



WENDY JOY QUINN

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Curriculum Vitae

CAREER SUMMARY

Following graduation from the Australian Institute of Company Directors (2013) Wendy serves on three Boards including Uniting AgeWell Victoria/Tasmania, The Hobart Clinic and The Hobart Derwent Club of Zonta International.

Wendy is the Managing Director of WJ Quinn Consulting Pty. Ltd.

WJ Quinn Consulting specialises in coaching, counselling, leadership development with individuals and also with small groups and leadership teams.

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

Wendy is also currently employed three days per week with the University of Tasmania as Course Coordinator/Lecturer for the Master of Leadership (Health & Human Services) in the College of Health and Medicine.

Prior to her retirement from the Tasmanian State Government in September 2011, Wendy was a member of the Senior Executive Service for 12 years. 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 Mental Health Services.

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.

NON-EXECUTIVE BOARD APPOINTMENTS: CURRENT

- Non-Executive Director Uniting AgeWell Vic/Tas (Dec 2012-)
- Chair of the Uniting AgeWell Vic/Tas Mission Committee (2015-)
- Board Director. The Hobart Clinic (2016-)
- Chair Governance & Audit Committee (THC) (2017-)
- President Zonta International Hobart Derwent Club (2018-2020).

NON-EXECUTIVE BOARD APPOINTMENTS: PAST

QUALIFICATIONS & STUDY

- **Chartered Manager International** (October 2018)
- **Certified Change Fitness Coach and Organisational Change Facilitator:** The Change Gym (April 2018)
- Completion of UTAS ELT501 Foundations in Teaching & Learning and appointed **Associate Fellow of the Higher Education Academy UK** (July 2017)
- **Barlow Change Gym/Change Readiness Accreditation** (July – September 2016)
- Open Space Technology Training and Accreditation (September – 2016)
- **DISC Accreditation Training** May 2016
- **MLQ 360Plus Transformational Leadership Accreditation Training** (Melbourne, May 2015)
- **Graduate of the Australian Institute of Company Directors** (September 2013) Completed the Australian Institute of Company Directors Course (June-July 2013).
- **Master of Health Science, Developmental Disabilities;** Sydney University, 2007–2011.
- **Australian East Coast Learning Set, Management Consortium,** 2001–2010
- **Graduate Certificate: Australian Competent Manager Program,** Australian Institute of Management & Deakin University, 1996–1999
- **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.
- **Diploma of Occupational Therapy,** Cumberland College of Health Sciences, Sydney, 1972–1975.

AWARDS & RECOGNITION

- 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.
- Wendy is a Member of the Golden Key Honour Society for Academic Achievement (2008)

- 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

Strategic Leadership	Fiscal & Resource Management
Transformational Leadership	Clinical Engagement & Collaboration
Service Development & Reform	Strategic Business Planning
Policy Development	Executive Team Development, Coaching,
Culture change & values development	Mentoring & Leadership Development
Clinical Governance	Complex Project Management
Complex & Exceptional Need	Rehabilitation & Multi-Disc Teamwork

PROFESSIONAL MEMBERSHIP/REPRESENTATION & APPOINTMENTS

- Chartered Manager; Fellow of the Institute of Managers and Leaders (CMgr FIML)
- Fellow of the Australasian College of Health Managers (FCHSM)
- Fellow of the Australian Institute of Management
- Fellow of the Australian Institute of Company Directors (GAICD)
- Associate Fellow of the Higher Education Academy UK (AFHEA)
- Congregational Chair, Kingston Uniting Church (2016-)
- UCA Tasmanian Presbytery Culture and Safety Officer (2015-)
- Non-Executive Director Uniting AgeWell Vic/Tas (Dec 2012-)
- Chair of the Uniting AgeWell Vic/Tas Mission Committee (2015-)
- Board Director. The Hobart Clinic (2016-) & Deputy Chair (2018-)
- Chair Governance & Audit Committee (THC) (2017-)
- President Zonta International Hobart Derwent Club (2018-2020).

PAST PROFESSIONAL MEMBERSHIP & REPRESENTATION

- 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)
- 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.
- Tasmanian Health Department representative on the Advisory Reference Committee for the Australian Research Council Linkage Project on Ageing Well in Rural Areas (University of Tasmania)
- Tasmanian Jurisdictional Member CanNET 11 National Working Group. (2010)
- 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 Member Beyond Blue National Board (2004–2006)
- Co-Chair Tasmanian Tobacco, Alcohol & 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)

Wendy is **accredited** with the following programs:

- 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 particular areas of interest and skill are transformational leadership, change management, community development, clinical governance, social inclusion, the benefits of postgraduate education, rehabilitation and management of people with complex and exceptional needs.

She is enthusiastic about the importance of vocation and enjoys working with people to assist them to discover their true vocation and live lives of meaning, purpose and value.

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

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

- 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 Statewide Leadership Team (2012).

Course Coordinator/Lecturer Master of Leadership (Health and Human Services) Post Graduate Studies, School of Medicine, University of Tasmania
December 2011–Current

Wendy was appointed to the position of Course Coordinator /Lecturer in 2011 for 3 days per week. She is responsible for managing the Master of Leadership (Health and Human Services) course as part of the UTAS, School of Medicine Postgraduate Programs in collaboration the UTAS Schools of Business, Social Work and Nursing supported by a partnership with the Tasmanian Department of Health & Human Services. This role includes Course Coordination for the Leadership program. This involves 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

- Presented paper at the Australasian College of Health Service Managers Congress in Darwin (September 2018) on ‘Innovations in Post-Graduate Education’.

- Completion of UTAS Learning and Teaching Foundation Course compliant with the UK Professional Standards Framework for teaching and learning support in higher education. 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)
- Designed, developed and implemented 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 post graduate 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 post graduate 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 Post Graduate 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,¹ 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.

- 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 9 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,

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 3rd and 4th 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.

PROFESSIONAL MEMBERSHIP/REPRESENTATION & APPOINTMENTS

- Chartered Manager; Fellow of the Institute of Managers and Leaders (CMgr FIML)
- Fellow of the Australasian College of Health Managers (FCHSM)
- Graduate of the Australian Institute of Company Directors (GAICD)
- Associate Fellow of the Higher Education Academy UK (AFHEA)
- Congregational Chair, Kingston Uniting Church (2016-)
- UCA Tasmanian Presbytery Culture and Safety Officer (2015-)
- Non-Executive Director Uniting AgeWell Vic/Tas (Dec 2012-)
- Chair of the Uniting AgeWell Vic/Tas Mission Committee (2015-)
- Board Director. The Hobart Clinic (2016-)
- Chair Governance & Audit Committee (THC) (2017-)
- President Zonta International Hobart Derwent Club (2018-2020).

RECENT PUBLICATIONS, PRESENTATIONS & LECTURES

- 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 27th 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*: TASCROSS 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

- 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), 13th and 14th September 2013
- The Australian Institute of Company Directors; Directors Course Sydney June 2013
- Narrative Mediation Training (The Narrative Centre), 8th-13th 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