PATRICK TOMLINSON

CV/RESUMÉ

Organizational Turnaround - Culture Change - Leadership Development
Professional Development - Therapeutic Model Development
Trauma Specialist – Design of Trauma-informed Systems

Contact: ptomassociates@gmail.com

Patrick Tomlinson Associates Website

CAST (Character Assessment & Selection Tool) Website

PROFESSIONAL SUMMARY

Accomplished and impactful development specialist to professionals and organizations providing services for children, young people, and their families. Available internationally online. On-site visits can be arranged.

Experience spans from 1985. Began as a residential care worker and progressed to team leader, senior manager, director, CEO, non-executive director, consultant, and mentor. Author/co-author/editor of numerous papers and books. Patrick Tomlinson Associates was established in 2008 and has provided services to clients in Australia, Japan, the UK, Ireland, the USA, India, and Portugal, among others. Has helped co-create 14 therapeutic models (3 in progress) in 5 countries. Several models have gained national and international recognition.

With experience at all organizational levels, Patrick is well-placed to work with organizations on their development. He supports leaders in creating an inspiring vision, its development, and successful implementation. A systemic approach is a crucial part of this.

> "He thinks things through very carefully and in-depth. He has the capacity to plan for a large, multi-product, multi-national company. His operational plans will meet the strategic objectives and will be capable of successful implementation. Patrick's plans will reflect his capacity to think conceptually, logically, flexibly, and strategically. Patrick has a very strong task orientation, which enables him to get things done, and an equally well-developed social orientation."

(Psychological Assessment of Senior Managers for Career Strategy and Development, Selection, and Management Development, Olya Khaleelee and Ralph Woolf, Pintab Associates).

Services are offered in the following areas (& have been provided to organizations ranging from start-up to 5000+ staff):

- Leadership & Professional Development Mentoring/Consultancy/Clinical Supervision.
- Business/Organizational Development. Start-up Business Development. Non-Executive Director.
- Therapeutic models for children & young people in residential & foster care, & education. Including developing assessment & planning models; in-house training; research-informed & outcomes-based approaches.
- Character Assessment & Selection Tool (CAST) for Staff Recruitment & Development in any industry/profession. This can be transformative to organizational culture and performance. Considerable financial savings can be achieved by reducing ineffective recruitment & eliminating wasteful staffing costs, such as agency use.

POSITIONS & ACHIEVEMENTS

Patrick Tomlinson Associates

Director, Professional & Organization Development Specialist, 2008-Present

Enabling development for leaders, organizations, and professionals who provide services to children & young people, with specific expertise in co-creating therapeutic models.

- Strategic development work with leaders & organizations. Consultant & Development Mentor to Directors & Owners of Start-Up Businesses.
- Mentoring, consultancy, & clinical supervision to senior executives & professionals in many countries. Excellent career & organizational progress achieved.
- Staff Recruitment & Development. Character Assessment & Selection Tool – provided to organizations & individuals in the UK, India, Portugal, the USA, Ireland, & Australia. Design of all Staff Recruitment & Development processes.

- **Therapeutic Model Development Consultant,** Sept 2018-ongoing. Co-created/ing therapeutic models with organizations in Australia (including Lighthouse Foundation, MASP, & Uniting Care), the UK (including SACCS, Innovate Services, & Fair Ways), Ireland, Japan, & Portugal (including Lar da Nossa Senhora do Livramento, Porto & Casa Noa Vista of Santa Casa, Lisbon). Several models achieved widespread recognition.
- **Non-Executive Director**, Attuned Programmes Ireland (2021-2023),

Behaviour Detectives, Ireland (2022-present)

- **Created the CAST (Character Assessment & Selection Tool)**
- **2020-2022** Therapeutic Governance Lead Consultant, Talbot Group Children's Services, Ireland
- **Interim CEO of Three Steps, Ireland, Feb 2016-Dec 2017**. Three Steps provides a specialist residential service for children & young people with complex needs. Led the organization through a transformational change from crisis to a stable & high-quality service.
- **2012** Publication of a co-authored book & model with the Lighthouse Foundation in Melbourne, Australia. The book has since been translated into Japanese. Co-created the Lighthouse Therapeutic Family Model of Care. It has been reviewed as 'the most clearly articulated model of Therapeutic Residential Care' in Australia.
- **2012-2015** International Practice Development Specialist – Lighthouse Institute (Melbourne, Australia).
- **2012-present** Owner of LinkedIn Professional Group, Therapeutic Residential & Foster Care for Traumatized Children.

SACCS, 2002-2008

SACCS was a UK national organization providing residential care & treatment for traumatized children & young people.

Positions: Director responsible for Operations, Strategic Development, Practice Development

Achievements in this Post:

- Led the development of the **SACCS Recovery Program** with Mary Walsh (Founder & CEO), an integrated treatment program for traumatized children, based on 24 outcomes.
- Responsible for the **successful operation of 13 children's homes** & had a lead role in establishing a new regional residential service for 20 children.
- Led the development of a children's **assessment & planning format**, and achieved national recognition.
- Led the development of an in-house training program for 150 staff, enabling **university-accredited qualifications from NVQ3, Foundation, BA, & MA Degrees.**
- Lead role in the creation of a new foster care service.
- **Series Editor of five books** on therapy, life story work, therapeutic parenting, foster care, & assessment - published by Jessica Kingsley (2004 – 2008).

Young Options, Regional Director & Head of Therapy, 2000-2002

Young Options is a UK national organization providing residential care & education programs for children who have emotional & behavioral difficulties, autism, & Asperger's syndrome.

Achievements in this Post:

- **Created & established a new specialist residential program** connected to a school for Autistic & Asperger's Syndrome children.
- **Led the development of a new service,** including 2 new homes & a school for children with emotional & behavioral difficulties.
- **Designed & implemented a staff support & development system**, including supervision & training for 60 staff.

The Cotswold Community, Nov 1985-May 2000: The CC was an internationally renowned residential therapeutic community & school providing long-term care, education, & treatment for traumatized boys.

Assistant Principal, Staff Selection, Training & Development, 1994-2000
Achievements in this post:

- As part of the Senior Management Team, led the Community through **six years of high placement occupancy (c.95%)**, low staff turnover, financial efficiency, & positive outcomes for children.
- Developed the in-house training program, **gaining accreditation up to the master's level.**
- Re-organized staff recruitment & development. Within two years, **staff turnover improved by 60% & was maintained for the next four years.**

Home Manager, Residential Social Worker (Carer & Therapist), 1985-1994

Qualifications, Training, & Memberships

- MA Therapeutic Child Care (CCETSW Approved). Reading University (1996)
- Postgraduate Certificate in Strategic Social Care Leadership. Birmingham University (2007)
- Certificate of Professional Development (Merit), Social Care Institute of Excellence (2007)
- Full member of APPCIOS eligible for registration with the British Psychoanalytic Council & the Professional Standards Authority (UK), as a Psychodynamic Organisational Therapist (2013-2025)
- Fellow – Centre for Social Policy (UK)
- Managerial Assessment of Proficiency Program – Advanced Award. Shropshire Chamber of Commerce (2004)
- Staff Recruitment & Development Training, in-depth psychodynamic Interviewing techniques & psychometric exercises, the Defence Mechanism Test. (1996-2000 – Pintab Associates)
- B.Sc. (Hon), Social Administration. Loughborough University (1984)

Publications

- *Therapeutic Residential Care for Children and Young People: An Attachment and Trauma-informed Model for Practice,* Barton, S., Gonzalez, R., and Tomlinson, P. (2012, Book published by Jessica Kingsley. Also, translated into Japanese, 2013)
- Two Chapters in, *Acolhimento Residencial de Crianças e Jovens em Perigo: Conceitos, Prática e Intervenção* (2021) Acolhimento Residencial de Crianças e Jovens em Perigo, Ciências Sociais & Ciências Forenses, Serviço Social, PACTOR
- *A Child's Journey to Recovery: Assessment and Planning in Work with Traumatized Children,* Tomlinson, P. and Philpot, T., (2007, Book published by Jessica Kingsley)
- *Therapeutic Approaches in Work with Traumatized Children and Young People: Theory and Practice* (2004, Book published by Jessica Kingsley)
- *Delivering Recovery for Traumatized Children* (Series Editor) – five-book series covering: Life Story Work; Therapy; Therapeutic Parenting; Fostering; Assessment and Planning (2004-08, Jessica Kingsley Publishers)
- What is Important in Leadership of Trauma Services?, in, Treisman, K. (2021) *A Treasure Box for Creating Trauma-Informed Organizations: Volumes 1 & 2, Vol. 2*, pp. 64-66, London: Jessica Kingsley Publishers
- Emma Blakemore, Sir Martin Narey, Patrick Tomlinson, & John Whitwell (2022): What is Institutionalising for 'Looked After' Children and Young People?, in, *Journal of Social Work Practice*
- Management and Leadership in Trauma Services: A Reflection on Individual and Organizational Factors Lopes, R. & Tomlinson, P. (2023), in, *Children at Risk and Danger – Vol. 6: Contexts, Research, and Intervention*, Magalhães, E., Monteiro, L., and Calheiros, M.M.
- Numerous other papers were published in the *Therapeutic Communities Journal*, *The Journal of Social Work Practice,* & other Journals in England, Japan, Romania, & India.

Conferences, Training, & Workshops, Speaker & Keynote Speaker at national & international conferences, in Japan, Australia, India, Scotland, & Portugal.