

# William H. Dunwoody

# Curriculum Vitae

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## SUMMARY

A professional manager with over thirty years experience working and volunteering in the public safety and healthcare industries. Professional interests including contributing personal skills and knowledge to a progressive learning organization. Personally focused on contributing to the improvement of society through the lifelong search for knowledge and participation in academic research, the development of a diverse and enriched society, and the promotion of integrity in all aspects of life--personal, vocational and academic. Experienced in healthcare education and workforce training and development, knowledge and learning management, web-based education and organizational communications systems, healthcare information technology, team building, clinical quality management and business process improvement, performance excellence systems, human resource management, strategic and operational systems development, change and organizational transition management.

## EDUCATION

Walden University

Minneapolis, Minnesota

Doctor of Philosophy (PhD)

In Progress (Anticipated 2012)

Applied Management & Decision Sciences/Knowledge Management

Grade-point average to date: 4.0 on a 4.0 scale

### *Topics Studied*

- Principles of Knowledge Management
- Principles of Learning Management
- Epistemology and the Practice of Knowledge and Learning Management
- Advanced Knowledge Management Concepts
- Expert Systems
- E-Systems
- Integrating Knowledge Management with Strategic Initiatives
- Integrating Knowledge & Learning Management with Strategic Educational Initiatives
- Adult Learning
- Models of Organizational Change
- Research Seminar 1: Human Inquiry and Science
- Research Seminar 3: Data Analysis in AMDS Research

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Villanova University

Villanova, Pennsylvania

Master Certificate Six Sigma

In Progress (2011)

*Topics Studied*

- Six Sigma for Healthcare Green Belt (Feb 2011)
- Lean Six Sigma (Apr 2011)
- Lean Six Sigma Black Belt (Aug 2011)

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Thomas College

Waterville, Maine

Master of Business Administration (MBA)

2001

Grade-point average: 3.93 on a 4.0 scale.

*Topics Studied*

- Organizational Theory and Behavior
- Management of Human Resources
- Compensation and Benefits
- Managing Change
- Strategic Planning
- Consulting
- Seminar on College Teaching

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Thomas College

Waterville, Maine

Bachelor of Science (BS) in Professional Studies, Summa Cum Laude

1998

Grade-point average: 3.97 on a 4.0 scale.

**COMPUTER LITERACY**

MS Word	Advanced
MS Outlook	Intermediate
MS Excel	Advanced
MS Powerpoint	Advanced
MS Access	Intermediate
Crystal Reports	Basic
Meditech Healthcare Information Technology System	Intermediate
Pearson ECollege (Student Interface)	Intermediate
Blackboard Academic Suite (Student Interface)	Basic

**PROFESSIONAL LICENSES, CERTIFICATIONS & SPECIALTY TRAINING**

**American Society for Quality, Milwaukee, Wisconsin**

Certified Quality Improvement Associate #961

Certified Manager of Quality/Organizational Excellence #7545

**FEMA, Emergency Management Institute, Emmitsburg, Maryland**

Homeland Security Exercise Evaluation Program Trainer (HSEEP)

IS-100 Introduction to the Incident Command System

IS-120.A An Introduction to Exercises

IS-130 Exercise Evaluation and Improvement Planning

IS-139 Exercise Design

IS-200 ICS for Single Resources and Initial Action Incidents

IS-230 Principles of Emergency Management

IS-700 National Incident Management System (NIMS)

IS-800 National Response Plan (NRP), An Introduction

**Maine, State of**

Notary Public #39550

**Malcolm Baldrige National Quality Award, NIST, Gaithersburg, Maryland**

2009 Examiner Training

**National Institutes of Health, Bethesda, Maryland**

Protecting Human Research Participants #123938

**EMPLOYMENT HISTORY**

State of Maine, Department of Health & Human Services

Dorothea Dix Psychiatric Center

Bangor, Maine

Riverview Psychiatric Center

Augusta, Maine

**Director of Integrated Quality Programs**

**2009 to 2010**

**Director of Integrated Quality and Informatics**

**2010 to Present**

Performed a variety of functions associated with the development, administration and analysis of quality, performance, accreditation, health informatics technology and compliance systems necessary for the delivery of effective and efficient mental health care to clients served at the Dorothea Dix (DDPC) and Riverview (RPC) Psychiatric Centers.

Accomplishments

- Developed and implemented an integrated vision for process improvement that promotes the alignment of improvement initiatives with the mission of DHHS.
- Promoted a customer focused culture devoted to continually improving patient safety and organizational performance through collaboration, participation, and continual learning.

- Provided comprehensive and timely reporting of hospital performance and compliance measures to the respective Boards of Governance for both DDPC and RPC, the Joint Commission (TJC), the State of Maine Consent Decree Court Master, the Department of Health and Human Services (DHHS), and any other State or national agency that has regulatory authority over hospital operations.
- Managed business aspects and supervised systems development personnel during a multi-year implementation of a comprehensive Healthcare Technology/Electronic Health Record project utilizing Meditech as the technology framework.
- Provided support services and guidance to clinical leaders and providers in developing and maintaining a clinical process improvement program that identifies evidenced-based clinical best practices, defines measures for evaluating provider performance, and analyzing both clinical compliance and performance improvement progress in these clinical measures.

International Institute for Organizational Excellence, LLC

Madison, Maine

**Scholar-Practitioner**

**2000 to Present**

As the principal consultant for the International Institute for Organizational Excellence, LLC, participated in the strategic analysis and development of professional organizations that are committed to the development and improvement of processes that enhance the delivery of healthcare services to the public at large. Currently developing resources for managerial and workforce development through e-learning delivery methods.

Accomplishments

- Experienced speaker, academic lecturer, and author on topics related to process improvement and organizational excellence with specific focus on the healthcare industry.
- Defined and develop systems for the collection of tacit and explicit knowledge and for the utilization of this knowledge in the improvement of systems designed to promote organizational efficiency.
- Assisted individuals and organizations in learning and applying historical, modern, and evolving principles of process improvement and performance excellence.

Delta Ambulance

Waterville, Maine

**Director of Systems Development and Analysis**

**2007 to 2008**

**Director of Operations**

**2000 to 2007**

**Operations Manager**

**1998 to 2000**

Delta Ambulance is a not-for-profit ambulance service providing emergency, medical transport, and educational services to clients in Central Maine. Reported directly to the Executive Director on the development and oversight of all aspects of company operations related to ambulance, wheelchair van, and dispatch services.

Accomplishments

- Developed a company-wide Intranet coupled with an online scheduling program for the management and dissemination and management of company operational, educational, and resource utilization information.
- Organized the deployment of a computer aided dispatch system.
- Initiated the development of a comprehensive Electronic Medical Record (EMR) system that was fully integrated with the existing company billing and computer aided dispatch systems.
- Designed computer aided management tools for the purpose of providing a mechanism for the regular reporting of operational and business process performance measures through the use of critical measure scorecards and an intranet accessible dashboard system.
- Administered and monitored organizational changed initiatives identified through a process of performance measurement, root cause analysis of Sentinel Events and the measurement and analysis of performance trends in all aspects of clinical and business processes.
- Revised operational policy formats and indexing methods to comply with organizational systems common to healthcare and quality system accreditation criteria.
- Redesigned the company's process for recruiting, interviewing, and referencing prospective employees to establish equity in these practices and to meet the requirements of the Maine Department of Labor.
- Standardized the company's performance evaluation process and applicable evaluation tools to ensure the parameters are objective and pertinent to each employee's job description.
- Established the Clinical Standards and Practices Team--an interdisciplinary group of employees that focuses on developing standards of care and evaluating company-wide and individual performance according to criteria established in several areas of key clinical performance.
- Developed data collection and analysis tools to assist in the identification of root causes in vehicular incidents, equipment incidents, personal injuries (or near misses), and customer injuries (or near misses).
- Led the company campaign for recognition of its quality practices and initiatives by applying for and being awarded the 2000 Level 1 Margaret Chase Smith Maine State Quality Award--an award based on the Baldrige National Quality Program criteria for performance excellence.

Redington-Fairview General Hospital Skowhegan, Maine

**Director of EMS** **1995 to 1998**

**Paramedic / PreHospital Education Coordinator** **1992 to 1995**

The EMS Department of Redington-Fairview General Hospital is a hospital owned and operated ambulance service providing emergency and medical transport services to clients in rural North Central Maine. Provided emergency medical care to a diverse population in rural and frontier environments. Supervised a staff of emergency medical services providers and managed the functions of the ambulance service according to the standards of the Maine EMS.

Accomplishments

- Increased departmental participation in hospital-wide process improvement activities through regular submission of reports to the Quality Council on department improvement initiatives.
- Improved department and hospital reputation through expanded involvement in local and state-wide organizations devoted to EMS system improvement.

**ASSOCIATION MEMBERSHIPS**

**American College of Healthcare Executives, Chicago, Illinois**

Member 2009 to Present

**American Society for Healthcare Risk Management, Chicago, Illinois**

Member 2010 to Present

**American Society for Quality, Milwaukee, Wisconsin**

Healthcare Division Member 1999 to Present

Quality Management Division Member 2007 to Present

Human Development and Leadership Division Member 2007 to Present

Pine Tree Section (015) Member 1999 to Present

Senior Member 2007 to Present

**Knowledge Management Professional Society, Washington, DC**

Member 2008 to Present

**Maine Ambulance Association, Waterville, Maine**

Member 1996 to 2008

**Maine Association for Healthcare Quality, Portland, Maine**

Member 2004 to Present

**National Association of EMS Physicians, Lenexa, Kansas**

Member 1998 to 2009

**National EMS Management Association, San Diego, California**

Member 2003 to 2009

**Northern New England Association of Healthcare Executives**

Member 2009 to Present

**Society for Human Resources Management, Alexandria, Virginia**

Member 1998 to 2007

**COMMITTEE PARTICIPATION AND LEADERSHIP ROLES****American Society for Quality Healthcare Division, Milwaukee, Wisconsin**

Region 1 Councilor (CT, MA, ME, NH, RI, VT) 2006 to Present

Division Secretary 2007 to 2009

Internet Liaison 2007 to 2010

Database Administrator 2010 to Present

**American Society for Quality****Quality Institute for Healthcare Technical Program Committee**

2011 Pittsburgh, Pennsylvania Workshop and Program Review 2010 to 2011

2012 Anaheim, California Conference Planning, Workshop  
and Program Review 2011 to Present**Malcolm Baldrige National Quality Award, Gaithersburg, Maryland**

Board of Examiners 2009

**Kennebec Valley Emergency Medical Services Council, Winslow, Maine**

Education Committee Chairperson 1995 to 1996

Finance Committee Chairperson 1996 to 1998

Quality Improvement Committee 1997 to 2005

Executive Committee Vice-Chairperson 1998 to 2000

Executive Committee Chairperson 2000 to 2002

Finance Committee Chairperson 2003 to 2005

**Maine Emergency Medical Services Board, Augusta, Maine**

Appointed by Governor Angus S. King to serve three consecutive terms 1996 to 2005

Maine EMS Awards Committee 1997 to 1999

Maine EMS Data Committee 1997 to 2000

Maine EMS Rules Committee 2001 to 2002

Maine EMS Quality Improvement Committee Chairperson 2002 to 2004

**Maine Ambulance Association, Waterville, Maine**

Treasurer 1997 to 2005

**National EMS Management Association, San Diego, California**

Treasurer 2003 to Present

**AWARDS AND HONORS**

<b>Service Recognition, Director of EMS</b> Redington-Fairview EMS	1998
<b>Service Recognition, Regional Council President</b> Kennebec Valley EMS Council	2002
<b>Excellence in EMS</b> Maine Emergency Medical Services Board	2006
<b>Service Recognition</b> US Department of Commerce, Baldrige National Quality Program	2010

**CONFERENCE AND ACADEMIC PRESENTATIONS**

<b>American Society for Quality, Milwaukee, Wisconsin</b> Healthcare Division Speakers Bureau <a href="http://www.asq.org/health/speakers-bureau/">http://www.asq.org/health/speakers-bureau/</a>	2007 to Present
<b>EMS Expo, Las Vegas, Nevada</b> Establishing a Culture of Performance Excellence Have You Been QA'd? Expert Panel Discussion: The Future of Quality Management in EMS	2008
<b>Kennebec Valley Community College, Fairfield, Maine</b> EMT-Basic Program, Principles of Quality Management Paramedic Program, Principles of Quality Management	2007-2008
<b>Redington-Fairview General Hospital, Skowhegan, Maine</b> Advanced Cardiac Life Support Program Instructor and Coordinator Pediatric Advanced Life Support Program Instructor and Coordinator	1997 to 1999
<b>MaineGeneral Medical Center, Waterville, Maine</b> Advanced Cardiac Life Support Program Instructor Pediatric Advanced Life Support Program Instructor	1999 to 2004
<b>Mid-Coast EMS Seminar, Rockport, Maine</b> Principles of Quality Management Establishing a Culture of Performance Excellence Have You Been QA'd	2007
<b>National EMS Management Association, San Diego, California</b> NEMSMA Speakers Bureau	2007 to 2009
<b>Western Mountains EMS Conference, Carabassett Valley, Maine</b> Principles of Quality Management Lessons Learned in Prevention Practices Have You Been QA'd	2007

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**PUBLICATIONS****BOOKS**

Dunwoody, W.H. (2005). **Chapter 10: Traditional Benchmarking in EMS.** In Swor, R.A., Pirallo, R.G. (Eds.). Improving Quality in EMS (2<sup>nd</sup> ed). pp. 175-188. National Association of EMS Physicians. Dubuque, IA: Kendall/Hunt Publishing Company.

**BUSINESS PROCESS STANDARDS**

AIAG/ASQ HCD Editorial Board. (2007). Business Operating Systems (BOS) for Healthcare Organizations – Requirements for Process Improvements to Achieve Excellence. Automotive Industry Action Group, Southfield, MI.

**INDUSTRY JOURNALS**

Dunwoody, W.H. (2008, January). **Quality Management in EMS: What Are We Really Talking About?** Journal of Maine EMS. Rockland, ME: Slingshot Media. pp. 23-25. Retrieved from <http://www.state.me.us/dps/ems/documents/newsletter/JoMEMSJanuary2008.pdf>

Dunwoody, W.H. (2008, April). **Designing for Quality in EMS.** Journal of Maine EMS. Rockland, ME: Slingshot Media. pp. 24-25. Retrieved from <http://www.state.me.us/dps/ems/documents/newsletter/JoMEMSApril2008.pdf>

Dunwoody, W.H. (2008, April). **Stop Blaming People for Mistakes (It Doesn't Make Things Better).** Best Practices in Emergency Services. San Diego: EMS Best Practices, Inc. Vol. 11, No. 4. Retrieved from [http://www.emergencybestpractices.com/issues/11\\_4/columns/784-1.html](http://www.emergencybestpractices.com/issues/11_4/columns/784-1.html).

Dunwoody, W.H. (2008, June) **Reduce Bad Outcomes by Minimizing Opportunities for Human Error.** Best Practices in Emergency Medical Services, Vol. 11, Issue 6. Retrieved from [http://www.emergencybestpractices.com/issues/11\\_6/feature/813-1.html](http://www.emergencybestpractices.com/issues/11_6/feature/813-1.html)

Dunwoody, W.H. (2008, July) **Total Quality Management from a New Perspective.** Journal of Maine EMS. Rockland, ME: Slingshot Media. pp. 22-24. Retrieved from <http://www.state.me.us/dps/ems/documents/newsletter/JoMEMSJuly2008.pdf>

Dunwoody, W.H. (2008, October) **Maine Launches Patient Safety Initiative.** Best Practices in Emergency Medical Services, Vol. 11, Issue 10. Retrieved from [http://www.emergencybestpractices.com/issues/11\\_10/feature/848-1.html](http://www.emergencybestpractices.com/issues/11_10/feature/848-1.html)

Dunwoody, W.H. (2008, October) **Improving Patient Safety Through Collaboration.** Journal of Maine EMS. Rockland, ME: Slingshot Media. pp. 18-19. Retrieved from <http://www.state.me.us/dps/ems/documents/newsletter/JoMEMSOctober2008.pdf>

Wingrove, G., Reinert, A. & Dunwoody, W. (2009, March) **Get Ready: Medicare is Changing the Way it Pays for Healthcare.** Best Practices in Emergency Medical Services. Vol. 12, Issue 3. pp. 33, 36. Retrieved from [http://www.emergencybestpractices.com/issues/12\\_3/feature/908-1.html](http://www.emergencybestpractices.com/issues/12_3/feature/908-1.html)

**MULTIMEDIA RESOURCES**

Dunwoody, W. H. (2009) **Chapter 11: Traditional Benchmarking in EMS**. In Learner, E. G., Pirallo, R. G., Swor, R. A. & White, L. J. (Vol. Eds.) Evaluating and Improving Quality in EMS, Volume 3 of Cone, D. C., O'Connor, R. E., & Fowler, R. L. (Eds.). Emergency Medical Services: Clinical Practice and Systems Oversight (CD Series). pp. 131-139. National Association of EMS Physicians. Dubuque, IA: Kendall Hunt Professional.

**PEER REVIEWED JOURNAL ARTICLES**

Dunwoody, W. H. (2010, Summer) **Technology Acceptance in Health Care Process Improvement**. The Quality Management Forum. Vol. 36, Issue 2, pp. 7-10.