

H. DOUGLAS SEARS

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C u r r i c u l u m V i t a e

Senior Executive with diverse staff and operational leadership responsibilities in systematically transforming a wide array of organizations to achieve and sustain superior results

- ◆ Engaging and motivational leader with superior communication skills and ability to affect & sustain cultural change
- ◆ Strategic and analytical problem solver with collaborative, results-oriented focus
- ◆ Key advisor to executive leaders, influencing their decisions to achieve organizational and personal goals

Professional Experience

INDEPENDENT CONSULTANT

2013 - Present

Provide consulting services for Kirkland-Jones, Press Ganey Associates, and Genesis Healthcare. Led ten successful engagements with significant clinical quality/patient safety, service, operational, and financial impacts.

Highlights:

- Conducted Lean Six Sigma series for UMC Health System, Lubbock TX. Certified 40 Green Belts with five successful projects yielding significant clinical quality/safety, service results and \$1+ million financial impact.
- Led turnaround effort for Pikes Peak Center, a Colorado Springs, CO facility of Genesis Healthcare. Achieved reaccreditation status and successfully regained CMS reimbursement. Created and nurtured a renewed cultural focus of quality, safety and service with resultant maintenance of accreditation status.
- Designed and conducted three Lean Six Sigma workshops for 100+ Press Ganey Associates. Led successful redesign of key corporate processes involving 30 senior leaders across the enterprise. This initiative resulted in significant client-facing, time-to-market, operational, and financial improvements.

BON SECOURS HEALTH SYSTEM, INC. Marriottsville, MD

A highly successful \$2.4 billion, 25 facility health care system with 24,000 employees widely recognized for superior quality. A recent Joint Commission Journal on Quality and Patient Safety ranks System 23rd of top 100 systems in quality of care and patient satisfaction.

Bon Secours Health System, Director Performance Improvement/Knowledge Transfer

1999 - 2013

Bon Secours Richmond Health System, Director Continuous Improvement & Education

1991 - 1999

Led 20 staff and coached a wide array of leaders across System in improving leadership and employee engagement; patient and physician satisfaction; patient safety and clinical/service quality outcomes; and financial performance.

Founding member of the System Board Quality Committee championing Clinical Transformation initiative including \$250 million enterprise-wide care delivery redesign process and Epic clinical information system implementation.

Accomplishments:

- Initiated, designed, and led Enhancing Performance Excellence (EPE) strategy focusing on quality/service excellence, productivity and supply chain expense, and revenue cycle enhancements. EPE generated significant process improvements across the System and a \$110 million net financial impact in three years.
- Led Emergency Care Service Line (15 facilities in five states) and 80+ physicians, clinical/operational leaders redesigning critical processes supporting key System Growth strategy. ED volume *increased 17%* across the System with associated \$14 million increase in net contribution margin in targeted markets in two years.
- Member of System Nursing Collaborative and Leader of Nursing Engagement team. Engagement scores increased from the 31st to 66th percentile and turnover was reduced by 30% through increased accountability and collaboration and a focused implementation of a wide array of proven practices.
- Partnered with System CMOs, CNOs, and CFOs as Member of Clinical Transformation Steering Committee driving clinical quality improvement. System CMS composite scores achieved 95+%, sepsis mortality rates decreased 27%, and Physician preference scores increased from the 58th to 74th percentile.
- Initiated, designed, implemented, and led nationally recognized, enterprise-wide Lean Six Sigma process. Integrated and institutionalized philosophy, tools/techniques into key business processes and organizational culture.
- Designed, developed, implemented, and conducted all Lean Six Sigma training and associated certification process. Conducted 300+ Lean Six Sigma education sessions for over 5000 System operational and clinical leaders and employees and personally coached, mentored, and certified 800+ Green Belts and 82 Black Belts.
- Returned \$30+ million through over 350 process simplification, improvement and redesign, new service development, and customer loyalty projects linked to Balanced Scorecard objectives.
- Created, designed, implemented, and led vital Knowledge Transfer strategy. Developed and implemented organization-wide process and enabling technologies to standardize key processes and identify, validate, and replicate proven practices. This initiative was integral to Systemness strategy to standardize and significantly improve patient care, including Epic clinical system implementation. This effort dramatically reduced the cycle time and resources required for sustained System-wide performance improvement and was recognized nationally.

FLORIDA POWER AND LIGHT COMPANY Miami, FL

A \$5 billion, 12,000 employee quality pioneer that was the first non-Japanese company to win the coveted Deming Quality Prize

Quality Improvement Coordinator 1985 - 1991

Led the development and rollout of the quality improvement process while reporting to CFO. This involved 1700 employees in Finance, Accounting, Procurement/Material Management, Risk Management, and Information Systems.

- Managed all Financial Area activities for successful Deming Prize initiative including overall project management
- Interfaced with Japanese counselors and key executives to accelerate Total Quality deployment
- Facilitated 50+ successful quality improvement teams with net savings of over \$5 million

- Secretary for FPL's Cost Committee leveraging quality techniques to reduce operating expenses
- Led CFO budget and operational performance reviews, including quality audits
- Facilitated creation of Vendor Quality Improvement Program that dramatically improved supplier quality levels

Lead Site Accountant 1984-1985

Led staff of six responsible for Company's accounting activities at St. John's River Power Park construction site. Team was responsible for all payroll, accounts payable, cost accounting, and bookkeeping activities totaling about \$30 million monthly. Lead accounting interface with Jacksonville Electric Authority, a joint venture partner, and various other contractor accounting entities.

Senior Internal Auditor 1980 - 1984

Led financial audit team reviewing and improving the performance of diverse operations across the company.

EBASCO SERVICES INC. Jensen Beach, FL

Senior Accountant 1978-1980

Performed payroll, cost accounting, accounts payable, and other accounting functions for contractor during construction of St. Lucie I&II nuclear power plants.

BURROUGHS CORPORATION

Sales Representative 1977-1978

Marketed computer hardware, software, and supplies in 12 county North Florida territory.

Education and Professional Affiliations

- Adjunct Faculty, University of Richmond VA, Robins Business School. Created, designed, and taught *Strategic Process Improvement* course for MBA program that is consistently ranked in top 30 nationally
- Adjunct Faculty, American Society for Quality, Healthcare Black Belt certification program
- Masters in Business Administration, University of Richmond, Beta Gamma Sigma
- Baccalaureate of Science, Business Administration, University of Florida, graduated with honors
- Achieving Breakthrough Service, Harvard Business School Program

- Senior Examiner and Alumni, Baldrige Performance Excellence Program, 1994 - present
- Lead Judge, Virginia Senate Productivity and Quality Award
- Judge, Ohio Award for Excellence
- Judge, U.S. Army Communities of Excellence Award
- Senior Examiner, Maryland Performance Excellence Award
- Advisory Panel, Healthcare Informatics and Performance Improvement Doctoral Program, College of Health and Public Affairs, University of Central Florida

- Certified Lean Six Sigma Master Black Belt, GE Healthcare Performance Solutions
- Certified Lean Six Sigma Master Black Belt, Juran Institute
- Advanced Statistical Application Expert, Japanese Union of Scientists and Engineers
- Certified Quality Engineer and Senior Member, American Society for Quality
- Certified in Lean, The University of Michigan School of Engineering

- President, Quality Council of Greater Richmond VA (representing over 300 companies in the region)
- Board Member, Greater Richmond Chamber of Commerce
- Board Member, Life Line Credit Union, Inc.
- Board Member, Virginians Improving Patient Care and Safety
- Board Member, The Vue Condominium Association
- Business Leader, American Heart Association

Excellent business and personal references available upon request