to the communities served by the hospital and an understanding of the current and potential future capacity of these services; 3) establishing priorities among the hospital’s current and potential service offerings with respect to the needs of the population and the hospital’s current and potential future financial circumstance; 4) identifying best practice, effective and efficient approaches to organizing and delivering the higher priority necessary health services; and 5) developing a strategy and a plan for the hospital to reorganize its services to best fulfill its role in addressing the needs of the communities that it serves.

Hospital Council of Durham Region Restructuring Strategy
We assisted the Council develop its strategy for restructuring hospital services in Durham Region in the context of a DHC Acute Care Services Study and the impending review by the Health Services Restructuring Commission.

Hospital for Sick Children Child Health Network Benefits Evaluation
We assisted the hospital to develop a framework for evaluating the measurable benefits to be derived from establishing the Child Health Network in Ontario. We developed prospective estimates of the potential benefits of establishing the Network.

Hotel Dieu Grace Hospital Clinical Services Planning
We assisted with the development of a clinical services plan that identified the range and scope of services and the associated volumes to be offered by Hotel Dieu Grace in fulfilling its role within the health system in Windsor -Essex into the future. This included an analysis of the hospital's appropriate role as a regional referral centre for advanced care. We also assisted the hospital in determining how it could continue to fulfill its role into the future in the face of constrained hospital funding. This included consideration of innovative approaches to reduce utilization and costs through shifting service to less expensive delivery modes of care, better integration with community providers and achievement of high levels of productivity. Additionally we considered inter-organizational approaches to service delivery, management and/or governance that might further reduce the operating costs of HDGH.

Hotel Dieu Grace Hospital (Windsor) Facilitation of HDGH Management Retreat
We facilitated a retreat for hospital management to help them prepare for developing operational plans.

Hotel Dieu Grace Hospital (Windsor) Assessment of HSRC Bed Requirement Projections
We were engaged by the Hotel Dieu Grace hospital to review the Health Services Restructuring Commission’s projections for acute care bed requirements and to determine whether the projected number of beds was still required to meet the HSRC targets for provision of acute care.

Hotel Dieu Grace Hospital (Windsor) Review of Endovascular Services
We assisted the hospital in reviewing the requirements for endovascular surgery in the catchment area of the hospital. We then determined the most appropriate approach to responding to the requirements. Based on this analysis, we developed a model for care delivery and specifications of the potential patient volume and required staff and facilities.

Hotel Dieu Grace Hospital (Windsor) Mental Health Review
We assisted the hospital's mental health program to formulate a plan that positioned it to meet the demands of the next 5 years. Specifically, we assisted the program to review and report on the physical layout of the Mental Health Unit and review and report on the clinical processes employed by the Mental Health Program. These two reviews provided the program with an analysis of its strengths, challenges, opportunities and threats (SCOT) and recommendations on practices and processes that need to be aligned and/or introduced to meet patient needs, both internally and externally.
Hotel Dieu Grace Hospital (Windsor) Thoracic Surgery Review
We assisted the hospital to explore issues and opportunities related to the continued provision of thoracic surgery.

Humber River Regional Hospital Bed Requirement Model
We assisted the Humber River Regional Hospital simulate future bed requirements based on planned services, market share, and increased need for hospital services as a result of changes in the demographic characteristics of the hospital's catchment population.

Humber River Regional Hospital Supporting Development of the Human Resources Strategic Plan
We have assisted this multi-site community hospital by providing support for the development of a strategic plan for human resources. The hospital is currently building a new, state-of-the-art facility that is scheduled for completion in 2015. In preparation for the move to the new site and the expansion of services, the hospital undertook the development of a strategic human resources plan. Hay Group provided assistance by developing and presenting an external scan of key issues that may impact human resources at the hospital, and an analysis of key internal issues and challenges. We also provided support to internal working committees preparing implementation plans and assisted in the writing of the final strategic plan.

Projection of Interior Health Westbank Urgent Care Centre Visit Volumes
We assisted the Resource Planning Group with their project to develop a plan for the creation of an urgent care centre for the Westbank community in Kelowna.

Joint Policy & Planning Committee Restructuring Implications Study
We assisted the Joint Policy and Planning Committee of the Ontario Ministry of Health and the Ontario Hospital Association assess the implications for the hospital system resulting from the Ministry’s proposed reductions in hospital funding over the next three years. The analysis employed population needs, hospital utilization and hospital costing methodologies we developed as part of the Metro Toronto and Hamilton Wentworth Hospital Restructuring Studies.

Joint Policy & Planning Committee Analysis of Role of Small Hospitals
We worked with the OHA and the JPPC to identify the ‘core’ service role of small hospitals in Ontario. This three phase project culminated in a think tank and subsequent report that documented the findings related to future opportunities for Small Hospitals in Ontario.

Kingston General Hospital Evaluation of Restructuring Options
We assisted the hospital evaluate the business case for six alternative facility development options to determine the best facilities option for the future delivery of acute healthcare to the Southeastern Ontario Region.

Kingston General Hospital Strategic Planning Retreat
We assisted the hospital plan and facilitate a retreat for the new senior management team in developing a strategic direction for the organization.

Kirkland and District Hospital Operational Assessment
We assisted Kirkland and District Hospital in undertaking a hospital-wide operational assessment to identify the factors that have contributed to the hospital's current financial challenges, and to identify implementable opportunities to increase revenues and/or achieve greater efficiencies and reduce costs to a level that is sustainable within its approved funding level.

Lakeridge Health Corporation Integration of Perinatal and Paediatric Services
We assisted the Durham hospitals develop a plan to create a regional perinatal and paediatric program.

Integrated Health System Model for Memorial Hospital
We assisted the hospital, the medical staff and the community in the development of a model and plan to introduce Integrated Health Services Funding and Delivery System for the residents of Clarington County.

Metropolitan Toronto Hospital Restructuring Project
We assisted the Hospital Restructuring Committee of the Metropolitan Toronto District Health Council develop a plan for restructuring the hospital system in Metropolitan Toronto. This plan determined the continuing necessity and future role of each of the 44 public general and specialty hospitals in Toronto.

Montreal Children’s Hospital Strategic Plan Update
We assisted the hospital review and refine its strategic directions. Additionally we developed a template for the hospital to use in evaluating new initiatives against its strategic directions.

Moose Jaw Thunder Creek Health District Strategic Planning
We assisted the Health District compile and summarize a variety of literature relevant to the health district programs. This literature review formed the basis for the district’s strategic and operational planning in regards to the optimal number of beds, program population targets and ratios, non-institutional and institutional alternatives and broad program health outcomes and measures.
Mount Sinai Inflammatory Bowel Disease (IBD) Program
We worked with the Agnew Peckham team to assist the hospital’s IBD Program to develop a Program Plan for the future that positions it to be a best practice leader in the care of inflammatory bowel disease.

National Advisory Committee on SARS Analysis of Clinical Issues Related to SARS Outbreak in Toronto
We supported the Committee by collecting and analyzing data related to the deferral and disruption of health services during the SARS outbreak and suggested steps to enhance the readiness, efficiency and effectiveness of future outbreak responses.

Network 13 Health Care Alliance Strategic Plan
We supported the development of a strategic plan for the Cochrane/Temiskaming area.

Newfoundland Department of Health Regional Governance Integration Review
We assisted the Department evaluate the potential benefits of merging health care regions in the province.

New Brunswick Department of Health and Wellness Trauma System Redesign
We worked with the Department and the participating hospitals, pre-hospital care agencies and health care providers to develop a proposal for redesigning the provincial trauma system.

New Brunswick Department of Health and Wellness Trauma System Advisory Committee
We assisted the Province of New Brunswick develop and implement a provincial trauma system by supporting the work of the NB Trauma System Advisory Committee.

New Brunswick Department of Health SJRH Emergency Department Construction
We assisted the New Brunswick Department of Health in planning for the development of a new ED at Saint John Regional Hospital.

Niagara Region Health Services Restructuring
We assisted the Niagara Region District Health Council determine the health needs of the community and the most effective and efficient operating characteristics, size and configuration of health care services to respond to those needs.

Niagara Health System Ambulatory Services Planning
For the Niagara Health System, we studied and prepared a report documenting the principles and criteria to be used to assist with the determination of the appropriate distribution of ambulatory programs in the St. Catharines hospitals.

Niagara Health System Hospital Improvement Plan
We assisted the Niagara Health System develop a comprehensive plan for restructuring clinical and operational services to better meet the needs of its community and to reduce the cost of operations to reflect available funding. The plan was submitted to the Hamilton Niagara Haldimand Brant Local Health Integration Network (LHIN).

Niagara Health Systems ED Facility Planning
We assisted NHS in the development of the architectural plan for the new Emergency Department of the new facilities planned for the St. Catharines General Hospital site.

North Bay General Hospital Physician Human Resource Plan
We worked with Agnew Peckham to assist North Bay General Hospital in the development of a Health Human Resource plan in support of their new physical plant.

North Cluster Hospitals Plan for Integration of Perinatal and Paediatric Services
We assisted the “North Cluster” hospitals develop the plan to create a regional perinatal and paediatric program.

North East LHIN QBP Clinical Services Review
We worked with the LHIN and the hospitals within the LHIN to develop a restructuring plan for hospital services that will be affected by the introduction of Quality Based / Activity Based Funding in Ontario. The restructuring plan provided for reduced variation in clinical practice, greater alignment of clinical practices with provincially accepted best practices; improved quality of care; improvements in operational and clinical efficiency, and redefined roles for the small hospitals in the LHIN.

North East Local Health Integration Network Orthopaedic Surgery Planning
We assisted the NE LHIN in developing a regional approach to the delivery of Orthopedic Surgery services, including a single point of entry system.

North East Local Health Integration Network North East Surgical Optimization Project
We conducted a review of all surgical services delivered across North Eastern Ontario hospitals to ensure that access and quality of care would be maintained in the future. The outcome of the project was a plan for the optimum organizational, infrastructure, resource and volume requirements for a positive impact on patient survival, adverse events, length of stay, and quality of life.

We subsequently assisted the NE LHIN to develop a process to ensure timely access to care for those in need of urgent or emergent access to surgical services. The plan addressed all surgical specialties, and included ensuring access not only to operating rooms, but also the necessary infrastructure to support surgical care (e.g. beds, critical care services, etc.)
Northeast Mental Health Centre Support for Regional Advisory Panel
We provided assistance in facilitation of teams and project management for the work of the Mental Health and Addictions Regional Advisory Panel.

Northeast Mental Health Centre Planning for a Regional Children’s Psychiatric Centre
We provided facilitation to support the planning for a new model of service delivery for children and youth psychiatric services.

North Simcoe Health Alliance Strategic Planning
We assisted the Board of this newly formed organization to develop planning frameworks including strategic, operational and facility planning.

North West Local Health Integration Network Development of an Integrated Health Services Plan
We prepared a report that included an environmental scan and technical report, to update our prior work on the Integrated Service Plan for Northwestern Ontario. This report formed a major component of the first Integrated Health Services Plan (IHSP) for the North West Local Health Integration Network.

Northwest Ontario Regional Services Planning
We assisted the Special Advisor to the Minister of Health in Ontario in the development of a regional health services plan for Northwestern Ontario.

North York General Hospital Physician Offices Feasibility Study
We assisted the hospital identify interest by physicians and assess the feasibility of including physicians offices in the redevelopment of the hospital’s facilities.

North York General Hospital Organizational Development Review of Operating Room
We conducted a comprehensive review of the culture within the Operating Room which included evaluating each of the major factors that would assist the OR to be aligned with the cultural focus of the organization.

Ontario Association of Children’s Mental Health Centres Restructuring Support
We advised the organization in its response to the directives of the Health Services Restructuring Commission relating to the restructuring of mental health services in the province.

Ontario Association of Non-Profit Homes and Services for Seniors Strategies for Restructuring
We developed a workbook advising Association members on conducting negotiations with hospitals in the restructuring of long-term care (and acute care) services to seniors. The primary focus was issues of governance and management.

Office of the Chief Coroner for Ontario Strategic Planning
We assisted the Office of the Chief Coroner for Ontario to develop a strategic plan for the Coroner’s office. This included: documenting the current culture and climate within the OCCO; identifying and analyzing the strengths and weaknesses within the OCCO; identifying a desired future state for the OCCO; developing a gap analysis focused on the current state versus the desired future state; facilitating and implementing a formal strategic planning exercise; supporting the completion of the strategic plan for OCCO.

Ontario Health Quality Council Consulting and Facilitation Services for a Board and Staff Retreat
We have assisted this provincial agency by designing and facilitating two retreats focusing on strategy and organizational design. The project was initiated pursuant to proclamation of the Excellent Care for All Act, 2010, which outlines a new mandate and functions for the organization. The project included reviewing relevant documentation, meeting with the President and CEO and Board Chair, designing and facilitating the two retreats, and preparing reports of the proceedings and outcomes.

Ontario Hospital Association Rehabilitation Services Planning
We assisted the Rehabilitation Resource Group of the OHA in the development of a planning methodology and restructuring model for hospital rehabilitation services in Ontario.

Ontario Hospital Association Small Hospital Core Services Project
We assisted the OHA analyze current services offered by small hospitals in rural communities as a starting point for determining the appropriate core service role of these organizations. The analysis included evaluating DAD data to determine the types and volumes of care provided by these hospitals and where the populations received different types of care. We also surveyed small hospitals to determine the services offered and the perceived adequacy of these services in responding to community needs.

Ontario Hospital Association Capacity Planning
We worked with the Ontario Hospital Association to develop a quantitative model to project the required capacity of the health system in Ontario to respond to population needs and the increased demands created by the growing and aging population in Ontario. The model identified capacity by sector by LHIN, and can be used to simulate the impact of changes in utilization patterns and health care policies on required capacity.
Ontario Hospital Association Analysis of ALC Issues and LTC Capacity
We assisted the OHA by analyzing alternate level of care (ALC) days in Ontario acute care hospitals and projecting the future requirements for long-term care services necessary to reduce the impact of ALC on hospital capacity and efficiency.

Ontario Hospital Association Update of Analysis of Ontario LTC Requirements
We applied the Ontario Health Services Restructuring Commission long-term care planning model to the Ontario 2007 population and compared the estimate of LTC requirements by LHIN with the current available capacity. We used population projections for 2012 to identify the potential future shortfall in LTC capacity.

Ontario MOHLTC Evaluation of MRI Services in Ontario
We assisted the Ministry assess the adequacy of its planning guidelines for MRI Services and the planned distribution of MRI machines in the province.

Ontario MOHLTC Evaluation of Financial Forecasting
We evaluated methods used by the Ontario Ministry of Health to forecast health program utilization and expenditures.

Ontario MOHLTC Discussion Forum on Cross Boundary Service Issues
We assisted the Ministry in the facilitation of a discussion forum investigating the concerns of community agencies during the introduction of LHINs in the province, specifically regarding the impact on service delivery across LHIN boundaries. This project included facilitating the forum and documenting the findings.

Ontario MOHLTC Health Technology Strategic Directions
As part of their strategic planning process, we assisted the Ministry in identifying the impact of the introduction of new health technologies on the operating characteristics and costs of the Ontario health care system.

Ontario MOHLTC Wait Time Reduction Strategy Assistance
We assisted the Ministry identify short and long term strategies to support the reduction of wait times for Ontario patients in cancer care, cardiac, joint replacement, and cataract surgery.

Ontario MOHLTC Analysis of Roles of Rural Hospitals
We assisted the Ministry conduct data analysis to investigate the current and continuing roles of rural sites of multi-site hospitals. The project was the first phase in determining the appropriate role for the Port Perry site of Lakeridge Health.

Ontario MOHLTC Health Services in Small and Rural Communities
We assisted the MOHLTC to develop a policy framework and plan for the organization and delivery of health services in small and rural communities in Southern Ontario.

Ontario MOHLTC Chronic Care Role Study
On behalf of the Chronic Care Role Study Steering Committee, we developed recommendations for the future role of chronic care hospitals and units in Ontario.

Ontario MOHLTC LHIN Planning Framework
We assisted the Ministry develop a standard framework for integrated health services planning for use by the new Local Health Integration Networks. Following this, we provided an orientation session for new LHIN CEOs and Board Members to familiarize them with the issues and emerging approaches to integrated health services planning.

Ontario MOHLTC Health System Sector Overview Papers
We assisted the Ministry in orienting new LHIN CEOs and Board Members by preparing background papers on the primary care, acute care, rehabilitation and long-term care and mental health care sectors of the health system.

Ontario MOHLTC Analysis and Facilitation Support for the Health Results Team
We assisted the Local Health Integration Network Implementation Team analyze the issues and facilitate think tanks related to the planning, funding and service integration roles of LHINs in Ontario. A major piece of this work involved the facilitation of Think Tank sessions for thought leaders in regionalization, health service funding and health services planning from across Canada. We translated the input of these leaders into working papers on health services planning, funding and integration in the context of the development of LHINs for Ontario. We also supported a process for seeking input related to the issues and interests of physicians in the work of LHINs.

Ontario MOHLTC Forum on Physicians and LHINs
We assisted the Ministry of Health and Long-Term Care Health Results Team in investigating issues of concern to physicians regarding the introduction of LHINs in the province and in exploring appropriate approaches to physician involvement in the activities of the LHINs. This work included facilitation of a Think Tank and documentation of the Think Tank’s findings.

Ontario MOHLTC Trauma Registry Review
We assisted the Ontario Ministry of Health and Long Term Care in conducting a review of the Ontario Trauma Registry to identify opportunities for improvement in the collection and application of Trauma Registry data.

Ornge Planning For Transport Medicine Services
We assisted Ornge (formerly Ontario Air Ambulance) with the development of criteria to measure gaps in service in transport medicine and the development of a model to monitor gaps in service on a go forward basis.
Orillia Soldiers Memorial Hospital Development of a Clinical Services Plan
We assisted the hospital with the development of a clinical services plan to define the scope and scale of clinical services to be offered by the hospital in order to meet the future needs of the community.

Oshawa General Hospital Strategic Advice
We provided strategic advice to the Senior Management and Board of the hospital with respect to organizational development and program growth in context to the restructuring of health services in Ontario.

Ottawa Hospitals’ Bridging Committee
We assisted the Ministry with the coordination of analyses and planning decisions between the Ottawa Hospital and Queensway Carleton Hospital operational reviews.

Ottawa Valley Alliance Ongoing Strategic Advice
We supported the Alliance in considering options for governance and service delivery.

Paediatric Cardiac Network Service Models for Paediatric Cardiac Surgery in Ontario
We supported the Ontario Paediatric Cardiac Network in developing service models for provision of paediatric cardiac surgery. This activity included projection of future paediatric cardiac service volumes, recommendations for distribution of activity by site, and identification of clinical and other resources required to ensure provision of high quality service.

Paediatric Cardiac Network Analysis of Travel Distances for Paediatric Cardiac Surgery
We supported the Ontario Paediatric Cardiac Network in the analysis of the number of paediatric cardiac surgery patients who might require financial support for travel and accommodation.

Paediatric Cardiac Network Service Model for Paediatric Cardiology in Ontario
We supported the Ontario Paediatric Cardiac Network develop a service model and framework for provision of paediatric cardiology in Ontario. This framework included recommendations for distribution of activity by site and identification of clinical and other resources required to ensure provision of high quality service.

Paediatric Critical Care Network Catchment Boundaries
We assisted the Paediatric Critical Care Network establish catchment boundaries for paediatric critical care. The proposed boundaries were selected to maximize patient access to high quality care while ensuring each centre contained a sufficient volume of activity to meet critical mass requirements.

Parkwood Hospital Rehabilitation Planning, London, Ontario
We assisted the Parkwood Hospital of St. Joseph’s Health Care in London, Ontario identify the required distribution of rehabilitation beds to best meet local and regional requirements.

Peel Memorial Hospital Regional Perinatal and Paediatric Program Development
We provided facilitation and analytical support to the “North Cluster” hospitals for developing a plan to create a regional perinatal and pediatric program.

Prince Albert Health Region Victoria Hospital Campus Role and Scope of Services Study
We assisted the Resource Planning Group with the development of a service delivery plan for the Victoria Hospital Campus site of the Prince Albert Parkland Health Region. This plan will be used to support the development of a master plan for the site.

Prince Edward Island Department of Health Provincial Physician Human Resources Plan
We assisted the Province of Prince Edward Island in the development of a provincial physician human resource plan.

Prince George Regional Hospital Role Review
We were contracted by the B.C. Ministry of Health to review the role of the Prince George Hospital, which included a benchmarking process to examine the unique characteristics of northern/remote hospitals.

Providence Centre (Toronto) Strategic Planning
We provided Strategic Planning support for defining Providence’s role in rehabilitation and continuing care.

Queensway General Hospital Review of HSRC Directives
We evaluated the reasonableness of the distribution of the Queensway Hospital’s patient volume proposed by the HSRC Metropolitan Toronto restructuring report.

Queensway-Carleton Hospital Clinical Activity Projection Model
We prepared a clinical activity projection model to support the determination of the volume of clinical service that the Queensway-Carleton Hospital will need to provide in 2015. The model was developed to allow modification of assumptions related to market share, and clinical efficiency, and projects inpatient (case, day, bed, and OR theatre) requirements and day surgery and ED visit volumes.
Rehabilitation Network of Ottawa-Carleton Service Allocation Study
We assisted the Rehabilitation Network of Ottawa-Carleton to determine the appropriate allocation of local and regional rehabilitation beds within the total volume of beds recommended by the Health Services Restructuring Commission.

Ross Memorial Hospital Clinical Services Plan
We assisted the Ross Memorial Hospital develop a clinical services plan. We supported the hospital in considering potential enhancement and/or expansion of existing programs and services and/or the introduction of new programs and service offerings.

Rouge Valley Health System Clinical Services Plan
We supported the RVHS in the development of a Clinical Services Plan which included: articulating the relative priorities of the clinical services of the hospital; identifying the desirable scope of service of each clinical service; defining the desirable clinical characteristics of each clinical service; defining the targeted size (patient volume) of each clinical service; describing any desirable reconfiguration of each clinical service; describing a process for implementing the clinical services plan and achieving the desirable clinical characteristics of each clinical service.

Rouge Valley Health System Merger Planning
We assisted with the development plans to facilitate the clinical integration of Scarborough Centenary Hospital and Ajax and Pickering General Hospital that merged to form the Rouge Valley Health System (RVHS).

Rouge Valley Health System Role of Family Practitioners in the Hospital
We assisted the RVHS develop a model for the future roles for Family Practitioners in the Hospital.

Rouge Valley Health System Clinical Review
We assisted the Ministry of Health and Long Term Care and the RVHS in assessing the appropriate level of resources required to meet the needs of patients at the Ajax & Pickering site of the hospital.

Rouge Valley Health System Cardiac Care Planning
We provided research and analysis support to the RVHS in response to the Ontario Cardiac Care Network evaluation of the need for cardiac surgery in the east GTA.

Rouge Valley Health System Scoping & Sizing Review
We assisted the RVHS by providing advice regarding opportunities and development of plans to reduce the types, volumes, content, efficiency, location and, ultimately, the cost of services.

Rouge Valley Health System Market Share Analysis for Selected Services
We were engaged by the RVHS to complete analysis of 2002/2003 hospital market share for selected services in the RVHS primary and secondary catchment areas.

Rouge Valley Health System Market Share Analyses
We were engaged by the RVHS to perform an analysis of their current market share and catchment population demographics.

Rouge Valley Health System Restructuring of Maternal & Child Services
We assisted RVHS in considering alternative configurations for maternal and child services into the future.

Rouge Valley Health System Training Requirements for Angioplasty Services
We were engaged by the RVHS to identify the appropriate training requirements for cardiologists performing angioplasty in community hospitals without cardiac surgery backup.

St. John’s Rehabilitation Hospital Review of Amputee Rehabilitation
We reviewed the needs for amputee rehabilitation services in the Greater Toronto Area and assisted St. John’s Rehab Hospital and West Park Healthcare Centre identify opportunities to provide services in response to these needs.

St. Joseph’s Health Centre (Toronto) Clinical Services Planning
We assisted the hospital in developing its clinical services plan to guide the development of medical programs and services.

St. Joseph’s Health Centre (Toronto) Strategic Planning
We assisted the hospital redevelop its Mission and Role Statements and to translate these into a Strategic Plan for the organization.

St. Joseph’s Health Centre (Toronto) Geriatric Care Strategic Planning
We provided process consulting assistance to enable a diverse group of stakeholders to achieve a high level of consensus on strategic priorities for the hospital's geriatric programs.

St. Joseph’s Health Centre (Toronto) Role of Community Hospitals in Toronto LHIN
We assisted the hospital develop a position paper articulating the important role played by community hospitals (Toronto East General Hospital and St. Joseph’s Health Centre) within the Toronto LHIN. We discussed their independent roles as community hospitals and in support of the regional and provincial roles of the hospitals that make up the University of Toronto Academic Health Sciences Centre.
St. Joseph’s Villa (Dundas) Appeal of LTC Facility Structural Classification
We provided strategic support to the Board and CEO of this long-term care organization in the successful appeal of the structural classification of their home for the aged.

St. Michael’s Hospital (Toronto) Analysis of Program Expansion Opportunities
We assisted the hospital analyze the feasibility and implications of pursuing alternative program and service expansion opportunities emanating from the Metro Toronto Hospital Restructuring Project recommendations.

Saint John Regional Hospital Emergency Physician Manpower Planning
We assisted the hospital in reviewing the adequacy of the current staffing of the emergency department and human resources requirements for the future.

Salvation Army Health & Social Services Support to SA Hospitals
We provided assistance to the H&SS department in supporting its hospitals and their ongoing challenges and issues.

Salvation Army Health & Social Services Facilitation Support
We provided facilitation for the Territorial Cabinet to establish strategic priorities and financial objectives.

Salvation Army Scarborough Grace Hospital Population Needs Analysis
We assisted the hospital to analyze and document the dependence of the local community on the services of the hospital. This analysis was conducted in support of the hospital’s submission to the Hospital Restructuring Commission.

Salvation Army Health & Social Services Department Planning Advisory Services
We provided advisory services to the Health & Social Services Department in considering and resolving the Army’s continuing role in providing hospital services across the country.

Saskatoon Health Region Clinical Service Plan Update
We updated the Saskatoon hospital clinical service plan which we had previously developed to reflect the new population projections and changes in health care utilization patterns. The updated plan was used by Resource Planning Group to develop a master plan for the Royal University Hospital in Saskatoon.

Saskatoon Health Region Update of Clinical Services Plan and Projection Model
We reviewed and refined the projection model for the capacity planning component of SHR master planning. The model supported the production of alternative scenarios at any level of detail or aggregation for any specified period into the future and provides comprehensive reporting, including relative parameter uncertainties and sensitivities. We provided comprehensive education and presentations regarding the source data, model parameters, and project deliverables.

Saskatoon Health Region Physician Human Resource Plan
We assisted the Region develop a medical human resource plan. The plan built upon our prior work in the development of a clinical services plan for the region.

Saskatoon Health Region Support for Paediatric Operating Room Planning
We assisted the Saskatoon Health Regions with their planning and negotiations with the provincial ministry of health for the development of the paediatric surgical suite in the new Children’s Hospital of Saskatchewan.

The Scarborough Hospital Clinical Services Planning
We assisted the hospital to complete its strategic planning process by providing a definition of the clinical profile that it should implement to achieve its strategic objectives. To this end, we assisted the hospital to determine which services should expand, remain fixed or decline in order to provide the acute care hospital services that the community needs. We then advised the hospital on alternative approaches to siting of these services at the hospital’s two sites to most effectively and efficiently meet the needs of the community. Additionally we provided a road map for redefining the scope and size of hospital services over the next few years.

Simon Fraser Health Region Restructuring of Acute Care Services
We assisted the region develop a plan for restructuring acute care services at the five acute hospital sites to more effectively meet the needs of its rapidly growing population.

Smart Systems for Health Agency (SSHA)
We assisted SSHA conduct an environmental scan of IT development in health care to support strategic planning by the Board.

South East Local Health Integration Network Integrated Health Services Plan
We assisted the Local Health Integration Network develop the first Integrated Health Services Plan for South Eastern Ontario.
South West Local Health Integration Network Health Blueprint Project Planning

We have worked with the LHIN to develop a framework for the development of a Health Services Blueprint for the LHIN. The framework included a Project Charter, a Communication Strategy and a Funding Strategy.

South Fraser Health Region Strategic Planning

We assisted the Board and Senior Executive by providing strategic planning processes focusing on developing an integrated system of health services for the South Fraser Region.

Southlake Regional Health Centre Development of Regional Cancer Centre Proposal

We provided background analysis and planning related to the development of a cancer diagnosis and treatment facility for SRHC.

Southlake Regional Health Centre Support for Ambulatory Treatment Centre

We assisted SRHC in developing its plan for surgical services in the ambulatory treatment centre.

Southlake Regional Health Centre Strategic Planning

We assisted the SRHC in refining its strategic direction through review of health care futures and facilitation of a strategic planning retreat.

Southlake Regional Health Centre Analysis of Space and Requirements for the Arrhythmia Program

We assisted SRHC in reviewing the space and planning requirements for the arrhythmia program.

Specialized Paediatric Coordinating Council (SPCC) Long-Range Scenario Planning

We assisted the SPCC and the Ontario Ministry of Health and Long-Term Care is Health Results Team with the development of models to support the long-range scenario planning for paediatric health care services in Ontario.

Specialized Paediatric Coordinating Council Congenital Heart Disease Panel Support

We supported the joint Paediatric Cardiac Network and Cardiac Care Network project to assess the needs of congenital heart disease patients in Ontario for cardiac care.

Strategic Advice to the Town of Port Hope

We advised the Town on strategies and communication techniques in its attempt to retain acute care services at the Port Hope Hospital. We continued to provide support to the Town in its considerations of an alternate role for the site.

Sudbury Regional Hospital Strategic Planning

We assisted the hospital in articulating its strategy for program growth and development.

Sunnybrook Health Sciences Centre Analysis of Program Expansion Opportunities

We assisted the hospital analyze the feasibility and implications of pursuing alternative program and service expansion opportunities emanating from the Metro Toronto Hospital Restructuring Project recommendations.

Sunnybrook Health Sciences Centre Cardiac Program Strategic Planning

We assisted the hospital develop a strategic plan for cardiac services. This was the first phase of a multi part project that included assembling and analyzing data necessary to support the strategic planning process.

Sunnybrook Health Sciences Centre Strategic Focusing

We assisted the hospital refresh its plan for focusing its current and future clinical and academic programs. This included refining and applying Hay Group methodologies related to program catchment areas, assignment of cases to clinical programs, assignment of cases to levels of care and physician requirements for programs.

Sunnybrook Health Sciences Strategic Focus Analysis Update

We have periodically updated our prior analysis of patterns of utilization of SHSC clinical services and identification of areas of clinical focus using new CIHI inpatient and ambulatory procedure data and the CMG+ methodology.

Sunnybrook & Women's College Health Sciences Centre Strategic Planning

We assisted the Hospital to refine its Strategic Directions and develop a strategic plan for focusing its current and future clinical and academic activities. This included assistance to the hospital in developing methodologies related to program catchment areas, assignment of cases to clinical programs, assignment of cases to levels of care, and determination of physician requirements for programs.

Sunnybrook & Women's College Health Science Centre Strategic Planning Update

We worked with the SWCHSC Decision Support department to update the analysis of the activity and cost implications of modifying SWCHSC clinical activity to reflect the priorities established by the Board during the strategic focusing initiative.

Sunnybrook & Women's College Health Sciences Centre Planning for a Joint Replacement Centre of Excellence

We assisted Sunnybrook and Women's College Health Sciences Centre with the provision of data to support the preparation of a proposal for the establishment of a TAHSC joint replacement centre of excellence.

Sunnybrook & Women's College Health Sciences Centre Operational Planning

We assisted the hospital in integrating the outcomes of its strategic planning exercise into the development and refinement of its operating plan and budget for FY 2004/05.
Sunnybrook & Women’s College Health Sciences Centre
Women’s College Site Transition Plan
We assisted the hospital prepare a report that was presented to the
Ministry of Health and Long-Term Care in planning for the transition of
services at the Women’s College Site.

Thunder Bay Hospital Services Review
On behalf of the Thunder Bay District Health Council we reviewed the
current utilization and cost of hospital programs and services to suggest
the most appropriate restructuring of hospital programs and services in
Thunder Bay.

Thunder Bay & Kenora/Rainy River DHCs Planning for
Integrated Health Services
We assisted the Thunder Bay and Kenora/Rainy River DHCs develop a
model and a plan for developing integrated health services systems in
Northwestern Ontario.

Toronto Central LHIN Implementation Support for
Restructuring of MSK and Stroke Care
We provided analytic and consulting support to the LHIN as it
implemented its plans to restructure acute and rehabilitative care to
provide best practice models of care for Stroke, TJR and hip fracture
patients in the healthcare system in Toronto.

Toronto Central LHIN Restructuring Care for MSK and
Stroke Patients
We assisted the TC LHIN in determining the interacting implications for
service delivery and capacity requirements in the hospital/home care
system of proposed changes to the models of care for stroke, primary,
unilateral joint replacement and hip fracture patients. We simulated the
impact on patient volumes, beds and operating costs of hospitals in the
TC LHIN and in the surrounding LHINs of implementing the best practice
models of care.

Toronto Central LHIN White Paper on Directions for
Health System Improvement
As a starting point to the TC LHIN’s process, for developing its second
Integrated Health Services Plan, it invited Hay Group to provide advice
on the focus and directions for health system improvement and change
in both the short and longer term.

Toronto East General Hospital Cardiac Catheterization
Proposal
We assisted the hospital investigate the feasibility of establishing a
cardiac catheterization laboratory as part of its growing cardiovascular
services program. The study was translated into a proposal for funding
which was submitted to the Ministry of Health.

Toronto East General Hospital Profiling Role of TEGH
and SJHC Role in Toronto
We assisted Toronto East General Hospital and St. Joseph’s Health Centre
to develop a report that highlighted the important role of these two
community teaching hospitals in caring for the residents of the Toronto
Central LHIN. The report provided quantitative data that emphasized
the service volume and efficiency of the two hospitals, and qualitative
information that demonstrated the alignment of the initiatives of the
hospitals with the goals of the LHIN.

Toronto Grace Hospital Visioning Session
We assisted the hospital by informing and facilitating a visioning day in
anticipation of its planning for the development of a new hospital facility
in Markham.

Toronto Rehabilitation Centre Strategic Planning
We advised and assisted the Centre in responding to the Health Service
Restructuring Commission’s preliminary directions and provided
ongoing advice regarding the development of the organization’s
strategic direction.

Toronto Rehabilitation Institute Strategic Planning
Assistance
We assisted the Toronto Rehabilitation Institute develop their second
strategic plan. This included provision of analytical expertise as well as
process and facilitation support.

Toronto Rehabilitation Institute Update of Strategic
Plan
We assisted the Toronto Rehabilitation Institute with a review and update
of its strategic plan.

Trillium Health Centre Master Planning
We provided support through facilitation of the master planning process
for redevelopment of the hospital’s Mississauga site.

Trillium Health Centre Multi-Year Planning
We assisted this organization in the development of a multi-year service
plan.

Trillium Health Centre Ambulatory Showcase Strategy
We assisted the health centre to develop a vision and a strategy for
ambulatory care service.
Trillium Health Centre Environmental Scan
We provided assistance in developing and presenting an environmental scan for the hospital’s Annual Board Retreat.

Trillium Health Centre Facilitating a Health System Visioning Processes
We assisted the Emergency Services, Women’s & Children’s, Cardiac Service, and Oncology Services, Surgical Services and Neuro-muscular Health Systems by facilitating a visioning and team-building process.

Trillium Health Centre Neurosurgical Step-Down Unit Planning
We worked with the medical and surgical systems to plan for the development and implementation of a neurosurgical step-down unit.

University Health Network Strategic Planning Support
We assisted UHN with the provision and analysis of data to support strategic planning and program redefinition.

University Health Network Identification of Quaternary Role
We assisted UHN in identifying opportunities to obtain funding to support expansion of tertiary and quaternary care services.

University of Toronto Update of HSRC Long-Term Care Planning Methodology
We assisted University of Toronto researchers with their research project to assess the impact on the HSRC long-term care bed recommendations of alternative assumptions about propensity of the elderly in Ontario to use long-term care.

University of Toronto Faculty of Medicine Planning for the Toronto Eye Institute
We worked with the U of T Department for Ophthalmology and Vision Sciences along with academic and service delivery stakeholders to develop a vision for ophthalmology within the Toronto Central LHIN and the U of T Academic Health Science Centre and consideration of alternative approaches to realizing that vision.

University of Toronto HPME Business Case Development
We assisted the Department of Health Policy, Management and Evaluation (HPME) to prepare a business case for an Institute in Clinical Epidemiology.

VHA Home Healthcare Strategic and Business Planning
We assisted this non-profit home health care organization to develop new strategic and business plans.

Vancouver Island Health Authority Facilitation of Planning for Community Mental Health Services
We provided assistance to develop a plan for the use of new funding for mental health services across Vancouver Island.

Villa Colombo Strategic Planning, Toronto, Ontario
We assisted the Home for the Aged with the development of a strategy and plan for addressing both the changing needs of its service community and the reform of long-term care services in Ontario.

Waterloo Region Hospital Services Restructuring Project
We assisted the Waterloo Region District Health Council to determine the needs of the community for hospital services and the most effective and efficient operating characteristics and capacity of hospital services to respond to these needs.

Welland Hospital Strategic Planning
We provided strategic advice to the organization in its interactions with the Health Services Restructuring Commission.

West Ottawa Valley Network Planning Support
We assisted the West Ottawa Valley Network with the development of their initial strategic plan and the development of an implementation plan for submission to the Health Services Restructuring Commission that outlined the organizational and operational linkages between the members of the Network.

West Park Hospital Review of Amputee Rehabilitation
We reviewed the needs for amputee rehabilitation services in the Greater Toronto Area and assisted St. John’s Rehab Hospital and West Park Healthcare Centre with the identification of opportunities to provide services in response to these needs.

West Park Hospital Restructuring Advice
We assisted the hospital in preparing its response to the HSRC’s notices to issue directions for the restructuring of rehabilitation services in Metro Toronto.

West Prince Hospital Assessment of Acute Care Bed Requirements
We assisted RPG with an evaluation of the future needs for acute care hospital beds for the community to be served by the new West Prince Hospital in Prince Edward Island.

West Toronto Regional Stroke Network Service Enhancement Strategy
We assisted the consortium of hospitals and community organizations develop a proposal for the creation of a coordinated stroke system and implementation and funding of an enhanced set of stroke services.
The Wexford Home Strategic Plan, Toronto, Ontario
We assisted the Home for the Aged in the preparation of a strategic plan. The plan was designed to guide the future service, governance and facilities development of the organization in response to changing needs of the population and new directions in government policy.

Whitby Mental Health Centre Strategic Plan for Human Resources
We assisted this newly-divested mental health organization by developing a strategic plan for human resources. The project included working with a Steering Committee, conducting focus groups and interviews with both internal and external stakeholders, reviewing relevant documentation, developing a draft plan and reviewing it in a workshop session, and preparing a final plan and road map for implementation.

The Willett Hospital Integrated Delivery System Planning
We assisted the District Health Council and the Willett hospital to develop and refine the organizational, operational and financial elements of a model for a vertically integrated delivery system to address the needs of the population of Paris Ontario, with a particular emphasis on the hospital-physician relationship.

The Willett Hospital Integrated Delivery System Implementation
We continued to support and advise the Hospital regarding the ongoing development and implementation of The Willett Model for an Integrated Delivery System.

The Willett Hospital Primary Care Reform Initiative
We worked with the hospital and the physicians in Paris Ontario, to develop a Primary Care Network as part of the Primary Care Reform initiative of the Ministry of Health and the Ontario Medical Association.

William Osler Health System Strategic and Long Range Planning
We conducted an initial diagnostic assessment of health service utilization by the Central West LHIN population and helped the hospital identify potential levers to transform the population’s use of health care services and their reliance on the William Osler hospital.

Winchester District Memorial Hospital Strategic Planning
We supported the hospital with the development and implementation of its strategic plan. This assistance included: 1) assessing the planning environment in the Champlain LHIN; 2) assessing and providing analysis of strategic options for the hospital; 3) assessing stakeholder views and advice regarding the potential options; 4) examining the scope of potential integration models available for the hospital; and 5) developing an implementation plan to address the strategic direction identified by the hospital’s Board.

Windsor Hospitals Program and Service Realignment
As a follow up to the focused review of the Windsor hospitals, we worked with the hospitals and the MOHLTC-appointed monitor to assess opportunities to jointly address medical staff issues associated with physician shortages and the current and planned realignment of programs and services.

Windsor Hospitals Utilization Analysis
We analyzed the utilization of hospital services by the residents of Essex County to assist the Windsor hospitals with identification of opportunities for further integration of services and identification of population needs for health services.

Windsor Regional Hospital Renal Replacement Therapy Planning
We provided assistance to WRH in developing a position paper for the development of Renal Replacement Therapy in the ICU at WRH.

Windsor Regional Hospital Hyperbaric Oxygen Therapy Program
We provided assistance to WRH in reviewing and assessing the potential of developing a hyperbaric therapy program.

Winnipeg Regional Health Authority Winnipeg Dialysis Requirements
We worked with the Resource Planning Group to identify the service requirements for the planned 7 Oaks freestanding renal health centre.

Women’s College Hospital Case for Low Risk Obstetrics
We assisted Women’s College Hospital to develop a paper providing arguments in support of the need and desirability for establishing a low risk obstetrical program at Women’s College Hospital.

Women’s College Hospital Strategic Plan for Gynaecologic Surgery
We assisted Women’s College Hospital to develop a plan for the development and delivery of gynaecology surgical services in its new facility.

York Region Hospitals Clinical Services Review
We assisted the hospitals of York Region (Southlake Regional Health Centre, York Central Hospital, and Markham Stouffville Hospital) with the identification of opportunities for expansion of tertiary services for the residents of York Region.
York Region Acute Care Services Study
We assisted the District Health Council develop its plan for restructuring and reorienting acute care services in York Region to better meet the health needs of the population. A major component of this assignment was the development of a model for three vertically integrated health organizations for implementation in York Region.

York University School of Medicine Analysis of Potential Affiliate Hospitals
We examined the clinical activity of acute care hospitals that may be candidates for affiliation with the proposed York University School of Medicine to help support assessment of potential partnership roles.
Organizational and Operational Effectiveness

We have significant experience assisting health care organizations across Canada in improving organizational and operational effectiveness and efficiency. These include the following current, recent and major assignments:
Alta Vista Site Operational Review, Ottawa, Ontario
On behalf of the Ontario Ministry of Health, Ottawa Carleton District Health Council, Ottawa General Hospital and the Children's Hospital of Eastern Ontario, we reviewed and identified opportunities for improvement in the management, operations, utilization and funding of each hospital.

Ajax and Pickering General Hospital Operational Review
We participated in a management and operations review of the Ajax and Pickering General Hospital focusing on the funding requirements of its expanded programs and facilities. We collaborated on this assignment with the Health Care Management Group.

Atlantic Health Sciences Corporation Review of Endovascular Surgery Services
We assisted the hospital to resolve clinical and operational issues related to endovascular surgery.

Baycrest Centre for Geriatric Care Due Diligence Review
We have worked with the Baycrest Centre for Geriatric Care and the Toronto Central LHIN to review the Baycrest proposal to the MOHLTC to establish a ‘Partnership in Sustainable Care for an Aging Population’. The focus of our assignment was assessing the fiscal requirements to implement and sustain the proposed partnership into the future and assessing the adequacy of the expected funding for the Centre in relation to its current role and the proposed partnership with the MOHLTC.

Belvedere Heights Home for the Aged Governance Review
On behalf of the Board of Management of this District Home for the Aged, we conducted a governance review, which included a review of the roles and responsibilities of the Board, the Chief Executive Officer and the Medical Director.

Brantford General Hospital Benchmarking
We collaborated with HCM in a benchmarking/cost reduction project at the Brantford General Hospital.

Bridgepoint Health Funding Review
We conducted a review of the hospital’s base funding, staffing levels, data, patient complexity, and clinical and non-clinical programs and services, relative to peer hospitals, to provide a third party perspective on a base funding adjustment request that was made to the Toronto Central LHIN and the Ministry of Health and Long-Term Care.

Bridgepoint Health Model for Physician Services
We developed a model for physician care that was aligned with the hospital’s strategic directions. Based on this model we worked with the hospital to develop an organizational structure for the medical staff and a medical human resources plan.

Bridgepoint Health Medical Staff Organization Design and Development
We assisted the hospital in redesigning its medical management structure and processes in anticipation of the completion of an affiliation agreement with the Faculty of Medicine of the University of Toronto.

British Columbia Ministry of Health Administrative & Support Service Costs Analysis
We assisted in analyzing the overhead costs of BC hospitals. In this project we used data from the Hay Group Benchmarking Comparison of Canadian Hospitals to conduct a preliminary comparison of costs between BC hospitals and hospitals in other provinces.

Canada Health Infoway Benefits Evaluation Strategy-Project Planning
In collaboration with Praxia, we assisted Canada Health Infoway plan the development and implementation of a Benefits Evaluation Strategy for Infoway investments in eHealth solutions.

Canada Health Infoway Business Case for Drug Information Systems
In collaboration with Praxia, we assisted Canada Health Infoway develop a business case for investment in jurisdictional Drug Information System which was supported by credible stakeholders and experts.

Canadian Institute for Health Information (CIHI) Review of Changes in CIHI Discharge Abstract Data
We assisted the Canadian Institute for Health Information with the analyses of changes in CIHI DAD data. The analyses were used to identify the magnitude of changes and to develop tools to evaluate the appropriateness of the changes.

Canadian Institute for Health Information (CIHI) Assessment of Grouper Redevelopment Project Plan
We provided an external assessment for CIHI to address data grouping issues associated with the introduction of ICD-10 and variation in data reporting by CIHI clients. As part of this project we provided an independent assessment of Canadian and international case mix groupers, grouping approaches and their potential applicability within Canada with ICD-10 data.

Canadian Institute for Health Information (CIHI) Identification of DAD Data Quality Priorities
We assisted the Canadian Institute for Health Information with the identification of priorities for improving data quality in the acute care inpatient Discharge Abstract Database (DAD).
Canadian Institute for Health Information Review of CIHI National Physician’s Database Economic Indicators
We reviewed the current economic indicators that are generated and used based on data in the NPDB. The review included an assessment of the indicator relevance and accuracy, whether the current indicators need to be enhanced or new indicators need to be created, and how to incorporate into the final set of indicators all available data from the NPDB including all remuneration types.

Cancer Care Ontario Wait Time Information System Implementation
Working through CCO, we supported the development and integration of information systems in hospitals across Ontario to support the wait time strategy of the Ministry of Health and Long-Term Care. Our focus was working with medical staff of the participating hospitals to adopt and implement the principles, practices and processes involved in the Ministry’s wait time strategy and supporting systems.

Central East Local Health Integration Network Resolving Hospital Cost Pressures
We facilitated a process for hospital CEOs to identify and develop potential solutions for common cost pressures affecting hospitals across the LHIN.

Centre for Addiction and Mental Health Bed Management Processes
We assisted CAMH with the analysis and development of an enhanced bed utilization management process.

Centre for Addiction and Mental Health Organizational Design
We assisted CAMH in developing an organizational structure that takes into account the management and service delivery requirements of the organization.

Centre for Addiction and Mental Health Physician Human Resources Management Model
We assisted CAMH in analyzing its current and future requirement for physician human resources and developed a physician human resources management model including work measurement, staffing and compensation.

Centre for Addiction and Mental Health Due Diligence Review
We provided CAMH and the Toronto Central LHIN with a third party review of the clinical programs and services; the patient volume, characteristics and complexity and the related support services, clinical staffing and funding requirements of the CAMH Law and Mental Health Program. The assessment of required staffing, support and funding was based on a comparison with the resourcing of similar programs in peer hospitals. The review provided an independent perspective on the base funding adjustment request that was made by CAMH to the Toronto Central LHIN and the Ministry of Health and Long-Term Care.

Chatham-Kent Health Alliance Board Evaluation
We assisted the organization by conducting an evaluation of the Board of Directors and developed an assessment tool for ongoing use by the Alliance. The project included interviews of all Board members, Senior Management and other Stakeholders, as well as benchmarking against best practices in both the hospital and private sectors.

Children’s Hospital of Eastern Ontario Operational Review
We collaborated with HCM to conduct a review of the hospital’s clinical and operational efficiency and an assessment of its operating costs on behalf of the Ontario Ministry of Health and Long Term Care.

Children’s Hospital of Eastern Ontario Review of Overhead Expenses
We assisted the hospital with an analysis of overhead expenses in comparison with peer hospitals.

Children’s Hospital of Eastern Ontario Identifying Cost Savings Opportunities
We assisted the hospital in identifying opportunities to improve clinical and operational efficiency as part of their operational planning and budgeting process.

COTA Comprehensive Rehabilitation and Mental Health Services Organizational Transformation
We assisted the organization to transform its model for organizing and delivering services. We supported both the organization/process redesign and the implementation phases of this change initiative.

College of Physicians and Surgeons of Ontario Review of Decision Making Processes
We worked with the CPSO Senior Management Team to review and improve decision-making processes within the College.

Council of Academic Hospitals of Ontario Cost Comparisons
We assisted the Council of Academic Hospitals of Ontario with the analysis of cost data for selected wait time strategy procedures to compare costs in teaching hospitals with costs in large community hospitals.

Council of Academic Hospitals of Ontario (CAHO) Improving Benchmarking of Hospital Performance
We assisted CAHO in making comparisons of teaching hospital performance more meaningful and more useful in identifying opportunities for improvement. The focus of the project was on identifying meaningful metrics that can be used in comparing teaching hospitals and then developing a process for establishing and maintaining consistent measurement and reporting of these metrics among CAHO hospitals.
Credit Valley Hospital/Trillium Health Centre Due Diligence Risk Assessment
As part of its due diligence work related to the potential merger of the two hospitals we conducted a comprehensive assessment of the potential risks within each organization that might negatively impact the success of the merger. Additionally, we provided high level recommendations for mitigating the most significant of the identified risks.

Doctors Nova Scotia Review of Staffing and Compensation Models
We assisted ‘Doctors Nova Scotia’ to conduct a comprehensive review of emergency physician coverage and compensation methodologies across Canada and to compare and evaluate the ‘Murray Formula’ Emergency Physician coverage methodology currently in use in Nova Scotia’s tertiary and regional emergency departments against these other coverage methodologies.

Eastern Health Clinical Utilization Review
We have assisted Eastern Health to address its increasing funding challenges by conducting a focused review of its clinical utilization and efficiency. This review has assisted EH in ensuring that available resources are utilized appropriately, effectively and efficiently in meeting the clinical needs of the population. In this review we have compared population utilization of hospital services to utilization in other similar communities across Canada; we have compared admission rates for each of the region’s EDs and lengths of stay for each of the region’s hospitals to identify opportunities for improvement. We then worked with the medical staff of each hospital to develop strategies and plans to improve performance and reduce costs.

Erie St. Clair Local Health Integration Review of Malden Park Subsidy
We reviewed the financial costs associated with maintaining services at the Malden Park Continuing Care Centre (MPCCC) of (WRH) to identify the necessary costs in excess of the current subsidy allocation associated with operating the Home.

Grand River Hospital Ongoing Operational Efficiency Support
We collaborated with HCM to provide assistance to Grand River Hospital in achieving ongoing operating efficiencies.

Grand River Hospital Potential Improvements in the ED
We delivered a presentation for the Hospital’s Board of Directors focused on potential process improvements in the ED.

Grey Bruce Health Services Clinical Efficiency
We assisted GBHS to identify opportunities to improve its clinical processes and clinical efficiency. The focus has been on increasing the percentage of care provided using day procedures instead of inpatient care and in reducing lengths of inpatient stay.

GTA 905 Healthcare Alliance Review of Provincial Health System Performance Indicators
We were engaged by the GTA/905 Healthcare Alliance, in partnership with the Ontario Hospital Association, to determine whether the available health system performance indicators could support a comparison of hospital system performance in Ontario compared to other provinces with regionalized health systems.

Haliburton Kawartha Pine Ridge Joint Executive Committee Analysis of Funding Requirements for HKPR Hospitals
We worked with the Haliburton Kawartha Pine Ridge Joint Executive Committee to identify the unique circumstances of the HKPR hospitals that lead to increased funding requirements. We extended these analyses to identify and document advocacy issues common to the HKPR hospitals.

Haliburton Kawartha Pine Ridge Joint Executive Committee Decision-Making Framework
We assisted the CEOs of the five hospitals in the HKPR JEC to develop a joint framework for decision-making.

Halton Healthcare Services Efficiency Review
We compared the clinical and operational efficiency of Halton Healthcare Services (HHS) clinical programs and selected functional centres with peer hospitals. We also provided assistance to HHS in achieving ongoing operational efficiencies identified through the comparisons.

Halton Healthcare Services Clinical Efficiency Benchmarking Study
As a continuation of previous work with the hospital, we provided an objective, data-based, third-party assessment of the efficiency of the clinical care processes of HHS hospitals. The focus was to determine whether there were further opportunities to improve efficiency and reduce costs or if the corporation legitimately was in need of additional funding to be able to maintain its current response to the needs of its communities for hospital services.

Halton Healthcare Services Update of Clinical Efficiency Assessment
We conducted an assessment of the progress HHS made towards achieving previously identified clinical efficiency opportunities.

Hamilton Health Sciences Identification of Cost Reduction Opportunities
We assisted the hospital in the analysis of opportunities to reduce the types, volumes, content, efficiency, location and, ultimately, the cost of services.
Hamilton Health Sciences Operational Improvement/ Cost Savings Review Process
We developed and implemented a process for assisting Hamilton Health Sciences managers to identify operational improvement and cost savings opportunities based on benchmarking operational and clinical performance with other academic health science centres.

Hamilton Niagara Halimand Brant CCAC ALC Predictive Model
We have assisted the HNHB CCAC with the development of an ALC simulation model that will help the CCAC, the HNHB LHIN, and other health partners assess the potential return on investment of strategies to reduce the high alternate level of care rates in the hospitals within the HNHB region. The project includes the preparation of an ALC environmental scan and a systems dynamic simulation model.

Hawkesbury and District General Hospital Improvements in Clinical Efficiency
We worked with the hospital to identify opportunities for improvement in the efficiency of its clinical processes to reduce unnecessary admissions through the ED, increase substitution of outpatient for inpatient care and to reduce lengths of inpatient stay.

Hawkesbury and District General Hospital Model of Patient Care
We worked with the hospital to develop and implement a new model of care for its medical and surgical inpatients.

Health Care Corporation of St. John’s Operational Review
We conducted a review of the governance, management, funding, operations, and clinical activity of the Health Care Corporation of St. John's. The project was conducted on behalf of the Provincial Department of Health and Community Services.

Health Sciences North
We provided analytical and consulting support to the Peer Review of the governance, management, operations and clinical performance of Health Sciences North in Sudbury. The Lead Reviewer for this study was Murray Martin, CEO of Hamilton Health Sciences.

Hogarth Westmount Hospital Operational Review
On behalf of the Ontario Ministry of Health, we reviewed the governance, management and operations of the hospital to identify opportunities to improve the effectiveness of its management processes and the efficiency of its operations.

Hospital for Sick Children Benchmarking Project
We assisted the hospital identify, develop and test measures used in benchmarking the hospital’s clinical and operational efficiency with international comparator hospitals.

Hotel Dieu Grace Hospital (Windsor) Support for Achievement of Clinical Efficiencies
In support of the hospital’s recovery plan, we assisted the clinical utilization management committee establish clinical efficiency targets and provided periodical assessment on the hospital’s progress towards achievement of the targets.

Hotel Dieu Grace Hospital (Windsor) Support for Achievement of Operational Efficiencies
We worked with the Hotel Dieu Grace Hospital to confirm opportunities for operational efficiency as identified during a focused review of the Windsor Hospitals. We have continued to provide assistance to HDGH in achieving these operating efficiencies.

Hotel Dieu Grace Hospital (Windsor) Improving Clinical and Operational Efficiency
We developed and supported implementation of a hospital-wide initiative focused on improving the hospital’s operating efficiency and reducing its cost per weighted case. Our work in this project focused on assisting HDGH to consider and rethink its approaches to providing and supporting care so as to eliminate unnecessary activity, restructure inefficient processes, better balance workload and staffing, improve quality of work life, maintain or improve quality of care and reduce costs. This project continues a long and successful working relationship with the hospital that started with a focused review of the hospital conducted on behalf of the Ministry of Health and Long Term Care.

Hotel Dieu Grace Hospital (Windsor) Renal Services Operational Review
We provided assistance to HDGH in reviewing its renal dialysis services.

Hotel Dieu Grace Hospital, (Windsor) Review of Ambulatory Care Clinics
We provided assistance to HDGH in reviewing the organization and operations of its ambulatory care services.

Hotel Dieu Grace Hospital (Windsor) Review of Rehabilitation Services
We reviewed rehabilitation services at Hotel-Dieu Grace Hospital. The review focused on the most appropriate model for staffing OT and PT services at HDGH. This included recommendations about staffing mix, utilization and allocation of therapy staff and services throughout the hospital.

Hotel Dieu Hospital (Kingston) Ongoing Operational Efficiency Support, Kingston
We worked with HCM to assist HDH achieve ongoing operating efficiencies.
Organizational and Operational Effectiveness

**Humber River Regional Hospital Efficiency Benchmarking**
We assisted the hospital compare its clinical and operational efficiency with the performance of peer hospitals to identify potential opportunities for improvement and cost reduction.

**Humber River Regional Hospital Efficiency Improvement**
We assisted the hospital develop plans for modifying clinical and operating processes to achieve targeted improvements in clinical and operational efficiency in each clinical program and each hospital department.

**Humber River Regional Hospital Improving Operational and Clinical Efficiency**
We provided assistance to the hospital in reviewing and improving its clinical and operational efficiency. This involved comparing the hospitals performance with peer hospitals and identifying opportunities for improvement. We then worked with medical department leaders and functional centre managers to confirm the opportunities and then to develop and implement plans to realize the improvement opportunities.

**Joseph Brant Memorial Hospital Clinical Efficiency Review**
We assisted the hospital evaluate the clinical efficiency of each of its major program areas in relation to the performance of other major community general hospitals across Canada. We also estimated the potential savings to the hospital were it to achieve ‘best practice’ clinical efficiency performance in each of its programs.

**Joseph Brant Memorial Hospital Analysis of Community Utilization**
We were engaged by Joseph Brant Memorial Hospital to analyze the utilization of acute care services by the Burlington population and to identify opportunities to improve the hospital’s performance of the volumes model component of the MOHLTC hospital funding formula.

**Joseph Brant Memorial Hospital ED Operational Improvement**
We worked with HCM to provide an operational review and improvement report of the hospital’s Emergency Department.

**Joseph Brant Memorial Hospital Review of Bed Management Processes**
We assisted the hospital in reviewing its bed management processes and practices related to patients awaiting placement to an alternative level of care (ALC).

**Kingston General Hospital Operational Review**
We collaborated with HCM in a review of the management, operations, clinical processes and academic programs of the hospital.

**Kingston Hospitals Support for External Peer Review**
We provided analytical and consulting support to the External Peer Review of the hospitals in Kingston initiated by the Ministry of Health and Long Term Care and conducted by a panel of ‘peer reviewers’.

**Kingston Hospitals Organizational Transformation**
This project focused on organizational transformation to create a culture of continuous improvement; the integration of patient care and operational processes; the redesign of selected patient care and administrative processes and achievement of significant cost savings for the acute care hospitals in Kingston.

**Lakeridge Health Corporation Space & Efficiency Evaluation**
We assisted the Lakeridge Health Corporation assess the current efficiency of hospital operations and identified potential impacts on efficiency of proposed facility redevelopment options.

**Leamington District Hospital Review of Diagnostic Imaging Services**
We have assisted LDMH in reviewing the utilization and operating efficiency of its Diagnostic Imaging Services. This has included benchmarking comparison of the operating efficiency and utilization of DI functional centres at LDMH with performance of peer hospitals in Ontario along with on site observation and interviewing.

**London Health Science Centre Operational Improvement**
We collaborated with HCM in providing London Health Sciences Centre with a structured approach to identifying implementable initiatives to achieve operational savings and/or increased revenues. The project focussed on identifying changes required to improve future operations in terms of processes, procedures, skills/training, information systems/technology, staff and/or workload scheduling, critical mass, space layout, etc.

**London Health Sciences Centre Organizational Review of Patient Care Services**
We assisted LHSC review its models for delivery of patient care and the clinical and management roles used within the patient care system. Based on this review we developed recommendations for a streamlined organizational structure for Patient Care Services at the hospital.
London Health Sciences Centre Clinical Efficiency Review
We assisted the hospital evaluate the clinical efficiency of the hospital as a whole and each major program area in relation to the performance of other Ontario teaching hospitals.

London Health Science Centre Efficiency Review
We assisted LHSC to refresh its benchmarking comparisons of their operating and clinical efficiency with the performance of peer teaching hospitals in Ontario.

London Health Sciences Centre Opportunities for Operational Improvement
We assisted the hospital explore opportunities to improve operations. The findings of the study were the focus of a management workshop designed to develop directions for change that would address the hospital’s fiscal challenges over the next two years.

London Hospitals Support for External Peer Review
We provided analytical and consulting support to the External Peer Review of the hospitals in London initiated by the Ministry of Health and Long Term Care and conducted by a panel of ‘peer reviewers.’

London Teaching Hospitals Governance Review
We assisted the London Acute Care Teaching Hospitals Governance Task Force of the Thames Valley District Health Council develop a governance model that would provide for the restructuring of acute care hospital services in London.

Markham Stouffville Hospital Efficiency Analysis
We collaborated with HCM to identify opportunities to improve the efficiency of patient care areas within the hospital.

McGill University Health Centre Benchmarking Operational Efficiency
We compared the operating efficiency and costs of MUHC functional centres with the performance of peer teaching hospitals from across Canada.

Mississauga Halton Community Care Access Centre Organizational Design Review
We have assisted this organization by conducting a review of its organizational design. The project included reviewing documentation, conducting interviews with key stakeholders, developing the design principles, developing design options, facilitating a workshop to review the options and finalizing the high level structure.

Mount Sinai Hospital Impacts of High Risk Deliveries on Performance Measurement
We assisted Mount Sinai Hospital analyze the impact of a high risk obstetrical population on the validity of weighted case and associated performance measures. The analysis demonstrated that current Ontario MOHLTC and LHIN performance indicators are not sufficiently sensitive to the cost impact of high risk deliveries, such as those that occur at Mount Sinai.

Muskoka Algonquin Health Care Model of Care Review
We provided assistance in reviewing the model of care for medicine/surgery patient care units at the hospital.

Muskoka Algonquin Healthcare Operational Audit
We supported the operational audit of Muskoka Algonquin Healthcare. Muskoka Algonquin Healthcare consists of Huntsville District Hospital, Bracebridge Memorial Hospital and Burks Falls Hospital. In this review we supported the lead reviewer appointed by the South Muskoka Local Health Integration Network in developing a plan for achieving a balanced operating position for Muskoka Algonquin Healthcare. The plan included improvements in operational and clinical efficiency; improvements in rates of use of hospital services and consolidation of selected clinical and diagnostic services to provide improvements in the quality of care and reductions in the cost of hospital operations.

National Advisory Committee on SARS Analysis of Clinical Issues Related to SARS Outbreak in Toronto
We supported the Committee by collecting and analyzing data related to the deferral and disruption of health services during the SARS outbreak and suggested steps to enhance the readiness, efficiency and effectiveness of future outbreak responses.

Newfoundland Department of Health Best Practices Review of Western Health Care Corporation and Grenfell Regional Health Services Board
We assisted the Department conduct a best practices review of the governance, management and operations of the Western Health Care Corporation and Grenfell Regional Health Services Board designed to assist both regional organizations in bringing about a healthy financial position while providing quality services and programs that fall within their mandates.

New Brunswick Department of Health and Wellness Review of Trauma Services
We conducted a review of trauma services in the province on behalf of the Department.

New York City Health and Hospitals Corporation ED Information System
We collaborated with Courtyard Group to assist the New York Health and Hospitals Corporation implement an Emergency Department Information System in its hospitals.
Niagara Health System Review of Administrative Support Services
We assisted NHS conduct a review of its requirements for administrative support services.

Niagara Health System Review of Prior Studies and Reviews of the Niagara Health System
We assisted the Niagara Health System and the Hamilton Niagara Halldimand Brant Local Health Integration Network assess the implementation status of recommendations from prior studies of the Niagara Health System. The focus was on recommendations and initiatives intended to address the operating cost challenges faced by the NHS.

Niagara Health System ED Restructuring
We provided assistance to the Niagara Health System (7 hospitals) in restructuring the organization and delivery of emergency services. The initial focus was on the organization and management of the medical staff of the EDs and on implementation of recommendations to improve the timeliness of emergency services.

Niagara Health System Emergency Department Leadership and Staffing Model
We assisted in developing and implementing a physician leadership and staffing model based on the requirements of patient volumes and acuity.

Niagara Health Systems Review of the Greater Niagara General Hospital ED
We assisted the Niagara Health System with a review of the staffing, leadership and quality of medical care in the Greater Niagara General Hospital site in Niagara Falls.

Niagara Health System Diagnostic Imaging and Emergency Department Service Review
We assisted the NHS with a review of the frequency and appropriateness of the use of Diagnostic Imaging services at 3 of its full service sites.

Niagara Ina Grafton Gage Organizational Design and Development
We assisted the Board and Management of the Niagara Ina Grafton Gage Corporation redesign its organizational structure to provide better management of its expanding scope and range of services. We also assisted the Corporation improve its governance structures and processes.

Norfolk General Hospital Consulting Support to Hospital Coaching Initiative
We provided consulting assistance to the Coach appointed by the Ontario Ministry of Health and Long Term Care in improving the governance, management and operations of the hospital.

North East LHIN Discharge Planning from Acute Hospitals
We facilitated the work of the NE LHIN RM & R project using LEAN methodologies to improve patient flow from the community and acute care to complex continuing care and rehab, combining the work of 3 projects.

Northeast Mental Health Centre Regional Advisory Panel
We provided assistance to the NEMHC in facilitation of teams and project management for the work of the Regional Advisory Panel. This work focused on facilitating 3 working groups; the location of 31 regional specialized mental health inpatient beds, Access to specialized mental health beds, and Discharge solutions for ALC patients.

Northeast Mental Health Centre Regional Children’s Psychiatric Centre (RCPC)
We provided facilitation assistance to the RCPC and the regional stakeholders planning table in the development and implementation of a regional decentralized model for children and youth specialized/tertiary services.

North Simcoe Health Alliance Improving Operating Efficiency
We have assisted the newly formed North Simcoe Health Alliance in identifying opportunities to improve the operational efficiency of the Huronia District Hospital (HDH) and the Penetanguishene General Hospital (PGH).

North Simcoe Hospital Alliance Review of Patient Care Services Organizational Structure
We provided assistance to NSHA in reviewing and restructuring organization and management of the patient care services portfolio within the organization.

Northumberland Hills Hospital Operational Efficiency Review - Supplies and Drugs
We assisted the NHH in identifying supply chain and materials management savings opportunities related to medical surgical supplies and drugs.

Northumberland Hills Hospital Ongoing Operational Efficiency Support
We assisted the NHH in achieving ongoing operating efficiencies.

North Wellington Health Care Corporation Emergency Services Review
We conducted an emergency services review of North Wellington Health Care. Subsequently we assisted with implementing the recommendations from our review.
North York General Hospital Emergency Admission Process Improvement Study
We assisted the hospital in identifying and implementing changes to hospital policies and processes to reduce the number of admitted patients waiting in the Emergency Department for transfer to an inpatient bed.

North York General Hospital Family Health Team Management Support
We assisted the Family Health Team in negotiating leases and commercial relationships with diagnostic service providers as well as the terms of their contract with MOHLTC.

Ontario Association of Non-Profit Homes and Services for Seniors TQM Program
We created a series of workshops for Ontario Association of Non-Profit Homes & Services for Seniors on moving from QA to TQM entitled: “TQM: the Quality Journey”.

Ontario Council of Teaching Hospitals (OCOTH) Efficiency and Cost Comparisons
We assisted OCOTH compare the clinical efficiency of Ontario teaching hospitals with the clinical efficiency of teaching hospitals in other provinces. The comparison was based on the findings of the ACAHO/HayGroup Benchmarking Comparison of Canadian Hospitals.

Ontario Council of Teaching Hospitals (OCOTH) Analysis of ALC Costs and Savings
We assisted the OCOHT assess the potential implications and savings opportunities from reducing or eliminating ALC days in Ontario’s teaching hospitals.

Ontario Health Quality Council Quality Monitoring & Reporting System
Working with Praxia Information Intelligence we developed a health system quality monitoring framework system for the Ontario Health Quality Council (OHQC). We identified performance indicators used by the OHQC in their annual reports to the population of Ontario. As a component of this project we conducted research on the relationship between process quality improvement and health system costs.

Ontario Hospital Association IT Benchmarking
We assisted the OHA and Ontario Hospital eHealth Council (HeHC) conduct an Information Communication Technology (ICT) Benchmarking Study for Ontario’s Hospitals. We conducted this project in collaboration with Praxia Information Intelligence.

Ontario Hospital Association IT Benchmarking Follow-up
We assisted the OHA and Ontario Hospital eHealth Council (HeHC) conduct the second year of the Information Communication technology (ICT) Benchmarking Comparison of Ontario’s Hospitals. We conducted this project in collaboration with Praxia Information Intelligence.

Ontario Hospital Association Interprovincial Comparisons of Hospital Clinical Efficiency (2001)
We assisted the OHA by comparing the clinical efficiency of Ontario hospitals with the clinical efficiency of hospitals in other provinces. Comparisons were based on the findings of the 1998/99 and 1999/00 ACTH/Hay Group Benchmarking Comparison of Canadian Hospitals.

Ontario Hospital Association Interprovincial Comparisons of Hospital Efficiency (2004)
We compared the clinical and operational efficiency of teaching and community hospitals in Ontario with the performance of similar hospitals in other provinces. Comparisons were based on the findings of the 2002/03 CIHI/Hay Group Benchmarking Comparison of Canadian Hospitals.

Ontario Hospital Association Interprovincial Comparisons of Hospital Efficiency (2008)
We have provided a comparison of the clinical and operational efficiency of Ontario hospitals in 2007/08 with the clinical and operational efficiency of hospitals in other provinces. Comparisons were based on the findings of the 2007/08 CIHI/Hay Group Benchmarking Comparison of Canadian Hospitals.

Ontario Hospital Association Hospital Efficiency Comparisons 2009
We provided a comparison of the clinical operational efficiency of Ontario hospitals in 2008/09 with the clinical and operational efficiency of hospitals in other provinces.

Ontario LHINs RM&R Process Mapping
We assisted a cluster grouping of 4 Local Health Integration Networks (LHINs) to standardize their process mapping for Resource Matching and Referral (RM&R) within the health system in Ontario.

Ontario Hospital Association Clinical Manager Span of Control
We assisted the OHA with a study that identified key practical leading practices, strategies or tools for employers to alleviate the negative impacts of large clinical manager span of control on the workforce and patients. The study covered health care organizations in Ontario from across three health care sectors; hospitals, community care and long term care.

Ontario MOHLTC Governance, Organizational & Operational Review of Sunnybrook & Women’s College Health Sciences Centre
We assisted the Ministry and the Sunnybrook and Women’s College Health Sciences Centre review the governance and management of the hospital, assess the organization’s financial status and evaluate the clinical and operational efficiency of the hospital’s programs and departments.
Ontario MOHLTC Operational Review & Clinical Audit of The Ottawa Hospital
We conducted an operational review of the Ottawa Hospital on behalf of the hospital and the Ministry of Health. We assisted the Ministry and the Ottawa Hospital to review the governance and management of the hospital, assess the organization’s financial status and evaluate the clinical and operational effectiveness and efficiency of the hospital’s clinical programs and hospital departments.

Ontario MOHLTC Windsor Hospitals Focused Review
On behalf of the Ministry and the Hotel-Dieu Grace and Windsor Regional Hospitals, we conducted a focused operational review to help the hospitals achieve a positive financial position and to move forward with restructuring in a timely and cost-effective manner.

Ontario MOHLTC Funding Review of St. John’s Rehabilitation Hospital
We worked with the Ministry and St. John’s Rehabilitation Hospital to assist them in the examination of the adequacy of the funding and operating efficiency of the hospital.

Ontario MOHLTC Review of ED Services in Waterloo
We supported the work of the Special Investigator appointed by the Minister to develop a plan to improve the availability, accessibility, timeliness and quality of emergency services provided by the hospitals in Waterloo County. The hospitals under review were the Grand River Hospital, St. Mary’s Hospital and Cambridge Memorial Hospital.

Ontario MOHLTC Organizational Review of Public Health On-Call Services
We assisted the Ministry in developing a plan for a modernized, streamlined, accessible and coherent Public Health emergency on-call service, with appropriate links to other stakeholders, systems and supports.

Ontario MOHLTC Cost Savings from Shared Services
We assisted the Ministry review the potential to reduce the operating costs of Ontario hospitals by sharing of selected administrative, support and diagnostic services. We developed an estimate of the magnitude of the potential savings from sharing.

Ontario MOHLTC Guidelines for MRP Models in Specialty Care
We supported the Ministry in the development of Most Responsible Physician (MRP) prototype guidelines for use of Hospitalists as MRP in specialty care units of hospitals. These guidlines were developed to serve as a framework for hospitals to adapt to their own characteristics, culture and needs. We also provided a strategy and tools to support implementation of the prototype guidelines.

Ontario MOHLTC Peer Review of Sunnybrook & Women’s College Health Sciences Centre
We supported the peer review of governance, management, operations and clinical processes of Sunnybrook & Women’s College Health Sciences Centre.

Ontario MOHLTC Peer Review of SCO
We supported the peer review of governance, management, operations and clinical processes of SCO.

Ontario MOHLTC Modeling of Patient Safety Improvement Strategies
We assisted the Ministry prepare a comprehensive business case for the Ontario Patient Safety Strategy by identifying evidence to support the strategy components and estimate the potential cost avoidance in Ontario due to reduction in preventable adverse events.

Ontario MOHLTC Guidelines Advisory Committee Evaluation
The Guidelines Advisory Committee (GAC) is a partnership between the Ministry and the Ontario Medical Association. The mandate of the GAC is to lead, plan, promote and coordinate the appraisal, endorsement and dissemination of best available evidence about clinical practice to support health care providers in their clinical practice. We conducted a performance evaluation of the GAC and made future recommendations, which included governance structure, mandate, deliverables, accountability, and operational and funding structures. In the evaluation we considered the efficacy of amalgamating the GAC into an existing committee or agency.

Ontario Regional Stroke Networks Education Needs Assessment Project
We worked with Monahan and Associates in assessing the educational and training needs for stroke care management in three Regional Stroke Networks of the GTA.

Ornge Provision of Neurosciences Transfer Data
We provided data to support analysis of the demand for ambulance transfers for neuroscience patients in Ontario.

Ottawa Heart Institute Operational Review
We collaborated with HCM in reviewing the governance, management and operations of the Ottawa Heart Institute and its relationship with the Ottawa Civic Hospital.

The Ottawa Hospital Recovery Plan
Following an operational review, we assisted the Ministry of Health and Long Term Care and the Hospital to develop a plan for implementing the recommendations of the operational review.
The Ottawa Hospital Benchmarking of Operational Efficiency
We integrated the MIS Trial Balances of TOH and The Heart Institute in support of the hospitals’ internal benchmarking activities.

The Ottawa Hospital Clinical Efficiency Benchmark Data Development & Analysis
We supported the utilization management processes of The Ottawa Hospital through ad hoc data development and analysis.

Peterborough Regional Health Centre Multiple Sites Evaluation
We assisted the hospital evaluate the impact on operating costs of continued operations on two sites.

Peterborough Regional Hospital Space & Efficiency Evaluation
We assisted the Peterborough Regional Hospital assess the current efficiency of hospital operations and identify significant efficiency improvement opportunities.

Peterborough Regional Health Centre Assessment of Clinical Efficiency
We compared the clinical activity, use of ambulatory services, inpatient length of stay, and access to post-discharge care with peer hospitals to identify opportunities to reduce costs through enhanced clinical efficiency.

Peterborough Regional Health Centre Peer Review
We supported the peer review of Peterborough Regional Health Centre by identifying opportunities to improve the quality and efficiency of the hospitals clinical programs and services.

Providence Continuing Care Centre Kingston Special Geriatric Services Review
We provided assistance to PCCC in reviewing the special geriatric services program.

Providence Centre (Toronto), Organizational Structure Review
We assisted the President and CEO in conducting a review of the organizational structure and providing support for implementing required changes.

Providence Healthcare Baseline Review
We assisted the hospital and the TC LHIN by conducting a third party, independent review of patient volume, patient complexity clinical programs and services, staffing levels, support services and funding requirements. The assessment of required staffing, support and funding was determined in relation to both the needs of patients and the resourcing of peer hospitals in Ontario.

Queensway-Carleton Hospital Financial and Service Priorities
We assisted the Queensway-Carleton Hospital to identify potential and desirable changes in services and programs for fiscal year 2000/2001. We then assisted the Hospital Board select the strategies to be used in the operating plan for fiscal year 2000/2001 that would facilitate financial recovery.

Rehabilitation Hospitals Benchmarking of Administrative and Support Service Costs
We conducted a benchmarking survey of the workload, costs, staffing and productivity of the administrative and support service functional centres of rehabilitation hospitals and programs across Canada.

Rideaucrest Home for the Aged Operational Review
We conducted an operational review of the municipal long-term care facility. It included a review of governance and management, financial management, overhead costs, operational efficiency, staff structures and roles, resident programs and services, and decision-making and communications processes. We also developed a recovery and implementation plan to achieve a balanced financial position.

Rouge Valley Health System Clinical Efficiency Data Development & Analysis
We were engaged by the RVHS to develop a custom clinical efficiency data set to support establishment of ambulatory procedure and length of stay reduction targets.

Rouge Valley Health System HBAM Advisory Services
We assisted the Rouge Valley Health System in reviewing its cost accounting, clinical coding and reporting processes and practices in the context of the new Activity Based Funding System being introduced for hospitals in Ontario. The objective was to ensure that the hospital is able to secure appropriate funding in relation to the volume and complexity of its clinical activity.

Rouge Valley Health System Training Requirements for Angioplasty Services
We were engaged by the RVHS to identify the appropriate training requirements for cardiologists performing angioplasty in community hospitals without cardiac surgery backup.

Rouge Valley Health System Planning for Multi-Site Costs Submission
We were engaged by the RVHS and GTA/905 multi-site hospitals in the preparation and analysis of a submission to the JPPC advocating recognition of the higher costs of multi-site hospitals in Ontario.
St. Joseph’s Healthcare (Hamilton) Review of Geriatric Services
We assisted St. Joseph’s Healthcare in Hamilton in reviewing the comprehensiveness, quality and effectiveness of inpatient and ambulatory services for elderly patients across the hospitals programs and facilities.

St. Joseph’s Healthcare (Hamilton) Facilitation of Executive Retreat
We facilitated an Executive Retreat for St. Joseph’s Healthcare in Hamilton with focus on understanding utilization and performance review and performance management.

St. Joseph’s Healthcare (Hamilton) Analysis of Inpatient Tertiaryness
We assisted St. Joseph’s Healthcare in Hamilton with an assessment of the factors that influence the apparent level of complexity of their patient population and the opportunities to increase the level of tertiaryness of their inpatient activity.

St. Joseph’s Health Centre (Toronto) Operations Review of Maternal & Child Program
We conducted an operational review of the maternal and child program of the hospital focusing on: program management; clinical utilization, care processes, and clinical efficiency; program operations and operating efficiency, operating costs and quality of care.

St. Joseph’s Health Centre (Toronto) Operations Review of ICU
We conducted an operational review of the Intensive Care Unit of the hospital focusing on: program management; clinical utilization, care processes, program operations and operating efficiency, operating costs and quality of care.

St. Joseph’s Health Centre (Toronto) Inpatient Mental Health Review
We assisted the hospital in a review of inpatient mental health services focusing on: program management; clinical utilization, care processes, program operations and operating efficiency, operating costs and quality of care.

St. Joseph’s Health Centre (Toronto) Review of Laboratory Utilization
We provided assistance to St. Joseph’s Health Centre in a review of Laboratory utilization. This included identifying opportunities to improve the utilization of Laboratory services and providing coaching advice on the implementation of best practices.

St. Joseph’s Health Centre (Toronto) Emergency Department Study
We conducted an examination of the issues affecting the increasing number and acuity of patients visiting the hospital’s ED.

St. Joseph’s Health Centre (Toronto) ALC Study
We conducted an examination of the issues affecting the number and lengths of stay of patients awaiting discharge to alternate levels of care.

St. Joseph’s Health Centre (Toronto), Medical Advisory Committee Review
We have conducted a review of the structure, by-laws, policies and processes of the hospital’s Medical Advisory Committee and its committees.

St. Joseph’s Health Centre (Toronto) Operational Review of Family Medicine Program
We conducted a comprehensive operational review of the Family Medicine Health Unit. This included reviewing the current structure and process of the Family Medicine Centre and the Urban Family Health Team and identifying the current allocation of resources for the provision of primary care; and comparing the delivery of primary care. The study resulted in recommendations for an appropriate role for SJHC in supporting the primary care needs of its community; the most efficient and effective model of primary care services for the current Family Medicine Unit including the UFHT; and improving value including increasing access and improving outcomes while maintaining or reducing costs of service.

St. Joseph’s Health Centre (Toronto) Operational Review of Family Medicine Program
We conducted a comprehensive operational review of the Family Medicine Health Unit. This included reviewing the current structure and process of the Family Medicine Centre and the Urban Family Health Team and identifying the current allocation of resources for the provision of primary care; and comparing the delivery of primary care. The study resulted in recommendations for an appropriate role for SJHC in supporting the primary care needs of its community; the most efficient and effective model of primary care services for the current Family Medicine Unit including the UFHT; and improving value including increasing access and improving outcomes while maintaining or reducing costs of service.

St. Mary’s Hospital (Kitchener) Operational Efficiency Support
We provided ongoing assistance to the hospital in achieving operating efficiencies in several clinical areas including: ED; Cardiology and CCC; Cardiac Surgery and CVICU; Medical/ Surgical Inpatient Units and inpatient rehabilitation.

Salvation Army Territorial Social Services Acting COO
We assisted the Salvation Army by providing an Acting COO for the Grace Hospital in Winnipeg. A significant focus of our work in this position was assisting the Army in redefining its relationship with the Winnipeg Regional Health Authority.

Salvation Army Health & Social Services Support to SA Hospitals
We provided strategic advisory services to the SA H&SS department in supporting its hospitals and their ongoing challenges and issues.

Salvation Army Health & Social Services Workshop for Territorial Leaders Conference
We provided a workshop for territorial leaders focused on decision-making and accountability with respect to recruitment and placement of office personnel. The workshop focused on developing a framework/tool which the organization can use to develop concrete actions to move plans forward, ensure implementation occurs, and build a culture of accountability.
Salvation Army Scarborough Grace Hospital Budget Targets
We assisted the hospital to identify opportunities and to set targets for: improving the efficiency of clinical, patient care, and operational processes; improving departmental productivity; and reducing overhead/fixed staffing levels and costs and to develop a plan for achieving the identified savings.

Salvation Army Health & Social Services Review of Long Term Care in BC
We provided assistance to the Health & Social Services department in reviewing roles and operating characteristics of the organization’s LTC facilities in BC.

The SARS Commission Analysis of Nurses’ Response to SARS
We assisted the Commission to analyze and interpret the responses of nurses in Toronto hospitals to a survey prepared and administered by the Ontario Nurses Association regarding their experiences during the SARS crisis.

Saskatoon Health Region Emergency Department and Internal Medicine Programs Review
We advised the Region on opportunities to enhance efficiency in and between the region’s Emergency Department and Internal Medicine Programs.

Sault Area Hospitals Space and Efficiency Evaluation
We assisted the Sault Area Hospitals assess the current efficiency of hospital operations and identified the potential impacts on efficiency of proposed facility redevelopment options.

Sault Area Hospitals and Group Health Association Service Rationalization Study
We assisted the Joint Executive Committee of the Sault Area Hospitals and the Group Health Association to identify opportunities to rationalize services between the two organizations in order to minimize duplication of services, enhance patient access to care and improve the effectiveness of their services.

Sault Area Hospitals Review of Management Workload
We assisted this organization by conducting a review of the workload of middle managers. The project includes working with a Steering Committee comprised of middle managers, benchmarking, literature review, interviews and focus groups of incumbents.

Sault Area Hospitals Review of Physician Services and Related Allied Health Services
We reviewed key aspects of physician services and core elements of nursing & allied services to ensure the hospital had comprehensive coverage and evidence based quality care.

SDL Laboratories Reengineering of Administrative Services
We assisted the organization to assess the opportunities of reengineering its administrative processes. We were also involved in the design phase of this reengineering assignment.

Southlake Regional Health Centre Ongoing Operational Efficiency Support
Working in collaboration with HCM, we assisted SRHC in identifying and implementing opportunities to improve operating efficiency.

Society of Obstetricians & Gynecologists of Canada Organizational Design & Role Review
We reviewed the organizational design of the association and provided advice on the development of a role description for the senior executive role.

Southlake Regional Health Centre Emergency Department Workflow Redesign
We supported SRHC in workflow redesign of the Emergency Department.

Southlake Regional Health Centre Review of Emergency Staffing
We assisted SRHC in reviewing its operating model and the related staffing requirements for its new ER.

South Riverdale Community Health Centre Organizational Structure Review
We assisted this inner city community health centre by conducting a review of its organizational structure. The project included reviewing internal documentation (including the strategic plan), conducting interviews and focus groups, developing the design principles, developing organizational structure options, facilitating a workshop to review the options, finalizing the high level structure and developing role profiles and mandates.

Sudbury Regional Hospital Governance Review
We assisted the hospital develop a policy framework to facilitate governance by its Board. We then assisted the hospital review, refine and define the governance and management functions and the appropriate roles of the Board and Management of the hospital.
Sudbury Regional Hospital Organizational Development
We assisted the hospital to review the roles and responsibilities of the members of the Senior Management Team.

Sunnybrook Health Sciences Centre Benchmarking
We assisted the hospital develop an internal benchmarking methodology. An initial diagnostic assessment phase of the project focused on identifying processes and functions that could most benefit from further analysis and application of benchmarking principles.

Sunnybrook Health Sciences Centre Benchmarking Clinical Efficiency
We prepared custom benchmarking indicator reports for selected Ontario teaching hospitals to facilitate Sunnybrook’s improvement activities.

Sunnybrook Health Sciences Centre ALC Reduction Strategies
We assisted the organization by facilitating a brainstorming session for key stakeholders to develop new initiatives aimed at reduction of ALC.

Sunnybrook Health Sciences Centre Budget Targets
We assisted the Centre in identifying targets for clinical performance, content of care, productivity and overhead/ fixed staffing levels that resulted in a targeted budget reduction of 22% from 1996/97 levels while still providing sufficient resources to support the hospitals strategic priorities.

Sunnybrook Health Sciences Centre Clerical Work Redesign
We provided assistance in the redesign of the role, responsibilities and jobs of clerical staff at the Hospital.

Sunnybrook Health Sciences Centre Patient Flow Process Redesign
We assisted in the analysis and redesign of the hospital’s processes for registering, scheduling, admitting and discharging patients.

Sunnybrook Health Sciences Centre Long-Term Care Process Redesign
We assisted the long-term care program of the Sunnybrook Health Sciences Centre to redesign its care processes to more effectively and efficiently respond to the care requirements of residents.

Sunnybrook Health Sciences Centre Mental Health Services Process Redesign
We assisted the mental health program of SHSC to redesign its outreach, ambulatory, and inpatient care processes to more effectively and efficiently respond to the care requirements of its patients.

Sunnybrook Health Sciences Centre Imaging Services Process Redesign
We assisted the hospital consider alternative approaches to the organization and delivery of imaging services. The project considered opportunities presented by emerging inter-hospital relationships and by new imaging and image storage and transmission technologies.

Sunnybrook Health Sciences Centre Process Redesign Workshops
We conducted a series of workshops on care process redesign and reengineering to support the efforts of the Medical, Surgical, Critical Care and Cardiovascular Services, Emergency Services and Operating Room & Related Services to improve their clinical and operational efficiency.

Sunnybrook Health Sciences Centre Improving Clinical and Operational Efficiency
We assisted the hospital in reviewing and improving its clinical and operational efficiency in selected areas. The focus of our assistance was:
1) Reducing admissions through the ED; 2) Increasing Day Surgery; 3) Improving Nursing efficiency/ reducing the cost of Nursing; 4) Reducing utilization of Diagnostic Services and 5) Reducing Utilization & Improving the efficiency of Allied Health Services.

Sunnybrook Health Sciences Centre Third Party Review
We conducted a third party review and validation of the weighted case and costing analysis, ED and General Internal Medicine volume data, occupancy rates, length of stay analysis and related statistical data being used to support a Sunnybrook proposal to the Toronto Central LHIN and the Ministry of Health to increase the size of its critical care unit and program. Sunnybrook has proposed that this expansion would serve as a “demonstration project” focused on improving quality of care, with specific accountabilities, and that it would result in ongoing funding if successfully completed.

Sunnybrook & Women’s College Health Sciences Centre Patient Focused Care Facilitation
We provided facilitation support to the aging program in implementing patient focused care. A major focus of this intervention was identifying and resolving the root cause of impediments and conflicts related to the implementation of patient focused care.

Sunnybrook & Women’s College Health Sciences Centre Integration of UM, RM & QM
We supported the development and implementation of an integrated Utilization Management, Risk Management, Quality Management structure and the related management processes.

Sunnybrook & Women’s College Health Sciences Centre Aging Program Process Redesign
We supported the redesign of the patient care processes of the Cognitive Support Units in the Hospital’s Aging Program.
Thunder Bay Regional Health Sciences Centre Organizational Structure Review
We assisted this organization by conducting a review of the organizational structure. The project included working with a Steering Committee to develop design principles, optional structures and a final structure, including key accountabilities for the senior management positions and integrating mechanisms. The results were presented to a senior management retreat.

Timmins and District Hospital Process Reengineering Studies
We supported process reengineering projects for the Admission/Registration, Day Surgery and Imaging services.

Timmins and District Hospital Review of Clinical Efficiency
Drawing upon our benchmarking data bases, we assessed the efficiency of the clinical processes of the hospital’s medical programs and identified opportunities for improvement.

Timmins and District Hospital Mental Health Services Process Redesign
We supported the hospital in its redesign of Mental Health Services.

Toronto Central Community Care Access Centre Integrated Care Task Force
We supported the work of the Toronto Central LHIN Value and Affordability Task Force focusing on integrated care for seniors with complex needs. In this assignment we estimated the number of readmissions and costs that could be avoided in acute care hospitals in Toronto if alternate, integrated care were available to them in the community. Similarly we estimated the potential number of days and related costs that could be saved by reducing lengths of stay in rehabilitation hospitals and complex continuing care facilities if alternative approaches to community based rehabilitation were available.

Toronto Central LHIN Review of Teaching Hospital Operating & Budget Status
We provided assistance to the Toronto Central LHIN in reviewing the operating efficiency and related fiscal situation of the Toronto teaching hospitals. Our assistance focused on reviewing both submissions by the hospitals and available performance data to support an analysis of each hospital’s ability to achieve a balanced operating position for 2009/10 and their proposed actions to achieve a balanced position. The project has resulted in a methodology for an annual review of hospital performance by the LHIN.

Toronto Central Local Health Integration Network Resolving Hospital Cost Pressures
We facilitated the meeting of senior leadership from the hospitals, Community Care Access Center, and Toronto Central LHIN. The objective was to identify short and long term system solutions to address the hospitals’ operating pressures and to further integrate the health system within the Toronto Central LHIN.

Toronto Central Local Health Integration Network CEO Roundtable
We facilitated a CEO roundtable discussion related to the increasing costs and program volumes of services of Toronto acute care teaching hospitals that serve as provincial resources. The objective of the session was to develop an understanding of the issues and potential solutions to the problems presented by the increasing volumes and costs of provincial programs.

Toronto Central LHIN Value And Affordability Review
We supported the Toronto Central Local Health Integration Network and the hospitals within the LHIN in a process that identified changes within and between hospitals that achieved significant savings in the operating costs of the hospitals. In our role we supported the work of 5 task forces addressing utilization and clinical efficiency, support service integration (pharmacy & laboratory), paediatric services, mental health services and chronic disease management. We also supported the CEO Forum that was tasked with reviewing and integrating the work of the task forces into a plan for significant reductions in the operating cost of hospital services within the LHIN.

Toronto District Health Council Information and Communications Technology Review
We were engaged by the Toronto District Health Council to assist the Service Plan Committee identify the potential for and impacts of information and communications technology on the delivery of health care services for the population of Toronto.

Toronto East General Hospital Benchmarking Study
We assisted the hospital identify and implement opportunities to improve clinical and operational efficiency. We also worked with the hospital to implement structures and processes to support benchmarking and improvement of efficiency and quality.

Toronto East General Hospital Benchmarking 2006
We assisted the hospital compare its operational efficiency and clinical efficiency with selected peer hospitals to identify opportunities to improve performance.

Toronto East General Hospital Benchmarking 2007
We assisted the hospital compare its 2007 clinical and operational efficiency with selected peer hospitals to identify opportunities to improve performance.
Toronto East General Hospital Benchmarking 2008
We assisted the hospital compare its 2008 clinical and operational efficiency with selected peer hospitals to identify opportunities to improve performance.

Toronto East General Hospital Benchmarking 2009
We once again assisted the hospital to compare its clinical and operational efficiency with selected peer hospitals to identify opportunities to improve performance. Additionally we conducted focused assessments of the status of selected best practices at TEGH to determine whether there are opportunities to implement/improve these practices and achieve additional savings.

Toronto East General Hospital Benchmarking 2012
We assisted Toronto East General Hospital to benchmark the clinical and operational efficiency of its programs and services against the performance of peer hospitals in Ontario.

Toronto East General Hospital Model of Care Review
We were engaged by the hospital to review the model of care being used in delivering rehabilitation and CCC services. The project resulted in the development and implementation of new approaches to the delivery of rehabilitation and CCC services.

Toronto East General Hospital Mental Health Services Process Redesign
We assisted the hospital’s mental health program redesign its outreach, ambulatory, and inpatient care processes to more effectively and efficiently respond to the care requirements of its client population.

Toronto East General Hospital Outsourcing Evaluation
We assisted the hospital evaluate proposals for outsourcing of hospital laboratory services. Our analyses focused on the financial uses and human resource impacts of each proposal.

Toronto East General Hospital Physician Organization and Management Study
We assisted the hospital develop a new model for involvement of its medical staff in the governance and management of the hospital and in the management of patient care processes in the context of a new program/business line orientation of the hospital’s management structure.

Toronto East General Hospital CCC Patient Care Services Process Redesign
We assisted the hospital in reviewing the care delivery and staffing model in its Complex Continuing Care Program. The review was supported by benchmarking of staffing models and productivity with peer hospitals. The review resulted in the design and implementation of a new care delivery model and the supporting staffing framework which has increased the role of paraprofessional staff in the delivery of care to CCC patients.

Toronto Homes for the Aged Governance Review
We assisted this organization by providing advice regarding the various options for governance and the resultant organizational design.

Toronto Rehabilitation Institute Benchmarking of Programs & Services
We used a benchmarking process to identify opportunities to reduce the costs of the programs and services of the Institute through improvements in operating efficiency and/or rationalization/consolidation of programs and services.

Trillium Gift of Life Network Road Map for Organizational Change
We provided assistance by developing a road map for becoming a “most admired” organization. The project included identifying the key issues faced by the organization, identifying approaches and time frames for addressing them, and preparing an overall work plan.

Trillium Health Centre Clinical Program Merger Planning and Facilitation
We assisted in the merger of The Mississauga Hospital and the Queensway General Hospital by providing facilitation and analytical support for the integration of the hospitals’ clinical programs and processes.

Trillium Health Centre Merging of Medical Management
We assisted in the merger of The Mississauga Hospital and the Queensway General Hospital by providing advice on issues related to the organization, management and deployment of medical staff and medical services to support the patient care activities of the merged hospitals.

Trillium Health Centre Emergency Services Clinical Integration Support
We provided assistance to the Trillium Health Centre emergency health system with the implementation of clinical integration plans that reflected HSRC directions and the merger of Mississauga General and Queensway General clinical activities.

Trillium Health Centre Utilization Management Program Development
We provided assistance to the Trillium Health Centre Utilization Management Committee with the development of a utilization management plan for the hospital and the identification of priority activities, supporting structures and processes for the Committee.

Trillium Health Centre Cardiac Care Mentorship Program
We assisted the hospital develop the most desirable relationship with an academic centre to provide guidance and support for the advanced cardiac centre being developed at the hospital.
Union Hospital Reengineering of Admission, Transfer, Discharge Processes, Terre Haute, Indiana
We collaborated with our American practice to assist the hospital in reengineering its processes for admission, case management and discharge.

University Health Network Efficiency Analysis
We assisted UHN with the assessment of the hospital’s clinical and operational efficiency relative to other major Ontario teaching hospitals.

University Health Network Efficiency Analysis Update
We updated our prior analyses of operational and clinical efficiency improvement opportunities at UHN to support the development of the operating plan and budget for the next fiscal year.

University Health Network Rehabilitation Therapy Benchmarking
We assisted UHN by providing information from the ACAHO Hay Benchmarking Survey to support external benchmarking of Rehabilitation Therapy Functional Centres.

University Health Network Review of Operating Room Services
We conducted a review of the efficiency of Operating Room and PACU services at the Toronto General Hospital site of UHN.

University of Toronto Hospital Report Card Research
One of our staff worked with the Department of Health Administration in developing hospital report cards on behalf of the Ontario Hospital Association.

Vancouver Coastal Health Authority Cost Reduction Analyses
We reviewed the operating cost characteristics of VCHA to identify opportunities to reduce costs and improve services. We also examined the potential impact of the BC population needs based funding methodology on VCHA and provided advice regarding refinement and implementation of the methodology.

Vancouver Coastal Health Authority Costing Software
We assisted the Authority develop software that allows for the calculation and tracking of Cost Per Weighted Case on a Monthly Basis.

Vancouver General Hospital Operational Review
We assisted the hospital identify opportunities to reduce operating cost through improvements in productivity, reductions in the utilization of diagnostic and therapeutic departments and reductions in staffing of management and overhead functions. Over $30 million of the identified savings opportunities were implemented by the hospital.

Vancouver Hospital and Health Sciences Centre Operational Review of the UBC Site
We assisted the hospital integrate the operations and management of the UBC site of the former University Hospital through the integration of productivity targets and management processes across the two sites of the Centre. VHHSC acquired the UBC site after the closing of the Shaughnessy site of University Hospital.

Vancouver Hospital and Health Sciences Centre Bone Marrow Transplant Program Review
We conducted a review of the administrative, data management and support services requirements of the Bone Marrow Transplant Program operated by Vancouver Hospital and Health Sciences Centre and the British Columbia Cancer Control Agency.

Vancouver Hospital and Health Sciences Centre Performance Improvement Study
We conducted a review of the hospital’s departments, principal business processes and clinical efficiency to identify opportunities to reduce operating costs. Since our previous review in 1992 (which identified over $30 million savings in annual operating costs) a neighbouring hospital had closed and the hospital’s patient mix and volume have changed. We were invited back to assess whether the hospital had achieved and maintained the targeted productivity levels from the prior study and whether there were additional opportunities to reduce costs.

Vancouver Island Health Authority Review of Administrative Services for Mental Health
We conducted a review of the administrative support service requirement of the mental health services managed by the Authority.

Vancouver/Richmond Health Board Patient Flow Redesign
We assisted the VRHB investigate the need to redesign patient flow processes in and among health services in the Vancouver Region. Based on the findings we described a process redesign methodology to improve the overall flow of patients in the Vancouver Region.

Vancouver/Richmond Health Board Opportunities to Reduce Costs Through Shared Services
We assisted the regional health board assess the potential cost savings that might be achieved through sharing of selected services among the hospitals operated and funded by the region.

West Park Healthcare Centre Pharmacy Review
We assisted West Park Hospital in reviewing the efficiency and effectiveness of the hospital’s pharmacy function.
West Park Healthcare Centre Medical Staff Organization Analysis and Design
We provided assistance in reviewing and making recommendations on the hospital’s medical staff organization. This included consideration of required medical capacity; meaningful medical staff engagement in the centre; appropriate specialty representation; improved quality of work life for medical staff and alternative funding models that will support a stable and sustainable medical staff structure.

West Park Hospital Administrative Support Services Review
We assisted the hospital to review its continuing requirements for clerical and administrative support services following the hospital’s reorganization from a traditional hierarchical management structure to an innovative approach to program management.

William Osler Health Centre Review of Emergency Services
We reviewed current practices to identify how WOHC can refine its systems, processes and practices to improve the effectiveness, efficiency and quality of Emergency Department services at each of its sites.

Winchester District Memorial Hospital Review of Quality Management Processes
We conducted a review of the quality management processes at the hospital.

Winchester District Hospital Ongoing Operational Efficiency Support
We assisted WDH in achieving ongoing operating efficiencies.

Windsor Hospitals Clinical Utilization Management Program
We worked with the hospitals and the Ministry of Health to develop a Clinical Utilization Management Program for the Windsor Hospitals.

Windsor Hospitals Shared Administrative Services Study
We assisted the two Windsor hospitals to explore opportunities to share administrative services and/or management functions to further integrate the activities of the two organizations as a mechanism to improve inter-organizational coordination and the efficiency and effectiveness of hospital services in Windsor.

Windsor Regional Hospital Ambulatory Clinic Transformation
We continued our work with Windsor Regional Hospital by supporting the development and implementation of improvement initiatives in 3 ambulatory clinic areas. This was part of the hospital’s ongoing transformation initiative.

Windsor Regional Hospital NICU Risk Assessment
We provided assistance to WRH in assessing the risks associated with being designated as a Level IIc nursery and not being granted a Level IIIa nursery designation.

Windsor Regional Hospital Review of Dental Surgery
We provided assistance to WRH in reviewing the Dental Surgery Program as part of the hospital’s process improvement related to perioperative services.

Windsor Regional Hospital Organizational Transformation through Zero Based Budgeting
We worked with WRH to transform its patient care processes and operations to achieve a dramatic break-through in efficiency and significant reductions in operating costs. The process involved all hospital staff in culture transformation to create an organizational culture of excellence and continuous improvement in operating effectiveness, efficiency and quality of care. The second stage of the transformation process involved working with medical leadership and departmental managers in a Zero Based Budgeting Exercise across all medical programs, services and hospital departments.

The ZBB effort involved rethinking approaches to providing and supporting care so as to eliminate unnecessary activity, restructure inefficient processes, better balance workload and staffing, improve quality of worklife, maintain or improve quality of care and reduce costs. The outputs of the process were new, more effective and efficient approaches to the organization and delivery of care and new departmental operating budgets.

Windsor Regional Hospital OR Schedule Redevelopment
Following from our work with the hospital in Zero Based Budgeting, we provided assistance in smoothing the OR schedule.

Windsor Regional Hospital Organization Design
Building on the findings of our recent ZBB project, we assisted WRH to reconsider and redesign its organization and supporting management structures.

Windsor Regional Hospital Review of Pain Clinic
Building on the findings of our work with the hospital in ZBB, We assisted WRH in reviewing the pain clinic at the Hospital.
Windsor Regional Hospital Program Review of Continuing Care
Building on the findings of our work with the hospital in ZBB, We assisted WRH in reviewing the hospital's Complex Continuing Care program.

Windsor Regional Hospital Review of Infection Control
We assisted WRH in reviewing the Infection Control function at the Hospital.

Windsor Regional Hospital HSMR Reduction
We assisted the hospital in reducing its mortality rate and its Hospital Standardized Mortality Ratio through three sets of related activities: 1) Reviewing QA structures, processes and initiatives related to HSMR; 2) Reviewing documentation and coding practices related to the measurement of HSMR; and 3) Recommending changes in QA activity and/or clinical processes to provide for a reduction in mortality rate and the HSMR indicator.

Windsor Regional Hospital Review of ED Misadventures
We assisted the hospital in the review of the clinical management of a patient misadventure in the hospital's ED.

Winnipeg Regional Health Authority Review of Tertiary Hospital ED Services
We assessed the emergency services at the tertiary sites of the WRHA, focusing on potential improvements in patient flow, physical plants, physician staffing and productivity, quality assurance and leadership.

Woodstock General Hospital Clinical Efficiency Analysis
We provided benchmarking comparisons of the clinical efficiency of the Woodstock General Hospital with selected peer hospitals.

Yukon Health & Social Services Community Nursing Services Review
We supported the review of the operation and clinical activity of Community Nursing Services in the communities and Whitehorse.

Zimmer Corporation Arthroplasty Pathways
We assisted Zimmer develop clinical pathways for minimally invasive hip and knee replacement surgery. These pathways were used to support the introduction of these procedures in Canada.
Policy Development and Related Services

We have significant experience assisting governments and government agencies in understanding and resolving policy issues related to population need for health services and the organization, distribution, delivery, funding, management and governance of health services.
Association of Canadian Academic Health Organizations Differentiating Academic and Community Hospitals

We supported ACAHO in the development of an advocacy paper that distinguishes academic hospitals from community hospitals and that emphasizes the important contributions of academic hospitals in patient care, teaching and research.

Association of Canadian Academic Healthcare Organizations Survey of the Costs of Research

We assisted ACAHO in surveying its member hospitals regarding their expenditures on infrastructure, facilities and services used in supporting efforts at securing and executing grant funded research at their hospital.

Association of Canadian Academic Healthcare Organizations Survey of Capital Costs

We assisted the Association in surveying its member hospitals with their short-term capital needs related to facilities and building infrastructure, information technology and medical equipment.

Association of Ontario Health Centres Physician Assistants Demonstration Projects

We supported the Association of Ontario Health Centres in the development and implementation of the Physician Assistant role into the Ontario Health Care System. We demonstrated the use of the PA role in the delivery of primary health care in Community Health Centres as an adjunct to our support for the Ontario Ministry of Health and Long Term Care and the Ontario Medical Association.

BC Ministry of Health Policy Development Related to Expensive Drugs for Rare Diseases

We provided continuing assistance to the BC National Pharmaceutical Secretariat to develop a national policy framework for expensive drugs for rare diseases. This project involved facilitating stakeholder panels composed of scientists, clinicians, industry representatives and consumers, followed by the preparation of a report summarizing the key outcomes of the discussions.

BC Provincial Health Services Authority Costing and Funding of Provincial Tertiary Cardiac Services

We assisted BC PHSA Cardiac Services assemble and review information on how other provinces support tertiary cardiac services, including funded costs per case and per volume and how funds are distributed to providers. From this information, we developed a model for funding tertiary cardiac services in B.C.

Behavioural Support Ontario Evaluation of BSO Service Redesign Initiative

We supported the work of the Behavioural Support Ontario (BSO) initiative to evaluate the BSO Service Redesign Initiative in the Early Adopter LHINs. As part of this initiative, we identified an initial set of process and outcome indicators, developed an indicator matrix and logic model, commented on system capacity to collect and analyze data and reported on characteristics of the BSO population and their use of health services. The evaluation was a mixed method approach including both qualitative and quantitative findings.

Canada Health Infoway Business Case for Home Telehealth Systems

We developed a business case for investment in jurisdictional telehealth systems that was supported by credible stakeholders and experts. The report generated by this engagement was used by Infoway and jurisdiction policy makers to present a business case for investing in Home Telehealth Systems and Services.

Council of Academic Hospitals of Ontario INGs in Ontario

We worked with the CAHO Chief Nursing Officers to develop a position paper regarding the Recruitment of International Nurse Graduates to Ontario’s CAHO Hospitals.

Council of Academic Hospitals of Ontario Health Services Funding and Hospital Academic Activity

We assisted the Council of Academic Hospitals of Ontario and the Toronto Academic Health Science Network with development of strategies to ensure that the mission of academic health science centres in Ontario would be fully supported within a new approach to determining funding allocations for health service providers.

Council of Academic Hospitals of Ontario Literature Review of Costs of Academic Hospitals

We assisted the Council by conducting a literature review of the differences in costs of academic hospitals and alternative approaches to fund the academic mission.

Council of Academic Hospitals of Ontario Review of “The State of Hospital Care in the GTA/905”

We assisted the Association in the review of the GTA/905 Healthcare Alliance report on “The State of Hospital Care in the GTA/905” for 2005. We identified issues of importance to Academic Health Science Centres and developed supporting arguments to aid CAHO in furthering the position of AHSCs in Ontario.
Federal/Provincial/Territorial Pharmaceutical Secretariat Review of Expensive Drugs for Rare Diseases
We assisted the FPT National Pharmaceutical Secretariat in developing a policy framework on expensive drugs for rare diseases. The project included facilitating a meeting of provincial Ministry of Health representatives from across Canada and preparing a policy paper for presentation at a Ministers meeting.

GTA 905 Healthcare Alliance CFO Funding Formula Review
We were engaged by the GTA/905 Healthcare Alliance to participate in a meeting of the Chief Financial Officers of the member hospitals to review the Integrated Population Based Allocation funding formulae and assisted in the development of a position paper to support further formulae refinement.

Health Canada Survey of Regulatory Frameworks Governing Private Sector Delivery of Health Care in Canada
We assisted the Policy Directorate to develop a summary of existing legislative and regulatory frameworks, policies, guidelines and licensing agreements/contracts that existed in Canada to monitor and regulate the private delivery of health care services and private sector service providers.

Health Quality Ontario Discussion Paper on Methods for Quality Based Funding of Bundles of Services
We were engaged by Health Quality Ontario to prepare a discussion paper for the HQO Scientific Advisory Committee outlining critical issues related to design and implementation of quality based funding of bundles of health care services in Ontario. The initial focus of HQO and the focus of this research was funding for care of Stroke, Chronic Obstructed Pulmonary Disease and Congestive Heart Failure patients in hospitals, post acute institutional care and community settings.

Institute for Clinical Evaluative Sciences Review of Information Requirements for Alternative Physician Payment Plans
We assisted the Institute develop a provincial policy related to the information requirements to support the implementation of alternate physician payment plans.

Joint Policy & Planning Committee Support for Rate Sub-Committee of the Hospital Funding Committee
We assisted the Ontario Joint Policy and Planning Committee to support the Rate Sub-Committee of the Hospital Funding Committee with the refinement of hospital funding methodologies in Ontario.

Joint Policy & Planning Committee Support for the Multi-Year Funding Development Process
We were engaged to facilitate a series of critical meetings of the various committees of Ontario Joint Policy and Planning Committee as it worked to advise the government’s efforts to develop a multi-year funding process and performance agreements for Ontario hospitals.

Joint Policy & Planning Committee Ambulatory Care Funding
We assisted the Ambulatory Care Funding Working Group of the JPPC evaluate the potential use of the CIHI National Ambulatory Care Reporting System in Ontario hospitals.

KCI Medical Canada, Inc. Identification of Health System Funding Approaches
We assisted KCI Medical senior management and marketing staff identify trends in health care funding and health system organization, to help them determine how to best position their products and services for health care decision makers.

KCI Medical Canada, Inc Economic Value Proposition for VAC
We assisted KCI Medical create an economic value proposition for VAC (Vacuum Assisted Closure) for CCACs, Hospitals and the MOHLTC. The intent of the document was to support a proposal to the Ministry of Health and Long-Term Care to recognize the value of the procedure and to include it within the funding framework for the province.

Lakeridge Health Corporation Funding Formulae Analysis
We assisted the Lakeridge Health Corporation perform an assessment of the factors which influence the efficiency of hospital service provision and needs for hospital care of the Durham population, and evaluated the extent to which the funding formulae appropriately address these factors.

Medtronic of Canada Proposal for Expansion of Pain Management Therapies
We assisted Medtronic and its client hospitals, LHSC, HHSC, UHN and TOH develop a proposal to the Ministry of Health to fund an increase in the volume of Medtronic pain control implant devices. This proposal was accepted by the MOHTC and the therapy is now being funded.

Ontario Council of Teaching Hospitals (OCOTH) Characteristics of AHSC’s
We assisted OCOTh review the literature and develop a background paper describing the differences between AHSC’s and community hospitals that lead to higher operating costs for AHSCs.
Ontario Council of Teaching Hospitals (OCOTH) Planning Session
We facilitated a planning session for the financial officers of the Ontario Council of Teaching Hospitals (OCOTH). This session assisted OCOTH with the development of a position paper, and recommendations, relating to the implementation of performance agreements and multi-year funding in Ontario.

Ontario Drug Programs Reform Secretariat Summary Report
We prepared a report summarizing the Secretariat’s work, accomplishments and the issues that remain to be resolved.

Ontario Hospital Association HBAM Review
We assisted the OHA in identifying the strengths and weaknesses of the Ontario MOHLTC HBAM funding methodology as it relates to hospital service volumes.

Ontario Hospital Association Review of JPPC IPBA Rates Model
We assisted the OHA examine the impact of modifying the current JPPC IPBA Rates Model teaching factor on the assessment of the relative efficiency of Ontario hospitals.

Ontario Hospital Association Facilitation of OHA Funding System Review
We assisted the OHA identify issues related to funding of health care in Ontario, including health sectors beyond hospitals, that need to be addressed in a LHIN health services funding model.

Ontario MOHLTC Impact on Ottawa Hospitals of Repatriation of Patient Services for Outaouais Residents
We assisted the Ministry and the Ottawa Hospital assess the impact on Ottawa hospitals of the repatriation of hospital services for patients from Outaouais to Quebec hospitals.

Ontario MOHLTC Policy Analysis of Orphan Drugs
We assisted the Ministry review issues and potential policy initiatives related to Expensive Drugs for Rare Diseases (orphan drugs). The project included conducting a literature search, integrating information, interviewing key informants, preparing discussion drafts and writing a final report.

Ontario MOHLTC Identification of Health Care Cost Drivers
We assisted the Ministry in identifying cost drivers and factors that influence demand for health care services in Canada.

Ontario MOHLTC Analysis of the Cost of Teaching
We assisted the Ministry investigate and develop a funding strategy on the cost of introducing medical students and graduate students into community hospitals in the province. This was based on a review of relevant literature and experimentation with alternative formulations of the JPPC rates formulae.

Ontario MOHLTC Physician Assistant Implementation Project
We provided project management, consulting, analytical, evaluation and secretariat services in support of a project to demonstrate and evaluate the Physician Assistant role in clinical settings in the Ontario health system. This was a joint initiative of the Ontario Ministry of Health and Long Term Care and the Ontario Medical Association. As part of this initiative we worked with and supported the Ontario Hospital Association PA demonstration projects in inpatient and Emergency Department settings; the Association of Ontario Health Centres PA demonstration projects in Community Health Centres; the MOHLTC PA demonstration projects in FHTs; and the Ontario Medical Associations demonstration projects involving Physician Employed Physician Assistants in community based physician practices.

Ontario MOHLTC Physician Assistant Implementation Project Expansion
We supported the Ontario Ministry of Health and Long Term Care, the Ontario Medical Association and the Ontario Hospital Association in an expansion of the project to introduce the Physician Assistant role into the Ontario Health Care System. The project expansion involves introducing the PA role into 20 additional Emergency Departments in the province. We continued in the role of Project Manager for this undertaking and also continued as the lead evaluation contractor for the project expansion.

Ontario MOHLTC Review and Audit of the 1999/2000 Nursing Enhancement Fund
We assisted the Implementation Monitoring Subcommittee of the Joint Provincial Nursing Committee review and evaluate the use of the 1999/00 Nursing Enhancement Fund by hospitals, long-term care facilities and CCACs.

Ontario MOHLTC Support for the SEAMO Accountability Task Force
We assisted the Ontario Ministry of Health and Long Term Care by providing support to the Accountability Task Force of the Southeastern Ontario Academic Medical Organization (SEAMO) alternative funding plan with the development of an accountability framework and performance measures.
Ontario Ministry of Health and Long Term Care Support for Implementation of Quality Based Funding

We provided advisory support to the Health System Funding Reform initiative of the Ontario MOHLTC. Our support focused on the identification of both evidence-based quality initiatives that promote the delivery of high quality, evidence-based care in the most appropriate setting and related evidence informed funding/reimbursement models and rates that help ensure better value for the health care system.

Ontario MOHLTC Review of Working Funds Analysis Methodology

We assisted the Ministry review and confirm the methodology that it planned to use to assess the working funds positions and predict the operating deficits for Ontario hospitals in 2003/04.

Ontario MOHLTC Analysis of Health Care Costs in the Last Years of Life

We assisted the Ministry of Health and Long-Term Care to better understand the issues related to and the nature and necessity of spending on health services at the end of life.

Ontario MOHLTC Analysis and Facilitation Support for the Health Results Team

We assisted the Local Health Integration Network Implementation Team analyze the issues and facilitate think tanks related to the planning, funding and service integration roles of LHINs in Ontario. A major piece of this work involved the facilitation of ‘think tank’ sessions for thought leaders in regionalization, health service funding and health services planning from across Canada. We translated the input of these leaders into working papers on health services planning, funding and integration in the context of the development of LHINs for Ontario. We also supported a process for seeking input related to the issues and interests of physicians in the work of LHINs.

Ontario MOHLTC Forum on Physicians and LHINs

We assisted the Ministry of Health and Long-Term Care Health Results Team in investigating issues of concern to physicians regarding the introduction of LHINs in the province and in exploring appropriate approaches to physician involvement in the activities of the LHINs. This work included facilitation of a ‘think tank’ and documentation of the ‘think tank’s’ findings.

Ontario Ministry of Health Audiology Prescribing/Dispensing Study

We conducted a survey of physicians and audiologists to determine their prescribing and dispensing practices.

Ontario MOHLTC Nursing Employment Guarantee Evaluation and Monitoring

We provided facilitation support to the Ministry and Health Nursing Employment Guarantee evaluation and monitoring subcommittee as they determined how to evaluate the success of the Ontario government initiatives to ensure all nursing graduates are provided the opportunity to have full time employment upon graduation.

Ontario MOHLTC Support for Implementation of Excellent Care for All Strategy

We assisted the Ontario Ministry of Health and Long Term Care to implement its Excellent Care for All strategy. This included: 1) identifying and documenting best practices in hospital executive compensation, employee engagement surveys and hospital patient relations; 2) identifying best practices in avoiding hospital admissions, readmissions and use of hospital diagnostic services and 3) simulating the potential impact of the new patient based payment hospital funding strategy and the new health services funding methodology (HBAM).

Ontario MOHLTC Building an Effective Strategy and Organization for ECFAA Implementation

We provided further assistance in the implementation of the MOHLTC Excellent Care for All strategy by examining the functions and structures that might be used internally and externally to ensure the success of the strategy. This has included a scan of similar operating functions and best practices, in other jurisdictions in Canada and internationally and the development of a recommendations and a plan for implementing the MOHLTC health system funding strategy.

Providence Centre (Toronto) Advocacy Paper

We provided assistance to the Center in the preparation of a research paper intended to document the case for enhanced funding.

Public Hospitals Act Review

We provided consulting assistance to the Public Hospitals Act Review Steering Committee. A major component of this assistance was the preparation of the Committee's Report entitled “Into the 21st Century - Ontario Public Hospitals”.

Toronto Central CCAC New Reimbursement Models

We assisted the Toronto Central and Central West CCACs with definition of outcomes for specific home care populations (i.e. speech language services for school children, and ambulatory nursing clinics), and development of a payment framework based on these outcomes. The project also included a plan for implementation, evaluation and sustainability for the new reimbursement models.
Toronto Rehabilitation Institute Analysis of Teaching Hospital Costs
We assisted the hospital investigate the cost implications of assuming its new role as the major teaching and research site in rehabilitation within the Toronto Academic Health Sciences Centre.

Vancouver/Richmond Health Board Review of BC Funding Formula
We assisted the regional Health Board with a review and comparison of the proposed BC hospital funding formula to the Ontario hospital funding formula.

Windsor Hospitals Funding Analysis
We conducted an analysis of the application of the Ontario Ministry of Health Rates and Volumes funding formulae to the Windsor hospitals. This analysis identified community factors that were not sufficiently addressed in the funding formulae and that cause increased hospital costs for Windsor hospitals.
Human Resources Planning and Development Consulting

We have significant experience in assisting hospitals and health regions across Canada in improving their human resources management processes. We assist organizations ensure that the right people are in the right jobs with the right competencies and that individuals are engaged and are performing at peak levels. The following is a representative listing of our human resources planning and development projects.
B.C. Children’s Hospital Emergency Department
We facilitated a retreat on behalf of the BC Children’s Hospital Emergency Department focused on improving communication and resolving issues of stress and burnout.

Brant County Health Unit
We provided assistance in the review of the job evaluation plan for the ONA bargaining unit (non-nursing positions), conducting job evaluation training for an internal committee and assisting in the final review of the evaluations.

Calgary Health Region Employee Survey
We assisted the Calgary Health Region by developing survey questions for use in their periodic satisfaction surveys of employees.

Canadian Institute for Health Information Employee Satisfaction Survey
We provided assistance to this national organization in the development, implementation and analysis of a customized, on-line employee satisfaction survey.

Canadian Institute for Health Information Employee Satisfaction Survey Follow-up
We assisted CIHI with follow up investigation of the findings of an employee survey with selected branches of the organization.

Canadian Mental Health Association - Cochrane-Timiskaming Branch Executive Director Performance Evaluation
We assisted the Board of Directors of this organization by developing a performance evaluation program for the Executive Director position. The project included designing a performance evaluation process and developing the supporting tools.

Capital Health (Edmonton) Emotional Intelligence Training
We provided training in Emotional Intelligence for 80 of the health region’s Senior Managers.

Capital Health (Edmonton) Leadership Development
We assisted this Regional Health Authority by providing assessment and development services for a select group of organizational leaders. The project included the identification of leadership competencies, development of a customized 360-degree assessment questionnaire, and individual feedback reports.

Centre for Addiction and Mental Health Targeted Culture Modeling
We provided assistance to this newly merged organization in the assessment of the current organizational culture, development of the desired culture and identification of action steps to achieve the new culture.

Central LHIN Hospital Consortium Delivery of Leadership Development Programs
Building on our work with the Ontario Hospital Association and a Leadership and Organization Development Consortium of seven hospitals located in the Central Local Health Integration Network, we delivered leadership development programs that were developed as part of our prior work with the consortium. The programs were based on the leadership competencies for hospital leaders developed in partnership with the Ontario Hospital Association, and incorporated Hay Group’s Model of Leadership Effectiveness. Programs were delivered for five levels of leadership: Executives, Directors, Managers, Supervisors and Emerging Leaders.

Central LHIN Hospital Consortium Leadership Development Program
We provided assistance to a consortium of seven hospitals in the Central Local Health Integration Network. Building on our work with the Ontario Hospital Association, the project included developing competencies for front-line staff, developing a performance planning & development program that incorporates competency assessment, developing tools that support system-wide talent management processes, and designing and delivering leadership development programs for hospital leaders.

Chatham-Kent Health Alliance CEO and Chief of Staff Performance Evaluation Methodology
We worked with the Executive Committee of the Alliance to develop an annual performance evaluation methodology for the CEO and Chief of Staff.

Chatham-Kent Health Alliance Physician Leadership Evaluation Methodology
Working with the physician and administrative leadership of this organization, we developed a job evaluation methodology for physician directors, chiefs and other leadership positions.

Chatham-Kent Health Alliance Human Resources Strategic Planning
We provided assistance in the development of a strategic plan for the human resources department of this hospital.

Children’s and Women’s Health Centre of British Columbia Top Team Effectiveness
We assisted in improving the functioning of the members of the hospital’s executive team, both as individuals and as team members, utilizing the Hay Group’s Leadership Effectiveness and Team Effectiveness Frameworks.
Closing the Gap Healthcare Group Emotional Intelligence Workshop
We assisted this organization by designing and implementing a workshop on Emotional Intelligence for the management team. The project included 360-degree EI assessments for all 15 managers, delivering the workshop and providing individual reports and coaching sessions.

Cobourg General Hospital Foundation Board Effectiveness Training
We developed a Board effectiveness training program to support the creation of the hospital foundation.

College of Physicians and Surgeons of Ontario, Organizational Renewal Project
We assisted the CPSO to review and improve the structures, processes and dynamics for governing and managing the organization.

College of Physicians and Surgeons of Ontario Assessment of Management Effectiveness
We provided assistance to CPSO by conducting multi-rater assessments for the College's middle managers utilizing the Organizational Climate and Managerial Styles instruments. The project included individual feedback meetings and a presentation of the aggregate results to the Senior Management Group.

Community Care Access Centre of Peel CEO Performance Review Process
We assisted this organization by developing an annual performance evaluation process for the Chief Executive Officer.

Consolidated Health Information Services CEO Assessment Services
We assisted this health care shared services agency by providing CEO assessment services. The project included administering a 360-degree competency assessment using the CEO assessment tool developed for Ontario Hospital Association, conducting a feedback session with the CEO, and meeting with the Board Chair to assist in interpreting the results.

COTA Comprehensive Rehabilitation and Mental Health Services Performance Management System
We assisted COTA to develop and introduce a competency-based performance management system for the Senior Management of the organization.

Council of Academic Health Organizations Physician Performance Management Methodologies
We worked with CAHO member hospitals to create a toolkit to support the design and implementation of a “best practice” approach for the development of 360 frameworks for physician performance assessment within CAHO member hospitals.

Dorothy M. Wylie Nursing Leadership Institute Emotional Intelligence Assessment and Training
As a partner with the Dorothy M. Wylie Nursing Leadership Institute, we provide emotional intelligence assessment and training to nurse leaders from across Canada.

DRAXIS Health Inc. Planning for Recruitment of a New CEO
We assisted this organization by developing a “success profile” for the President and CEO position. The project included interviewing Directors and Executives in order to identify the key attributes and the skill set that will be required in the new CEO.

Erinoak CEO Performance Review Process
We assisted the Board of Directors by developing a performance review process for the CEO. The project included developing a competency model, designing a performance evaluation tool, and developing a policy and procedure.

Grand River Hospital CIO Selection
We assisted the newly merged hospital in the selection of a Chief Information Officer.

Grey Bruce Health Services Training Session on Leadership Competencies
We assisted this multi-site community hospital by designing and delivering a training session on leadership competencies. The half-day session was delivered to the hospital's 60 leaders, including executives, directors, managers and supervisors and focused on the leadership competencies developed by Hay Group in partnership with the Ontario Hospital Association.

Headwaters Health Authority Development of Management Competency Model
We assisted this Regional Authority in the development of a management competency model to be used for all managers across the organization. The model was, in turn, used to support a variety of human resource initiatives, including culture change, recruitment and retention, performance management and succession planning.

Hospital for Sick Children Talent Management
We assisted the hospital by developing and implementing a succession process and plan for executives and other critical positions. The project included: developing a business case for succession planning and leadership development; building a role-profile matrix; identifying core leadership competencies; assessing incumbents using a variety of instruments and preparing a comprehensive report on each incumbent; providing an overall talent management plan for executive and other critical positions; and working with incumbents to prepare development plans.
**Hospital for Sick Children Emotional Intelligence Workshops**
We assisted the hospital by providing two half-day workshops on Emotional Intelligence and the Leadership Journey. The project included providing an emotional intelligence self-assessment questionnaire for all participants.

**Hospital for Sick Children Executive Position Selection**
We assisted this hospital by providing services in support of the selection process for several key executive positions. The project included confirming the success profiles for the positions, assessing short-listed candidates using a variety of assessment instruments, analyzing the data and preparing individual and candidate summary reports, and providing feedback to candidates.

**Hospital for Sick Children Leadership Development**
We continued our assistance to this academic hospital in the design and delivery of leadership development programs for senior and mid-level leaders. This project included the design and delivery of the third stage of the hospital’s leadership development program (LEAD 301), focused on accelerating and sustaining behavioural change, as well as a train-the-trainer program to enable internal trainers to assume responsibility for ongoing delivery.

**Hotel-Dieu Grace Hospital Director and Manager Assessment Services**
We have assisted this community hospital by providing assessment services for approximately 40 directors and managers. The project included conducting multi-rater assessments using the tools developed by Hay Group for the Ontario Hospital Association. We provided individual feedback reports as well as aggregate reports.

**Humber River Regional Hospital 360s for HRRH Executives and Directors**
We assisted this multi-site community hospital by implementing 360-degree assessments for approximately 33 Executives and Directors. The project included meeting with the Senior Team to confirm the project deliverables and timing, preparing communications materials, conducting 360 assessments using the OHA Competency Portfolio (developed by Hay Group), Leadership Styles Inventory and Organizational Climate Survey, providing individual feedback sessions for Executives, and providing an overview of the results.

**Humber River Regional Hospital Physician Leadership Training**
We developed a training program for the hospital’s current and future physician leaders. The two-day program focused on practical issues that are of concern to physician leaders and has included case studies.

**Humber River Regional Hospital Supporting Development of the Human Resources Strategic Plan**
We have assisted this multi-site community hospital by providing support for the development of a strategic plan for human resources. The hospital is currently building a new, state-of-the-art facility that is scheduled for completion in 2015. In preparation for the move to the new site and the expansion of services, the hospital has undertaken to develop a strategic human resources plan. Hay Group provided assistance by developing and presenting an external scan of key issues that may impact human resources at the hospital, and an analysis of key internal issues and challenges. We also provided support to internal working committees preparing implementation plans and assisted in the writing of the final strategic plan.

**Huronia District Hospital Physician Contract Negotiation**
We supported the Hospital in its contract negotiations for medical staff participation in administrative functions.

**Kingston General Hospital 360 Assessments**
We assisted this hospital by providing 360 assessment services. Assessments will be conducted for approximately 30 hospital leaders using the Ontario Hospital Association Competency Assessments developed by Hay Group.

**LifeLabs Organizational Structure Review**
We assisted LifeLabs in assessing the organization’s new leadership structure as it relates to the roles and work content of the Manager and Lead positions in the organization’s Laboratories, Client Services and Logistics sections in Ontario and British Columbia.

**Manitoulin-Sudbury Community Care Access Centre Review of CEO Performance Appraisal Process**
We assisted the Board of Directors of this organization by reviewing the performance appraisal process for the CEO and making recommendations for the modification and enhancement of this process.

**Mental Health Centre of Penetanguishene Talent Manager Hiring**
We provided assistance to this mental health hospital by supporting the hiring process for a new Manager, Talent Management. The project included reviewing candidate resumes, identifying key competencies for this new role, developing an interview guide, conducting behavioural event interviews of short-listed candidates and providing recommendations.
Niagara Health System CEO Performance Review Process
We assisted the President and CEO and the Board of Directors to design and implement 360-degree feedback annual performance review process.

Niagara Health System Review of Administrative Support Services
We conducted a review of the administrative support services currently provided to the executive offices, site administration and medical staff, including roles, responsibilities, staffing levels and skill levels.

Niagara Health System Emotional Intelligence Presentation
We assisted this organization by providing a half-day presentation on Emotional Intelligence and the Leadership Journey. The project includes providing an emotional intelligence self-assessment questionnaire for all participants.

North East Community Care Access Centre CEO Performance Evaluation and Compensation
We assisted the Board of Directors by developing a performance evaluation program for the CEO position and providing advice on the development of a competitive compensation package. The project included reviewing relevant documentation, interviewing the CEO, meeting with a Sub-Committee of the Board, developing a compensation strategy and performance evaluation tools, conducting a market survey, and finalizing the compensation plan.

North Simcoe Muskoka Community Care Access Centre CEO Performance Appraisal System
We assisted the Board of Directors of this organization by developing a performance evaluation program for the CEO position. The project included reviewing relevant documentation, preparing a background presentation on best practices in CEO performance management, facilitating a Board discussion on the design of the performance evaluation program, and finalizing the program and the supporting tools.

North Simcoe Muskoka Community Care Access Centre Job Description Review
We provided assistance to this organization by reviewing job descriptions in support of a management restructuring. The project included reviewing existing job descriptions and organization charts, interviewing executives, and revising job descriptions as required.

North York General Hospital Executive Coaching
We assisted this major community teaching hospital by providing one-on-one executive coaching and executive team coaching and development. The project included multi-rater assessments and individual coaching for executive team members over a three-month period, a team diagnostic, individual interviews of team members, observations of the team, and the design and delivery of a workshop to address key issues.

North York General Hospital Executive Team Development
We provided continuing assistance to the hospital in the development of the Executive Team. The project involved designing and delivering an executive team skills-building off-site focusing on strategic change and innovation.

Northern Ontario School of Medicine Organizational Alignment Initiative
We have assisted the medical school by providing human resources services in support of the organizational alignment initiative. The project included preparing job descriptions, evaluating and classifying jobs, mapping and moving employees into the new structure, researching best practices and providing expertise with respect to implementation, and providing communications assistance.

Ontario Association of Community Care Access Centres (OACCAC) CEO Performance Review Process
We assisted the OACCAC in the development and implementation of a CEO performance review process.

Ontario Health Quality Council Consulting and Facilitation Services for a Board and Staff Retreat
We assisted this provincial agency by designing and facilitating two retreats focusing on strategy and organizational design. The project was initiated pursuant to proclamation of the Excellent Care for All Act, 2010, which outlined a new mandate and functions for the organization. The project included reviewing relevant documentation, meeting with the President and CEO and Board Chair, designing and facilitating the two retreats, and preparing reports of the proceedings and outcomes.

Ontario Hospital Association Talent Management Facilitation
We provided continuing assistance to the Ontario Hospital Association (OHA) leadership development initiative by providing talent management services for Northumberland Hills Hospital. This mid-size community hospital has served as a further practice site for the talent management process and tools developed for OHA by Hay Group. The project included facilitating a talent benchmarking forum with the hospital’s management staff and finalizing the role profile matrix.

Ontario Hospital Association Leadership Development Programs
We provided continuing assistance to the Ontario Hospital Association leadership development initiative by designing leadership programs for supervisors and managers that will be part of OHA’s core certification programs. The leadership programs are based on the Supervisor and Manager competency models developed by Hay Group in earlier work, and incorporates other Hay Group approaches to leadership development, as well as case studies. Each program is an intensive 3-day program designed around the specific issues encountered by hospital and health care leaders.
Ontario Hospital Association CEO Competency Model Support Tools
We provided continuing assistance to the Ontario Hospital Association's Leadership Development Institute by developing the tools to support the CEO competency model developed by Hay Group and the OHA in a prior assignment. The project included developing a CEO competency dictionary, success profile, competency assessment questionnaire and 360-degree assessment tool. The support tools will be used by Ontario hospital Boards of Directors for talent management, performance reviews, leadership development and recruitment.

Ontario Hospital Association Developing a Mentor Competency Model and Tools
We provided continuing assistance to the Ontario Hospital Association's Leadership Development by developing a competency model for mentors. The project included a literature review, benchmarking, development of a draft competency dictionary, focus groups and development of the competency model for coaches and mentoring handbooks.

Ontario Hospital Association Coaching and Mentoring Guide
We have provided continuing assistance to the Ontario Hospital Association's Leadership Development Institute by developing a coaching and mentoring guide. The guide will assist OHA member organizations to develop and implement coaching and mentoring programs within their organizations. Key sections of the guide include: overview of coaching and mentoring, description of the range of coaching and mentoring programs, how to get started, and linking coaching/mentoring with other HR programs.

Ontario Hospital Association Leadership Competencies and Talent Management Initiative
We assisted the Ontario Hospital Association by developing leadership competencies and a talent management initiative that will establish the platform for the new Leadership Development Institute. The project included working with the Leadership Development Council to develop a definition of leadership, core competencies for health care leaders, success profiles for leadership positions, a talent management framework and supporting tools.

Ontario Hospital Association Supporting the Leadership Development Institute
We have provided continuing assistance to the Ontario Hospital Association's Leadership Development Institute through a number of initiatives. Specifically, we have developed a training program and support materials for behaviour-based interviewing based on the leadership competencies and talent management framework developed by Hay Group for the OHA. We also developed and delivered a series of videoconferences on talent management and implemented talent management in several pilot site hospitals.

Ontario Medical Association and Health Sciences North
We assisted the Ontario Medical Association and Health Sciences North (a regional referral and teaching hospital in Sudbury, Ontario) to improve the relationships among the medical staff and between the medical staff and the hospital. Our work focused on improving the structures and processes related to medical governance, physician recruitment, credentialing, privileging, mentorship and retention.

Ontario Ministry of Health and Long-Term Care EI 360 Feedback
We assisted the Ministry by providing a 360-degree feedback on emotional intelligence for one of the health results team leads.

Perth and Smith’s Falls District Hospital Physician Conflict Resolution
We assisted the hospital to resolve conflict within the health care team.

Queensway Carleton Hospital Behaviour Based Interviewing Training
We provided assistance by conducting behaviour based interviewing (BBI) training. We delivered the BBI training program that Hay Group developed for the Ontario Hospital Association and that is based on the leadership competencies developed for Ontario hospitals. The training was delivered to human resource professionals representing several hospitals in Ottawa and the Champlain Local Health Integration Network.

Rouge Valley Health System Emotional Intelligence Training
We assisted this Hospital by providing emotional intelligence training to selected groups of Management and Front-line employees.

Saint John Regional Hospital Emergency Department Conflict Resolution
We assisted the hospital improve its relationship with the Department of Emergency Medicine by assisting the hospital resolve management, organizational climate and human resource issues within the ED.

Salvation Army Health & Social Services Management Improvement Support
We provided assistance to the Health & Social Services department in skill development for internal consultants.

Salvation Army Health & Social Services Support to Social Service Department
We provided assistance to the H&SS department by developing a competency model for the social services consultants and competency based recruitment and performance management tools.
Saskatoon Health Region Physician Leadership Development
We helped the Region with physician leadership development and created a model for physician compensation.

St. John’s Rehabilitation Hospital Competency-Based Performance Management System
We provided assistance by designing and implementing a competency-based performance management system for all employees of the hospital.

St. Joseph’s Care Group 360 Assessments
We assisted this hospital by providing assessment services for managers as part of a talent management program. The project entailed conducting 360 assessments for 45 hospital managers using the OHA Manager Competency Portfolio developed by Hay Group.

St. Joseph’s Care Group Talent Management Workshop
We developed and delivered a one-day workshop on talent management to approximately 60 executives and managers, based on the talent management program developed by Hay Group for the Ontario Hospital Association. The workshop provided an overview of talent management, the OHA talent management framework and competencies. The workshop included exercises for participants to practice identifying competencies, providing feedback and development planning.

St. Joseph’s Health Care, London CEO Performance Review Process
We assisted the Board of Directors by developing and implementing a 360-degree performance review process for the President and CEO. The project included confirming the assessment approach and tools, administering the assessment process, providing feedback to the President and CEO, preparing a report for the Board, and meeting with the Board Chair to present the report. This project built on our leadership and talent work on behalf of the Ontario Hospital Association and utilized the CEO 360 competency portfolio developed by Hay Group for the Association.

St. Michael’s Hospital (Toronto) Emotional Intelligence Workshop for Management
We provided assistance by developing and conducting an emotional intelligence workshop for Management staff of the hospital.

Salvation Army Health and Social Service
We provided a workshop for territorial leaders focused on decision-making and accountability with respect to recruitment and placement of officer personnel. The workshop focused on developing a framework/tool which the organization can use to develop concrete actions to move plans forward, ensure implementation occurs, and build a culture of accountability.

Saskatoon Health Region Physician Human Resource Plan
We assisted the Region develop a medical human resource plan. The plan built upon our prior work in the development of a clinical services plan for the region.

The Scarborough Hospital CEO Performance Review
After initially developing an annual performance review process for the President and CEO, we provided ongoing assistance to the Executive Committee of the Board in supporting the annual performance review process.

Society of Obstetricians & Gynecologists of Canada Organizational Design & Role Review
We reviewed the organizational design of the association and provided advice on the development of a role description for the senior executive role.

Sudbury Regional Hospital Executive Assessment of Senior Management Team
We assisted the Hospital by conducting executive assessments of the Senior Management Team members. The project included identifying key behavioural competencies, conducting behavioural event interviews and providing individual feedback. The project provided identification of the critical competencies of the hospital’s Senior Executives.

Sudbury Regional Hospital Performance Management
We assisted the Hospital by developing and implementing a new performance management program for Management staff. The project encompassed designing the process, developing tools, providing training and linking performance management with compensation.

Sudbury Regional Hospital Integration with the North Eastern Ontario Regional Cancer Centre
We provided human resources consulting assistance to the Sudbury Regional Hospital in support of the integration with the North Eastern Ontario Regional Cancer Centre.

Sudbury Regional Hospital Senior Management Team Objectives Setting
We provided assistance to the hospital by helping the Senior Management Team to develop individual and corporate goals and objectives, including success criteria. We also developed the framework for linking the goals and objectives with the hospital’s performance pay process.

Sudbury Regional Hospital Organizational Development
We assisted the hospital to review the roles and responsibilities of the Senior Management Team.
Sudbury Regional Hospital Executive Assessment
We assisted the Board of Directors of the hospital by conducting a 360-degree assessment of the President and CEO for development purposes. The project included obtaining confidential feedback from the CEO's direct reports through interviews, web-based tools and individual interviews and from external informants through individual interviews. A report was presented to the Executive Committee and individual feedback was provided to the CEO.

Sunnybrook and Women's College Health Sciences Centre Director of Human Resources Selection Support
We provided assistance in the selection of a new Director of Human Resources by developing a competency model for the position and conducting behavioural event interviews of applicants.

Sunnybrook Health Sciences Centre Redesign of Patient Care Manager Role
We assisted the organization review and redesign the roles, responsibilities and reporting relationships of the Patient Care Manager position throughout the organization.

Thuder Bay Regional Health Sciences Centre Talent Management Workshops
We provided assistance by designing and delivering introductory workshops on talent management to the hospital's management staff. The workshops were held in preparation for talent benchmarking forums using the Hay Group/Ontario Hospital Association Talent Management Framework.

Timmins and District Hospital CEO Selection Support
We provided support to the Search Committee of the Board of Directors in the selection process for the hospital's new Chief Executive Officer.

Timmins and District Hospital Management Training
We conducted a two-day leadership effectiveness-training program for Management staff of the hospital.

Timmins and District Hospital Organizational Change
We facilitated a planning session with the management staff that focused on the organizational values and behavioural changes required to ensure that values are embodied in day-to-day operations of the hospital.

Timmins and District Hospital Performance Management and Development System
We assisted in the design and implementation of a competency-based multi-rater (360-degree) performance management and development process for the Executive Team and middle Management staff of the hospital. The process included individual feedback and coaching sessions for all participants.

Toronto Community Care Access Centre Board Evaluation
We provided assistance to this organization by conducting an evaluation of the Board of Directors. The project included developing an interview protocol, interviewing all Board members, and developing recommendations based on compliance and best practices.

Toronto Community Care Access Centre Employee Satisfaction Survey
We assisted the Toronto Community Care Access Centre by planning and implementing an employee satisfaction survey of all of the organization's employees. In addition, we provided follow-up support to develop and implement a plan to address major issues identified by the survey results.

Toronto East General Hospital Physician Organization and Management Study
We assisted the hospital develop a new model for involvement of its medical staff in the governance and management of the hospital and in the management of patient care processes in the context of a new program/business line orientation of the hospital's management structure.

Toronto Homes for the Aged Leadership Development Programs
We assisted the City of Toronto Homes for the Aged Division by planning and facilitating management retreats on leadership development and emotional intelligence for the organization's Senior Managers.

Trillium Gift of Life Network Human Resources Review
We provided assistance to this agency by conducting a review of human resources policies and procedures, and conducted a compensation review.

Trillium Gift of Life Network Recruitment and Retention Assistance
We provided assistance by developing and implementing a strategic approach to recruitment and retention in the Provincial Resource Centre. The project included confirming current and future issues, developing role competencies, developing a behavioural interview guide and providing training, and developing a learning plan for the PRC Director.
Trillium Health Centre Facilitation of the Board Retreat
We assisted the organization by facilitating the annual Board Retreat. The project includes planning the agenda and preparing discussion notes.

Trillium Health Centre Facilitation of Health Systems and Strategic Business Units
We have provided ongoing assistance to Trillium Health Centre through facilitation and team-building for the health systems and strategic business units. The project has included the planning and facilitation of system-wide sessions involving Managers, Medical staff and Front-line staff.

Trillium Health Centre Management Staff Performance Development System
We provided assistance in the development and implementation of a performance development system for Management staff. The project included individual coaching sessions for the Executive Team in preparing them for their meetings with their direct reports, as well as training for other management employees in understanding the feedback.

University of Alberta Hospitals Performance Management System
We developed and implemented a competency-based performance management and pay system to support the hospital’s initiatives in total quality management and organizational redesign and renewal.

University Health Network Emotional Intelligence Program for Managers of Toronto Medical Laboratories
We assisted this organization by providing emotional intelligence training and individual coaching for all Managers of Toronto Medical Laboratories (a joint venture of the University Health Network and MDS).

University Health Network Executive Team Effectiveness
We provided assistance to improve the effectiveness of the organization’s Executive Team.

University Health Network Executive Coaching
We provided Executive Coaching assistance to Senior Managers throughout the organization.

University Health Network Market Evaluation of Vice-President, Real Estate Position
We assisted this organization by conducting a market review for the position of Vice-President, Real Estate.

University of Toronto Department of Health Policy Management and Evaluation Competency Models
The Department of Health Policy, Management and Evaluation at the University of Toronto is one of Canada’s leading programs in health care management. We have assisted the Department by providing support in the assessment of the leadership competencies of students in the Masters program, including the identification of leadership competencies, development of a competency assessment instrument, and annual presentations to first-year students on competencies and leadership development. The assessment instrument will be used by students, faculty and preceptors.

Waypoint Centre for Mental Health Care Talent Management Services
We have assisted this mental health centre by providing talent management services. The project included providing an overview of competencies and talent management to the senior management team, and facilitating a talent benchmarking forum for Director and Manager roles. The project is based on the competency models, assessment tools and talent management program developed for the Ontario Hospital Association.

West Park Healthcare Centre Leadership Development
We have provided assistance to a consortium of eight hospitals in the Central Local Health Integration Network. Building on our work with the Ontario Hospital Association, the project included developing competencies for front-line staff, developing a performance planning & development program that incorporates competency assessment, developing tools that support system-wide talent management processes, and designing and delivering leadership development programs for hospital leaders.

Winchester District Memorial Hospital Review of Nursing Services
We provided assistance to WDH in reviewing nursing services & making recommendations to improve staff morale.

Windsor Hospitals Job Description for the Integrated VP Clinical Services
We have assisted Windsor Regional Hospital and Hotel Dieu Grace Hospital by developing a job description for the Integrated VP Clinical Services, a position that is shared by the two organizations. The project included reviewing current documentation; interviewing peers, direct reports and physician leaders; preparing a draft job description; and, meeting with the President and CEO to finalize the documentation.

York Central Hospital Leadership Development
We have provided assistance to a consortium of eight hospitals in the Central Local Health Integration Network. Building on our work with the Ontario Hospital Association, the project included developing competencies for front-line staff, developing a performance planning & development program that incorporates competency assessment, developing tools that support system-wide talent management processes, and designing and delivering leadership development programs for hospital leaders.
Reward Consulting

We have significant experience in assisting hospitals and health regions across Canada in assessing and improving their reward programs and practices. We assist organizations ensure that compensation cost-effectively attracts, motivates and retains the right people. The following is a representative listing of our reward consulting projects.
Accreditation Canada CEO Compensation Review
We assisted the Board of Directors of this national health care organization by conducting a review of the compensation of the President and CEO. The project included interviewing the President and CEO, reviewing documentation, confirming the compensation strategy, conducting a custom survey, and preparing a final report and recommendations.

Annual Executive Compensation Survey of Canadian Hospitals and Health Care Regions
Since 2000, we have conducted an annual executive compensation review of major hospitals and health care regions across Canada.

Annual Executive Compensation Survey of Ontario Hospitals
We conducted an annual survey of the compensation of executive and director-level positions in Ontario teaching and community hospitals. The survey included base pay, incentives, benefits and perquisites, as well as other information on pay practices and trends.

Annual Physician Leaders Compensation Survey of Ontario Community Hospitals
Since 2001, we have conducted an annual review of the compensation of physician leaders in Ontario community hospitals.

Accreditation Canada CEO Compensation Review
We assisted the Board of Directors of this national health care organization by conducting a review of the compensation of the President and CEO. The project included interviewing the President and CEO, reviewing documentation, confirming the compensation strategy, conducting a custom survey, and preparing a final report and recommendations.

Accreditation Canada Salary Review - VP Level
We assisted this national health care organization by conducting a review of the compensation of the Vice President positions, including the newly created position of CEO, Accreditation Canada Global. The project included interviewing the President and CEO, reviewing documentation, confirming the compensation strategy, obtaining and analyzing market data, and preparing a final report and recommendations.

Association of Ontario Health Centres Compensation Consulting Services
We provided assistance to the Association of Ontario Health Centres, the Association of Family Health Teams of Ontario and the Nurse Practitioners Association of Ontario by developing a provincial primary care compensation structure. The project, which built on our 13 years of providing compensation consulting services to Ontario’s community health centres, included establishing common job descriptions for jobs that are common among the organizations, evaluating jobs, conducting a custom market survey, developing a common compensation structure, and providing guidance for meeting pay equity requirements.

Association of Ontario Health Centres Compensation Consulting Services
We assisted this provincial association by developing a new compensation program for Ontario Community Health Centres operating within the new LHIN environment. The project included conducting a custom market survey of a broad range of Ontario health care organizations, developing a provincial compensation structure that recognizes the range of organizational size and complexity of the Centres, updating salary ranges and providing advice on various compensation-related issues. Hay Group has been providing compensation assistance to the Association of Ontario Centres for over a decade.

Association of Ontario Health Centres Salary and Benefit Review
We provided ongoing assistance to this association in conducting salary and benefit surveys and in developing and implementing a new job classification system for the province’s 54 Community Health Centres. In addition, we provided an assessment of the impact of pay equity on current salary ranges and identified approaches to addressing these effects.

Association of Ontario Midwives Compensation Consulting Assistance
Working with a Steering Committee of members, we assisted the provincial association by conducting an independent review of the compensation of midwives in Ontario, including fees-for-service, benefits and funded administrative expenses.

Association of Ontario Midwives Identifying Market Trends
We provided continuing assistance to the Association in identifying market trends and how they impact the compensation of midwives in Ontario.
Belvedere Heights Home for the Aged Compensation Consulting Services
We provided compensation consulting services with respect to the Management and Non-union staff of this long-term care organization, including job evaluation, market review, new salary administration program and pay equity analysis.

Bluewater Health Executive Compensation Consulting
We assisted the Lambton Hospitals Group, formed through the merger of Sarnia General Hospital, St. Joseph’s Health Centre of Sarnia and Charlotte Eleanor Englehart Hospital, by conducting a review of executive compensation.

Bluewater Health Compensation Consulting Services
We assisted the Lambton Hospitals Group by developing a compensation structure for all management and non-union employees.

Bluewater Health Job Scope Review and Compensation Analysis
We assisted this organization by conducting a review of the compensation of physician leaders and management/non-union employees. For physician leaders, the project included developing a compensation strategy, evaluating the physician leader roles, developing job and role descriptions, obtaining market data, and developing a compensation structure and implementation plan. For management/non-union staff, the project included obtaining market data, reviewing and recommending changes to the compensation structure, developing an implementation plan and conducting a pay equity analysis.

Brant County Health Unit Compensation Consulting Services
We assisted Brant County Health Unit in the implementation of a compensation strategy for its Non-unionized/Management staff; amending the job evaluation methodology to reflect the changes in roles and responsibilities; and in the development and implementation of a new compensation structure.

Bridgepoint Health Report on Executive Benefits and Perquisites
We assisted this organization by preparing a report and analysis of executive benefits and perquisites based on our health care compensation database.

Bridgepoint Health Executive Job Evaluation and Compensation Review
We assisted this organization by conducting a review of executive compensation. The project included working with the Board Compensation Committee, evaluating the senior management positions, obtaining market data, and developing recommendations.

Bridgepoint Health Compensation Review for Management Positions
We assisted this hospital by conducting a market review of management compensation. The project included confirming the compensation policy, identifying the benchmark positions, reviewing and confirming job information, matching the jobs to market, analyzing the data and providing recommendations for adjustments to the compensation structure.

British Columbia Medical Association/Health Employers Association of B.C., Physician Placement System
We assisted these organizations by developing a system for placing physicians on negotiated pay ranges. The project included working with a joint Steering Committee, identifying factors for range placement, and determining criteria for range placement and movement.

Calgary Health Region Job Evaluation and Compensation Consulting Services
We assisted this organization in the development and implementation of a new job evaluation and compensation program for all Non-union employees. A total of 1,800 employees were involved in the project encompassing a broad range of technical, professional, managerial and executive positions. In addition, these staff were employed in a variety of health care facilities and programs across the spectrum of acute care, public health and long-term care.

Calgary Health Region Review of CEO Compensation
We provided assistance to the Board of Calgary Health Region by reviewing the compensation of the President and CEO. The project included a market survey, data analysis, consultations with the Board, and a report and recommendations.

Campbellford Memorial Hospital Compensation Plan for Non-Union Employees
We assisted this hospital by developing a new compensation plan for non-union employees. The project included conducting a market review, analyzing the competitiveness of the hospital’s salaries, conducting costing options, and preparing a final report. The project also included a review of CEO compensation.

Canadian Agency for Drugs and Technologies in Health CEO Compensation Review
We provided assistance to this organization by conducting a custom market survey of national health care organizations, and preparing a report for the Board of Directors.
Canadian Agency for Drugs and Technologies in Health
Salary Survey
We have assisted this national health care organization by conducting a compensation and benefits survey. The project included identifying the survey participants, confirming the benchmark jobs, developing and administering the survey, analyzing the market data and providing recommendations for new salary ranges.

Canadian Health Network Compensation Consulting
We assisted this organization in the development and implementation of a new compensation program for all employees. Funded by Health Canada, the Canadian Health Network provides access to the resources of leading and international health information providers.

Canadian Institute for Health Information
Compensation Consulting Services
We assisted this organization by reviewing their total compensation program for all employees.

Canadian Institute for Health Information
Implementation of a Job Evaluation Process
We assisted this national organization by implementing a new job evaluation process. The project included evaluating all jobs using the Hay Guide Chart Method, providing recommendations concerning the compensation structure, and conducting a pay equity analysis.

Canadian Institute for Health Information
Executive Compensation Assistance
We assisted the Board of Directors by developing recommendations for adjustments to the compensation of the President and CEO. The project involved reviewing market data, preparing an analysis, presenting options and developing a recommendation.

Canadian Institute for Health Information
Developing a Compensation Strategy
We have provided continuing reward consulting services to this national organization by providing assistance in developing a compensation strategy. The project included developing the appropriate and relevant comparators for compensation benchmarking, identifying the pay positioning, reviewing the current compensation structure in light of the newly defined strategy, and reviewing salary administration policies.

Canadian Institute for Health Information Salary Survey
We provided continuing assistance to this national organization by conducting a custom market survey of compensation practices. The project included confirming the peer comparator organizations and the compensation elements to be surveyed, identifying the benchmark positions, preparing and administering the survey, collecting and analyzing the data, and providing a report of the results.

Canadian Medical Protective Association
Compensation Consulting Services
We assisted this national organization by providing compensation consulting services. The project included confirming the benchmark positions, accessing the Hay Group compensation database, analyzing the market data and providing a final report and recommendations.

Canadian Medical Protective Association
Total Rewards Review - Research Department
We provided assistance by conducting a review of total rewards for the organization’s research department. The project included conducting a custom national market survey, analyzing the data, and preparing a report of the results.

Canadian Institute for Health Information
Compensation Survey
We assisted this national organization by conducting a custom market survey of compensation practices. The project included confirming the peer comparator organizations and the compensation elements to be surveyed, identifying the benchmark positions, preparing and administering the survey, collecting and analyzing the data, and providing a report of the results.

Canadian Medical Association
Supporting the Staffing Committee
We assisted this national organization by providing ongoing support to the Board Compensation Committee. Our services included providing assistance in preparing meeting agendas, reports and other documentation, reviewing Committee minutes for accuracy and completeness, ensuring appropriate follow-up, and providing assistance on specific issues, including CEO and executive compensation and performance evaluation.

Canadian Mental Health Association - Cochrane-Timiskaming Branch Executive Director Compensation Review
We assisted the Board of Directors by conducting a review of the compensation of the Executive Director. The project included obtaining updated market data and providing recommendations for any compensation adjustments.

Canadian Mental Health Association - Cochrane-Timiskaming
We assisted this organization by conducting a job evaluation, pay equity and compensation review. The project included evaluating all management and non-union positions using the Hay Guide Chart Method, recommending the banding of jobs, providing training for a job evaluation committee, conducting a custom market survey, recommending adjustments to the salary structure, and conducting the pay equity analysis.
Canadian Nurses Association CEO Compensation and Benefits Survey
We have provided continuing assistance to the Board of Directors of this organization by conducting a review of CEO compensation. The project included conducting a survey of national health care organizations and preparing a report of our findings and recommendations.

Canadian Nurses Association Salary and Benefits Survey for the CEO Position
We conducted a custom market survey of national health care organizations, and prepared a report for the Board of Directors.

Canadian Partnership Against Cancer CEO Compensation Review
We assisted this national health care organization by conducting a review of CEO compensation. The project included developing the comparator organizations, accessing market data in our database and supplementing this with a survey of selected organizations, and preparing a report and recommendations.

Canadian Partnership Against Cancer Compensation Framework Refresh
We assisted this national health care organization by conducting a review of the current compensation program. The project included conducting a custom market survey of national health care organizations, accessing Hay Group’s compensation database for selected market data, reviewing HR policies and practices, and providing recommendations for adjusting the current compensation program and for modifying related policies and practices.

Canadian Patient Safety Institute Review of CEO Compensation
We assisted this national health care agency by conducting a review of CEO compensation. The project included reviewing and confirming the compensation strategy, obtaining and analyzing market data, developing recommendations and preparing a final report.

Capital Health (Edmonton) CEO Compensation Review
We provided assistance to the Health Region in reviewing the compensation of the President and CEO, including a custom market survey of selected health care organizations in Canada, and provided analysis and recommendations.

Carlington Community and Health Services Review of IT Positions
We provided compensation consulting assistance to this organization by evaluating selected IT positions and obtaining market data.

Cassellholme - East Nipissing District Home for the Aged Job Evaluation and Salary Review
We assisted this long-term care organization by conducting a review of management and non-union compensation. The project included developing a compensation strategy, job evaluation, conducting a market survey, developing a new compensation structure, preparing a new pay equity plan, conducting costing and implementation analyses, and preparing a final report.

Central Community Care Access Centre Executive Team Performance and Compensation
We assisted this organization by developing a performance evaluation and compensation program for the Executive Team. The project included conducting a job title and function review, designing a performance evaluation process and supporting tools, conducting a compensation review and providing recommendations for a new executive compensation program.

Centretown Community Health Centre Update of 2006 Compensation Report
We provided assistance to the Ottawa Region community health centres by updating a market survey we conducted in 2006. The project involved examining changes in compensation over the intervening period for various health care roles, as well as the health sector and overall labour market.

Chatham-Kent Health Alliance Job Evaluation Assistance
We have provided ongoing job evaluation assistance to this organization with respect to Management and Non-union employees.

Chatham-Kent Health Alliance Job Evaluation and Salary Review
We assisted the hospital by providing compensation consulting services with respect to management and non-union positions. The project included obtaining up-to-date job information, evaluating jobs, conducting a market review, reviewing the compensation structure and providing recommendations for any required changes.

Chatham-Kent Health Alliance CHIS CEO Compensation Review
We assisted the Board of Directors of Consolidated Health Information Services by developing recommendations for the compensation of the newly created position of Chief Executive Officer. The project included developing then obtaining and analyzing market data, developing recommendations regarding an appropriate compensation strategy and preparing a final report.
Chatham-Kent Health Alliance General Manager Compensation Review
We assisted the Board of Directors of PROcure by developing recommendations for the compensation of the newly created position of General Manager. The project included developing the compensation strategy, obtaining and analyzing market data, developing recommendations and preparing a final report.

Children’s Hospital of Eastern Review of Executive and Management Compensation
We assisted this teaching hospital by conducting a market survey and providing advice on structuring their executive and management compensation.

Community Care Access Centre of Peel Executive Compensation
We assisted this organization by conducting a review of the total compensation of their Chief Executive Officer and Senior Managers.

Community Care East York Market Survey
We provided assistance in conducting a market survey on behalf of six community health care agencies in Toronto/GTA.

Community Health Centres of Ontario Salary Review
We provided compensation consulting assistance to the Community Health Centres of Ontario. The project involved conducting a custom market survey of salaries and benefits for selected positions.

Compensation Survey of Payments to Physicians for Clinical Services in Ontario Community Hospitals
We conducted a survey of non-OHIP payments to physicians for clinical services in Ontario community hospitals.

Compensation Survey of Toronto and GTA Hospital Foundations in Toronto, Ontario
We conducted a survey of management compensation in Hospital Foundations in Toronto-based teaching and community hospitals.

Consolidated Health Information Services (CHIS) Job Evaluation and Salary Review
We assisted this organization by providing compensation consulting services with respect to management and non-union positions. The project included obtaining up-to-date job information, evaluating jobs, conducting a market review, reviewing the compensation structure and providing recommendations for any required changes. CHIS is jointly owned by Chatham-Kent Health Alliance and Windsor Regional Hospital.

Consolidated Health Information Services Market Review of Compensation
We assisted this organization that is co-owned by Chatham-Kent Health Alliance and Windsor Regional Hospital, to conduct compensation market reviews for various staff positions.

Council of Academic Hospitals of Ontario Assessment of Ontario CEO Compensation
We assisted this provincial association by conducting an independent review of the compensation of the CEOs of Ontario Academic Health Science Centres in comparison with similar positions in the private sector.

Credit Valley Hospital Executive Compensation Review
We conducted a review of executive compensation. The project included evaluation of the executive positions, conducting a market review of salary, benefits and perquisites, and conducting a review of the executive structure.

The Credit Valley Hospital Survey of Geneticists’ Compensation
We assisted the hospital by conducting a provincial survey of geneticists’ compensation targeting nine organizations that employ geneticists. The project includes identifying the compensation components to be surveyed, obtaining and analyzing the data, developing recommendations and preparing a report for participants.

District Health Councils of Ontario Compensation Survey
We conducted a compensation survey on behalf of the District Health Councils of Ontario.

Doctors Nova Scotia Review of Staffing and Compensation Models
We assisted ‘Doctors Nova Scotia’ to conduct a comprehensive review of emergency physician coverage and compensation methodologies across Canada and to compare and evaluate the ‘Murray Formula’ Emergency Physician coverage methodology currently in use in Nova Scotia’s tertiary and regional emergency departments against these other coverage methodologies.

Eastern Health Executive Compensation Survey
We provided compensation consulting assistance to Eastern Health by conducting a review of executive compensation. The project included evaluation of the executive jobs, a custom market survey of a national sample of health care organizations, and a review of non-health care markets in the Atlantic Provinces.
Eastern Health Evaluation of Director Positions
We assisted this regional health authority by evaluating Director-level positions. The project included reviewing all of the relevant job descriptions and organization charts, obtaining supplementary information as required, evaluating the jobs using the Hay Guide Chart Method, “sore-thumbing” the jobs with the Steering Committee, and finalizing the evaluation results.

Erie St. Clair Community Care Access Centre Position Review
We have provided continuing assistance to this client by conducting a compensation review of selected management and non-union positions. The project included evaluating the jobs using the Hay Group Method, obtaining market data and providing recommendations for placement on the compensation structure.

Erinoak Review of Management and Non-Union Compensation
We provided ongoing assistance to this organization with respect to the compensation of the Senior Management, Management and Non-union staff, including establishing a compensation strategy, job evaluation, conducting a market review and developing a compensation program.

Erinoak CEO Compensation and Role Review
We assisted the Board of Directors of this Children’s Treatment Centre by conducting a review of the compensation and role of the Chief Executive Officer.

ErinoakKids Centre for Treatment and Development Custom Market Compensation Survey
We assisted this children’s treatment centre by conducting a custom market compensation survey for senior leadership positions. The project included confirming the compensation strategy and benchmark organizations, designing and conducting the survey, analyzing the data, and preparing a report summarizing our findings and recommendations.

Erinoak Management Compensation Review
We assisted this organization by conducting a market compensation review for Senior Management and management positions.

Fairhaven Executive Director Compensation
We assisted this long-term care facility by conducting a review of the salary, benefits and perquisites of the Executive Director.

Fairhaven Management and Non-Union Compensation
We assisted this long-term care organization by conducting a review of the compensation of Management and Non-union staff.

Fairhaven Market Review of Management and Non-Union Compensation
We provided continuing assistance to this long-term care by conducting a market review of management and non-union compensation. The project included reviewing and analyzing market data for cash compensation, and providing recommendations for modifications to the compensation structure.

Five Counties Children’s Centre Job Evaluation and Compensation
We assisted this Children’s Treatment Centre by providing job evaluation and compensation services. The project included evaluating all management and non-union jobs using the Hay Group Guide Chart Method, developing a new compensation structure and conducting a pay equity analysis, including preparing a new pay equity plan.

Georgian Bay General Hospital CEO Compensation Review
We assisted the Board of Directors of this community hospital by conducting a review of CEO compensation. The project included reviewing internal documentation, meeting with the Executive Committee to develop a CEO compensation strategy, conducting a market review, preparing a report of our findings and recommendations, including recommendations for performance-based compensation, and presenting the final report to the Board of Directors.

Georgian Bay General Hospital Non-Union Job Evaluation and Compensation Consulting Services
We assisted this community hospital by providing job evaluation and compensation consulting services. The project included developing a compensation strategy, providing information sessions for staff, training an internal job evaluation committee, evaluating benchmark jobs, obtaining market data, developing a banding structure and salary ranges, and reviewing job content and titling.

Grand River and St. Mary’s Hospitals AFA Negotiation
We assisted the Emergency Departments of Grand River Hospital and St. Mary’s Hospital in negotiating an Alternate Funding Arrangement with the Ontario Ministry of Health and Long Term Care.

Grand River Hospital Chief of Staff Compensation Review
We provided assistance to the Board Chairs of Grand River Hospital and St. Mary’s General Hospital by conducting a market review of Chief of Staff compensation.

Grey-Bruce Community Care Access Centre Job Evaluation
We assisted this organization in conducting job evaluations of their management and non-union positions.
Grey Bruce Health Services Management and Non-Union Compensation Review
We assisted this multi-site community hospital by providing compensation consulting services for management and non-union staff. The project included confirming the hospital’s compensation strategy, evaluating benchmark jobs, training the job evaluation committee, conducting a market review, banding the jobs, developing a compensation structure, and providing implementation options.

Guelph General Hospital Compensation Strategy and System Development
We provided assistance to the hospital by providing compensation consulting services with respect to their Management and Non-union employees, including establishing a compensation strategy, job evaluation, conducting a market review and development of a new compensation system.

Haldimand-Norfolk Community Care Access Centre Market Review
We conducted a review of compensation for Management and Non-union staff at the Haldimand-Norfolk CCAC.

Halton Healthcare Services Job Evaluation
We assisted the hospital by providing job evaluation services.

Hamilton Health Sciences Implementing a Job Evaluation Process for Non-Union Positions
We assisted this organization by implementing a job evaluation process of all management and non-union positions. The project involves developing a communications plan, collecting job information, interviewing key executives, implementing the Hay Comparison Method of job evaluation, and providing pay equity advice.

Hamilton Health Sciences Compensation Consulting Services
We assisted this organization by providing compensation consulting services, including job evaluation, conducting a market review and developing compensation recommendations.

Hamilton Health Sciences President and CEO Compensation and Contract Review
We assisted this organization by conducting a review of the compensation and contract of the President and CEO. The project included working with the Executive Committee to develop a compensation philosophy, conducting a custom survey, reporting on the results, and facilitating negotiations between the President and CEO and the Executive Committee to finalize any changes to the employment agreement.

Hamilton Niagara Haldimand Brant CCAC Review of Management Salary Grid
We have assisted this client by providing compensation consulting services. The project included conducting a review of the management salary grid and providing recommendations for adjustments to the grid, reviewing management titles, ensuring appropriate differentials between managers and subordinates, and reviewing the on-call pay eligibility policy.

Hamilton Norfolk Haldimand Brant CCAC Management and Non-Union Compensation Market Review
We assisted Hamilton Norfolk Haldimand Brant CCAC by conducting a market review of management and non-union compensation. The project included developing a compensation strategy, obtaining market data from the Hay Group compensation database, and recommending revisions to the current salary structure to take effect following the conclusion of the public sector compensation restraint period.

Hawkesbury & District General Hospital Compensation Consulting Services
We assisted the hospital by providing compensation consulting services for management staff. The project included developing a compensation strategy, evaluating all management jobs, conducting a market review, recommending a new salary structure, providing costing options and providing pay equity advice.

Hawkesbury & District General Hospital Executive Compensation Review
We assisted the hospital by providing executive compensation consulting services for management staff. The project included reviewing relevant documentation, confirming the compensation strategy, obtaining relevant market data and providing a report and recommendations.

Headwaters Health Care Centre Executive Compensation Review
We provided executive compensation consulting assistance to the Hospital including development of a compensation strategy, market review and recommendations.

Health Council of Canada Job Evaluation and Pay Equity Services
We assisted this national health care organization by providing job evaluation and pay equity services. The project included collecting job documentation, evaluating all jobs using the Hay Group Method, providing recommendations for banding, conducting a pay equity analysis and preparing a pay equity plan.
Health Council of Canada Market Review of Compensation Program
We provided assistance to this national health care organization by conducting a compensation review. The project included confirming the compensation strategy, conducting a custom salary and benefits survey, and providing recommendations for modifications to the compensation structure.

Hemophilia Ontario Compensation Consulting
We provided compensation consulting assistance to this provincial organization concerning several senior-level positions.

Home & Community Support Services of Grey-Bruce Compensation Program
We assisted this organization in the development and implementation of a new compensation program for all of its employees and provided assistance in pay equity compliance.

Hotel Dieu Grace (Windsor) Hospital, Market Review of Physician Leadership Compensation
We conducted a market review of physician leadership compensation utilizing data for selected peer hospitals.

Hotel-Dieu Grace Hospital VP Compensation Review
We assisted this community hospital by providing executive compensation services. The project included reviewing the new organizational structure, obtaining and analyzing relevant market data for VP positions in peer hospitals, developing recommendations and preparing a report.

Hospital for Sick Children Foundation Job Evaluation and Compensation Consulting Services
We assisted this hospital foundation by providing job evaluation and compensation consulting services. The project included providing information sessions for staff, obtaining job information through a job questionnaire, evaluating approximately 20 benchmark jobs, training a job evaluation committee to evaluate the remaining jobs and conducting a review of the results, banding the jobs and providing recommendations for modifications to the current compensation structure.

Hospital for Sick Children Foundation Performance-Based Compensation
We have provided continuing assistance to this major hospital foundation by developing a performance-based compensation plan for all staff levels. The project included interviewing the CEO and meeting with the Senior Management Team to obtain their perspectives on the proposed plan, conducting a survey of selected foundations to determine market practice, designing the plan and providing guidelines for plan administration.

Humber River Regional Hospital Executive Compensation Review
We provided assistance to the Hospital in reviewing the compensation of the Executive Team.

Humber River Regional Hospital Incentive Pay Design
We provided assistance to the Hospital in developing an incentive pay plan for the Executive Team.

Humber River Regional Hospital Physician Leadership Structure and Compensation
We provided assistance to the Hospital in identifying alternative medical staff structures under a multi-site program management model and in developing recommendations for physician leadership compensation.

Huron Perth Health Alliance Executive Compensation Review
We provided executive compensation consulting assistance to this multi-hospital system including development of a compensation strategy, market review and recommendations.

Huron Perth Healthcare Alliance Senior Salary Review
We assisted the hospital by conducting a review of executive compensation. The project included confirming the compensation strategy, obtaining market data and presenting a report of our findings and recommendations to the Board Compensation Committee.

Joseph Brant Memorial Hospital Executive Compensation Review
We provided assistance in conducting a review of executive compensation. Working with the Executive Committee of the Board, we developed a compensation strategy, conducted a market review and provided a final report, including recommendations.

Joseph Brant Memorial Hospital Executive Compensation Review
We have provided continuing executive compensation services to this major community hospital. This project included confirming the compensation strategy, reviewing internal documentation, interviewing the CEO, obtaining market data from our own database and through a supplementary survey, developing a draft report of findings and recommendations, meeting with the Compensation Committee and finalizing our report.

Joseph Brant Memorial Hospital Non-Union Compensation Review
We provided assistance to this community hospital by conducting a review of management and non-union compensation. The project included developing a compensation strategy, evaluating executive and benchmark jobs using the Hay Group Method, training the job evaluation committee, conducting a market review, developing a new salary structure and conducting a pay equity analysis.
Kingston Community Health Centres Senior Staff Compensation Review
We assisted the Kingston Community Health Centres by conducting a review of senior staff compensation. The project included developing a compensation strategy, conducting a custom survey, analyzing the market data, developing recommendations for a new compensation structure and providing a final report.

Kingston General Hospital Executive Compensation
We provided executive compensation consulting assistance including developing a compensation policy, obtaining and analyzing market data, and providing advice on incentive compensation.

Kingston General Hospital Executive Compensation
As a follow up to previous work, we provided executive compensation consulting assistance including obtaining and analyzing market data, and providing advice on compensation adjustments.

KFL&A Public Health Non-Union Compensation and Benefits Market Review
We assisted this organization by conducting a custom market survey of compensation and selected benefits for non-union and management positions. The survey encompassed other comparable Ontario public health units and local health care and public sector organizations. A final report was prepared, including recommendations, and costing and implementation scenarios.

Lakeridge Health Market Review - Director, Academic Affairs
We assisted the hospital by obtaining market data for the purpose of establishing the compensation of the Director, Academic Affairs. We evaluated the position and, using Hay points, benchmarked compensation using our database of university compensation.

London Health Sciences Centre Executive Compensation Survey
We assisted the London Health Sciences Centre to investigate various executive compensation issues.

London Health Sciences Centre and St. Joseph’s Health Centre - London, Joint Executive Compensation Review
We assisted both of these organizations in conducting a review of compensation for Joint Executive and Management positions which have been created to facilitate implementation of the directives of the Health Services Restructuring Commission for the City of London.

London Health Sciences Foundation President and CEO Compensation Review
We assisted the Board of Directors of the London Health Sciences Foundation by conducting a review of the compensation of the President and CEO. The project included identifying appropriate comparator organizations across Canada, conducting a custom market survey, analyzing the market data and preparing a report of findings and recommendations.

Luthercare Communities CEO Compensation Review
We assisted the Board of Directors of this multi-service long-term care organization by conducting a review of CEO compensation. The project included evaluating the CEO job, obtaining market data and providing recommendations.

Manitoulin-Sudbury Community Care Access Centre Compensation Review
We assisted this organization by designing and implementing a new compensation program for all Management and Non-union employees.

Mental Health Centre of Penetanguishene Job Evaluation and Compensation Review
We assisted this organization in transitioning from a provincial psychiatric hospital to an independent corporation by providing job evaluation and compensation consulting assistance with respect to management and non-union employees. The project included developing a compensation strategy, evaluating benchmark jobs, conducting a market review, developing a new compensation structure and conducting a pay equity analysis.

Mississauga Halton Community Care Access Centre CEO Compensation Review
We assisted the Compensation Committee by conducting a review of CEO compensation. The project included developing a compensation strategy, obtaining market data and providing recommendations for a new compensation package, including performance-based compensation.

Mount Sinai Hospital Selected Market Data
We assisted this Hospital by providing market data for selected executive positions. The project included job sizing, and obtaining and analyzing data from our private sector database.

Muskoka Algonquin Healthcare Foundation Executive Director Compensation
We provided executive compensation consulting assistance by conducting a market review for the position of Executive Director of the South Muskoka Hospital Foundation.
National Healthcare Leadership Conference, National Survey of Executive Incentive Pay, Perquisites and Benefits

In cooperation with the National Healthcare Leadership Conference, we conducted the first national survey of Health Care Executive Incentive Pay, Perquisites and Benefits.

Native Child and Family Services of Toronto

We assisted the Board of Directors by conducting a review of the compensation of the Executive Director. The project included developing a compensation strategy, conducting a custom market survey and preparing a final report. We have also provided assistance in developing a performance management process.

New Brunswick Department of Health Survey of CEO Compensation

We assisted the Ministry of Health by conducting a survey of compensation of CEOs of hospitals and health regions across the country.

New Brunswick Department of Health RHA and SSA Compensation Analysis

We assisted the New Brunswick Department of Health by advising on the compensation of the executive staff and Boards of the new Regional Health Authorities and the Shared Services Agency. The project included evaluating the new positions, accessing public and private sector data in the Hay Group database, conducting a national survey of health care executive compensation, and conducting a national survey of health care Board compensation. A final report, including our findings, analyses and recommendations, will be prepared.

Newfoundland and Labrador Health Boards Association Survey of CEO Compensation in Atlantic Canada

On behalf of the Association, we conducted a survey of CEO salaries in the Atlantic Provinces.

Niagara Children’s Centre Job Evaluation Services

We have provided continuing assistance to this regional children’s health care agency by providing job evaluation services.

Niagara Health System Executive Compensation Review

We assisted this organization by conducting a review of executive compensation, including developing an executive compensation strategy, evaluating the senior management positions, conducting a market review, and developing recommendations for compensation.

Niagara Health System Physician Leaders Compensation Review and Environmental Scan of Multi-Site Medical Staff Governance Models

We assisted this organization by conducting a review of physician leaders compensation, including development of a compensation strategy, collection of job information, evaluation of leadership roles, obtaining market data and developing a compensation structure. In addition, we conducted an environmental scan of similar multi-site medical staff governance models and developed a report outlining the advantages and disadvantages of various approaches.

Niagara Health System Review of EVP Positions

We assisted the hospital by conducting a review of the compensation of the newly-created Executive Vice President position, as a result of a reorganization of senior management portfolios. The project included interviewing the President and CEO to clarify job information, evaluating the new positions and establishing appropriate compensation levels.

Niagara Health System Physician Leader Compensation

We assisted the Niagara Health System by conducting job evaluation of the system’s physician leaders and developing a compensation model for both incumbent and newly appointed leaders.

Niagara Peninsula Children’s Centre Salary Administration Program Review

We provided assistance to this organization by conducting a review of the salary administration program for all employees, including job evaluation, a market survey and pay equity analysis.

North Bay General Hospital CEO and EVP/CAO Salary Review

We assisted with the merger of the North Bay General Hospital and the Northeast Mental Health Centre by providing executive compensation services. The project includes identifying appropriate compensation for the two key executive roles: the CEO of the integrated organization and the EVP/Chief Amalgamation Officer.

North Bay General Hospital Executive Compensation Review

We assisted the merger of the North Bay General Hospital and the Northeast Mental Health Centre by providing executive compensation services. The project included reviewing job documentation, obtaining market data, developing recommendations for compensation packages for the transitional leadership team for the new merged organization, and ensuring compliance with the Public Sector Compensation Restraint Act and the Excellent Care for All Act.
North Bay General Hospital Compensation Review for Selected Senior Roles
We provided further assistance related to the merger of the North Bay General Hospital and the Northeast Mental Health Centre by providing compensation consulting services for selected senior roles. The project included reviewing job documentation, obtaining market data, developing recommendations for compensation packages for the transitional leadership team for the new merged organization, and ensuring compliance with the Public Sector Compensation Restraint Act and the Excellent Care for All Act.

North Bay General Hospital Review of President and CEO Compensation
We assisted the hospital by conducting a review of the compensation of the President and CEO. The project included confirming the compensation strategy, obtaining market data and presenting a report of our findings and recommendations to the Board Compensation Committee.

North Bay Hospitals Merger Compensation Study
We assisted these newly merged hospitals to develop a salary structure for the Management staff of the new organization.

North Bay Regional Health Centre Total Compensation Program for Management and Non-Union Employees
We assisted the North Bay Regional Health Centre by developing a total compensation program for management and non-union employees. The Centre is a new corporation formed through the voluntary merger of the North Bay General Hospital and the Northeast Mental Health Centre. The project included developing a compensation strategy, conducting a job evaluation process using the Hay Group Guide Chart Method, conducting a market review of compensation and benefits, developing a new compensation structure and conducting a pay equity analysis.

North East Community Care Access Centre Management and Non-Union Compensation Market Review
We assisted this client by conducting a market review of management and non-union compensation. Effective April 1, 2009, salary ranges will be determined and managed by the 14 individual CCACs. The project includes obtaining market data and recommending new salary ranges.

Northern Ontario School of Medicine Associate Dean Compensation Review
We provided assistance to the Northern Ontario School of Medicine by conducting a review of the compensation of the Associate Dean positions. The project included reviewing relevant documentation, interviewing the Founding Dean, determining the comparator group, obtaining and analyzing market data on cash and non-cash compensation elements, and preparing a final report and recommendations.

Northumberland Hills Hospital Foundation Compensation Consulting Services
We have assisted this community hospital foundation by providing compensation consulting services. The project included confirming the compensation strategy, designing and conducting a custom market survey of the foundation’s key positions, analyzing the results and providing recommendations for modifying the current compensation structure.

Northumberland Hills Hospital and Foundation Review of Management Salaries and Structure
We assisted the Hospital and Foundation by conducting a Review of Management Compensation and Structure.

Northumberland Hills Hospital Review of Management and Non-Union Salaries
We provided continuing assistance to the hospital by reviewing management and non-union compensation. The project included conducting a review of market data, recommending revisions to the compensation structure, and providing pay equity advice. In addition, we assisted the Board of Directors in conducting a review of CEO compensation.

Northumberland Hills Hospital Executive Compensation Review
We have provided continuing compensation consulting assistance to the hospital by conducting a review of executive compensation. The project included obtaining and reviewing updated job descriptions, obtaining and analyzing market data, and preparing a final report and recommendations.

Northumberland Hills Hospital CEO Compensation and Performance Evaluation Review
We assisted the Board of Directors by conducting a review of CEO compensation and the performance evaluation process. Working with the CEO Compensation and Performance Evaluation Committee, the project included reviewing the compensation strategy, reviewing internal documentation, conducting a market review, designing a performance-based compensation plan, and reviewing the performance evaluation process.

Northeast Mental Health Centre Development of Compensation Program
We assisted this organization by developing a new compensation program for non-union employees. The project was made necessary due to the transfer of the North Bay Psychiatric Hospital to this organization. The project included development of a compensation strategy, job evaluation, market review, pay equity analysis, and recommendations for new salary ranges.
Northeast Mental Health Centre President & CEO Compensation Review

We assisted the Board of Directors by providing consulting assistance with respect to the compensation of the President and CEO. The project included reviewing and providing advice concerning the incumbent’s compensation package, and developing a Board Executive Compensation Policy.

Northern Ontario School of Medicine, Compensation Consulting Services, Sudbury and Thunder Bay, Ontario

We assisted Ontario’s newest medical school by providing compensation consulting services with respect to the school’s administrative, management and non-union staff, including development of a compensation strategy, job evaluation, conducting a custom market survey and implementation of a new compensation system.

North York General Hospital Executive Compensation Review

We assisted this organization by conducting a market review of Executive Compensation, including benefits and perquisites.

North York General Hospital Review of Physician Leader Compensation

We assisted the Hospital by conducting a market review of Physician Leader Compensation. The project involved obtaining and analyzing data for several benchmark leadership positions, and providing a report.

Nunavut Department of Health and Social Services Physician Compensation Program

We assisted the Department of Health and Social Services, Government of Nunavut, by developing recommendations for a new compensation program for the territory’s physicians. The project included reviewing relevant documentation; interviewing key informants in the Department, front-line physicians, locum physicians and visiting specialists; conducting a market survey and comparative analysis of physician compensation practices in relevant Canadian jurisdictions; and providing options for a suggested compensation model, including tax implications. We have also proposed strategies for more effective recruitment and retention of physicians in Nunavut.

Nunavut Department of Health and Social Services Physician Compensation Program - Phase 2

We have continued to provide assistance to the Nunavut Department of Health and Social Services regarding the development of a physician compensation program for physicians employed by the Department. Phase 2 of this project included obtaining market data from other comparable Canadian jurisdictions, conducting an in-depth review of existing compensation arrangements (including cash compensation and benefits), and providing recommendations for the compensation of the various physician classifications for both salary and sessional models. We have also provided advice with respect to compensation for locums.

Nurse Practitioners Association of Ontario Review of Nurse Practitioners Compensation

We assisted this provincial organization by conducting a review of the compensation of nurse practitioners in the Province of Ontario. The project included determining the relative size and scope of the nurse practitioner role by evaluating the nurse practitioner job and other health provider jobs, including registered nurse, clinical nurse specialist, and physician general practitioner; conducting a compensation comparison analysis; developing recommendations; and, presenting our final report to the Association’s Board of Directors.

One Kids Place Executive Director Compensation Review

We assisted this children’s treatment centre by conducting a review of the compensation of the Executive Director. The project included working with the Executive Committee of the Board to develop a compensation strategy, preparing job specifications for the Executive Director role, conducting a market review and analysis, providing advice regarding the annual performance review process, and preparing a final report and recommendations.

Ontario Association of Community Care Access Centres Review of Senior Executive Compensation

We assisted this association by conducting a review of the compensation of the senior executives reporting to the Chief Executive Officer. The project included interviewing the CEO, developing a compensation strategy, reviewing internal documentation, obtaining and analyzing relevant market data, and preparing a report and recommendations.

Ontario Association of Community Care Access Centres Review of CEO Compensation

We assisted the Board of Directors of this provincial organization by conducting a review of the compensation of the Chief Executive Officer. The project included interviewing key individuals, reviewing internal documentation, assisting the Board to determine the compensation strategy, obtaining and analyzing relevant market data, and preparing a report and recommendations.

Ontario Hospital Association Compensation Consulting Services

We have provided ongoing compensation consulting assistance to the OHA with respect to the establishment of salary ranges for staff of the Association.

Ontario Medical Association Compensation Package for New CEO

We were retained by the OMA to provide advice on designing a compensation package for the new CEO.
Ontario Ministry of Health and Long-Term Care Total Compensation Program for CCAC Executive Directors

We assisted the Community Care Access Centres Branch by developing recommendations for a Total Compensation Program for Executive Directors of CCACs.

Ontario Ministry of Health and Long-Term Care Executive Compensation – CCACs

We assisted the Ministry of Health and Long-Term Care by developing a comprehensive compensation program for executive directors of the new 14 CCACs.

Ontario Ministry of Labour Review of Executive Compensation

We assisted the Ontario Ministry of Labour by providing compensation review services. The project involved conducting a review of the compensation of the CEOs of six workplace safety agencies. Activities included evaluating the six jobs, conducting a benchmarking analysis of total compensation using the Hay Group database, developing recommendations for a new salary structure for the six CEO positions, and presenting our findings and recommendations.

Options Northwest (formerly, Centre for the Developmentally Challenged) Job Evaluation and Pay Equity Assistance

We provided ongoing consulting assistance to this organization in the areas of job evaluation and pay equity.

Orillia Soldiers Memorial Hospital Non-Union Job Evaluation and Compensation Consulting Services

We assisted this community hospital by providing job evaluation and compensation consulting services. The project included developing a compensation strategy, providing information sessions for staff, training an internal job evaluation committee, evaluating all management and non-union jobs, obtaining market data, developing a banding structure and salary ranges, and reviewing job content and titling.

Oshawa Community Health Centre Providing Compensation Advice to the Board of Directors

We provided advice to the Board of Directors of the Oshawa Community Health Centre on the implementation of the new provincial compensation framework developed by Hay Group for the Association of Ontario Health Centre.

Oshawa General Hospital Foundation CEO Compensation Market Review

We assisted the Human Resources of the Board of Directors by conducting a market review of CEO compensation. The project included identifying market comparators, conducting a custom survey and providing a report of the results.

Ottawa Community Care Access Centre Executive Compensation Review

We assisted this organization by conducting a review of Senior Management salaries. The review came about as a result of the restructuring of Senior Management responsibilities. Activities will include evaluating the new Senior Management roles and conducting a market review.

Ottawa Community Care Access Centre Management and Non-Union Market Review

We conducted a market review and provided compensation consulting services with respect to the Senior Management, Management and Non-union staff at the Ottawa CCAC.

Ottawa Community Health Centres Update of 2006 Compensation Report

We provided assistance to the Ottawa Region community health centres by updating a market survey we conducted in 2006. The project involved examining changes in compensation over the intervening period for various health care roles, as well as the health sector and overall labour market.

Pathways to Independence Job Evaluation and Salary Administration

We assisted this non-profit operator of group homes in the development and implementation of job evaluation and salary administration systems.

Paediatric Oncology Group of Ontario Job Evaluation and Salary Administration

We assisted this organization to develop a new compensation structure. The project included job evaluation, a market review and development of a pay equity plan.

Perley Rideau Veterans’ Health Centre Executive Compensation Review

We provided assistance to this long-term health care centre by conducting a review of executive compensation. The project included developing a compensation strategy, conducting a custom market survey, and preparing a final report of our findings and recommendations.

Peterborough Regional Health Centre Executive Compensation

We provided executive compensation consulting assistance by conducting a review and analysis of market data.

Peterborough Regional Health Centre Executive and Management Compensation Review

We assisted the hospital in developing and implementing a compensation system for executives, managers and non-union employees.
Peterborough Regional Health Centre Job Evaluation
We provided continuing assistance to the hospital by providing job evaluation services. The project included evaluating all management and non-union jobs using the Hay Group Guide Chart Method, revising the banding structure and conducting a pay equity analysis.

Peterborough Regional Hospital Foundation Job Evaluation/Market Review
We provided assistance in the evaluation and market analysis of positions within the Foundation.

Pinecrest Queensway Community Health Centre
We assisted this Ottawa-based community health centre by evaluating the non-management jobs.

Professional Association of Interns and Residents of Ontario, Survey of Physician Compensation
We assisted this organization in developing and implementing a survey of Physician Compensation in Ontario's teaching hospitals.

Providence Centre (Toronto) Compensation Advice to the Management and Board
We have provided ongoing assistance to the hospital’s Senior Management and Board of Directors regarding the compensation of Senior Management, Management and Non-union employees.

Providence Continuing Care Centre (Kingston) Executive Compensation Review
We assisted the Hospital’s Board of Directors to review the compensation of the President and CEO.

Providence Health Care, Kingston Job Evaluation Tool Revisions
We provided assistance by modifying the job evaluation tool used by this organization in order to reflect current circumstances. Specifically, modifications were made to address span of control issues, including budget management, direct reports, and the numbers of locations and programs supervised.

Providence Healthcare Executive Compensation
We provided executive compensation consulting assistance to the President and CEO.

Quinte Healthcare Corporation Compensation Consulting Services
We assisted QHC to develop and implement new job evaluation and salary administration systems for its non-unionized employees. We have continued to provide ongoing assistance for job evaluation and market compensation services.

Quinte Healthcare Corporation Survey of Pathologists’ Compensation
We conducted a market survey of the compensation of Pathologists in Ontario hospitals.

Quinte Health Care Job Evaluation Training and Support
We have assisted this multi-site community hospital by providing continuing job evaluation training and support services as a result of the restructuring of management roles.

Regent Park Community Health Centre Job Evaluation and Pay Equity
We assisted this community health centre by providing job evaluation and pay equity services. The project was based on our continuing work with the Ontario Association of Health Centres and included evaluating jobs that are not part of the provincial compensation structure, and developing the pay equity plan in accordance with Ontario’s Pay Equity Act.

Regina Qu’appelle Health Region Executive Compensation Review
We assisted the health region in conducting a review of the Senior Management Compensation program.

Registered Nurses Association of Ontario Executive Compensation Review
We provided assistance to this provincial association by conducting a review of the organization’s executive compensation program. The project included developing a compensation strategy, interviewing the executives and evaluating their jobs, conducting a custom market survey, developing a new salary administration program, and presenting our report and recommendations.

Ross Memorial Hospital Foundation Compensation Consulting Services
We have assisted this community hospital foundation by providing compensation consulting services. The project included confirming the compensation strategy, designing and conducting a custom market survey of the foundation’s key positions, analyzing the results and providing recommendations for modifying the current compensation structure.
Ross Memorial Hospital Job Evaluation and Compensation Review
We assisted this organization by conducting a job evaluation and compensation review of management and non-union positions. The project included evaluating all positions, training an internal committee to provide quality assurance and providing recommendations for any changes to the compensation structure.

Ross Memorial Hospital Job Evaluation and Salary Administration Review
We have provided ongoing assistance to the hospital by conducting job evaluation and a review of the salary administration program for all Non-union employees. We have also conducted a review of the hospital’s Executive Compensation.

Ross Memorial Hospital Non-Union Compensation Plan Update
We provided continuing assistance to this community hospital by evaluating selected non-union and management jobs.

Ross Memorial Hospital Review of Executive Assistant Positions
We assisted this organization by conducting a review of the compensation of the Executive Assistant positions, including comparing job descriptions, evaluating jobs and reviewing pay bands.

Rouge Valley Health System Provision of Pay Equity Consulting Services
We assisted the hospital by providing compensation and pay equity consulting services for management and non-union staff. The project included obtaining current job information, evaluating benchmark jobs using the Hay Group Method of Job Evaluation, evaluating the remaining jobs using the Hay Group Comparison Method, and preparing a new pay equity plan (including identifying gender predominance and male comparators, conducting compensation comparisons and preparing a plan for posting.)

Rouge Valley Health System Compensation Consulting
We provided assistance to the Hospital by conducting a custom market review of salaries for Senior Management and Directors.

Rouge Valley Health System Job Evaluation and Compensation Review
We provided job evaluation and compensation assistance to this organization for management and senior management positions. The project included modifying the job evaluation plan, training the job evaluation committee, conducting a market review and a pay equity analysis, and revising the compensation structure, as required.

Rouge Valley Health System President and CEO Compensation Review
We have assisted the Board of Directors by conducting a review of the compensation of the President and CEO. The project included obtaining and analyzing relevant market data on cash compensation, benefits and perquisites, and preparing a final report incorporating findings and recommendations.

Rouge Valley Health System President and CEO Compensation Review
We have provided continuing executive compensation services to the hospital’s Board of Directors by updating compensation market data.

Royal College of Physicians and Surgeons of Canada Executive Compensation Review
We assisted this national organization by conducting a review of the compensation of the college’s physician executives. The project encompassed conducting a custom survey of selected local and national organizations, analyzing the market data, developing recommendations for total compensation and providing a final report.

Royal Victoria Hospital Job Evaluation Review
We assisted the hospital by providing compensation consulting services with respect to management and non-union staff, including developing a compensation strategy, job evaluation, conducting a market review and pay equity analysis, and developing and costing a new compensation structure.

Runnymede Health Centre Executive Compensation Review
We assisted Runnymede by conducting a review of the compensation of the President and CEO. The project includes developing a compensation strategy, obtaining and analyzing relevant market data, and providing recommendations.

Runnymede Healthcare Centre Developing an Interim Compensation Structure
We assisted this organization by developing an interim compensation structure for management and non-union staff. As a result of moving into a new, larger facility, many positions have changed and new positions have been added. The project includes developing the compensation strategy, obtaining market data, revising salary ranges, and placing new and changed jobs in an interim structure.

Runnymede Healthcare Centre Non-union, Non-Management Job Evaluation & Pay Equity
We provided assistance in the development of a job evaluation program and conduct of a pay equity analysis for non-union, non-management positions.
St. John’s Rehabilitation Hospital Executive Compensation Review
We assisted the Executive Committee of the Board in a review of the compensation of the President and CEO.

St. Joseph’s Health Care (London) CEO Total Compensation Market Survey
We assisted the Boards of Directors of London Health Sciences Centre and St. Joseph’s Health Care, London by advising them on the establishment of appropriate compensation for the President and CEO positions of the two organizations. The project included working with the Executive Committees of both hospitals to develop compensation strategies, conducting a total compensation market review, and developing recommendations.

St. Joseph’s Health Centre (Toronto) Executive Compensation Review
We assisted the hospital by conducting a review of Executive Compensation. The project includes conducting a custom survey and providing a report and recommendations to the Board.

St. Joseph’s Health Centre (Toronto) CEO Compensation Review
We assisted the hospital by conducting a review of the compensation of the President and CEO position. The project includes conducting an analysis of market data for cash compensation, benefits and perquisites and preparing a report for the Executive Committee.

St. Joseph’s Health Centre Review of New VP Position
We assisted this community hospital by reviewing the evaluation and compensation of a new vice president role to ensure that it is appropriately and reasonably compensated within the organization’s executive compensation structure, and in compliance with provincial executive compensation restraint legislation.

St. Joseph’s Health Centre (Toronto) Review of Division Head Role and Compensation
We assisted the hospital by conducting a review of the compensation and role of the hospital’s Division Heads. The project includes developing a role description for the Division Head position, obtaining market data, and developing recommendations for compensation.

St. Joseph’s Care Group Executive Compensation Review
We provided assistance to the Board of Directors of this organization by conducting a review of executive compensation. The project included developing an executive compensation strategy, reviewing relevant internal documentation, conducting a market review, developing recommendations and providing a final project report.

St. Michael’s Hospital Job Evaluation and Compensation for Management Staff
We assisted the hospital in maintaining its job evaluation and compensation program for Senior Management staff.

St. Thomas Elgin General Hospital Human Resources Consulting Services
We provided assistance to this community hospital by conducting a review of management and non-union compensation. The project included reviewing the current compensation structure and related policies and procedures, conducting a market review, and providing recommendations for changes to the structure, including performance-based compensation for the hospital’s executives.

Saskatchewan Association of Health Organizations Supporting the Task Group on Executive Pay-for-Performance
We assisted this provincial association by providing support for designing a new pay-for-performance plan for executives of Saskatchewan’s Regional Health Authorities. The project included facilitating meetings of the provincial task group, preparing background documentation and meeting materials, and providing recommendations for all elements of the plan design. The project also included providing implementation advice to individual Health Authorities.

Saskatchewan Association of Health Organizations, Workshop on Designing an Executive Pay-at-Risk Plan
We assisted this provincial association by designing and delivering a workshop on executive pay-at-risk plans. The project was initiated due to an agreement between SAHO and the Ministry of Health to introduce an executive pay-at-risk effective April 1, 2011. The workshop was conducted for Health Region Board Chairs, CEOs and VPs HR, and Ministry representatives.

Saskatoon Health Region Executive Compensation Review
We assisted the Health Region in conducting a review of the Senior Management Compensation program.

Sault Area Hospitals, Review of Senior Management Compensation Program
We assisted the Hospital in conducting a review of the Senior Management Compensation program, including the performance management system, and exploring the feasibility of introducing a performance-based pay program.

Sherbourne Health Centre Executive Compensation Services
We provided Executive Compensation consulting assistance to the Board of Directors including development of a compensation strategy, market review and recommendations.
Southlake Regional Health Centre Market Review of President and CEO Compensation
We assisted this hospital by conducting a review of CEO compensation. The project included identifying appropriate comparators and obtaining and analyzing market data.

South Muskoka Memorial Hospital Executive and Management Compensation Review
We assisted the Hospital in reviewing the compensation of Executives and Managers.

Stratford General Hospital Executive Compensation Services
We provided Executive Compensation consulting assistance to the Hospital including development of a compensation strategy, market review and recommendations.

Stratford General Hospital Foundation Executive Director Compensation Review
We assisted the Board of Directors of this hospital foundation by conducting a review of the compensation of the Executive Director. The project included reviewing internal documentation, confirming the compensation strategy, conducting a custom survey, and preparing a final report and recommendations.

Sudbury Regional Hospital Levels of Work
We assisted the Hospital by modifying the compensation program for Management staff. The project includes working with an internal expert panel, modifying the Levels of Work architecture developed in 1999, and evaluating all management level positions.

Sudbury Regional Hospital Market Competitiveness
We assisted the Hospital by conducting a market review for all management level jobs, and preparing costing options for implementation.

Sudbury Regional Hospital CEO Performance Review
We assisted the Board of Directors in conducting a 360-degree performance review for the CEO of the hospital. We provided support to the CEO Evaluation Committee in developing a competency model for the position, collecting and interpreting the feedback information, and in preparing for the evaluation meeting.

Sudbury Regional Hospital Competency-Based Salary Administration Program for Management Staff
We assisted the organization to develop and implement a Competency-based Salary Administration Program for all management staff of the hospital.

Sudbury Regional Hospital Non-Union/Non-Management Salary Administration and Pay Equity Assistance
We provided ongoing assistance to the Sudbury Regional Hospital in the development and implementation of a salary administration program for all Non-union employees, including allied health professionals and the administrative support groups.

Sudbury Regional Hospital Physician Leaders Compensation Survey
We assisted the hospital by conducting a survey of physician program director and clinical leader compensation practices in order to facilitate the introduction of a new program management structure.

Sudbury Regional Hospital Executive Compensation
We provided continuing Executive Compensation consulting assistance to the Hospital, including development of recommendations for base and incentive compensation, and assistance in contract negotiations for the President and CEO.

Sudbury Regional Hospital Pay Equity for Management Positions
We assisted the Hospital by developing a pay equity plan for Management staff. The project includes underpinning the Levels of Work Architecture with the Hay Method.

Sudbury Regional Hospital Pay Equity for Non-Management Positions
We assisted the Hospital by developing a pay equity plan for Non-union employees. The project includes evaluating all non-union jobs using the Hay Method and establishing a single pay equity plan for all Management and Non-union staff.

Sunnybrook and Women’s College Health Sciences Centre Compensation Consulting Services
We assisted the newly-merged organization, comprised of the Orthopaedic and Arthritic Hospital, Sunnybrook Health Science Centre and Women’s College Hospital, to review their existing job evaluation and wage administration programs for Non-union employees, and to implement a new hospital-wide system.

Sunnybrook and Women’s College Health Sciences Centre Executive Compensation Review
We assisted this newly merged organization to develop and implement an Executive Compensation program for the new Executive Team.

Thames Valley Children’s Centre CEO Compensation Review
We assisted the Board of Directors to conduct a review of the compensation of the CEO. The project included working with the Executive Committee to develop a compensation strategy, obtaining market data, and developing recommendations.
The Change Foundation President and CEO Compensation Review
We assisted the Board of Directors by conducting a review of the compensation of the President and CEO. The project included identifying appropriate market comparators, obtaining relevant market data and advising the Board with respect to developing a compensation policy.

The Ottawa Hospital President and CEO Compensation Review
We assisted this academic health science centre by conducting a review of the compensation of the President and CEO. The project included confirming the compensation strategy, obtaining and analyzing relevant market data, and providing recommendations.

The Ottawa Hospital Compensation System for Hospital Managers
We provided assistance in the development of a compensation system for the hospital’s Managers. The project included job evaluation, a market study and establishing a new salary structure.

The Salvation Army Job Evaluation and Pay Equity Consulting
This work involved an analysis of the job evaluation methodology for gender neutrality and guidance with respect to the retroactive (to 1990) implementation of pay equity for its 2,000 employees located in Ontario.

The Salvation Army Executive Compensation and CEO Performance Review
We assisted the Army by developing and implementing a 360-degree performance review process and by conducting a review of the compensation of the President, William and Catherine Booth College.

The Scarborough Hospital Executive Compensation Review
We have provided ongoing assistance to the Hospital to develop and implement an Executive Compensation program for the Executive Team.

Surrey Place Centre CEO Compensation Review
We assisted the Board of Directors of this organization by conducting a review of CEO compensation. The project included reviewing relevant documentation, interviewing key informants, developing a compensation strategy, conducting a custom survey of total compensation elements, and developing recommendations and a final report.

Thames Valley Children’s Centre CEO Compensation Review
We have provided continuing assistance to this children’s health agency by conducting a review of CEO compensation. The project includes confirming the compensation strategy, conducting a custom survey, and preparing a report of our findings and recommendations.

The Change Foundation President and CEO Compensation Review
We have provided continuing assistance to the Board of Directors by conducting a review of the compensation of the President and CEO. The project included confirming the comparator organizations, obtaining and analyzing relevant market data, and providing recommendations.

Thunder Bay District Health Unit Comprehensive Compensation Strategy
We assisted this regional public health unit by providing compensation consulting services. The project included developing a compensation strategy, evaluating benchmark jobs, training an internal job evaluation committee, conducting a custom market survey, providing recommendations for revising the compensation structure, conducting costing scenarios, ensuring pay equity compliance, and preparing a final report.

Thunder Bay District Health Unit Compensation Program
We assisted this organization by designing and implementing a new compensation program for all management and non-union employees, and conducting a custom market survey.

Thunder Bay Regional Health Sciences Centre Compensation Review
We assisted this organization by conducting a market compensation review for Senior Management and Management positions.

Thunder Bay Regional Health Sciences Centre Executive Compensation Review
We assisted this organization by conducting a review of executive compensation, including a market review and development of recommendations.

Tillsonburg District Memorial Hospital Executive Compensation Review
We assisted this small community hospital by conducting an executive compensation review. The project arose as a result of a decision of the Boards of the Tillsonburg District Memorial Hospital and the Alexandra Hospital to enter into a strategic partnership. As a result, “integrated” executive roles were established with responsibility for both hospitals. The project included evaluating executive jobs, obtaining relevant market data, and providing recommendations for executive compensation, including performance-based compensation.
Timmins and District Hospital Chief of Staff Role and Compensation Survey
We conducted a survey of hospitals operating under a program management model with respect to the role and compensation of the Chief of Staff.

Toronto Association for Community Living Compensation Consulting Services
We assisted the Association in the implementation of a job evaluation program for the maintenance of pay equity for its Non-unionized employees. We also conducted a market review to determine the competitiveness of its non-union pay rates.

Toronto East General Hospital Executive Compensation Services
We assisted the hospital by conducting a market review of Executive Compensation, including a review of the compensation strategy and selected market data.

Toronto East General Hospital Foundation Executive Structure and Compensation Review
We assisted this hospital foundation by conducting a review of the executive structure and compensation. The project involved surveying comparable hospital foundations with regard to their executive job responsibilities and compensation, analyzing the information and providing recommendations.

Toronto East General Hospital Incentive Program for Management Staff
We assisted the hospital by developing an incentive plan for management staff. The project included conducting a market review and designing the incentive plan, including the framework and costing.

Toronto/GTA Community Health Centres Compensation Report
We provided continuing assistance to the Toronto/GTA community health centres by updating a market survey we conducted in 2006. The project involved examining changes in compensation over the intervening period for various health care roles, as well as the health sector and overall labour market.

Toronto Rehabilitation Institute Executive Compensation
We assisted the Hospital to conduct a review of the compensation of its Senior Management Team.

Toronto Rehabilitation Institute Job Evaluation and Pay Equity Assistance
We assisted the Hospital in the review and integration of the four predecessor organizations’ systems for compensation of Non-union employees.

Trillium Gift of Life Network Compensation Review
We assisted this provincial agency by conducting a compensation review. The project included confirming the health care market comparators, conducting a custom market survey on compensation trends in the health sector, accessing public sector data from the PayNet database for selected benchmark positions, providing recommendations for modifications to the compensation structure, and meeting with Senior Management to present the results.

Trillium Gift of Life Network President and CEO Compensation Review
We provided assistance to the Board of Directors of this agency by conducting a review of the compensation of the President and CEO. The project includes developing a compensation strategy, reviewing relevant documentation, obtaining and analyzing market data, and developing recommendations.

Trillium Gift of Life Network CEO Compensation Review
We assisted the Board of Directors of this provincial agency by conducting a review of CEO compensation to support the recruitment process for a new CEO. The project included developing the comparator organizations, accessing market data in our database and supplementing this with a survey of selected organizations, and preparing a report and recommendations.

Trillium Gift of Life Network Review of Nursing Jobs
We have provided continuing assistance to this provincial agency by conducting a review of front-line nursing jobs. The purpose of the review was to establish the comparability of the agency’s roles with unionized positions in hospitals and other health care organizations. Based on the results of this review, we provided recommendations for structuring the compensation of these roles.

Trillium Gift of Life Network VP and Director Compensation Review
We provided assistance by conducting a review of the compensation of the Vice-Presidents and Directors. The project included confirming the compensation strategy, re-evaluating the positions, conducting a custom market survey and preparing our report and recommendations.

Trillium Health Centre Executive Compensation
We have provided ongoing Executive Compensation consulting services to Trillium Health Centre, including developing a compensation strategy and conducting a market review and analysis.

Trillium Health Centre Executive Salary Review and Assessment
We assisted this organization by conducting a review of the compensation of the Executives reporting to the President and CEO. The project included confirming the compensation strategy, obtaining the relevant market data, developing recommendations and preparing a final report.
Unison Health and Community Services CEO Compensation Review
We provided assistance to the Board of Directors of this community health centre by conducting a review of CEO compensation. The project included developing a compensation strategy, conducting a custom market survey, analyzing the market data and preparing a final report and recommendations.

Unison Health and Community Services Pay Equity Review and Job Evaluation
We assisted this community health centre by pay equity and job evaluation assistance. The project included evaluating three new jobs and conducting pay equity maintenance activities.

Unison Health and Community Services Pay Equity Services
We have provided continuing merger assistance to this community health centre by conducting a pay equity review to ensure compliance with relevant legislation. The project included conducting a pay equity analysis, providing a costing analysis and preparing a pay equity plan for posting.

Vancouver General Hospital and University of British Columbia Foundation
We conducted a national survey of Senior Executives of hospital-based foundations and provided assistance in implementing an executive compensation plan.

Vaughan Community Health Centre Pay Equity Plan Development
We assisted this community health centre by developing a pay equity plan in accordance with the Ontario Pay Equity Act. The project was based on the work we have done for the Ontario Association of Health Centres and included identifying job classes, evaluating any jobs that are not part of the provincial compensation structure, developing the pay equity plan and conducting costing analyses.

VHA Home HealthCare Review of Senior Management Salaries
We assisted this major Ontario home care agency by conducting a review of senior management salaries. The project included developing a compensation strategy, designing and conducting a market survey of selected comparators, analyzing the data, developing recommendations for changes to the current salary structure and providing a final report.

Waypoint Centre for Mental Health Care Job Evaluation Services
We have continued to assist this mental health centre by providing job evaluation services. The project involved conducting a quality assurance check of management and non-union jobs that have recently been evaluated by the internal job evaluation committee.

Wellington-Dufferin-Guelph Health Unit
We provided assistance in conducting a market review and pay equity analysis for non-union, non-management positions.

William Osler Health Centre Compensation of the President and CEO
We assisted this organization by developing recommendations for the compensation of the President and CEO. The Board was in the process of planning for the Hospital’s transition to post-supervision governance and wished to appoint a new President and CEO. The project included developing a compensation strategy, obtaining and analyzing market data, and preparing recommendations and a final report.

William Osler Health System Executive Compensation Review
We assisted this major community hospital by conducting a review of VP level compensation. The project included providing options for performance-based compensation effective April 1, 2011, in compliance with Ontario legislation, evaluating the VP jobs using the Hay Group Method, providing salary recommendations for selected positions and providing a high-level design of a new approach to VP compensation based on best practices.

Windsor Essex Community Health Centre Compensation/Pay Equity Review and Plan
We assisted this newly-merged organization by providing compensation and pay equity consulting services. The project included developing a compensation strategy, evaluating all jobs using the Hay Group Guide Chart Method, conducting a pay equity review, conducting a custom market survey, developing a new compensation structure and recommending salary administration policies and procedures.

Windsor Regional Hospital Executive Compensation Review
We assisted this major community hospital by providing executive compensation services pursuant to organizational restructuring. The project involved clarifying the executive roles, confirming the compensation strategy, obtaining relevant market data and preparing a report and recommendations.

Windsor Regional Hospital Market Evaluation of Selected Management Positions
We assisted this Hospital by conducting market evaluations of Selected Management Positions.

Windsor Regional Hospital Wage Comparison for Union Positions
We assisted the Hospital by conducting a custom survey of Ontario hospitals covering 20 unionized benchmark positions.
Winnipeg Regional Health Authority Executive Compensation Review
We provided assistance to the Regional Authority in reviewing the compensation of the President and CEO, including conducting a custom market survey of all compensation elements.

Whitby Mental Health Centre Compensation Plan and Performance Management System for the CEO and Physician in Chief
We assisted the Board of Directors of this organization by developing a compensation structure and performance management system for the President and CEO and Physician in Chief positions. The project included working with the Executive Committee to develop the compensation strategy, obtaining and analyzing market data, developing performance management tools and processes, providing draft policies and procedures, and preparing a final report.

Whitby Mental Health Centre Physician Performance Evaluation and Compensation Plan
We assisted this newly-divested mental health organization by developing a performance evaluation and compensation plan for physicians. The project included developing a compensation strategy, collecting job information, evaluating the leadership roles, obtaining market data, developing a compensation structure, performance appraisal documentation and an implementation plan.

Women’s College Hospital Executive Compensation Review
We assisted the hospital by conducting a review of the compensation of executives reporting to the President and CEO. The project included developing an executive compensation strategy, reviewing and analyzing market data, providing salary and bonus recommendations, and providing administrative guidelines.

Women’s College Hospital CEO and Chief of Staff Compensation Review
We assisted the hospital’s Board of Directors by conducting a review of the compensation of the President & CEO and Chief of Staff. The project included reviewing relevant documentation, interviewing the CEO and Chief of Staff, developing a compensation policy, obtaining and analyzing market data, and preparing a report and recommendations.

Women’s College Hospital Review of Chief of Staff Compensation
We assisted this academic hospital by conducting a review of Chief of Staff compensation. The project included identifying the peer organizations, obtaining market data, developing recommendations and preparing a final report.

York Central Hospital President and CEO Compensation Review
We assisted the President and CEO Search Committee of the hospital in establishing an appropriate compensation package for the President and CEO position. The project included a review of background documents, identifying an appropriate group of benchmark organizations, obtaining and analyzing relevant market data, and preparing a report and recommendations.

York Central Hospital Physician Leader Role and Compensation Review
We assisted the hospital by conducting a review of the roles and compensation of physician leaders, including Chiefs and Program Directors. The project included developing a compensation philosophy, developing leadership role statements, evaluating the physician leadership roles, conducting a market review, developing a performance management process and preparing an implementation plan.
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