



Wendy L Pinder MHS, Partner Pinder-Doede Consulting Inc.

Mobile: 416.569.3615 Email: wlpinder@pdconsult.ca

Profile

Wendy Pinder is a successful change leader and organizational capacity builder. She brings over 25 years of senior management experience to help organizations strengthen leadership and improve performance. For the past 20 years she has managed her consulting practice specializing in helping organizations to achieve their desired potential and increase effectiveness through organizational reviews, strategic planning, program redesign, board governance training and quality improvement initiatives.

Wendy's leadership roles have included leadership roles have included Senior Manager, LAMP Community Health Centre and Interim Executive Director positions for Ontario AIDS Network and Voices for Positive Women of Ontario. She also served as Director of Organizational Development, Wellesley Health Centre and past Provincial Coordinator of the Ontario Homeless Initiative and Ontario Midwifery Program, Ontario Ministry of Health.

Wendy is Lead Author of an on-line organizational self-assessment tool (OODP OSAT), created to offer a practical and supportive approach to help community-based HIV/AIDS organizations and programs to self-assess their capacity. She holds a BA in Political Science York University and a Masters in Health Policy Management and Evaluation (HPME) University of Toronto. She is also a member of the Progressive Consultant's Network of Toronto (www.pcnt.ca), a group of independent consultants who work primarily in the not-for-profit sector.

Highlights of Qualifications

- **Consensus Builder.** A track-record of working successfully with diverse groups in multi-stakeholder environments to get results, including Boards, Steering Committees, Community Partnerships and Strategic Alliances.
- **Strategic Thinker.** Highly organized and skilled in helping organizations to plan and re-design programs relevant to community needs, with proven abilities in change management and implementation.
- **Experienced in creating vision.** Successful in helping organizations to create their vision and to develop goals, objectives and performance measures to achieve it.
- **Recognized Leader.** Strong negotiation, facilitation, networking, and communication skills.
- **Skilled Administrator.** Experienced in financial management and accountability, budget preparation and HR administration. Successful at managing multiple projects and deadlines as needed.
- **Knowledgeable** about the mental health sector, government programs and current legislation that may affect organizations.
- **Committed** to inclusive and equitable policies, principles and practices including Anti-Racism/Anti-Oppression.
- **Clear Communicator.** Demonstrated ability to foster and maintain open and clear/transparent written and oral communication with all levels.
- **Innovative Thinker.** Highly creative, able to organize ideas, workflow and people.
- **Systems Thinker.** Ability to synthesize information from multiple sources and problem-solve issues at a highly complex level.

List of Consulting Projects

- Association of Ontario Health Centers (AOHC), 2000. Strategic Analysis and report to establish the most effective model for delivering AOHC services in the future.
- Access Alliance Multicultural & Central Toronto Community Health Centres (CHCs), 2001. In partnership with Glen Brown and Dr. Alan Li. Needs Assessment for Newcomer Parents to assist CHCs in planning and integration of Early Years Services with community partners.
- Access Alliance Multicultural CHC, 2001. In partnership with Glen Brown and Dr. Alan Li, completed Program Review of Social Work Program.
- AIDS Committee for Toronto (ACT), 2001. In partnership with Glen Brown and Dr. Alan Li, prepared 3-year Strategic Plan.
- AIDS Committee for Toronto, Review of Operations, March to May 2012. Subject Matter Expert on Contract with MD+A Health Solutions for the review of operations including providing overall guidance and support as well as review of written report with recommendations.
- ACTEW (Advocates for Community-Based Training and Education for Women), 2001. In partnership with Glen Brown, prepared 3-year Strategic Plan.
- AIDS Committee for Toronto (ACT) & the Toronto People with AIDS Foundation (PWA), 2003. In partnership with Ron Rosenes, planned and developed proposal for integrated health promotion model for ACT and PWA.
- alPHa (Association of Local Public Health Agencies) Conference, 2005. Facilitation and consensus building amongst conference participants to prepare response on final Capacity Review Report on Public Health. Written report prepared.
- Bramalea Community Health Centre, March to June 2012. Consultant on contract to assist with start-up to implement Peel Region HIV/HCV Clinic (see proposal development under separate bullet listed as Peel Region).
- CARE for Nurses Project, 2002. Strategic Planning to create sustainability plan for the future of CARE project. Led visioning process to explore new business opportunities, resulting in partnership between CARE and George Brown College to establish a 'Center for International Nurses'.
- Canadian Centre for Accreditation (CCA). Conducted mid-term and final evaluations (June 2011 and March 2013) of 3-year project involving 5 Ontario Associations collaborating to create national standards for the community based sector and establish the Canadian Centre for Accreditation (CCA). Contract extended to evaluate pilots of newly developed CCA Accreditation process and standards following launch of new Centre in April 2012.
- COTA Comprehensive Rehabilitation and Mental Health Services, 2002 to 2004. Program Review of \$5M mental health portfolio and successfully led Change Initiative to improve program performance and implement key recommendations.
- Canadian Working Group on HIV and Rehab (CWGHR), 2008. Facilitated Strategic Planning workshop with Board of Directors using an Appreciative Enquiry Approach.
- Canadian Paraplegic Association Ontario (CPAO), 2010. Quality Management and Accreditation Readiness Project. Conducted research and external Scan of relevant accreditation organizations to support CPAO Client Services Division to strengthen performance improvement. Prepared written report on findings with recommendations.

- Canadian Paraplegic Association Ontario (CPAO), 2011. Strategic Planning including comprehensive stakeholder consultation with groups from across the province. Three-year Strategic Plan Report prepared with directions, goals and objectives.
- Ernestine's Women's Shelter. Organizational Review, 2014. Associate Consultant, Adobe Consulting Services
- Gillian's Place Women's Shelter. Organizational Review, 2017. Associate Consultant, Adobe Consulting Services
- Health Promotion Affiliate, Canadian Health Network (CHN) www.Canadian-health-network.ca 2004 – 2007. Launched Health Promotion Affiliate and negotiated Strategic Leadership role for Affiliate to build health promotion capacity of CHN. Led internally focused health promotion and social marketing capacity building process, including regional workshop series to build consensus on HP Standards for the entire CHN website amongst all 26 affiliate organizations.
- Hepatitis C KTE Forum, 2011, December to March 2011. Worked with Program Associates from the Public Health Agency of Canada to plan agenda and facilitate 2-day attended by a range of Hep C funded staff from over 30 organizations across the province. Provided assistance with registration and completed on-line conference evaluation for participants.
- Lakeshore Community Partnership (LCP) Chairperson, 2001 to 2005. Chaired and facilitated LCP Steering Committee meetings to build consensus amongst participants representing health, education, faith, small business and manufacturing interests to effectively address local labour market adjustment issues and stimulate economic renewal.
- Lawrence Heights Community Health Centre, 2007. Worked with Quality Improvement Committee to develop and apply measures to improve organizational performance and client outcomes.
- North York Women's Shelter. Organizational Review, 2016. Associate Consultant, Adobe Consulting Services.
- Ontario AIDS Bureau, Ministry of Health and Long Term Care, 2010. Completed internal review of the HIV Outpatient Clinic recently transferred to the Hotel Dieu Hospital, Kingston Ontario. Written report on findings with recommendations.
- Ontario AIDS Network (OAN), Interim Executive Director, March to September 2015.
- Ontario Organizational Development Program (OODP), 2006 to 2012. Consultant on contract to provide a range of organizational development services to over 50 community-based HIV/AIDS Service Organizations across Ontario. Funded by the AIDS Bureau, Ministry of Health and Long Term Care and the AIDS Community Action Program, Public Health Agency of Canada. For more information see website at: www.oodp.ca.
- Ontario Organizational Development Program (OODP), 2012 to present. Program Administrator on contract to perform ongoing program operations and streamline administrative procedures, including developing and implementing an overall program evaluation framework and mechanisms to support data collection. See funding details and website info above.
- Ontario HIV Treatment Network (OHTN), 2006. Worked with Toronto HIV Primary Care Physicians Group to develop a Funding Proposal for an HIV/AIDS Shared Care Model. Contract extended to facilitate HIV focused Family Health Team (FHT) application to MOHLTC.
- Ontario Chronic Disease Prevention Alliance (OCDPA), 2006. Strategic Planning. Led broad based consultation process on behalf of the OCDPA, an Alliance of nine key chronic disease organizations towards the development of a strategy to prevent chronic disease and promote healthy living across Ontario.

- Ontario Health Provider's Alliance (OHPA), 2000 to 2002. Planned and Coordinated regular information sharing meetings with senior ministry officials and the Ontario Health Provider's Alliance, the largest-ever coalition of provincial health providers (18 organizations).
- Ontario Health Provider's Alliance (OHPA), 2013. Facilitated annual retreat of members to confirm OHPA role and purpose. Prepared written report.
- OREA (Ontario Real Estate Association) Centre for Leadership, May 2014. Consultant on contract to assist Centre for Leadership to formulate an approach and tools for developing best practices for governance.
- Peel Region HIV/HCV Clinic Proposal, July 2011. Developed successful funding proposal for a combined HIV/HCV Clinical Team on behalf of the Bramalea and Malton CHCs. Contract extended to assist with program implementation.
- Sherbourne Health Centre, Director of Organizational Development, 2000. Seven-month contract to develop the core program and service plan.
- Street Haven Organization Review, Feb to Aug 2012. On contract with ADOBE Consulting to assist with conducting comprehensive organization review including interviews and analysis of materials. Compiled findings and wrote HR and Finance sections of final report with recommendations.
- Street Health, the Fred Victor Centre and Central Neighbourhood House, 2001. Developed successful Funding Proposal to expand and coordinate mental health services between 3 agencies serving mentally ill homeless people.
- The Redwood Shelter, September 2012 to March 2013. On contract with ADOBE Consulting Services to conduct final evaluation of the Women On The Move (WOTM) Phase II Project. Prepared evaluation framework and written report.
- Toronto Rehabilitation Institute (TRI) Spinal Cord Rehab Program (SCRIP) Fitness Centre Review, 2007. Program review of Fitness Center and report with recommendations to integrate the program as part of TRI's continuum of care with the goal of helping individuals living with spinal cord injuries to live in their communities.
- Toronto Rehabilitation Institute (TRI) Spinal Cord Rehab Program (SCRIP) Review, 2008. Review of SCRIP Program to identify ways to streamline admission processes and improve patient flow including patient transitions from inpatients to outpatients. Prepared report with recommendations designed to support a more streamlined, patient-centered, health promotion oriented approach across the continuum from acute care referrals to inpatients to outpatients and community re-integration.
- Toronto Rehabilitation Institute (TRI) Spinal Cord Rehab Program (SCRIP) Outpatient Manager, 2009. Six-month contract as Change Leader to eliminate gap in care for patients transitioning from inpatients to outpatients as well as streamlining Outpatient Referral and Admission Processes. Created and led 'Transition Committee' to encourage staff involvement in identifying and implementing enablers to reduce waitlists.
- Voices of Positive Women (VOPW) Acting Executive Director, 2010. Six-month contract to manage operations and support Board of Directors through Organizational Review process and subsequent closure of operations and wind-down of the Corporation.
- WHAI Conference (Provincial Women's HIV/AIDS Initiative), May to June 2012. Worked with Provincial Coordinator and Senior Program Consultant with the AIDS Bureau to plan the agenda and facilitate 3-day conference attended by Women's Community Development Coordinators and Executive Directors from AIDS Service Organizations funded by WHAI.