

SUMMARY

A degreed professional with thirty years experience working and volunteering in the healthcare industry who is seeking a position with a progressive educational institution that is focused on contributing to the improvement of the world society through the lifelong search for knowledge and participation in academic research and the promotion of integrity in all aspects of life--personal, vocational and academic. Experienced in healthcare education and employee development, knowledge management, web-based education, team building, quality management and performance excellence, human resources management, strategic and operational systems development.

WORK EXPERIENCE

International Institute for Organizational Excellence Madison, Maine

The International Institute for Organizational Excellence is a consulting and organizational improvement organization primarily focused on improving the management of governmental, not-for-profit, and volunteer organizations that delivery Emergency Medical Services by promoting the principles of systems development and process improvement.

Scholar-Practitioner

2008 to Present

Delta Ambulance Waterville, Maine

Delta Ambulance is a not-for-profit ambulance service providing emergency, medical transport, and educational services to clients in Central Maine.

Director of Systems Development and Analysis

2007 to 2008

Responsibilities

- 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.
- Developed and monitored administrative controls designed to promote and maintain customer and employee safety, including...
 - Prospective measures to prevent events that may compromise patient health and safety (i.e. Process and Product HFMEA, standards for employee training, standards of care)
 - Concurrent measures to prevent performance variations in equipment and personnel (i.e. Durable Medical Equipment Preventative Maintenance program, high risk procedures checklists)
 - Retrospective measures to identify performance variations and to develop processes to prevent further occurrences of potentially damaging incidents (i.e. Sentinel Events/Root Cause Analysis).
- Facilitated the creation and promotion of a safe and healthy work environment for all personnel by researching best practices and developing innovative and fiscally responsible health and safety initiatives.
- Developed mechanisms for the reporting of potential threats to workplace safety and security, tracked these reports, identified trends, and communicated these issues to the safety team.
- Administered the clinical performance management program.
- Administered the company-wide information technology program.

- Functioned as the primary source for information technology problem solving company-wide.
- Identified needs for and coordinated, in conjunction with employee development specialists (both within and outside the company), all required information technology training for personnel.
- Developed and administered systems to measure, analyze, maintain, improve, control, and communicate standards and practices on company-wide operations and business functions.
- Provided leadership and supervision to members of the Operations Team with functional responsibilities for vehicle, facility, equipment and supply purchasing and maintenance, operational resource management, operational performance measurement, and communications management.
- Provided recommendations for employee development needs based on identified deficits or changing operational, process improvement, clinical performance, and regulatory standards.
- Developed and maintained Delta Ambulance Operational Guidelines.
- Functioned as the primary contact, planner, and administrator for all company-wide standardization, accreditation, and performance excellence programs.
- Developed and maintained processes for measuring and reporting business and operational performance.
- Assisted in the development, measurement, and analysis of processes related to human resources, customer and employee satisfaction measurement, and processes related to business functions and the company-wide compliance programs.
- Functioned as the primary company operational administrator during incidents of MCI, WMD, HAZMAT or other Incident Management Systems operations.

Accomplishments

- Developed a company-wide Intranet system coupled with an online scheduling system for the management and dissemination and management of company operational, educational, and resource utilization information.
- Organized the deployment of a computer aided dispatch system.
- Designed a system for the regular reporting of operational and business process performance measures through the use of critical measure scorecards and an intranet accessible dashboard system..

Director of Operations

2000 to 2007

Operations Manager

1998 to 2000

Responsibilities

- Reported directly to the Executive Director on all aspects of ambulance service, wheelchair van, and dispatch operations.
- Led a team of operations coordinators with functional responsibilities in the day-to-day operations of the company, including, maintenance of vehicles and facilities, purchase of medical supplies and equipment, coordination of communications between base and field units, coordination of company-wide clinical quality improvement initiatives, and personnel orientation, training, and professional development.
- Accountable for all human resource activities for field operations including recruitment, hiring, orientation, discipline, termination, and staff development and enrichment.
- Ensured company-wide compliance with all regulations promulgated by the Maine Bureau of Emergency Medical Services.

- Ensured that all company-wide health and safety monitoring and educational programs comply with the regulatory standards of the Occupational Health and Safety Administration, the Centers for Disease Control, and the Maine Department of Labor.
- Developed operational and capital budget requests for presentation to the Board of Directors and ensured company-wide compliance with operational budget parameters.
- Developed, monitored and evaluated the company-wide clinical and business process improvement programs.
- Designed performance measures for the company-wide business process improvement, medicare compliance, and clinical standards and practices quality management programs.
- Monitored the collection and analysis of clinical and business process performance data.
- Administered the prospective analysis of clinical and business processes through the use of both process and design failure modes and effects analysis.
- 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.
- Accountable for administering the company information technology program including the selection of vendors for purchase and maintenance of hardware and software systems and the on-going monitoring of the performance of all information technology systems company-wide.

Accomplishments

- Revised operational policy formats and organized these policies according to categories 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 HospitalSkowhegan, Maine

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.

Director of EMS**1995 to 1998**Responsibilities

- Supervised a staff of emergency medical services personnel in the delivery of emergency and medical transport services to a rural population with varying socioeconomic and cultural backgrounds.
- Ensured departmental compliance with all regulations promulgated by the Maine Bureau of Emergency Medical Services.
- Accountable for human resource activities for departmental operations including recruitment, hiring, orientation, discipline, termination, and staff development and enrichment.
- Ensured departmental participation and compliance with hospital-wide process improvement and accreditation program implementation according to JCAHO and State of Maine hospital licensure requirements.

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.

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

- Provided emergent and non-emergent care to patients in the out-of-hospital setting.
- Coordinated departmental educational activities with the hospital education department and the local regional council.

Accomplishments

- Established a local educational outreach program for associated services and first responder agencies.
- Coordinated hospital-wide programs in Advanced Cardiac Life Support and Pediatric Advanced Life Support

Commonwealth Ambulance ServiceSpringfield, Massachusetts

Commonwealth Ambulance Service was a privately owned, for-profit ambulance service operating in Western Massachusetts and providing primary 911 service to the cities of Springfield and Holyoke.

Paramedic**1991 to 1992**

Charter Ambulance Service Springfield, Massachusetts

Charter Ambulance Service was privately owned, for-profit ambulance service operating in Western Massachusetts with the primary role of delivering medical transportation services.

EMT-Intermediate/Division Manager **1989 to 1991**
EMT/Dispatcher **1986**

Baystate Ambulance Service Springfield, Massachusetts

Baystate Ambulance Service was a privately owned, for-profit ambulance service operating throughout Eastern, Central, and Western Massachusetts. The Western Massachusetts Division, headquartered in Springfield, Massachusetts provided primary 911 service to the cities of Springfield and Holyoke.

EMT **1986 to 1988**
EMT-Intermediate **1988 to 1989**

Hampden County Rescue Springfield, Massachusetts

Hampden County Rescue is a volunteer emergency medical service organization that provides support services to agencies responding to fire and multi-casualty events and provides emergency medical services on a contractual basis to special events, fairs, and parades.

EMT (volunteer) **1980 to 1986**

Lyndon State Rescue Squad Lyndonville, Vermont

Lyndon State Rescue Squad is a volunteer ambulance service operated by the students of Lyndon State College providing emergency service to the college community and several towns in the "Northeast Kingdom," Caledonia County, Vermont.

Ambulance Attendant (Volunteer) **1978 to 1979**

PROFESSIONAL EDUCATIONWalden University Minneapolis, Minnesota

Doctor of Philosophy (PhD) **Currently Enrolled**
 Applied Management & Decision Sciences/Knowledge Management
 Grade-point average to date: 4.0 on a 4.0 scale

Thomas College Waterville, Maine

Master of Business Administration (MBA) **2001**
 Grade-point average: 3.93 on a 4.0 scale.
Bachelor of Science (BS) in Professional Studies, Summa Cum Laude **1998**
 Grade-point average: 3.97 on a 4.0 scale.

Springfield College Springfield, Massachusetts

Paramedic (EMT-P) 1991
Grade-point average: 3.98 on a 4.0 scale.

Western Massachusetts EMS Northampton, Massachusetts

EMT Intermediate (EMT-I) 1988

Springfield Technical Community College Springfield, Massachusetts

Emergency Medical Technician (EMT) 1980

PROFESSIONAL LICENSES AND CERTIFICATIONS

American Academy of Pediatrics

Pediatric Education for Prehospital Professionals (PEPP) Provider

American Heart Association

Basic Cardiac Life Support (BCLS) Provider

Advanced Cardiac Life Support (ACLS) Provider

American Society for Quality

Certified Quality Improvement Associate (CQIA) #961

Certified Manager of Quality/Organizational Excellence (CMQ/OE) #7545

Federal Emergency Management Agency, Department of Homeland Security

IS-100 Introduction to the Incident Command System

IS-200 ICS for Single Resources and Initial Action Incidents

IS-700 National Incident Management System (NIMS) An Introduction

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

Maine, State of

Paramedic (EMTP) #14759

Ambulance Vehicle Operations Course (AVOC) Basic Provider

Notary Public, Commission Expires December 13, 2008

National Association of Emergency Medical Technicians

Prehospital Trauma Life Support (PHTLS) Provider

Advanced Medical Life Support (AMLS) Provider

Texas Engineering Extension Service

WMD Terrorism Awareness for Emergency Responders

ASSOCIATION MEMBERSHIPS

<u>American Society for Quality</u>	<u>Milwaukee, Wisconsin</u>
Member	1999 to Present
Healthcare Division Member	1999 to Present
Pine Tree Section (015) Member	1999 to Present
Senior Member	2007 to Present

<u>Maine Ambulance Association</u>	<u>Waterville, Maine</u>
Member	1996 to 2008

<u>Maine Association for Healthcare Quality</u>	<u>Portland, Maine</u>
Member	2004 to 2008

<u>National Association for Healthcare Quality</u>	<u>Glenview, Illinois</u>
Member	2004 to 2008

<u>National Association of EMS Physicians</u>	<u>Lenexa, Kansas</u>
Member	1998 to Present

<u>National EMS Management Association</u>	<u>San Diego, California</u>
Charter Member	2003 to Present

<u>Society for Human Resources Management</u>	<u>Alexandria, Virginia</u>
Member	1998 to 2007

COMMITTEE MEMBERSHIPS

<u>American Society for Quality Healthcare Division</u>	<u>Milwaukee, Wisconsin</u>
Region 1 Councilor (CT, MA, ME, NH, RI, VT)	2006 to Present
Division Secretary	2007 to Present

<u>Emergency Medical Services Management Journal</u>	<u>Lakeland, Florida</u>
Editorial Board	2003 to 2005

<u>Kennebec Valley Emergency Medical Services Council</u>	<u>Winslow, Maine</u>
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 Personnel and Finance Committee	1998 to 2005
Maine EMS Rules Committee	2001 to 2002
Maine EMS Quality Improvement Committee Chairperson	2002 to 2004

Maine Ambulance Association Waterville, Maine

Board of Directors, Treasurer	1997 to 2005
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National EMS Management Association San Diego, California

Board of Directors, Treasurer	2003 to Present
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AWARDS AND HONORS

Citation of Achievement

EMS Recognition Committee, Western Massachusetts EMS, May 1992

Service Recognition, Director of EMS

Redington-Fairview EMS, June 1998

Service Recognition, Regional Council President

Kennebec Valley EMS Council, January 2002

Excellence in EMS

Maine Emergency Medical Services Board, May 2006

CONFERENCE AND ACADEMIC PRESENTATIONS

American Society for Quality, Healthcare Division Speakers Bureau Milwaukee, Wisconsin

Presentations for EMS Quality Improvement
<http://www.asq.org/health/speakers-bureau/>

<u>EMS Expo 2008 (scheduled)</u>	<u>Las Vegas, Nevada</u>
“Establishing a Culture of Performance Excellence” <i>Using the Baldrige Criteria as a Model for System Development</i>	Oct 2008
“Have You Been QA’d” <i>Identifying Solutions Through Root Cause Analysis</i>	Oct 2008
“Expert Panel Discussion: What Happened to the EMS Quality Improvement Movement?”	Oct 2008
<u>Kennebec Valley Community College</u>	<u>Fairfield, Maine</u>
EMT-Basic Program “Principles of Quality Management” <i>An Introduction to the Theories and Principles of Quality Management in EMS</i>	July 2007
<u>Redington-Fairview General Hospital</u>	<u>Skowhegan, Maine</u>
Advanced Cardiac Life Support Program Instructor and Coordinator	1997 to 1999
Pediatric Advanced Life Support Program Instructor and Coordinator	1997 to 1999
<u>MaineGeneral Medical Center</u>	<u>Waterville, Maine</u>
Advanced Cardiac Life Support Program Instructor	1999 to 2004
Pediatric Advanced Life Support Program Instructor	1999 to 2004
<u>Mid-Coast EMS Seminar, 27th Annual</u>	<u>Samoset Resort, Rockport, Maine</u>
“Principles of Quality Management” <i>An Introduction to the Theories and Principles of Quality Management in EMS</i>	Nov 2007
“Establishing a Culture of Performance Excellence” <i>Using the Baldrige Criteria as a Model for System Development</i>	Nov 2007
“Have You Been QA’d” <i>Identifying Solutions Through Root Cause Analysis</i>	Nov 2007
<u>Quality Institute for Health Care 2007</u>	<u>Orlando, Florida</u>
“Healthcare Stakeholders Focus Group” <i>Strategies of the American Society for Quality in Identifying Customer Needs and Developing Products to Fulfill These Needs and Add Value to the Membership Experience</i>	Nov 2007
<u>Western Mountains EMS Conference 2008</u>	<u>Sugarloaf USA, Carabassett Valley, Maine</u>
“Principles of Quality Management” <i>An Introduction to the Theories and Principles of Quality Management in EMS</i>	Apr 2007
“Lessons Learned in Prevention Practices” <i>Using Failure Mode & Effects Analysis to Design Error Proof Systems</i>	Apr 2007
“Have You Been QA’d” <i>Identifying Solutions Through Root Cause Analysis</i>	Apr 2007

PUBLICATIONS

- 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.
- Dunwoody, W.H. (2003). Assess your EMS Organization with the Baldrige Criteria. *Merginet Medical Resources*. September 2003. Retrieved from <http://www.merginet.com/index.cfm?pg=quality&fn=BaldrigeCriteria>.
- Dunwoody, W.H. (2005). Chapter 10: Traditional Benchmarking in EMS. In Swor, R.A., Pirallo, R.G. (Eds.). (2005). *Improving Quality in EMS* (2nd ed). pp. 175-188. National Association of EMS Physicians. Dubuque, IA: Kendall/Hunt Publishing Company.
- Dunwoody, W.H. (2008). Quality Management in EMS: What Are We Really Talking About? *Journal of Maine EMS*. Rockland, ME: Slingshot Media. January 2008, pp. 23-25
- Dunwoody, W.H. (2008). Designing for Quality in EMS. *Journal of Maine EMS*. Rockland, ME: Slingshot Media. April 2008, pp. 24-25.
- Dunwoody, W.H. (2008). Stop Blaming People for Mistakes (It Doesn't Make Things Better). *Best Practices in Emergency Services*. San Diego: EMS Best Practices, Inc. April 2008, Vol. 11, No. 4. Retrieved from 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
- Dunwoody, W.H. (2008) Total Quality Management from a New Perspective. *Journal of Maine EMS*. Rockland, ME: Slingshot Media. July 2008, pp. 22-24.