



## Curriculum Vitae Wendy J Quinn

**Highlights** of Wendy's career include:

- **Decades of experience as a Senior Executive**/manager/clinician in Tasmanian State Government Health & Human Services.
- **Steered significant government service and policy reform** including service as **principal crown witness in complex coronial enquiry** leading to major forensic mental health service reform.
- **Global leader** in guiding transformational journeys for leaders at all levels.
- **Published author** on Transformational Leadership.
- **Multiple postgraduate teaching and learning awards** through the University of Tasmania (UTAS) for enhancing the quality of the student experience by providing a high-quality learning and teaching environment in the Master of Leadership (Health & Human Services).
- **Experienced public speaker and facilitator**, providing interactive workshops and public presentations on leadership, change agility and transformation.
- **Designed and developed an innovative framework**, 'The Quinn Model for Guiding Transformation' used in private consulting work and through the University of Tasmania as part of the Master of Leadership (Health & Human Services)
- **Designed and developed an internationally acknowledged, post-graduate educational program for leaders and managers** in health and human services through the University of Tasmania.

A link to a member spotlight article from the Institute of Managers and Leaders (IML):  
<https://managersandleaders.com.au/member-in-the-spotlight-with-wendy-quinn/>

A link to a post in LinkedIn also from IML:  
<https://www.linkedin.com/feed/update/urn:li:activity:6922680474049921024/>

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## **Career Summary**

### **Managing Director of WJ Quinn Consulting Pty. Ltd (current)**

WJ Quinn Consulting specialises in guiding transformation utilising the Quinn Model for Guiding Transformational Journeys (2015 Copyright). This includes a suite of modular program components including transformational leadership, depth coaching, facilitated learning circles, emotional fitness coaching, change fitness, The Enneagram, and narrative approaches utilising the Pearson-Marr Archetypal Instrument, and Joseph Campbell's Hero's Journey framework as a tool for leadership development. Wendy works with individuals, small groups and leadership teams designing and providing full programs or customised modular approaches.

Wendy utilises her accumulated knowledge, skill, and wisdom to guide transformation, heal wounded leaders and facilitate life-changing conversations that inspire the courage to lead, discover vocation and navigate complex change.

### **Fellow of the Australian Institute of Company Directors (2019)**

Wendy has served on three Not- For-Profit Boards including Uniting AgeWell Victoria/Tasmania, The Hobart Clinic and The Hobart Women's Centre. She is currently serving on the District 23 Board of Zonta International as the Area 5 Director 2022-24 (Tasmania).

### **Senior Lecturer, School of Medicine, University of Tasmania (2019)**

Wendy is the Director of the postgraduate Leadership Program that provides a nested set of courses including the Master of Leadership, Health & Human Services. Since 2019 Wendy has designed, developed, and delivered an innovative, award-winning, multidisciplinary, postgraduate program included within two Master level courses. In this role she is the Pathway Coordinator for the Advanced Leadership for Guiding Transformation: Professional Practice Pathway. The Master's Pathway utilises Wendy's original 'Quinn Model for Guiding Transformational Journeys' (2015) through a Licensing Agreement with UTAS.

### **Member of the Senior Executive Service, Department of Health and Human Services, Tas**

Prior to commencing her career in academics and leadership consultancy in September 2011, for her final 12 years of employment, Wendy was employed by the then Tasmanian Department of Health and Human Services.

During this time, she held the positions of:

- State Director Clinical Advice and Network Development;
- State Director of Aged Care and Rehabilitation;
- State Director of Disability Services;
- State Director of Community Support (Mental Health, Correctional Health, Disability, Drug and Alcohol); and
- State Manager of Mental Health Services.

## **Clinical & Operational Manager, Occupational Therapist, NSW and Tas hospitals**

Before her career in senior executive positions Wendy trained and practised as an Occupational Therapist, working as a clinician and professional operational manager in both New South Wales and Tasmania across a variety of hospital and community settings. This included working in and managing multidisciplinary teams as well as providing therapy services for adults and children with a wide range of developmental and acquired functional disabilities.

## **Post-graduate Qualifications Highlights**

Wendy has post-graduate qualifications in management through Deakin University and has a Masters in Health Science, in Developmental Disabilities through Sydney University (2011). She is also a Graduate of the Australian Institute of Company Directors, a Chartered Manager/ Fellow of the Institute of Managers and Leaders, a Fellow/ Certified Health Executive of the Australasian College of Health Service Management, and an Associate Fellow of the Higher Education Academy.

In 2021 Wendy graduated from the Living School for Action and Contemplation/ Centre for Action and Contemplation, Albuquerque , New Mexico.

Wendy is accredited with the following programs:

- PHA 360 Health Precision Health Alliance; PHA level 1 Health Coach.
- MLQ Plus (Transformational Leadership); Measured Leadership Qualities standardised assessment in full spectrum leadership.
- DISC Leadership: Individual, Team and Workplace Profiles
- Change Readiness and Organisational Sustainability (Certified Change Fitness Coach) with: The Change Gym
- Open Space Technology

Her areas of focus are guiding transformation, depth coaching, professional supervision, leadership and management, transformational leadership, change management, community development, health & human service system analysis and system change, clinical governance, social inclusion, the benefits of postgraduate education, rehabilitation, and management of people with complex and exceptional needs.

She is skilled in Guiding Journeys of Transformation with individuals, small groups, leadership teams and organisations.

## **Qualifications & Professional Certification /Accreditation**

- **PHA level 1 Health Coach: Certificate of Endorsement** ; PHA Health Precision Health Alliance (2022).
- **Certified Health Executive** , Australasian College of Health Service Management (2021).
- **Graduate of the Living School for Action and Contemplation** , Centre for Action, and Contemplation; Albuquerque , New Mexico, USA (2019-2021).
- **Endorsed Facilitator Pearson-Mar Archetype Instrument** (2019)

- **Fellow of the Australian Institute of Company Directors** (2019).
- **Fellow of the Australasian College of Health Service Management** (2018).
- **Chartered Fellow of the Institute of Managers & Leaders** (2018).
- **Associate Fellow of the Higher Education Academy UK** (2017).
- **Certified Change Fitness Coach: Barlow Change Gym/Change Readiness Accreditation** (2016).
- **Open Space Technology Training and Accreditation** (2016).
- **Certificate of Accreditation; DISC Accreditation Training** (2016).
- **Certificate of Accreditation: MLQ 360Plus Transformational Leadership** (2015.)
- **Graduate of the Australian Institute of Company Directors** (2013).
- **Master of Health Sciences, Developmental Disabilities**, Sydney University (2011).
- **Australian East Coast Learning Set**, Management Consortium,(2001–2010).
- **Graduate Certificate: Australian Competent Manager Program**, Australian Institute of Management & Deakin University( 1999).
- **Statewide Executive Development Program**, Department of Community & Health Services, Hobart, (1992–1993).
- **Bachelor of Applied Science Degree Completion Program** (Occupational Therapy), Curtin University, WA, (1991–1992) Note: Four Units of study. Entrance into post-graduate courses was granted based on results.
- **Diploma of Occupational Therapy**, Cumberland College of Health Sciences, Sydney (1975).

## **Professional Membership/Representation & Governance Appointments**

- Member of International Leadership Association (2022-current)
- District 23 Board member/ Area 5 Director; Zonta International (2022- 2024)
- Member of Spiritual Directors International (2020-current)
- Member of International Transformational Learning Association (2019-current)
- Member of Shift Network, International Enneagram Institute and Georgia Chapter (2019-current)

## **Past Professional Membership & Representation**

- Congregational Chair, Kingston Uniting Church (2016-2021 )
- UCA Tasmanian Presbytery Culture and Safety Officer (2015-2020)
- Non-Executive Director Uniting AgeWell Vic/Tas (Dec 2012-2021)
- Chair of the Uniting AgeWell Vic/Tas Mission Committee (2015-2021)
- Chair, The Hobart Clinic (2021)
- Board Director. The Hobart Clinic (2016- 2021)
- Deputy Chair, The Hobart Clinic (2018-2020)
- Chair Governance & Audit Committee (THC) (2017-2021)
- President Zonta International Hobart Derwent Club (2018-2020).
- District 23 Chair, Jane M Klausman Scholarship Committee, Zonta International (2016-18)
- Deputy Chair Hobart Women’s Shelter (2011-2016)
- Deputy Chair Uniting AgeWell Victoria Tasmania (2015-2017)
- Acting Chair Uniting AgeWell Victoria Tasmania ( 4 months 2015)
- Chair of the Tasmanian Management Advisory Committee for AIM Vic/Tas (2008-2012)

- Tasmanian Health Department representative on the Advisory Committee for the Menzies Centre Wicking Dementia Centre (2008-2011).
- Tasmanian Health Department representative on the Advisory Reference Committee for the Australian Research Council Linkage Project on Ageing Well in Rural Areas, 2009-2011 (University of Tasmania)
- Tasmanian Jurisdictional Member CanNET 11 National Working Group. (2010-11)
- Member of the National Partnership Agreement Subacute Care Working Group (2009–2010)
- Member National Transition Care Working Group (2008–2010)
- Member Community & Aged Care Officials (2008–2010)
- Tasmanian Representative COAG Aged and Disability Reform Working Group (2009)
- Member National Disability Policy and Research Working Group (2006–2008)
- Tasmanian Jurisdictional Inaugural Member Beyond Blue National Board (2004–2006)
- Co-Chair Tasmanian Tobacco, Alcohol & Other Drugs Council (2004–2006)
- Chair of the Tasmanian Suicide Prevention Council (1999–2006)
- Member National Mental Health Working Group (1999–2001)
- National Chair of the Home and Community Care Officials (1997–1999)
- President of the Tasmanian Association of Occupational Therapists (1989–1992)

## Professional Career

### Managing Director, WJ Quinn Consultancy

April 2012–Current

WJ Quinn Consulting provides consultancy in leadership & change management, guiding transformational journeys, management & leadership team development, executive coaching, vocational counselling and cross-industry peer learning in small groups.

### Significant Achievements

- Contracted to provide a Guiding Transformation Program within Queen Victoria Aged Care Services ( 2022-current).
- Design, Development and Copyrighting of the Quinn Model for Guiding Transformation for customised use with organisations and coaching clients (2019-current).
- Contracted by TACOSS to provide a series of Change Readiness and Agility Workshops for the Tasmanian Non-Government Sector (2022).
- Development and provision of a program of facilitated Learning Circles for individual coaching clients to support transformational leadership development (2021-current).
- Introduction of Health Precision 360 Health Assessment and health coaching for individual coaching clients following endorsement as a health coach with ph360 health precision Australia (September 2022 -current).

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WJ Quinn Consulting Pty Ltd ~ *Guiding Transformational Journeys*

MHScDD, Grad Cert ACMP, Dip OT, FAICD, FIML CMgr, FCHSM ChExec, AFHEA

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- Contracted to provide a series of transformational leadership practical skills workshops to support community leadership development in Tamworth ( Regional Unlimited ) in 2022-23 .
- Research/Development and implementation of vocational and leadership coaching packages for clients from a diverse range of organisations/industry groups and professions within Tasmania (2012- current).
- Provision of in-depth Leadership and Vocational Coaching as well as Professional Supervision for a range of clients (2012-current).
- Contracted by Southern Christian College to provide a series of Staff Well-Being and Resilience Workshops in 2019.
- Contracted by the Tasmanian Department of Health Services (Population Health) to provide a set of workshops on 'Managing People to Achieve High Performance (2019).
- Published Opinion Piece in The Hobart Mercury on *Collaboration to Harvest Collective Wisdom* as part of The Heart of Literacy community action project and inclusion in E-publication collection (July 2018).
- Certified by The Change Gym as a Change Fitness Coach and contracted to provide change readiness coaching services for clients (April 2018).
- Regional Finalist (Tasmania) in the Australian Leadership Excellence Awards (September 2017)
- Contracted by Executive Connect Tasmania as an associate consultant to provide facilitation for monthly Business Forums in 2015/2016.
- Contracted by The Hobart Clinic to provide consultancy services associated with *Guiding a Transformational Change* (December 2014-December 2015)
- Contracted by the Uniting Church Australia, Presbytery of Tasmania to facilitate an Open Space "Day of Dreaming" process (2016).
- Contracted by the Maranoa Neighbourhood Centre to provide a series of training sessions on "Plain English" Governance in 2015.
- Research, development and delivery of an AQF (Australian Qualifications Framework) compliant, elective winter intensive tertiary unit on 'Transformational Leadership' for Tabor College as a guest lecturer within the Bachelor and Post Graduate Diploma courses in 2014.
- Provision of a series of Community Engagement Workshops throughout Tasmania in February 2014 and provision of an analytical report for the Commission on Delivery of Health Services to Tasmania as contracted through the Commonwealth

Department of Health.

- Contracted through John Ramsay & Associates to undertake a Governance Audit on the implementation of the Tasmanian Health Organisation legislation (2011) for the Bessemer Health Services Commission (July-September 2013).
- Provision of contracted services for the Australian Government, Department of Health and Ageing to facilitate a range of consultative workshops in Tasmania and produced analytical reports related to the \$335 million Tasmanian Health Assistance Package. These included the Walk-In Centres and Flexible Innovative Funding for Mental Health Services.
- Facilitation of the Tasmanian National Lead Clinician Forum as part of the national clinical engagement strategy supporting national health reform. Invited to tender for Australia-wide clinical engagement forums for 2013/14 through Department of Health and Ageing.
- Research/Development and implementation of vocational and leadership coaching packages for clients from a diverse range of organisations/industry groups and professions within Tasmania.
- Research, development and delivery of a two-stage leadership development program on Transformational Leadership for Anglicare, Children & Families Services State-wide Leadership Team (2012).

**Director Leadership Program /Advanced Leadership for Guiding Transformation Professional Practice Pathway Lecturer Master of Leadership (Health and Human Services) Post Graduate Studies, School of Medicine, University of Tasmania**  
[November 2018 – current](#)

Wendy was appointed as the inaugural Director of the Leadership Program in acknowledgement of the growth and sustainability of the Leadership suite of courses and the ongoing delivery of high-quality student learning experiences. During this time, she has had an important and substantial role in coordination and teaching within the Postgraduate Leadership suite of courses, driving consolidation and curriculum development initiatives. From 2012-2018 the Master of Leadership (Health and Human Services) grew to be a distinctive and sustainable offering with more than 300% growth. Central to this work has been a scholarly approach to education and curriculum design and a clear focus on the development and delivery of high-quality, contemporary course offerings.

### **Significant Achievements**

- In 2021 and 2022 coordinated the new innovative, intensive Advanced Leadership for Guiding Transformation Professional Practice Pathway. The Pathway achieved a 100% completion rate and demonstrated transformational outcomes in students as observed by self-report, peer comment and teacher observation. Standardised leadership assessments demonstrate significant change in agency and self-belief. Early research results are very favourable.



- In 2021/22 Wendy received five commendation letters from the Deputy Vice Chancellor (Learning & Teaching) for outstanding formal student evaluation through the eVALuate system for teaching, design and learning experience in the new Professional Practice Pathway
- Wendy presented a series of conference presentations in 2021 and 2022 within UTAS (Teaching Matters), with the local health service and also with a key membership organisation, including the Australasian College of Health Service Management and the Institute of Managers and Leaders. The presentations covered background, design, development, early teaching and learning experiences, as well as early research findings.
- In 2020 Wendy led a cross-disciplinary team to design and develop a two-semester sequence Professional Practice Pathway on Advanced Leadership, offered as an elective pathway in two master's courses. This included the development of learning outcomes, assessments and all course material. It also included the establishment of an evaluative research project and the development of 18 workshops to populate a five-day intensive to commence the Pathway.
- In 2019 Wendy successfully negotiated the revision and refinement of the Master of Leadership (health and human services) including the addition of an Advanced Leadership for Guiding Transformation: Professional Practice Pathway utilising the Quinn Model for Guiding Transformation. Wendy displayed continued contribution to the College's strategic goal of developing and strengthening health partnerships through a collaborative approach involving successful negotiation and change management through these course redevelopments and industry partnerships. New features of the redesigned Masters include a Graduate Certificate of Leadership path, as well as Coursework, Professional Practice and Research pathways for the Masters-level qualification.
- In response to provision of a portfolio of evidence Wendy achieved Academic Promotion in 2019 from level B to level C, Senior Lecturer. with support from the Head of School, Distinguished Professor James Vickers. Professor Vickers described Wendy as 'an authentic and highly successful leader in the University of Tasmania with the development and stewardship of a highly successful postgraduate program that is well aligned with the goals of the University and College in supporting transformational leadership in health. She has ensured that industry leaders have been involved in the delivery of the units of the degree and has had a substantial role in developing key units of the degree. Wendy's reflective practice has led to a central focus of the postgraduate program on engaging with Transformational Leadership. Relatedly, Ms Quinn's contributions across learning and teaching and through to Leadership and Internal Engagement are clearly outstanding'.

**Course Coordinator/Lecturer Master of Leadership (Health and Human Services)  
Post Graduate Studies, School of Medicine, University of Tasmania**

Wendy was appointed to the position of Course Coordinator /Lecturer in 2011 for 3 days per week. She was responsible for managing the Master of Leadership (Health and Human Services) course as part of the UTAS, School of Medicine Postgraduate Programs in collaboration with the UTAS Schools of Business, Social Work and Nursing supported by a partnership with the Tasmanian Department of Health & Human Services. This role included Course Coordination for the Leadership program. This involved development of distance learning curriculum, compliance with tertiary education regulation and UTAS Teaching and Learning policies, supporting students, undertaking marking and assessment activities, supervising higher degree research students, progressing research activities and development of scholarly articles for presentation and publication.

### Significant Achievements

- Achievement of the status of Associate Fellow with the Higher Education Academy (July 2017).
- Presentation of 90-minute workshop on 'Change Readiness: People and Processes' at the Australasian College of Health Services' International Conference in Brisbane (October 2016)
- Design, development and implementation of a new suite of articulated courses in Leadership in Health and Human Services for multidisciplinary distance education including management of the Teach-Out change process for the two pre-existing leadership courses (Semester 1, 2016).
- Commendation from UTAS Deputy Vice Chancellor (Students and Education) on 'Outstanding' teaching results for the *Leading and Managing Change in Health & Human Services* postgraduate unit (Semester 2, 2015) through student feedback evaluation.
- Presentation of paper; *If I had a hammer: Guiding Transformational Journeys* at the Australian College of Health Service Manager's Annual Conference in Melbourne, October 2015
- Publication of Feature Article on Transformational Leadership in *Health Leader* (Australian College of Health Service Managers' Quarterly Magazine, May 2015)
- Presentation of paper at the Sustainable Healthcare Transformation International Conference in March 2015 on *Transformational Leadership* (Hobart).
- Presentation to Australian College of Health Service Managers Lunchtime Forum in Sydney (October 2014) on *Transformational Leadership*.
- Development and Delivery of two one-day workshops on 'Understanding & Leading Change' for 80 postgraduate students in the School of Social Work as part of the

Professional Honours, Human Services Course (2014 and 2015).

- Completion of Australian Qualifications Framework compliance assessment for the Master of Health & Human Services and the Bachelor of Health, Professional Honours Courses.
- Development and delivery of a new distance education unit on *Leading and Managing Change in Health and Human Services* from July 2012 compliant with Tertiary Qualifications Framework.
- Development of systems and processes to manage the continuing expansion of the School of Medicine postgraduate suite of courses, including the implementation of the Bachelor of Health, Professional Honours course in 2012 and the establishment of a revised scholarship and Study Pathway program with DHHS and development of collaborative relationships with Industry Stakeholders. .
- Provision of study pathway counselling sessions with prospective and existing post graduate students.
- Marketing and promotion of UTAS Postgraduate programs on leadership/management, clinical leadership, public health and research via a range of presentations, forums and tutorials within UTAS and DHHS including regular involvement in the DHHS Foundations Program for emerging leaders and development of Industry partnerships with interstate organisations; resulting in significant expansion of student numbers within Tasmania and across Australia.

### **Director Clinical Advice and Network Development**

**Office of the Chief Health Officer, Tasmanian Department of Health & Human Services**  
**February 2010–September 2011**

Wendy was appointed to the new position of Director Clinical Advice and Network Development in Feb 2010. In this position she was responsible for the development of Tasmania's Clinical Engagement Strategy (2010-2012), providing advice to the Chief Health Officer and government regarding the structure and performance of clinical service policies and structures to develop and enhance clinical engagement.

The Tasmanian Clinical Engagement Strategy included the development of a suite of ten Clinical Networks including:

1. Aged Care and Rehabilitation;
2. Palliative Care;
3. Chronic Conditions,
4. Emergency Services;
5. Critical Care;
6. Women and Children's Services;
7. Surgical Services;
8. Cancer Care;
9. Vascular Services; and
10. Primary Mental Health.

The position involved the development of a clinical advisory system and the ongoing development and support of the Tasmanian Clinical Council including negotiation with the Australian Government and other key stakeholders regarding the development of Local Lead Clinician Groups within Tasmania as part of National Health Reform. It also involved the establishment and ongoing management of the Clinical Advice and Network Development Unit (CANDU).

### **Significant Achievements**

- Successful rapid completion of a business planning process involving the identification and agreement on the purpose and primary objectives of the Clinical Advice and Network Development Unit.
- Development and successful endorsement of the new Clinical Engagement Model (2010-2012) by the Departmental Executive in April 2010;
- Full establishment of seven of the ten clinical networks and commencement activity in a further two;
- Development and implementation of an interactive Wiki-knowledge-based information system platform to support the function of the ten networks, clinical council and clinical advisory system. This system caters for public interface, discussion forums and document management but also allows private/restricted spaces as managed by the network administrators;
- Establishment of an Evaluation Strategy for the Clinical Engagement Model based on Program Logic and utilising monthly, quarterly and annual reporting involving monthly Google Analytics reporting and Network Evaluation together with a qualitative annual assessment;
- Establishment of a Project Management framework to manage the 35 agreed areas of work in the Business Plan utilising a Quarterly Performance Reporting process;
- Establishment of a clinical leader support and development program including orientation, change management, clinical leadership, peer support and executive sponsorship together with involvement in the Department's Clinical Championship program in collaboration with the Workforce Development Unit;
- Significant progress through established Clinical Networks in line with the 3 Clinical Network objectives (engagement pathways, collaboration & communication and professional development & service improvement) evidenced by continued senior management support for the clinical engagement model despite harsh financial circumstances;
- Funding of eight proposals through establishment of a "Networking the Way Program" to support individual Clinical Networks to progress initiatives in line with the 3 objectives for Clinical Engagement;
- Successful development of a consumer representation policy and process for the Clinical Council including selection, orientation and support program.

- Management of a comprehensive review of the Tasmanian Clinical Advisory Council involving forty semi-structured interviews resulting in a series of 25 recommendations focussed on improving the function of the committee and increasing its role to be the principal provider of clinical advice to the Department Secretary and Minister and to assume the role of Local Lead Clinician Group in the Tasmanian system; and
- Ongoing invitations to be involved in the Department of Health and Human Services' Leadership & Management Development Program to eight cohorts of participants during 2010 and 2011. This included involvement in presentations, interactive workshops as well as mentoring and coaching individual course participants.

### **Director, Aged Care & Rehabilitation**

#### **Strategy Planning & Performance Group,<sup>1</sup> Tasmanian Department of Health & Human Services**

June 2008–February 2010

In this new role Wendy provided strategic leadership in the development and promotion of consistent and integrated state-wide policy and provision of high-level advice to the Deputy Secretary, Secretary, Minister and Government regarding required service reform and enhancement of services to meet the changing needs of the Tasmanian community in the areas of aged and community care, rehabilitation and palliative care. The role included policy oversight and budget responsibility for the \$43 million Home and Community Care Program within Tasmania and intergovernmental liaison for aged care, community care, palliative care, rehabilitation and sub-acute services.

#### **Significant Achievements**

- Led the development of a client-responsive team culture within the Office of Aged Care and Rehabilitation (OACAR) with the development of a business plan in line with Agency Strategic directions, the establishment of OACAR mission, values and culture agreement including supportive behaviours. These were supported with Work plans and Performance Agreements for all staff with annual appraisal, skill development and career planning together with the implementation of a project planning approach to support action and monitor/evaluate progress.
- Created collaborative partnerships to support the development of healthier communities through the successful establishment of the State's first two Clinical Networks for Aged Care & Rehabilitation and Palliative Care in line with recommendations in the Tasmanian Health Plan (2007). This role was acknowledged with an invitation to lead the development of the next stage of clinical engagement in Tasmania in 2010.
- Successfully managed the 2009/2010 Home and Community Care (HACC) Growth Round (\$43 million Program with 63 funded organisations and 30 primary and community health care sites). The process included negotiation and approval of the Annual Supplement and Growth Package with State and Federal Ministers.

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<sup>1</sup>

- Progressed the implementation of recommendations related to development of rehabilitation services in Tasmania through the development of services in the North and North West of the State including establishment of six additional rehabilitation beds, community allied health services and the early stages of exploration of alternative rehabilitation models for the North West of Tasmania in partnership with NW Area Health Services and UTAS Dep of Rural Health.
- Achieved significant efficiencies and increased quality of outcomes through development and implementation of alternative service options for older patients at risk of inappropriate admission or long stay in acute care. This was done in collaboration with major hospitals in Tasmania through the establishment of the Transition Care Program places and initiatives to utilise the Longer Stay Older Patient Program funding.
- Developed and commenced implementation of a four-year state-wide plan to enhance subacute services utilising the available National Partnership Agreement funding for Tasmania (\$16.6million) including endorsement by two levels of Government and initiatives covering rehabilitation, palliative care, psycho geriatrics and geriatric evaluation.
- Commenced the development and implementation of the Tasmanian Advanced Care Planning strategy across government, community and private service providers.
- Contributed to developing responsive and accessible services through managing the successful completion of Stage One and Two of the Tasmanian Access Point Project utilising a common assessment and entry point for HACC services in the South of Tasmania.
- Prepared the Tasmanian Government response to the Council of Australian Government's national health reform agenda to split funding and service responsibility for aged and disability services. This involved preparing advice for the Tasmanian Premier in collaboration with Treasury and the Department of Premier & Cabinet utilising economic modelling advice from an external consultant.
- Established successful collaborative partnerships with the University of Tasmania and the Menzies Wicking Dementia Unit to progress translational research initiatives.

### **Director, Disability Services**

#### **Human Services Group, Tasmanian Department of Health & Human Services**

June 2006–June 2008

As State Director of Disability Services Wendy provided high level strategic leadership and direction in the management of Disability Services for the Tasmanian community including the line management of 350 staff, budget management of \$110 Million and management of contracted services with 70 community service organisations. The position had responsibility to provide high level advice to the Minister, Secretary and Deputy Secretary Human Services in a climate of significant reform.

### **Significant Achievements**

- Managed the restructure and re-alignment of Disability Services under the Agency's *fit* program including separation of policy/commissioning functions from operational management, strengthening of area service management responsibility and, increasing client responsiveness whilst achieving administrative savings of \$1 million;
- Liaised, developed and maintained strong communication linkages with key stakeholders regarding local and state-wide needs and priorities for Disability Services,
- Developed a state-wide strategic and business framework for Disability Services including preparation and management of business plans, service agreements, benchmarks and performance indicators;
- Developed and implemented a Quality & Safety Framework, Performance Review and Development and Workforce Development Programs consistently within the State; and
- Successful management of the transfer of nine government run Group Homes to the community sector and the down-sizing of the government workforce by 200 people without Industrial dispute.
- Continued development of the Agency's Collaboration Strategy including full establishment of the Complex & Exceptional Needs Unit and Departmental endorsement of the Catastrophic and Exceptional Needs Policy and Practice Guidelines.

**Director, Community Support**  
**Tasmanian Department of Health & Human Services**  
 October 2002–June 2006

In this new position Wendy provided high level strategic leadership and direction in the establishment and ongoing management of the Community Support Branch ensuring the effective and efficient delivery of a range of health and human services to clients of: Mental Health Services, Alcohol & Drugs, Correctional Health and Disability Services.

Wendy was responsible for the line management, leadership and development of over 1,200 staff and a budget of over \$250 million including contracted services with non-government and private organisations.

**Significant Achievements**

- Managed the development of an Integrated Offender Management Health Service following the implementation of recommendations from the Five Deaths in Custody Inquest and Ombudsman Inquiry. This included the commissioning of a 35-bed secure mental health unit, the development of Primary Correctional Health Services, the development of state-wide Community Forensic Mental Health Services including a Court Liaison Service and the drafting and implementation of the Mental Health Act (Secure Mental Health Amendment 2005);
- Successful management of the Ward 1E (Acute Mental Health Unit/Launceston) Health Complaints Investigation and Internal Review, which led the Tasmanian

Government to fund the \$47 million *Bridging the Gap* Initiative for mental health reform;

- Initiated and managed the KPMG Service Audit into Disability Services, leading to the Government's commitment to ***Living Independently*** initiative. This initiative involved the transfer of nine supported accommodation services (220 staff and 69 clients) from State government to non-government service management;
- Provided significant assistance to the Alcohol and Drug Service to achieve Agency agreement to reform the pharmacotherapy program including new facilities for a co-located pharmacotherapy, detoxification, rehabilitation program and Southern Community Service;
- Successfully developed and implemented the Agency Collaboration Strategy for care of clients with complex and exceptional needs including Departmental endorsement of the Policy, establishment of the Board of Exceptional Needs, training for 70 Key Coordinators and the provision of integrated care packages for 12 complex and exceptional needs clients;
- Established effective collaborative partnerships between the four service areas comprising Community Support including the progress of the Co morbidity Framework and Action Plan, continued development of the Police Memorandum of Understanding and support for the Tobacco, Alcohol and other Drugs Council and the Tasmanian Suicide Prevention Strategy. These initiatives produced improved outcomes for clients and their families as well as innovative service development; and
- Acknowledgement of leadership expertise in the area of complex & exceptional need through multiple invitations to speak at national and state forums and developmental programs.

### **State Manager Mental Health Services Community, Population & Rural Health Department of Health & Human Services, Hobart TAS**

August 1999 - October 2002

In this position Wendy provided high level leadership and direction in the development and management of Mental Health Services (MHS) as a state-wide service including the development of a strategic business framework, policies and systems to support mental health service delivery.

Wendy was responsible for the strategic and policy direction of mental health services within Tasmania in addition to the operational management of services. This included the direct responsibility for the leadership, development and line management of over 600 staff and a budget of over \$37million. It also included the contract management of \$2 million of services through community organisations and internal contracting of Acute MHS through the Royal Hobart Hospital.

#### **Significant Achievements**

- Worked with the Department Secretary, Deputy Secretary and legal advisers to successfully risk manage a prolonged series of coronial investigations into five deaths



in custody involving people with mental illness leading to significant culture change and service reform.

- Active progression of the Second National Mental Health Strategy;
- Achieved significant progress with the establishment of an Information Management System for MHS with 30 services collecting National Minimum Data Set requirements;
- Developed and managed a multi-strand system of responsible fiscal and resource management within MHS;
- Successfully implemented the new Tasmanian *Mental Health Act* in November, 1999;
- Developed and commenced the new Official Visitors Scheme as defined through the Tasmanian *Mental Health Act, 1999*;
- Facilitated the establishment of effective partnerships between MHS and a variety of key health and community stakeholders;
- Successfully developed a broad-based community awareness strategy in the area of suicide prevention strategy through refocusing the whole of government Tasmanian Suicide Prevention Steering Committee including working with media organisations;
- Developed and released the first Annual Report from the Suicide Prevention Steering Committee incorporating suicide prevention modules into appropriate undergraduate courses within Tasmania;
- Provided facilitative leadership which was instrumental in the successful development of the Tasmanian Rural Mental Health Services Plan; and
- Played a key leadership role in the establishment of a multi-faceted strategy to increase psychiatrist recruitment and retention in response to severe and continuing difficulties with recruitment and retention of a skilled and qualified mental health workforce.

**State-wide Manager Service Development  
Community & Rural Health Division  
1997 – 1999**

In this new position, following a significant Departmental restructure Wendy provided high level advice and support to the Divisional Director and State-wide Managers in relation to the service development, policy and planning functions including management of the Division's Service Development Unit covering the service areas of disability, mental health, aged care, community health, rehabilitation, rural health, and palliative care;

**Significant Achievements**

- Successfully managed a process of cultural change within the Division in the direction of consistency of practice and state-wide service equity and access;

- Provided leadership direction for the \$23 million Home & Community Care Program; and
- Developed and facilitated implementation of an integrated Quality Improvement Framework for the Division based on the Australian Community & Health Service Standards.
- Coordinated a process of review and redevelopment of the disparate Aids & Appliances and Equipment Schemes operating throughout the State to establish state-wide policies and practice.
- Provided leadership in coordinating the development of State-wide Strategic Plans for rehabilitation and dementia care services.

### **Acting Southern Regional Manager, Aged & Disability Support**

#### **Department of Community & Health Services**

1996 – 1997

In this position Wendy developed and managed Aged & Disability Support Services in southern Tasmania within policy directions, service standards and service and financial targets. This service program included budget and line management responsibility for assessment & rehabilitation services including community allied health services, the Home and Community Care Program, community nursing, rural hospitals and multipurpose services and disability services. Budget \$50 million and staffing of over 500

#### **Achievements**

- Implemented a performance review and development program for program executive members;
- Established and chaired a Disability Planning Group and developed and implemented a government endorsed proposal for Disability service reform. This reform enabled \$1.8 million of re-modelled services to be established from existing resources; and
- Managed the final stages of the Tasmanian Coordinated Care Trial in collaboration with the General Practice Division, the Royal Hobart Hospital and the University of Tasmania.
- Achieved the required budget savings of \$5.45 million (8.8%) for the financial year.

### **Manager Assessment & Rehabilitation (South)**

#### **Department of Community & Health Services, Hobart TAS**

1993 – 1996

In this newly formed position Wendy was responsible for the development and management of Assessment & Rehabilitation Services within Southern Tasmania including Community and Aged Care Outpatient Allied Health Professional Services, Aged Care Assessment Team, Frail Aged Day Centre Programs, Outpatient Rehabilitation Programs, Orthotics & Prosthetics Services and Equipment Services. The position involved the line management responsibility for over 80 staff and budget responsibility for \$10 million and the contract management

responsibility for state government Outpatient Adult and Children's Therapy Services with a private provider. (\$5 million)

### **Achievements**

- Developed and implemented 3 Annual Business Plans with successful performance against defined goals, actions and performance indicators including a 15% increase in service provision;
- Negotiated a \$625,000 budget efficiency within a \$5 million service contract with a private company providing rehabilitation services; and
- Reduced overall budget expenditure by \$800,000 in a \$10 million program.
- Successful management of the development of a State-wide Orthotics and Prosthetics Service including the transfer of the Repatriation Artificial Limb Appliance Scheme to the Tasmanian State Government and integration with State Health Department services.
- Successful development of community based Occupational Therapy, Physiotherapy, Speech Pathology and Podiatry Services.
- Development of a Geriatric Rehabilitation Plan for Southern Tasmania and management of a service reform process to implement the recommendations.

### **Principal Occupational Therapist/Manager Occupational Rehabilitation Services**

#### **Douglas Parker Rehabilitation Centre, Hobart TAS**

1988 – 1993

### **Achievements**

- Established an Occupational Rehabilitation Service and provided ongoing leadership for a multidisciplinary team of health professionals providing rehabilitation services for clients with worker's compensation or third-party insurance cases;
- Increased the length of employment time of therapy staff including increased competition for employment at DPRC resulting in increased productivity and restructuring of client programs; and
- Established a strong, focussed Occupational Therapy Service for 35 therapists and 10 support staff resulting in development of clear identity, customer focus and evidence-based programs, managing a change process including transfer to a private company and development of multidisciplinary service streams.

### **Senior Supervisory Occupational Therapist (Paediatrics)**

#### **Douglas Parker Rehabilitation Centre, Hobart TAS**

1986–1988

### **Achievements**

- Provided line management and clinical supervision for 6 occupational therapists and therapy assistants including ongoing training and support for new graduate rotations.

- Established an innovative home-based multidisciplinary therapy program in a housing commission satellite community on the outskirts of Hobart (Bridgewater/Gagebrook) including establishment of group parenting programs and community support programs with local schools.
- Expansion of Occupational Therapy Student placement program with Latrobe University,
- Appointed as an Adjunct Lecturer at Latrobe University in recognition of program development and success of placements for 3<sup>rd</sup> and 4<sup>th</sup> year students.

## Earlier Employment

- **Staff Occupational Therapist** (Paediatrics), Douglas Parker Rehabilitation Centre, Hobart, 1983–1986
- **Play Centre Coordinator / Occupational Therapist**, New South Wales Hyperactivity Association, 1980–1983
- **Locum Occupational Therapist**, Anglican Retirement Villages, Castle Hill, NSW, 1980–1982;
- **Locum Occupational Therapist**, Sydney Hospital 1977–1978
- **Staff Occupational Therapist**, Royal Prince Alfred Hospital, Sydney, NSW, 1976–1977.

## Awards & Recognition

- In 2021 and 2022 Wendy received a series of commendations from the UTAS Deputy Vice Chancellor (Teaching and Education) for Outstanding Teaching and Learning Experiences for students in the Advanced Leadership for Guiding Transformation; Professional Practice Pathway as judged through the formal student eVALUate system.
- In 2019 Wendy received Academic Promotion to Level C, Senior Lecturer as part of the UTAS Academic Promotions Round as a result of her record in teaching, leadership, community service and research.
- Regional Finalist (Tasmania) in the Australian Leadership Excellence Awards (September 2017)
- In January 2016 Wendy received a commendation from the UTAS Deputy Vice Chancellor (Students and Education) for Outstanding Teaching results for *Leading & Managing Change in Health & Human Services*, based on Sem 2 2015 student evaluation.
- In 2009 Wendy was nominated by the International Scholar Laureate Program to attend the Medicine/Health Services Delegation to China in May 2010 including leading a study program on rehabilitation services.
- In 2008 Wendy was awarded Membership of the Golden Key Honour Society for Academic Achievement.
- Australian Government Rural Allied Health Scholarship for four years to study Developmental Disability at Sydney University (2006)
- The Jean Newton Memorial Award (1997) in recognition of services to Occupational Therapy in Tasmania.

## Areas of Expertise

- Guiding Transformation utilising The Quinn Model for Guiding Transformational Journeys
- Transformational Leadership theory and approaches including the use of the MLQ360Plus
- Executive and Management Coaching
- Executive and Leadership Team Development
- Depth Coaching
- Mentoring
- Vocational Coaching
- Learning Circle Facilitation
- Narrative transformational approaches including use of Archetype, Enneagram and The Hero's Journey as leadership tools
- Emotional Fitness Coaching
- Health Precision 360 Health Assessment and Coaching
- Professional Supervision
- Spiritual Direction/ Companionship

## Recent Publications, Presentations & Lectures

- Showcase Presentation to UTAS Teaching Matters Conference on '*The Design of the Advanced Leadership for Guiding Transformation : Professional Practice Pathway*' including early formal research findings. December 2022
- December 2022 a reflective Journal article accepted for publication in the International Journal of Nursing and Health Care, *Developing the Quinn Model: Leadership for Guiding Transformation: A reflection.*, Sarah Prior, Kate Fennell, Pieter Van Dam, Elaine Hart and Wendy Quinn ( as corresponding author).
- Presentation to the ACHSM Asia-Pacific Health Leadership Congress October 2021 , *Development of the Quinn Model and Design of the Professional Practice Pathway* including evaluation through Research Project.
- *Development of the Quinn Model and Design of the Professional Practice Pathway* including evaluation through Research Project presented to Allied Symposium 'Taking Action in our New Reality in October 2021.
- *Publication of journal article 'Leadership health reform: A critical review of 'leadership' within allied health competency standards' Australian Health Review, 2021, 45, 368-376.* Lisa Dalton, Kerryn Butler-Henderson, toby Newstead and Wendy Quinn.
- Publication of Journal Article 'Determining water laboratory innovation through systems leadership and stakeholder participatory action' *Australian Journal of Primary Health, 2021, Paul Grey, Wendy Quinn, & Silvana Bettiol.*
- Presentation at the Australasian College of Health Service Managers' Congress (September 2018 Darwin); *Innovations in Post-Graduate Education*
- Published Chapter 'Collaboration to Harvest Collective Wisdom' in *Communicating: The Heart of Literacy; A public dialogue about communication-, literacy, enablement, collaboration, and relational trust.* E-book ChatterMatters.com.au (June 2018).

- Published Opinion Piece as part of The Heart of Literacy community collaborative project in The Hobart Mercury 'Talking Point' on *Collaborating across agencies as the Key to Literacy*. (April 27<sup>th</sup> 2018)
- Published article: 'Who Benefits? What Benefits? Part-time postgraduate study in health and human services' *International Journal of Lifelong Education* (October 2017).
- Presentation of Paper; *Managing People and Process in Change*: TASCOS Conference November 2016 Hobart.
- Presentation of Workshop: *Change Readiness*; ACHSM International Conference; Brisbane, October, 2016
- Presented *Story Telling and Leadership*: Tasmanian Leadership Workshop; Zonta International (Feb, 2016)
- Conference presentation: *Guiding Transformational Journeys*; at the Asia Pacific Australian College of Health Service Manager's Conference; Melbourne, October 2015.
- Feature Article: *Transformational Leadership for Australian College of Health Service Managers (ACHSM) Quarterly Magazine*; Health Leader (May 2015).
- *Transformational Leadership*: Presentation at Sustainable Healthcare Transformation International Conference, Hobart, March 2015
- Presentation at ACHSM Lunchtime Forum on *Transformational Leadership* in Sydney (October 2014)
- *Understanding & Leading Change*, One day workshops for UTAS School of Social Work, Postgraduate program (October 2014) Hobart and Launceston.
- *Transformational Leadership*, Winter Intensive 2014; Tabor College, Hobart, Tasmania.
- UTAS Master of Health & Human Services module *Leading and Managing Change in Health and Human Services* (2012 - 2014)
- Department of Health and Human Services: Foundations Program for development of Leaders and Managers: Speaker on Leadership to 18 cohorts (2010–2013).
- UTAS Women in Leadership Program: August 2009
- Christian Counsellors Association Australia (Tas) State Conference, Keynote Speaker: *Lighting the Way for Others; The Rhythm of Compassion*, Launceston, April 2008
- Zonta International Area Workshop, *Women as Leaders*: Hobart, May 2007
- Key Coordinator / Agency Collaboration Strategy Forum: *Leadership Strategies*, Launceston, 2006
- School Administrators State Conference, Tas Education Department: *Leadership*, Hobart, 2006
- Australian Institute of Management, Aspiring Managers Program: *Leadership and Management*, Launceston and Hobart, 2006-2008
- Senior Nursing Strategic Planning Forums: *Leadership, Myths and Metaphors*, Hobart, 2006
- Forensic Mental Health Secure Unit / Wilfred Lopes Centre: *Opening Ceremony Address*, 2006
- Tasmanian Life Awards; *Opening Address*, Hobart 2005
- Agency Collaboration Strategy, Key Coordinator State-wide Training: *Leadership in Complex Care*, Hobart, Launceston and Burnie, 2004 and 2005

- Suicide Prevention Australia National Conference: Developments within Tasmania, Sydney, 2004
- National Public Guardians and Administrator's Conference: *Complex Care developments within Tasmania and Reflections on Leadership*, Adelaide, 2004
- Health Leader's Network, National Symposium on Complex Care: *Complex Care in Tasmania and Leadership in Complex Care*, Melbourne, 2003
- Medical Benefits Fund Research Symposium of Suicide Prevention: *Reasons for Hope*, Hobart, 2002
- Tasmanian Forensic Mental Health Services Conference: Opening Address, Launceston, 2002
- Transcultural Mental Health Conference: Opening Address and Expert Panel, Hobart, 2002
- University of the Third Age: *Ethics and the Workplace*, Hobart, 2001
- Lifeline National Conference: *Partnerships in Care*, Canberra, ACT, 2001
- Suicide Prevention Australia National Conference: *The Tasmanian Partnership Approach*, Sydney, 2001
- State Home & Community Care Conference: *Exploring the Boundaries - Mental Health*, 2000
- National Home & Community Care Conference: *The Tasmanian Coordinated Care Trial – A Partnership in Action*, Brisbane, 1999
- National Mental Health Conference: Facilitation Workshop for Consumers & Carers, Hobart, 1998
- Tasmanian Home & Community Care Conference: Opening Address, Hobart, 1998

## Professional Development

- Health Precision Australian ; Level One Health Coach Training , 2022.
- PMAI Archetype workshop series , 2022.
- Transformation and The Enneagram; the Shift Network , 2022.
- Courage & Renewal Circle Facilitation, 2022.
- 360 Health and Well-Being Series , 2022.
- The Shiftwork : Global Enneagram Summit, 2021.Spiritual Director International ( Enneagram and Leadership workshop series), 2019.
- The Global Enneagram Summit, 2019.
- The Strategic Board (Nov 2018), Australian Institute of Company Directors (AICD); Hobart.
- The Role of the Chair (2017), Australian Institute of Company Directors (AICD); Hobart.
- Governance Summit (2017, 2018), Australian Institute of Company Directors (AICD); Melbourne.
- Change Fitness and Organisational Change Coach Certification Program: The Change Gym (2016 -17)
- Open Space Technology Training, September, 2016
- DISC Accreditation Training, May 2016
- MLQ 360Plus Accreditation Training, May 2015.
- The Australian Institute of Company Directors Nexus Program, 2014.
- Ageing and Spirituality Workshop (Spiritual Care Australia), 13<sup>th</sup> and 14<sup>th</sup> September 2013

- The Australian Institute of Company Directors; Directors Course Sydney June 2013
- Narrative Mediation Training (The Narrative Centre), 8<sup>th</sup>-13<sup>th</sup> November 2012
- Australian Institute of Management (AIM Vic/Tas) Tasmanian Breakfast Series (2010-2013)
- Hardy International Learning Set (2000–2010)
- Motivational Interviewing (MRL Consulting), November 2007 and 2009
- Facilitative Leadership / Media Awareness Training, 1996, 2005, 2007
- Clinical Practice Safety Improvement Program (NSW Institute for Clinical Excellence) 2005

**REFEREES: By request**