

Sheila Woodcock

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SUMMARY

Senior executive with many years experience in health care, education, professional regulation and consulting. Particular strengths include:

- Creating the vision, communicating and implementing strategic goals
- Policy analysis, business case development, change management
- Strategic leadership, facilitation and team motivation to maximize productivity
- Business process analysis and quality management systems implementation

EDUCATION

Master of Business Administration M.B.A., Executive Programs, University of Toronto
Certificate in Management and Administration C.I.M., University of Toronto
Advanced Certification in Medical Laboratory Technology (ART), Canada
Certification in Medical Laboratory Technology, England

CAREER HISTORY

May 2000 - QSE CONSULTING Inc
President & Principal Consultant

- Health care management consulting services primarily related to quality, standards and education.

Clients include:

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| <input type="checkbox"/> Canadian Network for Asthma Care | <input type="checkbox"/> York Central Hospital, Richmond Hill |
| <input type="checkbox"/> The Michener Institute of Applied Health Sciences/CCP project in Lebanon | <input type="checkbox"/> Hospital for Sick Children, Toronto |
| <input type="checkbox"/> Ontario Ministry of Health and Long Term Care, Laboratories Branch | <input type="checkbox"/> Inception Biosciences Inc |
| <input type="checkbox"/> Canadian Blood Services, Toronto Centre | <input type="checkbox"/> Capital District Health Authority, Halifax |
| <input type="checkbox"/> Lunenburg Queens Falls Prevention Program | <input type="checkbox"/> BC Provincial Laboratory Coordinating Office |
| <input type="checkbox"/> College of Respiratory Therapists of Ontario | <input type="checkbox"/> BC Society of Medical Laboratory Science |
| <input type="checkbox"/> Cape Breton Regional Health Authority. | <input type="checkbox"/> New Brunswick Department of Health |
| <input type="checkbox"/> Baycrest Centre for Geriatric Care | <input type="checkbox"/> Clinical and Laboratory Standards Institute |
| <input type="checkbox"/> Canadian Society for Medical Laboratory Science | <input type="checkbox"/> Cancer Care Ontario |
| <input type="checkbox"/> Centre for Addiction and Mental Health, Toronto | <input type="checkbox"/> Health Canada |
| <input type="checkbox"/> City of Ottawa, Utility Services Branch | <input type="checkbox"/> Royal College of Physicians & Surgeons of Canada |
| | <input type="checkbox"/> Trainor Laboratory, Winnipeg |
| | <input type="checkbox"/> LifeLabs BC |

- EXECUTIVE EDGE – *Innovations in Laboratory Management for Lab Leaders*, A two-day conference in Toronto for Canadian lab professionals planned and delivered by QSE Consulting in partnership with Robert Michel of the Dark Report. Successfully produced and delivered 4 times 2005 -2009

1994 - 2000 PEOPLE AND PROCESS SOLUTIONS INC. (PPS)
Management Consultant

- Retained as a consultant by this Canadian management consulting company with a North American client base, for health care management and restructuring advice;
- Contributed operational analysis and process re-engineering knowledge and experience to restructuring in Edmonton, the Mayo Clinic, Toronto and Hamilton;
- Co-authored papers on restructuring, planned and delivered presentations on process redesign and restructuring of human and physical resources.
- Collaborated on a series of programs for leadership coaching

1993 - 2000 COLLEGE OF MEDICAL LABORATORY TECHNOLOGISTS OF ONTARIO
Registrar and Executive Director

- Inaugural chief executive officer of the regulatory agency established by the *Regulated Health Professions Act*, in 1993, accountable to a 20 member Council/Board;
- Statutory responsibility for entry to practice standards and ongoing competence of the 8,000 members in Ontario, through registration, quality assurance, complaints and discipline policies & processes;
- Established full organizational infrastructure, including a membership database, publications, telecommunications, information technologies and general administration procedures for the affairs of the College;
- Accountable for strategic planning to achieve the goals of the organization; all targets were met or exceeded each year;
- Initiated the development of a competence assessment software tool, launched an aggressive communications and public relations program and undertook a strategic review of the organization after five years.

1988 - 1993 MDS HEALTH GROUP [MDS Inc.]
Regional Business Unit Manager

- Administration of multi-site laboratory services with \$85m budget, 285 staff, 24 hr operation, performing 250,000 tests/week for the province of Ontario;
- Responsible for leadership and administration of resources to meet customer and employee needs;
- Strategic planning for financial, operations and personnel management to achieve Regional operational effectiveness and profitability;
- Successfully initiated and lead re-engineering of the testing process in 1992, including the introduction of robotics and massive restructuring of the human resources, yielding a 30% reduction in operating costs over a two year period.

1979 - 1988 THE MICHENER INSTITUTE FOR APPLIED HEALTH SCIENCES
Program Consultant, Continuing Education

- Responsible for the management and administration of continuing education programs;
- Working with more than 400 part time faculty of physicians, scientists, nurses and technologists, courses were designed and planned for health care professionals across Canada.
- Innovative delivery formats included correspondence courses, teleconference programs, travelling workshops across Ontario and on-site visits, as well as traditional classroom programs in Toronto;
- Grew the number enrolled in programs by almost 200%, from 40 programs in 1979 to 120 in 1988.

1970 - 1979 TORONTO WESTERN HOSPITAL
Charge Technologist, Laboratory

- Set up a new neuropathology department, undertook method development and research,
- Assumed responsibility for student teaching and organized a pathology departmental staff enrichment program.

AWARDS

Excellence in Global Leadership Award, Clinical and Laboratory Standards Institute, 2009

Distinguished Fellowship awarded by the Canadian Society for Medical Laboratory Science in recognition of high professional achievement in medical laboratory technology, May 2005

Trillium Award 1991, in recognition of significant contributions made to the growth and development of the Ontario Society of Medical Technologists and the practice of medical laboratory technology.

Canadian Society of Laboratory Technologists 50th Anniversary Award 1987, presented in recognition of a continued commitment to the quest for self-regulation of medical laboratory technologists.

COMMUNITY VOLUNTEER ACTIVITIES

- New Horizons for Seniors, appointed member of funding assessment committee, 2008
- Health Services Foundation of the South Shore, Member of the Board of Directors, 2001 – 2009, elected Board Chair, June 2007 - 2009
- Nova Scotia Folk Art Festival, Committee Chair 2002 - present
- Lunenburg-Queens Falls Prevention Association, inaugural Board Chair, 2005 – 2007
- Cancer Care Nova Scotia Advisory Board member, appointed October 2001 - 2004
- South Shore Women in Business, President 2004 - 2006
- Katimavik Community Committee, Lunenburg, NS, Committee Co-Chair 2001 to 2003
- Community Mentorship Initiative for Youth, Lunenburg, NS, volunteer mentor, 2001 – 2002
- Interim Place, Mississauga, ON, member of the Board of Directors, 1996 – 2000, Board Chair and President June 1997 - June 1999
- Metropolitan Toronto District Health Council Gynaecological Services Task Force member, 1994

RECENT PROFESSIONAL DEVELOPMENT ACTIVITIES

- 2009 CLSI Leadership Conference, Philadelphia, PA
- 2008 Quality Conference, University of British Columbia, Vancouver, BC
CLSI Leadership conference, Baltimore, MD
- 2007 Frontiers in Laboratory Medicine conference, Birmingham, England
CLMA Think Lab conference, Houston, TX
CLSI Leadership conference, Baltimore, MD
CSMLS Leadership Forum, Hamilton, ON
CCQLM conference, Hamilton, ON
“Integrative Thinking: Learning How to Think to Win”, Rotman School of Business, U of T
- 2006 Executive Edge conference, Toronto, ON
CLSI Leadership Conference and Risk Management Workshop, Vienna, VA
Executive War College, Miami, FL
Canadian Coalition for Quality in Lab Medicine (CCQLM) conference, Winnipeg MB
CSMLS Annual Congress, Winnipeg, MB
NSCMLT Annual Meeting, Halifax, NS
- 2005 Executive Edge conference, Toronto, ON
CLSI/NCCLS Leadership Conference and QC Workshop, Baltimore, MD
CLMA Think Lab Conference, Chicago, IL
IQLM Conference, Atlanta, GA
CSMLS National Congress, Moncton, NB
- 2004 Insight Conference, Update on Laboratory Reform, Toronto, ON
CSMLS Congress, Saskatoon, SK
CLMA Conference, Atlanta, GA
NCCLS Leadership Conference, Washington, DC
- 2003 NSAHO conference “Enhancing Accountability”, Halifax, NS
Canadian Association on Gerontology Annual Scientific & Educational Meeting, Toronto, ON
Ontario Injury Prevention Conference, Toronto, ON
Program Evaluation, Smartrisk teleconference series
NCCLS Leadership Conference, Washington, DC
CSMLS Congress, Quebec City, QC

PROFESSIONAL VOLUNTEER ACTIVITIES

STANDARDS COUNCIL OF CANADA Canadian delegate to ISO/TC212 international standards development	2008 to present
CANADIAN STANDARDS ASSOCIATION MEDICAL LABORATORY QUALITY SYSTEMS TECHNICAL COMMITTEE Z252 Elected Chair Member	2008 to present 2005 to present
ONTARIO LABORATORY ACCREDITATION (OLA) ADVISORY PANEL, QMP-LS, Toronto, ON Appointed to the committee and elected Chair	April 2001 to 2005
CLINICAL & LABORATORY STANDARDS INSTITUTE (CLSI formerly NCCLS), Wayne, PA Quality Management in Tanzania Laboratories Project Team member, visited Tanzania Feb & Aug 2007, May 2009 Chair, Subcommittee for Accuracy in Patient and Sample Identification Chairholders' Council, elected Co-Chair Area Committee on Quality Systems & Lab Practices Appointed Chair Volunteer Resources Committee Member 2006 Leadership Conference Planning Committee Subcommittee on Laboratory Quality Systems Subcommittee on Technical Procedure Manuals	2006 to present 2007 to present 2006 to 2008 1997 to present 2003 - 2008 2002 to 2006 2005 1997 - 1999 2001, 2006
CANADIAN COALITION FOR QUALITY IN LABORATORY MEDICINE (CCQLM) Member	2006 to 2009
CANADIAN SOCIETY FOR MEDICAL LABORATORY SCIENCE Research Ethics Board member	2007 to present
CLINICAL LABORATORY MANAGEMENT ASSOCIATION Annual Conference Program Committee, Educational Resources Committee, Trillium Chapter Education Committee	1992 - 2000
FEDERATION OF HEALTH REGULATORY COLLEGES OF ONTARIO Elected President 1995/96 and 1996/1997; Chair, annual seminar planning, 1995	
UNIVERSITY OF TORONTO EXECUTIVE PROGRAMS Class President, Executive MBA	Class of '93
CANADIAN COLLEGE OF HEALTH SERVICE EXECUTIVES Executive Membership	1990 - 1993
THE MICHENER INSTITUTE FOR APPLIED HEALTH SCIENCES Medical Laboratory Programs Advisory Executive Committee member	1992 - 1993
ONTARIO SOCIETY OF MEDICAL TECHNOLOGISTS Elected Member of Board of Directors, President 83/84 chaired/served on: Executive, Finance, Legislation, Editorial, Public Relations and Education Committees	1981-1991

APPENDIX A**PUBLICATIONS**

- Accuracy in Patient and Sample Identification; Proposed Guideline, GP33-P, Sheila Woodcock et al, CLSI 2009
- Accreditation of Clinical Laboratories in Canada, Sheila M. Woodcock, Canadian Journal of Medical Laboratory Science, Vol 70, No 5, 2008
- Laboratory Documents: Development and Control; Approved Guideline, GP2-A5, Lucia Berte, Sheila M. Woodcock, et al, CLSI 2006
- Quality Management Software, Sheila M. Woodcock, Laboratory Medicine, ASCP, Vol 36, No 6, June 2005
- Training and Competence Assessment, Approved Guideline, GP21-A2, Lucia M. Berte, Sheila M. Woodcock, et al, NCCLS, 2004
- Clearing Confusion about the Agreement on Internal Trade, Sheila Woodcock, Canadian Journal of Medical Laboratory Science – 65: 2003
- Clinical Laboratory Technical Procedure Manuals, Approved Guideline, GP2 – A4, Sheila Woodcock et al, NCCLS, 2002
- The Real Cost of Quality, Sheila Woodcock, OSMT Advocate, Vol 8, 2001
- A Quality System Model for Healthcare; Approved Guideline, GP26, Sheila Woodcock, advisor, The National Committee for Clinical Laboratory Standards [NCCLS], 1999, 2004
- Competence in the Medical Laboratory: Who is Responsible? Sheila Woodcock; Probe, module ten: Competency Assessment, Clinical Laboratory Management Association, October 1997
- Quality Assurance of Medical Laboratory Technology through Competent Practitioners, Sheila M. Woodcock, Mary Anne Cecutti; poster presentation and conference abstract, Clinical Laboratory Management Association, Denver CO, 1996
- Laboratory Services in the Context of Health Care in the 1990's, Eileen P. Page, Sheila M. Woodcock; Canadian Journal of Medical Technology vol 57, no 2, 1995
- The Clinical Laboratory of the Future: Re-aligning the Human Resources, Sheila M. Woodcock, Eileen P. Page; Canadian Journal of Medical Technology vol 56, no 4, 1994
- The Clinical Laboratory of the Future: Re-engineering Laboratory Services, Eileen P. Page, Sheila M. Woodcock; Canadian Journal of Medical Technology vol 56, no 3, 1994
- Laboratory Automation Impact on the People, Kris Bailey, Nancy Korogyi, Sheila M. Woodcock; Update, vol 9 no 5, O.S.M.T. 1993
- The Evolution of Medical Laboratory Technology as a Profession in Ontario 1890-1990, Sheila Woodcock; Abstract of poster presentation, World Congress of Medical Technology, Geneva, Switzerland, 1990
- Continuing Competence, Sheila M. Woodcock; Update, vol 5 no 3, O.S.M.T. 1989
- The Changing Role of The Technologist, Sheila M. Woodcock; Ontario Medical Technologist, vol 9 no 2, 1988
- Legislation Review Approaches a Conclusion, Sheila M. Woodcock; Update, vol 4 no 2, O.S.M.T., 1988
- Teaching at a Distance, S. Bridges and S. Woodcock; TIMT, 1986
- Response to the Task Force on Laboratory Services, S.M. Woodcock; Ontario Council of Health, 1984
- Continuing Education - Who Needs It? S .M. Woodcock; Poster presentation, O.S.M.T. Convention, Toronto, 1984
- Guidelines for Writing a Technical Procedure Manual, J. Mout, N. Sleeth, B. Taggart, A. Whitney and S. Woodcock; TIMT Reference Series, 1983

APPENDIX B

INVITED SPEAKER PRESENTATIONS

- 2008 **“Accreditation in Atlantic Canada”**
QUALITY CONFERENCE, VANCOUVER, BC
- 2007 **“International Standards for Quality”**
TANZANIA REGIONAL MEDICAL DIRECTORS & SUPERVISORS, ARUSHA, TZ
“Application of GP2-A5 for Procedure Writing”
TANZANIA LABORATORY SUPERVISORS, ARUSHA, TZ
“Steering the Course to Accreditation at Capital Health”
AMMI/CACMID MEETING, HALIFAX, NS
“Globalization of Laboratory Medicine”
CLMA CONFERENCE, HOUSTON, TX
“Managing Errors, Reducing Risk and Increasing Patient Safety”
CSMLS LEADERSHIP FORUM, HAMILTON, ON
- 2006 **“Accreditation – Are You Ready?”**
MARITECH CONFERENCE, ST JOHN, NB
“Accreditation: the next step in Laboratory Quality in NS”
NSCMLT ANNUAL MEETING, HALIFAX, NS
“Establishing a Province Wide Quality Management System in BC Laboratories”
AMMI Canada – CACMID 2006 MEETING, VICTORIA, BC
- 2005 **“Managing Laboratory Errors”**
CSMLS NATIONAL CONGRESS, MONCTON, NB
“Managing With Really Limited Resources”
CSMLS NATIONAL CONGRESS, MONCTON, NB
“Quality Management in BC Laboratories”
PLCO PROVINCIAL FORUM, VANCOUVER, BC
- 2004 **“Implementing a Quality Management System”**
MARITECH CONFERENCE, HALIFAX, NS
“Quality Management Systems and Their Application to Accreditation”
SOCIÉTÉ QUÉBÉCOISE DE BIOLOGIE CLINIQUE, BROMONT, QC
“Establishing a Quality Systems Culture”
BECKMAN COULTER SYMPOSIUM, DALLAS, TX
“Quality Systems Software – A Comparative Study”
CLMA CONFERENCE, ATLANTA, GA
“The Area Committee’s Role in the Consensus Process”
NCCLS LEADERSHIP CONFERENCE, WASHINGTON, DC
- 2003 **“Maintaining and Improving Your Quality System”**
ONTARIO HOSPITAL ASSOCIATION CONVENTION, TORONTO, ON
“Establishing a Quality Systems Culture”
BECKMAN COULTER SYMPOSIA, MONTREAL, TORONTO, VANCOUVER
“Outcomes of Change – Success Stories – Falls Prevention in Lunenburg & Queens Counties”
SHAPING THE FUTURE OF PRIMARY HEALTH CARE IN NOVA SCOTIA, DARTMOUTH, NS
“A Fresh Look at Policy, Process and Procedures in the Context of National Standards for Laboratories”
CSMLS CONGRESS, QUEBEC CITY
“A New Laboratory Accreditation System Based on ISO Standards”
CLMA CONFERENCE, SALT LAKE CITY, UT
- 2002 **“A Population Health Approach to Falls Prevention”**
HEALTHY NOVA SCOTIANS LIVING IN HEALTHY COMMUNITIES, TRURO, NS

- 2001 **“Quality Laboratory Services – Where Are We Headed?”**
OHA CONVENTION, TORONTO, ON
“The Roadmap to Quality”
CLMA Trillium Chapter, BURLINGTON, ON
“Living with the Carver Model of Governance”
SHARING STRENGTHS SOCIETY, BRIDGEWATER, NS
“Falls Prevention Program for Lunenburg and Queens Counties Nova Scotia”
WORKING TOGETHER TO PREVENT FALLING AMONG SENIORS
COMMUNITY LINKS, HALIFAX, NS
“The Real Cost of Quality”
CLMA ANNUAL CONFERENCE, ST LOUIS, MISSOURI
- 2000 **“Coaching to Olympic Standards in the Laboratory”**
CLMA ANNUAL CONFERENCE, ANAHEIM, CALIFORNIA
“Feedback Mechanisms - Tools for Ensuring Quality”
NCCLS FORUM 2000, ARLINGTON, VIRGINIA
- 1999 **“Benchmarking for Action Oriented Managers”**
CLMA ANNUAL CONFERENCE, DALLAS, TEXAS
“Laboratory Competence Project Update”
CSMLS CONGRESS '99, TORONTO, ON
“Balanced Scorecard and Outcome Quality”
OHA/OSMT Laboratory Management Conference, TORONTO, ON
- 1998 **“Competence in the Medical Laboratory - Who is Responsible?”**
CLMA ANNUAL CONFERENCE, PHILADELPHIA, PA
“Point of Care Testing: Regulatory Aspects”
CLMA TRILLIUM CHAPTER EDUCATION DAY, MISSISSAUGA, ON
“Quality Management for Quality Services”
OHA INSTITUTE FOR LABORATORY MANAGEMENT, TORONTO
“The Role of the College in the Member’s Workplace”
TELEMEDICINE CANADA
- 1997 **“Individual and Collective Accountability of MLTs Today”**
TELEMEDICINE CANADA
“Effective Realignment of the Human Resources”
Reforming Laboratory Services - New Strategies and Directions
INSIGHT INFORMATION INC, TORONTO
“Methods to Remediate Once a Problem Has Been Identified”
Creating and Implementing Quality Assurance, Improvement and Continued Competence Programs for
Regulated Professionals
INSTITUTE FOR INTERNATIONAL RESEARCH, TORONTO
“Key Issues and Challenges in Managing a Regulatory Body”
Operating a Professional Regulatory Body - Effective Policies and Procedures
INFONEX, TORONTO
“The Human Dimension of Clinical Laboratory Restructuring”
AMERICAN SOCIETY OF CLINICAL PATHOLOGISTS, TELECONFERENCE
“Quality Practices for the College of Medical Laboratory Technologists of Ontario”
TELEMEDICINE CANADA
“Legalities of Roles & Responsibilities of MLTs and MLAs”
OSMT 1997 CONVENTION, LONDON, ON
- 1996 **“Competency Assurance Program”**
ONTARIO HOSPITAL ASSOCIATION, TORONTO
“Regulatory Realities”
BRITISH COLUMBIA SOCIETY OF MEDICAL TECHNOLOGISTS, HARRISON HOT SPRINGS
“QA = Opportunity”
ONTARIO SOCIETY OF MEDICAL TECHNOLOGISTS, TORONTO

- "Impact of Regulating Health Professions on Education"**
CANADIAN DEANS OF ALLIED HEALTH, TORONTO
- "Defining Roles, Responsibilities and Job Titles in the Re-engineered Clinical Laboratory"**
SUNHEALTH, DAYTONA BEACH, FL
- 1995 **"Point of Care Testing and the Multi-Skilled Medical Laboratory Technologist"**
ONTARIO HOSPITAL ASSOCIATION, TORONTO
- "Sexual Abuse in Health Professions"**
TELEMEDICINE CANADA
- "Learning to Live With a College"**
NORTHERN ONTARIO TELECONFERENCE NETWORK
- "Defining Roles, Responsibilities and Job Titles in the Re-engineered Clinical Laboratory"**
CLINICAL LABORATORY MANAGEMENT ASSOCIATION, MINNEAPOLIS, MN
- 1994 **"Medical Laboratory Technologists - A Profession Rising"**
TELEMEDICINE CANADA
- "The New Age of Accountability"**
ONTARIO SOCIETY OF MEDICAL TECHNOLOGISTS, LONDON, ON
- "Implications of the College of Medical Laboratory Technologists"**
ONTARIO ASSOCIATION OF MEDICAL LABORATORIES, TORONTO
- 1993 **"Beyond the Department Walls - Designing a State of the Art Laboratory"**
CANADIAN SOCIETY OF LABORATORY TECHNOLOGISTS CONGRESS, HALIFAX, NS
- "Alternative Career Choices"**
THE MICHENER INSTITUTE, TORONTO
- 1992 **"The Regulated Health Professions Act and its Application to Medical Laboratory Technologists"**
THE MICHENER INSTITUTE, TORONTO, PROFESSIONAL DEVELOPMENT DAY
- 1991 **"The College of Medical Laboratory Technologists"**
THE MICHENER INSTITUTE, TORONTO, CLINICAL YEAR STUDENTS
- 1990 **"The Role of The Pathologist in Private Laboratories"**
MCMASTER UNIVERSITY, PATHOLOGY RESIDENTS, HAMILTON
- "The Private Sector Vision"**
ONTARIO HOSPITAL ASSOCIATION CONVENTION, TORONTO
- "Continuing Competence"**
ST VINCENT DE PAUL HOSPITAL, BROCKVILLE
- "Membership in the 90s - Can We Talk?"**
ONTARIO SOCIETY OF MEDICAL TECHNOLOGISTS CONVENTION, HAMILTON
- "Maintaining Professional Competence"**
WORLD CONGRESS OF MEDICAL TECHNOLOGY, GENEVA, SWITZERLAND
- "A Dream Becomes Reality and Living with Reality"**
WINTERTECH SEMINAR, THUNDER BAY
- "Quality Assurance"**
THE MICHENER INSTITUTE, TORONTO
- 1989 **"The New College"**
KAWARTHA DURHAM ACADEMY, OSHAWA
- "Update on the Status of The College of Medical Laboratory Technologists of Ontario"**
ONTARIO SOCIETY OF MEDICAL TECHNOLOGISTS CONVENTION, KITCHENER
- 1988 **"Setting and Maintaining Standards for Medical Laboratory Technologists"**
CFRB RADIO, TORONTO
- "Competence, Standards and Legislation"**
NEW BRUNSWICK SOCIETY OF MEDICAL LABORATORY TECHNOLOGISTS, ST JOHN
- "Planning a Career Change"**
CAAT SUPPORT STAFF CONFERENCE, BARRIE