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#### EDUCATION

- Master of Business Administration. McMaster University. Hamilton, Ontario.
- Bachelor of Science. McMaster University. Hamilton, Ontario.

#### SUMMARY OF QUALIFICATIONS

Jan is the founder and Managing Director of StrategiSense Inc., a management consulting firm located in Toronto. She has over 20 years experience in the health care and social services sectors including hospitals, community-based agencies, research and management consulting. Jan's areas of expertise include strategy development, community needs assessment and consultation, program evaluation and planning, organizational development, and governance. The majority of Jan's assignments have been related to the development of strategies that increase the overall effectiveness and responsiveness of organizations to the needs of their clients and broader community.

#### RELEVANT CONSULTING EXPERIENCE

##### ***Organizational Redesign, Organizational Assessment, Development and Transformation; Process Improvement***

- African and Caribbean Council on HIV/AIDS in Ontario (ACCHO) (2010) – Organizational Review and Evaluation of Strategy
- Interim Place (2010) – Change Management and Organizational Review Recommendation Implementation Support
- Pathways to Education Program, Regent Park Community Health Centre (2010) – Data Process Improvement
- New Heights Community Health Centre (2010) – Pathways Program Protocol Development
- New Heights Community Health Centre (2009-2010) – Leadership Coaching and Team Development
- Ontario Perinatal Surveillance System (2009-2010) – Organizational Design and Restructuring
- Ministry of Health and Long Term Care (2006 – 2009) – Ministry –wide organizational redesign and transformation including change management,

stakeholders consultation, process design, organizational structure design, implementation planning and guidance.

- Black Health Alliance (2007- 2009) – Infrastructure Development and Capacity Building – Trillium proposal writing, implementation planning and assistance, process and procedure design, governance development, annual general meeting preparation and planning, strategic planning, communication planning, and evaluation.
- TAIBU Community Health Centre (2006-2008) – Proposal writing, Implementation Planning, Community Engagement, Organizational Structure Development, Board Governance Development
- United Way of Greater Toronto /City of Toronto – Building Effective Organizations Initiative (2006) – Organizational Assessments and Capacity Building Planning for 3 non-profit agencies (Sojourn House, LAMP Community Health Centre, and Street Haven)
- South Riverdale Community Health Centre (2006) – Organizational Evaluation and Assessment.
- Sunnybrook and Women’s College Health Sciences Centre (2005) – Review of the patient care process within the Department of Medical Imaging.
- Sunnybrook and Women’s College Health Sciences Centre (2005) – Department of Medical Imaging Operational Review Preparation.
- Health Canada (Ontario/Nunavut Region) (2005) – Design and implementation of a manager upward feedback survey.
- Planned Parenthood of Toronto (2004) – Community Health Centre Client Service Process Evaluation.
- Medical Imaging Department, Sunnybrook and Women’s College Health Sciences Centre (2004) – Patient transportation and portering processes review.
- Medical Imaging Department, Sunnybrook and Women’s College Health Sciences Centre (2002-2005) – Revenue Maximization, Process Redesign and Implementation.
- Anne Johnson Health Station (2003) – Functional Space Analysis.
- Sunnybrook and Women’s College Health Sciences Centre (2002) – Multiskilled Role Redesign.
- Registered Nursing Association of Nova Scotia (2001) – Policy Development Framework and Action Planning.
- East York Access Centre (2001) – Organizational Effectiveness Initiative.
- Consulting Firm (2000) – Organizational Assessment & Strategic Transformation.
- Hospital for Sick Children (2000) – Telephone Support and Advice Study.

**Program Evaluation and Planning**

- Eva's Satellite (2010-2013) – YARD – Substance Use Prevention in homeless use. Program evaluation.
- Scadding Court Community Centre (2010 – 2013) – Project1234 Substance Use Prevention Program Evaluation
- Agincourt Community Services Association – Multi-Systemic Therapy and Parenting Project Program Evaluation (2010 – 2013)
- Trinity Theatre Group – Moving Forward (2010 – 2011) – Suspended and Expelled Student Engagement Program Evaluation
- Ontario Organizational Development Program (2009-2010) – Provincial HIV/AIDS Services Sector Capacity Building Program Evaluation
- Community Health Centres of Greater Toronto (2009) – Regional Decision Support Program Evaluation
- Trinity Theatre Group - Making Connections (2009-2012) – Substance Use Prevention Program for Suspended and Expelled Students - Program Evaluation
- Jean Tweed Centre – Girl Talk (2009-2012) – Youth Substance Use Prevention Program for Pregnant Teens and Young Mothers - Program Evaluation
- HAIR (Helping Adolescents Improve their Reflections) Program (2007-2008) – Self Esteem for Young Women - Program Evaluation
- Baycrest Centre for Geriatric Care (2006) – Fronto Temporal Dementia Program Planning.
- Rexdale Community Health Centre (2005 – 2006) – Performance Management – Program evaluation and balanced scorecard framework development.
- Women's Health in Women's Hands (Community Health Centre) (2005-2006) – Program evaluation framework development, staff training, and evaluation of prenatal program.
- Lawrence Heights Community Health Centre (2005) – Program Evaluation Approaches and Tools Workshop Design and Facilitation.
- St. Stephens Community House (2004-2006) – Youth In Action Program Evaluation – Evaluation of youth recreation programs delivered at unique sites for 5 agencies across Toronto.
- Planned Parenthood of Toronto (2004) – Volunteer Program Evaluation.
- Eating for Two Prenatal Nutrition Program (2002) –Program evaluation and organizational review.
- United Caribbean AIDS Network (2001)– HIV/AIDS Prevention Program Evaluation
- Sistering, Toronto Community Care Access Centre, and the Toronto District Health Council (2001-2003) – Process Evaluation – Impact of Homelessness on Women's Health.
- Black Coalition for AIDS Prevention (2000) – HIV/AIDS Prevention Program Evaluation.

**Strategy Development, Strategic Planning, Stakeholder Analysis, Consultation and Management, Capacity Development**

- Human Rights Legal Support Centre (2010) – Strategic Planning
- AIDS Committee of Toronto (2010) – Strategic Planning and Performance Measurement Development
- Mt. Sinai Hospital – advice and feedback on a draft Community Partnership Strategy
- Delta Family Resource Centre – Organizational Review and Business Plan Development (2010)
- Jane Finch Community and Family Centre (2009-2010) – Strategic Planning
- AIDS Committee of Toronto (2009-2010) – Library Needs Assessment
- Black Health Alliance – Strategic Planning (2008 – 2009)
- Toronto Central Community Care Access Centre – Access and Equity Framework and Plan and Community Consultation (2008 – in progress)
- CultureLink (2008) – Program Planning Workshop Facilitation
- Surrey Place and South Riverdale Community Health Centre (2007-in progress) – Leading practices research and primary care initiative development related to “Enhancing Primary Care for People with Disabilities”, action plan and partnership development and pilot development and implementation
- Women’s Health in Women’s Hands (2006) – Communication planning and Board communications coaching
- Youth Challenge Fund/United Way of Greater Toronto (2006) – Planning retreat preparation and facilitation
- Street Haven (2006-07) – Strategic Planning
- St. Demetrius Development Corporation (2006) – Strategic Planning
- Toronto Community Care Access Centre (2006) – Research Strategy Development.
- Community Health Centres of Greater Toronto (2006) – Urban Health Framework and Implementation Plan Development; Best Practice Research and initiative development and stakeholder facilitation/engagement on the Management of the Complications related to Diabetes within an Urban Setting
- Public Health Agency of Canada (Ontario/Nunavut Region) (2006) – Strategic Planning
- Jane Finch Community and Family Centre (2006) – Strategic Planning
- West Indian Volunteer Community Support Services (2006) – Business Plan Development and Transitional Management Support.
- Prisoners’ HIV/AIDS Support Action Network (2006) – Strategic Planning.
- William Osler Health Centre (2005) – Cultural Competency Community Consultation.
- REXDALE Community Health Centre (2005) – facilitation of a comprehensive strategic planning process resulting in a strategic plan and action plan.
- Women’s Health in Women’s Hands (2005) – Strategic Planning.

- Black Health Alliance (2005) – Capacity assessment and strategy development and strategic planning facilitation.
- Delta Family Resource Centre (2004-2005) – Strategic Planning.
- Wellesley Central Health Corporation (2004-2005) – Strategic Planning.
- National African Canadian Umbrella Organization (2004) – Organizational Model Development.
- African Canadian Social Development Council (2003) – Organizational Capacity Assessment and Planning.
- Association of Ontario Health Centres (2003) – Organizational Review and Strategic Planning.
- Anne Johnson Health Station (2003) – Strategic Planning Retreat Facilitation.
- Pro Bono Law Ontario (2003) – Community Consultation for Youth at Risk.
- St. Demetrius Development Corporation (Long Term Care Facility and Retirement Home ) (2003)– Strategic Planning.
- Women’s College Hospital (2003)– Community Consultation for Vietnamese and South Asian Women.
- Anne Johnson Health Station (2003) – Strategic Planning Staff Consultation Planning and Facilitation.
- African Canadian Social Development Council (2002) – Strategic Planning.
- Rexdale Youth Resource Centre (2002) – Strategic Planning Retreat Facilitation.
- Etobicoke Community Care Access Centre (2002)– Strategic Planning.
- Emergency Department, Sunnybrook and Women’s College Health Sciences Centre (2001)– Senior Medical Staff Practice Plan Retreat Facilitation.

### ***Governance Development and Restructuring***

- Housing Opening Doors Toronto Today (2010-2011) – Board Development
- Parkdale Community Health Centre (2010) – Executive Director Performance Management Framework (within Carver Governance Model)
- Choice in Health (2009-2010) – Executive Director Recruitment and board committee support
- St. Albans Boy’s and Girl’s Club (2009) – Board Development and Board Model Restructuring
- Jane Finch Community and Family Centre (2009) – Board Development and Board Model Workshop
- Mid Toronto Community Services Inc (2008) – Board Development and Board Model Workshop
- TAIBU Community Health Centre (2007) – Executive Director Recruitment
- OCASI (2007) – Board Development and Board Model Workshop
- North York Women’s Shelter (2007) – Board Development Workshop
- Anne Johnston Health Station (2006) – Board Development Workshop

- Women's Health in Women's Hands (2006) – Board Development Workshop.
- United Way of Greater Toronto (2004, 2005, 2006, 2007, 2008) – Board development workshops on Effective Board Staff Relations, Board Development, and Strategic Planning for the Building Agency Capacity Program and United Way member agencies.
- Association of Ontario Health Centres (2005) – Board Development Workshop and Restructuring Consulting- Effective board processes and models of governance.
- Rexdale Community Health Centre (2004) – Board Development.
- St. Demetrius Development Corporation (Long-Term Care Facility) (2001, 2006) – Board Governance Leading Practices Workshop - prepared a presentation on leading practices in board governance. Facilitated team building and role clarification exercises.
- Rexdale Community Health Centre (2001) – Governance Model Assessment and Restructuring.

#### ***Policy Analysis***

- Toronto Community Care Access Centre (2007) – Discussion Paper on e-Health and Health Disparities
- Toronto Community Care Access Centre (2006) – Women and HIV/AIDS Discussion Paper.
- College of Nurses of Ontario (2003) – Policy Analysis - Implications of the Globalization of the Nursing Workforce.
- Department of Medicine, Sunnybrook and Women's College Health Sciences Centre (2003) – Off-site Location of Clinical Services - Feasibility Study.

#### ***Strategic Alliances, Partnerships, and Mergers***

- Youth Challenge Fund (2010) – Legacy initiative partnership development and implementation support.
- Rexdale Community Hub (2010) – Partnership development and implementation support.
- African Canadian Social Development Council (2003-2004) – Partnership models and protocols development.
- Community Based Social Service Agencies (2001-2002) – Merger facilitation.
- Registered Nursing Association of Nova Scotia (2001) – Strategic Alliance Leading Practices Research.

#### ***Networks & Coalitions Development and Facilitation***

- Rexdale Community Hub (2010) – Multiservice agency governance and service delivery model development support; steering committee and working group coordination and facilitation.

- Surrey Place Centre and the CHC GT (2008-2010) – “Enhancing Primary Care for People with Developmental Disabilities” – environmental scanning, options development, partnership and pilot development and implementation support
- Violence as a Public Health Issue (2006 - 2008) – Development of public health framework for violence and facilitation of a network consisting of over 15 organizations and individuals. Preparation of a Submission to the Review of the Roots of Youth Violence
- Primary Health Care Pilot (2006) – Facilitation and partnership model development for 5 community agency partners.

#### **Conference Moderation and Speaking**

- Ontario Council of Agencies Serving Immigrants 2009 Executive Directors Forum: Measuring Your Impact – Making Evaluation Work for You
- Ontario Council of Agencies Serving Immigrants 2009 Executive Directors Forum: Effective Board-Staff Relationships
- Working Together to Prevent and Manage Chronic Disease: Ideas, Innovation and Insight (2008) – Workshop Presenter and Facilitator on “Using the Urban Health Framework for Health Equity Initiatives”
- Big Brothers, Big Sisters (2006) – Strategic Planning Workshop Facilitator
- Women’s Health Institute Project, Women’s College Hospital (2006) – Facilitator
- West Toronto Developmental Organization’s Network, Speaker (2006) – Strategic Planning for Non Profits
- Health Equity and Diversity Conference (2005) – Moderator
- St. Joseph’s Health Centre Community Forum (2005) – Moderator/Facilitator
- Rexdale Community Health Centre, Youth Violence Think Tank (2005) – Facilitator
- Public Health Agency of Canada, Women and HIV/AIDS in Canada Stakeholder Meeting (2005) – Facilitator
- National Council on Visible Minorities Annual Conference (2004) – Moderator/Facilitator.

#### **RELEVANT EMPLOYMENT HISTORY**

Home Care Evaluation and Research Centre, University of Toronto, Toronto  
*Executive Director* 1998 to 2001

Ernst & Young Management Consultants  
*Consultant (1995 to 1996) and Senior Consultant (1996 to 1998)*

Sunnybrook Health Science Centre (now Sunnybrook and Women’s College Health Sciences Centre), North York  
*Corporate Coordinator* 1993 - 1995

Scarborough General Hospital, Scarborough  
*Project Coordinator, Quality Assurance and Risk Management* 1993

#### PROFESSIONAL & COMMUNITY SERVICE

- Trustee, University Health Network. January 2010 to present.
- Board of Directors, Wellesley Institute (formerly the Wellesley Central Health Corporation), June 2005 to present.
- Board of Directors, Ontario Public Health Association, January 2002 to September 2002.
- Member, Toronto Community Health Centre Board Network, September 2001 to September 2004.
- Board of Directors, Association of Ontario Health Centres, June 2001 to September 2002.
- Citizen Member, Board of Health, City of Toronto. January 1998 to September 2000.
- Board of Directors, Davenport-Perth Neighbourhood Centre. September 1997 to September 2003.
- Board of Directors, Across Boundaries Mental Health Centre. September 1997 to October 2000.
- Member, Diversity Steering Committee, Canadian Cancer Society, Toronto, Ontario. February to December 1997.
- Member, Self Assessment Tools Work Group, JPPC Anti-Racism Project, January - December 1995.
- Member, Ontario Advisory Committee on HIV/AIDS, Ministry of Health, April 1992 to April 1999.
- Board of Directors, The Black Coalition for AIDS Prevention (Black CAP). April 1992 to June 1997.
  
- Member, Community Campus Partnerships in Health
- Member, Boardsource
- Member, Canadian Evaluation Society
- Member, International Association of Facilitators
- Member, Institute of Certified Management Consultants of Ontario, Toronto, Ontario.
- Member, Canadian College of Health Services Executives, Ottawa, Ontario.
- Member, American College of Healthcare Executives, Chicago, Illinois.
- Member, The International Society for Strategic Management and Planning, Oxford, Ohio.

