Julie Hood 88/305 Evans Bay Parade, Hataitai, Wellington

 Mob: 021 1878701 Email: julie@ambiverting.com

Governance statement

I am a recent ex-Chief Executive, with experience leading a Board to create and roll out an ambitious strategy in response to significant threats of disruption to the status-quo. It was an applied MBA– balancing the setting and roll out with constant monitoring and adjustments to finance, risk, compliance, organisational structure, people and talent, communications, and technology as a strategic enabler. The biggest take home was the role of the board as champions of change in the face of ambiguity and uncertainty.

I would like to bring this experience to an SME that is planning for or undergoing strategic change and growth. My areas of interest and experience are balancing risk and compliance while progressing strategic priorities, bringing business knowledge and experience to board discussions and decisions, and leadership development, mentoring and succession planning. I am also interested in the future of work and how Boards can take a lead in creating a culture of trust that supports high employee engagement and strong company performance.

Governance experience

**Director - Wellington Society for the Prevention of Cruelty to Animals (SPCA) 2012 - 2015**

Participating in the governance of Wellington’s award winning SPCA as it moved from its outdated premises in Newtown to a new facility in Mt. Victoria. As my first Director role, I worked alongside the Chair Theresa Gattung and fellow Directors learning how to successfully navigate all the challenges this major project presented, particularly community engagement and fundraising. I contributed by maintaining my focus on governing rather than managing the organisation.

**Trustee - Elizabeth Veterinary Benevolent Fund 2007 – 2016**

This modest fund was established within the New Zealand Veterinary Association (NZVA) to provide financial support to veterinarians and their families during difficult times. It transitioned into delivering services that supported veterinary wellness, mentoring, student engagement and support. The fund received income from donations and legacies and was managed by a board of trustees. I served as a Trustee and also the secretary, coordinating annual meetings and managing the logistics of applications for funding support.

**Chair - Advisory Board, Hospo Gurus Limited 2017- current**

I initiated the formation of this advisory board to provide strategic and operational advice to the owners of five bars in the Wellington CBD. They wanted to build sustainable and extensible business systems and ways of working after a period of expansion. The areas of focus for 2017 are finance, risk and compliance, operational systems and efficiencies, and HR and Leadership.

Board strengths

**Industry experience**

* Healthcare with a focus on tertiary hospitals -public, private, not-for-profit
* Veterinary / Agribusiness / Primary Industry

**Functional Skills**

* Board and organisational re-structures, skills acquisition and succession planning
* Broad SME business knowledge and experience applied to the Board context, particularly balancing quality, risk, compliance, and assurance with strategic priorities, revenue generation and growth, mentoring and developing leaders, management reporting to assist Board decision-making, sector trends, and project and programme disciplines.
* Stakeholder relationships with a recent focus on the primary sector – Government Ministers, Ministry Executives, CEO networks, tertiary educational institutions, industry and statutory bodies, business owners

**Governance Skills**

* The ability to see the big picture, and an efficient way forward
* When and how to get involved operationally and when and how to back out
* An affinity for the challenges CEO’s face, how a board can help mentor, guide, and support the CEO, and how to proactively manage succession
* An appreciation that I am one of a team of people, each making a unique contribution

Executive experience

Chief Executive Officer 2007 – 2016

New Zealand Veterinary Association (NZVA) Group

The New Zealand Veterinary Association Group comprises the New Zealand Veterinary Association (NZVA), the Veterinary Professional Insurance Society (VPIS) and the NZVA Foundation for Continuing Education. All three have formally constituted Boards.

During my tenure, the Association moved from being an internally-focused membership-centric traditional service organisation to one with a future-focused outward-facing strategy that repositioned veterinarians as critical problem-solvers for society. I led that.

This involved a close working relationship with the Board Chairs, to re-build reserves and re-structure board and committee roles, then lead the development of a seven year, and then 2030 strategy. I set the draft board agendas, led strategic and operational discussions, developed and refined board reporting to support decision-making, including senior management reporting and board attendance, liaised with auditors, supported Board members in their respective roles, led discussion about board succession planning and skills acquisition including developing Board position descriptions and induction processes, attended all board and Board committee meetings (with a particular focus on Audit and Risk), coordinating and linking agendas to ensure a focus on strategic priorities.

Sabbatical 2006 - 2007

I travelled for five months (June to December)

General Manager / 1997 - 2006

Director of Nursing

Wakefield Health (Wellington Hospitals)

Initially appointed as Director of Nursing, then promoted to General Manager. Reporting to the CEO I was responsible for all in-patient and out-patient clinical and related services covering nursing, allied health, and support services across two hospitals, and the related operational and capital budgets. I held the Quality Coordinator and Clinical Audit and Compliance Manager roles. During my tenure, the business grew organically, through expansion, and by acquisition, culminating in an IPO and listing on the NZX.

I coordinated and prepared monthly board papers for my areas of responsibility and attended all Board meetings bringing a finance, resourcing, risk, compliance, and quality patient-centred context to the discussions and decisions.

Professional development and qualifications

New Zealand Institute of Directors

* Company Directors Course Refresher
* Progressing Chartered Membership 2017

New Zealand Institute of Directors

* Leading in the Digital Era 2016

Managing Successful Programmes (MSP ®) Certified: Foundation and Practitioner 2014

New Zealand Institute of Directors

* Company Directors Course 2013
* Finance Essentials 2013

Masterclass in Advanced Strategy, Risk 2012

Master of Business Administration (Victoria University) 2006

Professional memberships

* Member Institute of Directors 2011- Current
* Member Australasian Society of Association Executives 2016- Current
* Member Appoint Better Boards 2017–Current

References

Willingly supplied on request.