



**Objectives for Healthcare Improvement Professional Participants:**

- Create a successful outcome on the selected improvement project(s)
- Acquire the theory, skills, methods and tools needed to successfully perform the role of Improvement Leader and Internal Improvement Consultant
- Become a contributor to the organization through successful improvement results and be able to help with future projects.
- Become a contributor and Coach who can define complex projects and nest charters for accelerated improvement results
- Manage the coordination and implementation of projects

**Who Should Attend:**

Professionals, who want to deepen their knowledge and enhance their effectiveness and are currently a source of improvement expertise for key improvement efforts, are excellent candidates for this workshop. Often these individuals will hold titles such as Blackbelt, Quality Facilitator, Quality Coordinator, Quality Improvement Advisor, Quality Improvement Leader, or Quality Coach. Candidates will be expected to utilize the Deming’s System of Profound Knowledge (system theory, psychology, theory of knowledge and variation theory) as they apply and test theories using The Model for Improvement and demonstrate that they understand under what circumstances certain tools and methods are to be employed using a complex project.

**Applicants should:**

- Understand the need for continuous improvement
- Have participated on one or more improvement projects as a team member or team leader
- Be comfortable working with all levels of the organization, including top management
- Be comfortable with data analysis
- Be comfortable with giving presentations, speeches, and teaching (both inside and outside their organizations)
- Be comfortable as a change agent

**Criteria for Improvement Projects**

- Aligned to the Organizational Strategic Needs
- No Known Solution OR a Complex Solution With Need for Testing and Modifications
- Falls into one of three categories for Improvement:
  - Solve problems (of care/service/product)
  - Reduce costs while maintaining or improving quality; or
  - Expand patient or customer satisfaction with the development of new services or innovative ways of providing existing services.

**Duration/ Time Commitment:** This six-month professional development program includes:

- eLearning Pre-work and support for team members/Sponsor
- Four 4-Day On-Site Workshops
- Bi-weekly conference calls (4 hours per month/24 hours group support)
- Individualized support for participants (as needed through calls and email support)

**Participants are expected to:**

- Attend all sessions - NO SUBSTITUTIONS
- Actively participate and collaborate in the spirit of “All Teach-All Learn”
- Have time between sessions for team meetings and working on the improvement project
- Participate in conference calls for collaborative learning.
- Share project recommendations with senior leaders/sponsors/mentors bi-weekly
- Share organization’s feedback with faculty for learning purposes
- Bring their own laptops to on-site workshops.



**Sessions:**

- Pre-work by Participants with E-Learning (6.5 hours)
  - Pre-work with Participants and Sponsor(s) (2 Hours Each)
- Session 1 – Profound Knowledge, Ami™, Testing & Making Improvements (4 Days)
- Session 2 – Creativity (3 Days) and QBS/Lean Methods (1 Day)
- Session 3 – Understanding Variation Methods and Tools (3 days)
  - Introduction to Planned Experimentation (1 Day)
- Session 4 - Planned Experimentation (2 Days) -Part 2 & SDI Qualification (2 Days)
- Session 5 – Project Updates – Final Session (Virtual Session – 2 Hours)

**Cost Per Participant:**

- \$12,250 US per person includes instruction, materials, e-Learning, biweekly coaching virtual sessions and personal support. (7,500 GB Pounds/ \$12,700 CAD)
- Travel, accommodations and evening meals are the responsibility of individual students
- Sponsor provides room, equipment, snacks and lunches for participants.
- Cost Per Participant includes:
  - Qualification from Personal Strengths in the Strengths Deployment Inventory
  - Qualification in Six Hats from a certified Edward DeBono Instructor
  - Qualification as an Accelerated Model for Improvement (Ami™) Instructor
  - Reference Books:
    - Improvement Guide
    - Improvement Handbook (methods and tools)
    - Data Guide for Healthcare
    - Quality Improvement through Planned Experimentation
    - New Economics by Dr. W. Edwards Deming
    - Quality as a Business Strategy (short version)
    - DeBono Creativity Materials
    - SDI Facilitator Handbook – Level 1 (Includes Overheads for instruction)
    - Quick Guide to Communication
    - Strength Deployment Inventory & Interpretation
    - Personal Strengths Inventory
    - Overdone Strengths Inventory
    - Ami™ Workbook (Includes Overheads for Ami™ & eLearning instruction)
  - Forms and support materials to lead and manage improvement efforts
- Benefits:
  - Ability to purchase Personal Strengths materials, conduct SDI workshops and facilitate interpretation of the Strength Deployment Inventories as a Certified Instructor
  - Ability to teach DeBono 6 Hats as a Certified Instructor
  - Ability to purchase Accelerated Model for Improvement workbooks, eLearning and train personnel in the Two day Ami™ workshop and eLearning sessions as a Certified Instructor.



## Faculty:

**Clifford L. Norman** is a partner with Associates in Process Improvement (API). API develops methods and provides consulting, education and training to help organizations improve the value of their products and services. He is also an Improvement Advisor with the Institute for Healthcare Improvement (IHI).

With more than 30 years of experience in quality in industry and healthcare, Cliff began his career at Norris Industries and McDonnell Douglas Corporation. From 1979 – 1986, he facilitated the effort to implement quality improvement throughout Otis Engineering, a division of Halliburton. While at Otis, he served as a manager in manufacturing and held several positions in the quality organization. During the last 20 years Cliff has focused attention on developing internal capability for client organizations. He has led and worked in over 75 Black Belt Waves for an international technology company and with several Improvement Advisor workshops for healthcare.



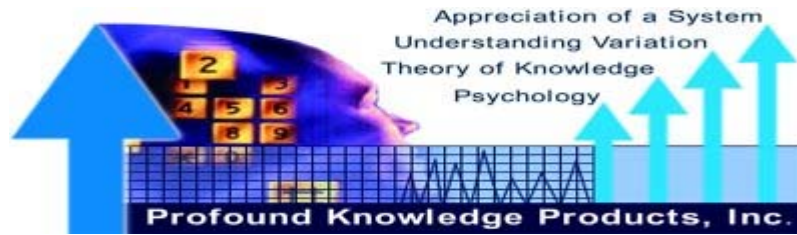
Born in Zanesville, Ohio, in 1952, and raised in South Gate, California, he earned a Bachelor of Science degree from California State University at Los Angeles and a Master's degree in Behavioral Science from California State University at Dominguez Hills. He is a member of the American Society for Quality, and is a Certified Quality Engineer (CQE). He has also been active in Junior Achievement as an advisor and corporate administrator. Married to his wife Jane, they have five daughters (ages 21-31), three grandchildren and live in Georgetown, Texas. His hobbies are the study of the American Civil War, stamp collecting, reading and travel (especially to Civil War battlefield sites). Cliff is a co-author of the book, *The Improvement Guide - A Practical Approach to Enhancing Organizational Performance, 2<sup>nd</sup> Edition*.

**C. Jane Norman** is the President of Profound Knowledge Products, Inc. (PKP). PKP collaborates with Associates in Process Improvement (API) to develop eLearning courses from private and public published written materials of API. Using API methods & materials, she provides consulting, education and training to help organizations improve the value of their products and services.

With more than 25 years of experience in quality improvement (manufacturing, food and distribution), Jane has been an apprentice and practitioner of API methods since 1989. She began her career at Caterpillar Tractor Inc. with a Natural Science degree from St. Ambrose University in Davenport, Iowa. Starting as a Machinist Apprentice, she held several jobs in Quality Control and later became the Quality Coordinator and Training Manager for two plants. The Davenport Plant won the Worldwide Corporate Quality Award in 1985, 1986 & 1987.

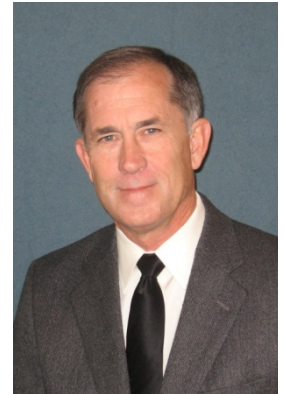


In 1987, Jane joined Philip Crosby Associates, and later became the Director of Statistical Methods. In 1990, Jane received her MBA from Rollins College in Orlando and joined ConAgra, Inc. in Arkansas as Director Statistical Process Control. Jane left ConAgra in 1995 as the Vice President of Quality Management and moved to Texas to join the Conrad Company, a distributor of DuPont Solid Surfaces as the Vice President of Operations. She has been a chapter officer for the American Society for Quality and was certified as a Quality Engineer (CQE). She was also an advisor in Junior Achievement.



**Mike Sproul** is owner of Corporate Creativity Associates (CCA). CCA develops and provides training and consulting to help companies drive innovation and collaboration in the workplace. He has worked alongside API and PMI with major global clients to improve the value of their products and services.

Mike began his 20 year career as an engineer trainee with Otis Engineering, a subsidiary of Halliburton in 1974. While at Otis he served in a broad range of roles with most of that time spent in operations management and product development. During this time that he was introduced to the API process improvement methods through Otis' association with API. With the merger of all the Halliburton companies Mike took on the role of VP of Product Development. Here he led the effort to introduce the de Bono creative thinking methods in the company. Mike left Halliburton in 1994 to form Corporate Creativity Associates and has since offered consulting/training grounded in the tools and methods developed by Dr. Edward de Bono. He has been a Master Trainer in the de Bono methods since 1998. His personal emphasis is on the need for and use of these tools within process improvement. In 1996 he co-authored a *Quality Progress* article with Lloyd Provost (API) on the subject.



Mike is a native of west Texas and honors graduate (BBA) from Angelo State University. He later attended graduate school at Texas Tech University before joining Otis Engineering Corporation in 1974. When not consulting, facilitating or training with leading organizations, Mike ranches in Schleicher County in west Texas and applies the tools he teaches with a local fiberglass fabrication company. He currently holds 7 U. S. patents.



**Tim Scudder** is the CEO and Vice-President of Personal Strengths Publishing, a global publisher of training and performance improvement tools.

Tim is a frequent speaker at international conferences, chapter events and workshops on topics such as Feedback Systems, Motivation, Teambuilding, Leadership, Project Management, Change Management, and Conflict Management. He works with clients and international distributors to implement global performance solutions. As a consultant, he specializes in helping training organizations exceed performance goals and maintain financial health.

Tim earned his CPA license doing financial audits and performance monitoring of non-profit workplace training agencies. He has also been a Controller and Chief Financial Officer.

As a Certified Public Accountant with a degree in art, Tim blends seemingly opposed perspectives to generate insightful and humorous observations on the human condition. He facilitates a process of self-discovery that leads to understanding self and others and making more effective life choices. He edited the Strength Deployment Inventory Facilitation Guide and has held diverse positions throughout his career including: chief executive officer, chief financial officer, independent consultant, dishwasher, controller, and trainer.

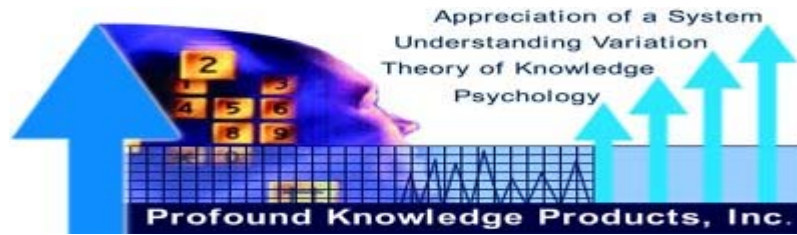


**Andy Brophy** is a Lean & Creativity Facilitator. He has been working in the lean field for the last ten years ranging in areas, from manufacturing to test labs and from offices to hospitals. He owns his own consultancy business called Lean 2 Innovative Thinking specializing in lean and creativity & innovation.

He has a particular passion for developing and tapping into the creative potential of organizations employees. Andy also shares a passion for invention and innovation and has numerous ideas for new products at the early stages of market feasibility analysis.

Andy holds a 1<sup>st</sup> Class MSc in Lean Operations from Cardiff University and is Six Sigma Black Belt trained at Hewlett Packard by API. In October 2009 he is scheduled to publish a book called Innovative Lean primarily based on the power of harvesting and implementing employee ideas and creating an innovative and empowered workforce. He is currently also writing a section of a new book for the Lean Enterprise Research Center at Cardiff Business School. In 2010 he is due to publish a co-authored book with Cliff & Jane Norman on Lean Healthcare with emphasis on Deming's System of Profound Knowledge and The Science of Improvement. This work is the first of its kind to integrate these two powerful improvement methodologies.



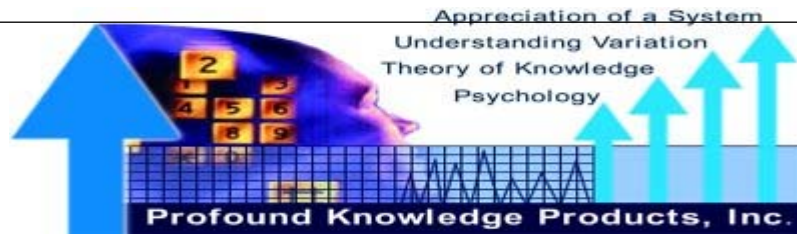


For more information about the Healthcare Improvement Professional (HIP) Program or to apply, please contact:

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## **PreSession – Personalized work with Participant to Select Project & Sponsor Meeting**

### **ELearning – Five Courses (Participant Only 6.5 hours)**

#### **Scoping Improvement Efforts: (Participant email & conference call)**

- Use effective chartering techniques to appropriately and efficiently scope, nest, and coordinate projects and link to the organization's business objectives

#### **Sponsor Report (conference call)**

## **Session 1 - Four Day Workshop and Project Status**

### **The Science of Improvement:**

- W.E. Deming's System of Profound Knowledge; Theory of variation, systems theory, theory of knowledge and theories of psychology and change management

### **Working with People:**

- Use proven methods to better work with people, including
- Team member selection
- Determine size of the team
- Handle difficult conversations/Detect & Resolve Conflict

### **Understand People Interactions:**

- Leverage personality difference
- Avoid attribution error
- Apply change management skill

### **Model for Improvement**

- Use proven techniques to direct and accelerate organizational transformation (Ami™)

### **Understanding System Thinking and Processes (Ami™):**

- Use the System Linkage Map of Processes with flow diagrams to better understand the system and key interactions
- Create a Project System Map to identify the relationship the improvement project has to the existing organization. (Ami™)
- Understand the driver processes which influence improvement project
- Understand the core (mainstay) processes in which the improvement project resides.
- Understand the support processes in which the improvement project is dependent
- Strategically identify the leverage processes in which the improvement project should focus to maximize results.

### **Develop Useful Ideas for Change/Change Management (Ami™)**

- Learn Critical Thinking method
- Develop changes using Change Concepts
- Develop changes using Creative Thinking methods

### **Decision Making:**

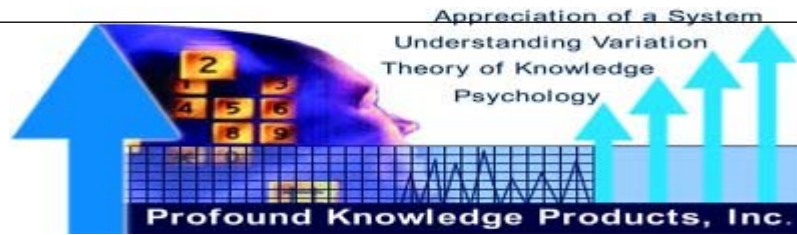
- Understand prediction
- Understand judgment bias and decision traps

### **Testing Changes:**

- Effectively plan tests of change (Ami™)
- Learn to run small scale tests under a wide range of conditions to minimize risk (Ami™)
- Test Evaluation/Assessment
- Learn how to increase test scales

### **Implementing Changes:**

- Learn when to move from testing to implementation
- Manage critical components of implementation
- Build proven changes into the fabric of the organization.
- Hold the gains
- Spread changes
- Manage implementation



**Session 2 – Four Days of Workshop and Project Update:**

**DeBono Creativity & Certification on Six Hats by DeBono Certified Consultant (3 Days)**

**Introduction to Quality as a Business Strategy**

**Using Lean Methods with the Model for Improvement**

**Session 3 – Four Day Workshop and Project Update**

**Understanding Variation Methods and Tools (Three Days)**

**Understanding Relationships:**

- Use two-way tables, scatter plots, and planned experimentation

**Using Data for Improvement:**

- Focus on Analytic methods with both qualitative and quantitative data.
- Methods for obtaining, organizing and displaying.
  - Process Mapping, Cause & Effect,
- Statistical Process Control (SPC) for analyzing data (run charts, Pareto diagrams, frequency plots, and Shewhart control charts)

**Visual Display of Data:**

- Apply Tufte's criteria for clear concise communication through graphical methods.

**Introduction to Planned Experimentation (One Day)**

- Practice using Analytic methods and tool in real time interactive environment
- Master the use and interpretation of Control Charts
- Learn how to design and carry out 1 factor designs with blocking
- Learn about the impact of each change and interaction of changes.
- Introduce Enumerative Method Analysis Comparison to Analytic Analysis

**Session 4- Four Day Workshop and Project Update**

**Planned Experimentation – Part 2 (Two Days)**

- Learn and apply designs with more than one factor (factorial designs)
- Learn and apply screen studies (fractional factorial designs)
- Compare Enumerative Method Analysis to Analytic Analysis
  - Using Statistics to Summarize Data
  - Standard Distributions used to Model Data
  - Analysis of Variance
  - Transformation of Data
  - Regression and Correlation
- Apply the ideas of planned experimentation to your projects

**Strengths Deployment Inventory Qualification with Personal Strengths (Two Days)**

**Session 5 - Completion of Project Review & Support – Virtual (2 hours)**