**Erica Hodgson, CMInstD**

I am driven by the wellbeing of our population and place myself in strategic leadership roles where I can influence change. I have developed a strong ethical framework and governance focus during my career, ensuring outcomes are strategic, innovative and flexible. With significant experience in healthcare, I have moved from clinical delivery to business and culture change, scaled from small services to national projects.

KEY STRENGTHS

**Governance Capability**

* Competent chair of complex organisations, managing budgets, projects and board dynamics
* Governed an organisation through a comprehensive cyber-attack and the long-term remediation
* Strong risk focus and strengths-based approach to mitigations
* Forms CEO-chair relationships which are supportive and achieve results
* Effective mentor and coach of new directors, CEO and senior leaders, plus performance management
* Chaired or formed numerous subcommittees - CEO appointment and remuneration, quality assurance, risk audit and investment and compliance, director appointment, merger working group
* Creation of necessary board documents due to merger, organisational review and cultural change
* Able to identify the strategic role from operational detail and communicate this clearly to stakeholders
* Successfully chaired a board through a merger and the ongoing operationalisation of joining two entities from a finance, HR and clinical perspective
* Successfully moved an organisation from an incorporated society to a charitable trust

**Industry / Sector experience**

* Government boards (Lotteries Commission and Health Regulatory Authority)
* Financial market governance – health insurance
* Not-for-profit governance – health sector and youth community development
* DHB based healthcare experience across corporate and clinical functions
* Management consultant across leadership, business development and governance support

**Functional Skills**

* Highly experienced public speaker and facilitator
* Mental health clinician and extensive experience at a strategic leadership level in this sector
* Senior management team experience within New Zealand’s largest mental health service, including annual planning, strategic activity, quality assurance and people leadership
* Project management roles in changing service delivery and introducing new models of practice
* Organisational development specialist for business with 7000 staff, including executive coaching oversight
* Quality roles in auditing, investigations and assessment of services
* Working as a Tangata Tiriti ally alongside Tangata Whenua, towards organisational bicultural competency

# CAREER HISTORY

**Lotteries Commission – Director and Committee Chair** February 2023 – ongoing

I formed and Chair the first board subcommittee focused on harm minimisation, aligned with the SPE from the Minster. I completed a 1 year internship as an associate director and have been reappointed as a full director.

**Ember Korowai Takitini Services Board – Past Chair** May 2019 – June 2025

A charitable trust with 350 staff and revenue of $22 million and assets of $27 million. Until recently I chaired the Services Board with 40+ mental health and addiction services in the Lakes, Waikato, Auckland and Northland regions and was also a Trustee of the Parent Trust.

* Led CEO appraisal and board evaluation processes for the Services Board
* Past Trustee on the Group Trust board which oversees substantial investment in housing and digital innovation for the sector, and the investment portfolio.
* Chaired the Quality Assurance subcommittee for the first 18 months to set up new processes including policy and JD merging, risk matrix redevelopment, embedding the new client data management system

**Youthline Auckland – Chair**  November 2024 – ongoing

I have come onto the board as Chair to oversee the Auckland Trust and the National executive function of the group of Youthline parties.

**Accuro Health Insurance – Director** December 2019 – Oct 2024

Accuro was an Industrial and Provident Society which successfully merged with Unimed in May 2024.

* Focus on conduct and culture following the FMA thematic review of the financial sector
* Oversaw large CRM investment to ensure our customer digital services were best in market
* Member of the Risk, Audit, Investment and Compliance committee, and the People and Culture Committee

**OTBNZ – Co Chair (Tangata Tiriti)** December 2015 – June 2023

The Occupational Therapy Board of New Zealand is a Regulatory Authority (Ministerial appointment) which exists to ensure public safety for those receiving services from therapists.

* Led CEO appraisal and board evaluation processes, support recruitment and policy development
* Wrote strategic plans on behalf of the board and supported development of strategic lens for other directors
* Brought a long term focus to project planning and set the criteria for mapping financial projections to this
* Advocated for increased political awareness within our strategic planning, resulting in a comprehensive workforce study which demonstrates our value, to be used in planning for the future of healthcare provision
* Supported the development of a communications strategy across all our channels to enhance strategic communication with the public and the profession
* Sponsored a project to map our move to being a bicultural organisation, resulting in a co-chair arrangement with a tangata whenua board member and embedding tikanga and kawa into practice

**Connect Board – Chair** October 2016 – December 2019

Connect was an NGO with a turnover of $10 million with 146 staff across the upper north island, supporting 1305 clients across residential, vocational, corporate and community based mental health services for youth and adults. It successfully merged to form Ember Korowai Takitini. On the merger working group my contribution as co-chair (with the other entity’s chair) was to:

* Ensure due diligence on the merger documents by Connect’s board, amend the existing constitution and contribute to the merger agreement
* Write the position description, set KPIs, appoint and set remuneration for the new Group CEO role
* Ensure due process as an Incorporated Society in moving to a charitable trust
* Oversee our process of liquidation of Connect and transfer of assets to Ember including final audits

**Work Better Together – Governance consultancy, facilitation and coaching**

I have operated a specialist consultancy business since 2014 with boards and leaders in the health, not-for-profit and government/regulatory sectors. I am a lead facilitator for the IoD Company Directors Course and specialise in board systems, reflective practice and director development.

#### **HIGHER EDUCATION**

#### Iti Kopara Public Governance Aotearoa (Crown Entity governance course through Victoria University)

#### Advanced Executive Healthcare Leadership and Management Programme (AELMP) (year 2)

Awarded Te Pou\* scholarship to complete my Post-Graduate Certificate (Management Studies)

\*Mental health, addiction and disability workforce development centre for the Ministry of Health

#### Executive Healthcare Leadership and Management Programme (year 1)

#### Post-Graduate Certificate (Allied Mental Health)

#### Bachelor of Health Sciences (Occupational Therapy)

* Bachelor of Arts (Organisational Management and Psychology)