

Joseph M. Duhig

SENIOR QUALITY / CONTINUOUS IMPROVEMENT LEADERSHIP

Expert in: Health Care Operations - Quality Management – Large Scale Change – Strategic Improvement

Internationally recognized health care leader helping over 500 hospitals, health systems and insurance companies achieve organizational excellence in clinical effectiveness, patient safety, customer service and financial performance. Expert in utilizing Lean Six Sigma techniques to: eliminate waste, achieve benefits and ROI from technology solutions, improve patient access and flow, and improve clinical efficiency. Effective change agent in working with Medical Staffs, Boards, Nursing Professionals and Senior Executives in leading large, complex transformation initiatives. Executive coach and award-winning trainer and platform speaker delivering key note addresses at major conferences and educational seminars including: IHI, HIMSS, Society for Health Systems, ACHE, Intermountain Health Care's Advanced Training Program in Clinical Quality, and AORN. Personal center of influence boasts network of accomplished leaders and innovators across diverse corporate cultures. Career reflects success in health care, high-tech, financial services, consulting, and academia.

Professional Strengths:

Leading Transformational Change
Project Management
Technology Benefits Realization
Group Facilitation & Coaching

Quality Management
Technology Implementation
Lean / Six Sigma Deployment
Consultancy Development

Strategic Planning
Training and Development
Change Management
Motivation / Team Building

Led and /or participated in leading strategic improvement initiative in 100+ organizations each with annual revenues in excess of \$500 million USD. Authored numerous professional articles, methodology development, and presented over 50 speeches at professional forums across the globe.

SELECTED ACHIEVEMENT HIGHLIGHTS

- ❖ **Led the creation of a new Academic Medical Center in Memphis, Tennessee.** Served as CEO of the University Medical Center Alliance consisting of the University of Tennessee Health Sciences Center, Methodist LeBonheur Health System, the Regional Medical Center, the V.A. Hospital and St. Jude's Children's Research Hospital.
- ❖ **Transformation leader responsible for process design and benefits realization for \$1Billion USD investment in an Electronic Health Record for one of the largest Health Systems in the United States.** In excess of 70% of the benefits realized came for new process design vs. new technology functionality.
- ❖ **Senior Juran Institute Leader responsible for Lean, Six Sigma and strategic improvement deployments for some of the world's largest corporations, health systems and government agencies including:** Samsung Electronics, AT&T, DuPont, CSC, Microsoft, JD Irving, Sutter Health, Bon Secours Health System, CMS, Charbroil, Molex, Anthem BCBS, Unilever, Johnson Controls, and over 200 other organizations worldwide.
- ❖ **Widely recognized as one of the world's leading experts** on Quality Management, Leading Complex Change and Improving Organizational Effectiveness.
- ❖ **Trained and Coached over 5,000 Lean Sensei, Six Sigma Black Belts, Green Belts and Quality Leaders** responsible for in excess of \$2 Billion USD reduction of non-value added activities and Costs of Poor Quality.

PROFESSIONAL EXPERIENCE

KAISER PERMANENTE

Oakland, CA
2013 – Present

Largest Integrated Healthcare Delivery System in the United States with over 9 million members, 200,000+ employees and annual revenues of \$55 Billion.

NATIONAL PERFORMANCE IMPROVEMENT MENTOR

2013 - Present

Mentor and Coach for Enterprise Shared Services, Finance, Santa Clara Medical Center, Walnut Creek Medical Center, Oakland Medical Center, Richmond Medical Center, Antioch Medical Center, as well as, the Georgia and Mid-Atlantic States Regions. Faculty for the Improvement Institute. Senior Advisor on National and Regional Strategic Initiatives.

JURAN INSTITUTE INC.

Boston, MA

2006-2013, 1999-2003, 1994-1997

World's leading provider of consulting and training services for helping business achieve superior quality and operational excellence. Founded by Dr. Joseph M. Juran; the Father of Modern Quality Management.

SVP / ASSOCIATE, Asia, Europe, India Clients

2009 - 2013

SENIOR VICE PRESIDENT

2006 - 2009

VICE PRESIDENT, Six Sigma Master Black Belt, Lean Expert

1999 - 2003

VICE PRESIDENT, Healthcare Practice

1994 - 1998

Successfully led Lean Six Sigma and Performance Improvement deployments for several of the largest corporations and non-profit organizations in the world including: Samsung Electronics, Unilever, DuPont Mexico, CharBroil, CMS, Sentara Health System, Bon Secours Health System, Sutter Health, Anthem BCBS, Becton Dickinson, CSC, JD Irving, AT&T, Molex, Perkin Elmer and Microsoft.

- Transformation leader responsible for leading new design of patient care and revenue cycle processes as part of EPIC Electronic Health Record implementation for the largest Healthcare provider in Northern California. Benefits realization goals to achieve ROI and \$1 Billion USD affordability target in 7 years. Served as member of Executive Governance for project responsible for integration of process design into the build of the EPIC software. Worked with Senior Leadership to successfully lead a massive change initiative involving over 45,000 employees, over 4,000 employed physicians across 28 program affiliates with over 70 operating boards.
- Led Transactional Six Sigma for Samsung Electronics as part of Samsungs effort to transform into the world's leading producer of semi conductors and consumer electronics. Trained several hundred Six Sigma Black Belts and provided coaching on projects resulting in excess of \$20 million USD in annual savings. Awarded highest commendation from Samsung Leadership for contribution to the company.
- Led Lean Six Sigma Deployments with Presbyterian Health, Albuquerque NM; Sutter Health, Sacramento CA; Sisters of Charity, Kansas City MO; Sentara Health System, Norfolk VA; and Froedert Hospital, Milwaukee WI.
- Led Lean Six Sigma deployment for Molex, a technology manufacturer of connectors, in Malaysia, Thailand, India, Netherlands, Taiwan, and the US Headquarters in Chicago.
- Mentored by some of the greatest leaders in business and healthcare including: Dr. Bob Waller, Former CEO of Mayo Clinic; Dr. Joseph Juran, Founder and Former Chairman of Juran Institute; Dr. Blan Godfrey, Former CEO of Juran Institute and International Quality Leader; Dr. Brent James of Intermountain Health Care, and many more who have helped and continue to help guide my professional and personal development.

MEMORIAL HEALTH

Savannah, GA

A 500+ bed Academic Medical Center repeatedly recognized as one of Fortune Magazines Best Places to Work, America's 50 safest hospitals, and a leader in clinical and service quality.

Created new consulting enterprise providing both internal and external consulting and training services to Memorial Health and outside healthcare organizations. Practice was merged into Juran Institute at the end of 2006 due to large opportunity to support Electronic Health Record implementation at Sutter Health in Northern California.

UNIVERSITY MEDICAL CENTER ALLIANCE

Memphis, TN

Alliance of the University of Tennessee Health Science Center, Methodist LeBonheur Health System, St. Jude's Children's Research Hospital, The Regional Medical Center, The VA Health System – Memphis, and the Memphis Mental Health Institute. Comprised of 11 facilities with over 20,000 employees and annual revenues in excess of \$7 Billion USD.

CHIEF EXECUTIVE OFFICER / EXECUTIVE DIRECTOR**2003 – 2006**

- Led the creation of a new Academic Medical Center bringing teaching and residency programs into the Methodist LeBonheur Health System.
- Led business planning activities for the downtown Memphis Medical District resulting in over \$20 Million USD in annual savings.
- Led community efforts to reduce avoidable death and patient harm resulting in over 2,000 lives saved in 2 years.
- Trained over 200 healthcare and community leaders in the disciplines of Lean Six Sigma. Initiated efforts to design the new LeBonheur Children's Hospital based on Lean Production principles.
- Recognized change agent and community leader in Memphis serving as founding Board Member of the Healthy Memphis Common Table, the Memphis Quality Initiative, and the Patient Safety and Quality Improvement Clerkship at the University of Tennessee, School of Medicine.

PRICEWATERHOUSECOOPERS

Atlanta, GA

SENIOR MANAGER, Solutions thru Technology Practice**1998 – 1999**

Led formation of team of consultant's responsible for process design and change management in support of large enterprise-wide system implementations involving Cerner, PeopleSoft, SAP, Oracle, HBOC and other leading technology solutions of the time. Much of the activity was in preparation for Y2K with focus on risk management and regulatory compliance. Participated in leading consolidation activities when Coopers and Lybrand merged with PriceWaterhouse to form PricewaterhouseCoopers.

PRIOR EXPERIENCE

Functional and leadership positions in Operations and Engineering Organizations.

Kaiser Permanente, Kent General Hospital, Coopers & Lybrand, SunHealth, American Medical International

EDUCATION AND CREDENTIALS

Bachelor of Science (BS) in Industrial Engineering, Certificate in Health Systems Engineering
Georgia Institute of Technology, Atlanta GA

Master of Business Administration
Wilmington College, Wilmington DE

Certified Lean Sensei, Certified Lean Expert, Certified Six Sigma Black Belt, Certified Six Sigma Master Black Belt
Juran Institute, Southbury CT

PUBLICATIONS AND SPEAKING ENGAGEMENTS

1. Intermountain Healthcare Advanced Training Program, Institute for Healthcare Delivery Research. 20 day course for Clinical and Executive Leaders. Faculty for Lean Six Sigma session. Program is taught twice per year in Salt Lake City, Utah.
2. Sophia's Story: Lean Six Sigma Value Streams. Risky Business Conference, London England 2010.
3. Lean Six Sigma in Healthcare. Society for Health Systems Keynote Address. Orlando, FL 2008
4. EMR's: Reaching the Holy Grail. Journal of Patient Safety and Quality Healthcare. January 2009
5. Utilizing Lean and Six Sigma to Design the Health System of the Future. 6th Annual Quality Improvement Forum. University of Calgary 2008.
6. Applying Business Strategies in Quality Improvement in Healthcare. Pediatric Emergency Medicine Leadership Conference 2010.
7. Patient Safety and Quality Improvement Clerkship. University of Tennessee Health Science Center 2005.
8. Six Sigma Orientation. Virginia Hospital Information Management Systems Society 2003.
9. Lean Six Sigma in Healthcare. 6th Annual Health Systems Student Symposium 2008.
10. Can the Electronic Medical Record System Transform Health Care? Contributing Author. Juran Quality Handbook 6th Edition.
11. Lean Six Sigma in Healthcare: 3 BFO's that Change Everything. Memorial Health Quality and Safety Symposium 2005.