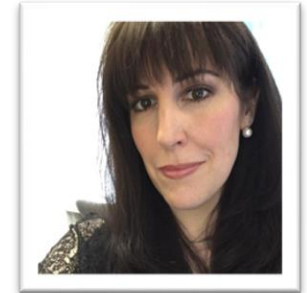


Appendix A: Consultant CV

Summary CV for Kathryn Cosgrove

Highlights

- Over 20 years experience in management consulting across multiple industries and sectors, including non-profit organizations and health & social services.
- Excels in diagnosing underlying issues, engaging and aligning stakeholders on the case for change, designing and executing on pragmatic solutions, and effectively and efficiently managing change through people, process and technology



Key focus areas

- ✓ Strategic Planning
- ✓ Governance model review and re-design
- ✓ Board effectiveness assessments
- ✓ Organizational Health
- ✓ Operations Transformation
- ✓ Program Design & Evaluation
- ✓ Market Analysis and Customer Value Analysis
- ✓ Financial Analysis
- ✓ Productivity and Performance Improvement
- ✓ Stakeholder Engagement
 - Online surveys
 - Facilitated workshops
 - One-to-one interviews
 - Public consultations

Professional experience

Cosgrove & Co. Strategy Consulting	Principal	2018 – present
Deloitte LLP (Toronto)	Partner & Chief of Staff	2012-2018
Deloitte Inc. (Halifax)	Manager; Senior Manager	2007-2012
Tangerine Group Inc.	Principal	2004-2007
Magis Communications	Principal	2002-2005
Work in Ireland.ca Inc	President & CEO	1999-2002

Education and designations

TRIUM Global Master of Business Administration	2013
<i>London School of Economics, NYU Stern Business School, HEC Paris</i>	
Certified Management Consultant (CMC)	2011
<i>Canadian Association of Management Consultants</i>	
Bachelor of Arts	1998
<i>Dalhousie University</i>	

Appendix A: Consultant CV (cont'd)

Summary CV for Kathryn Cosgrove

Relevant Projects

Deloitte Canada - Board Effectiveness Assessment (Annual)

Deloitte Canada – Governance Strategy, Operations and Communications

Deloitte Canada - Governance Model Modernization and Improvements in Alignment with Leading Practice

Deloitte Touche Tomatsu LLP – Analysis of Network Governance Structures and Comparative Analysis to Leading Practices

Private Law Firm – Governance and Organizational Review

Provincial Dept of Health – Review of System Transformation Effectiveness

Provincial Dept of Health – Assistance with Annual Budget

Provincial Dept of Health – Human Resources Process Redesign

Provincial Dept of Health and Community Services – Governance Organizational and Financial Review of a Non-Profit Social Services Provider

Provincial Dept of Health and Community Services – Governance Organizational and Financial Review of a Non-Profit Social Services Provider

Provincial Dept of Health and Community Services – Design of New Funding Model for Long-Term Care and Community-Based Services

Provincial Dept of Community Services – Organizational and Governance Review of Non-Profit Service Provider

Provincial Dept of Community Services – Organizational and Financial Review of Non-Profit Service Provider

Provincial Palliative Care Association – Assistance with Funding Proposals and Program Design

Large US Healthcare System and College of Medicine – Administrative Operations and Processes Review and Redesign; Design of eLearning Strategy

Canadian University Faculty of Medicine – Organizational and Administrative Process Review and Redesign

Provincial Dept of Post-Secondary Education – Review of Governance Arrangements for Tertiary Education System Review

Government of Canada – Governance and Organizational Design of New Crown Corporation

Government of Canada – Design of Governance Model, Organizational Model, Key Management Roles, and Service Strategy for New Service Delivery Agency

Overseas Federal Government – Design of Governance Model / Organizational Model for New Service Delivery Agency

Non-Profit Education Institution – Governance, Financial and Organizational Review; Management Structure

Non-Profit Private College – Organizational and Governance Review

- ✓ **Expertise in Reviews of Governance Structures**
- ✓ **Expertise in Designing New Governance Models**
- ✓ **Experience in Health and Social Services / Non-Profits and For-Profit Boards**