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PROFILE

More than 30 years of leadership experience in widely varied health and educational settings. Developed and implemented innovative solutions in start-up, rationalization, transition, and downsizing situations. Consulted to nearly 100 diverse organizations in more than 150 engagements. Co-developer and co-facilitator of widely acclaimed nursing and health leadership institutes. Superior skills in all aspects of human and organizational development. Widely published in health administration periodicals; frequently sought as conference speaker and facilitator.

ACHIEVEMENTS

FACILITATION and CHANGE LEADERSHIP:

- Consulted to over 100 clients in more than 150 engagements, primarily in the areas of corporate integration, organizational redesign, leadership development, strategic planning and operational review. (See Appendix 6)
- Provided leadership and coordination for successful merger of two large community hospitals.
- Facilitated integration initiatives in several different multi-partner situations.
- Extensive experience with operational review, operational planning and organizational redesign.
- Successfully managed five significant "down-sizing" operations.
- Guided the introduction of patient-focused care in two community hospitals.

CORPORATE LEADERSHIP:

- Member of executive team in hospitals undergoing significant change.
- Board member for professional nursing associations in two provinces.
- Facilitated strategic planning at varied levels in diverse organizations, both as senior manager and as consultant.
- Led start-up for all patient care activities in new 300-bed community general hospital.

ASSESSMENT, TRAINING & DEVELOPMENT

- Co-developed and co-facilitate innovative residential Nursing and Health Leadership Institutes, which have been widely acclaimed (see Appendix 6 for details).
- Member of the panel that developed the Leadership Best Practice Guideline for the Registered Nurses of Ontario.
- Developed innovative college-based RN program, which was emulated in several other jurisdictions.
- Chaired committee to revise CHE curriculum for Canadian College of Health Service Executives; participated in second review five years later.
- Developed training program to enhance skills of middle managers in leading self-managed work teams.
- Initiated and facilitated three-year externally funded project to enhance the professional self-esteem of nurses.
- Valued mentor for numerous nursing and health care professionals.

EDUCATION & RESEARCH:

- Completed PhD in three years while holding full-time hospital executive position.
- Held concurrent faculty positions in baccalaureate and masters programs in nursing and health sciences.
- Secured three significant grants for research into different facets of professional nursing practice.
- Widely published, including master's thesis and doctoral dissertation.
- Frequently sought as conference speaker and workshop facilitator.

EMPLOYMENT HISTORY

TRANSITIONS: HOD Consultants Inc.	1995 - Present
PRESIDENT	
<ul style="list-style-type: none"> • With associates, provide diverse Organizational Development services to organizations in transition. • Practice specializes in strategic, operational, training and motivational interventions, which advance human and organizational development. • Brochure and client list available. 	
Deloitte & Touche Management Solutions Consulting Practice	1998 – 2002
ASSOCIATE SENIOR MANAGER	
<ul style="list-style-type: none"> • Worked in the Health Solutions Practice, doing business development, practice support, and direct client consultation. Project list available. 	
Ernst & Young Management Consultants	1995 - 1998
ASSOCIATE PRINCIPAL	
<ul style="list-style-type: none"> • Work in both the Health and People AdvantEdge (change management) practices, doing business development, practice support, and direct client consultation. • Project list available. 	
Grand River Hospital Corporation (formerly Kitchener-Waterloo and Freeport Hospitals, Kitchener, Ontario)	
PROJECT DIRECTOR - AMALGAMATION	1994 - 1996
<ul style="list-style-type: none"> • Seconded, with a Freeport colleague, to coordinate all aspects of the amalgamation of the two institutions 	
VICE-PRESIDENT - PATIENT SERVICES (KWH)	1987-1994
<ul style="list-style-type: none"> • Member of senior management team in large community hospital undergoing significant changes in role, programs, services and resources. 	
Scarborough Grace General Hospital (Scarborough, Ontario)	1984 - 1987
ASSISTANT EXECUTIVE DIRECTOR - NURSING SERVICES	
<ul style="list-style-type: none"> • One of five senior administrators responsible for the hospital opening. 	
The Riverdale Hospital (Toronto, Ontario)	1984
DIRECTOR OF NURSING - REHABILITATION	
<ul style="list-style-type: none"> • Recruited from this position to Scarborough Grace for start-up. 	
Vernon Jubilee Hospital (Vernon, British Columbia)	1982 - 1984
ASSISTANT DIRECTOR OF NURSING	
Okanagan College (Kelowna, British Columbia)	
COORDINATOR OF NURSING EDUCATION	1975 - 1980
CLINICAL LIAISON OFFICER	1980 - 1981
<ul style="list-style-type: none"> • Fully responsible for start-up of a unique RN Diploma program, which has since been emulated in several Canadian jurisdictions. 	

Additional Positions	1968- 1975
<ul style="list-style-type: none"> • General duty nursing in small outpost hospital, large metropolitan teaching hospital, and community health. • Classroom and clinical teaching positions in 2, 3 and 4 year nursing programs. 	

EDUCATION AND PROFESSIONAL DESIGNATIONS

- 1994 **Ph.D. IN HUMAN AND ORGANIZATIONAL SYSTEMS**
The Fielding Institute
- 1973 **MASTER OF SCIENCE IN NURSING**
University of British Columbia
- 1969 **BACHELOR OF SCIENCE IN NURSING**
McMaster University

- 2005 **HONOURARY LIFE MEMBERSHIP AWARD**
Registered Nurses Association of Ontario
- 1992 **FELLOW (FCCHSE)**
Canadian College of Health Service Executives
- 1988 **CERTIFIED HEALTH EXECUTIVE (CHE)**
Canadian College of Health Service Executives

CONCURRENT FACULTY POSITIONS

- 1994 - 98 **University of Toronto**
Faculty of Graduate Studies
M.Sc.N. Program - Nursing Administration Specialty
- 1990 - 91 **Ryerson Polytechnic University**
Continuing Education Division
BAAN Extension Faculty
- 1990 - 92 **University of Minnesota**
M.P.H. Independent Studies Program
Clinical Faculty/Preceptor

APPENDIXES (available upon request)

1. Professional, Committee and Community Service
2. Research and Grants
3. Publications
4. Presentations (in last five years)
5. Continuing Education (in last five years)
6. Consulting – Complete list of Individuals and Organizations Served (more than 150 engagements with approximately 100 clients in the areas of corporate integration, organizational redesign, leadership development, strategic planning, and operational review)