



Ian Wedgwood, Ph.D.

PROFESSIONAL PROFILE

Dr. Wedgwood has over two decades of experience in guiding organizations through change. He has designed and led dozens of performance excellence deployments globally in industries as diverse as healthcare, electronics, engineered materials, banking, medical devices and chemicals, yielding \$100s of millions in profitability improvements. He is well versed at facilitating and mentoring performance improvement decision management at the executive-level.

Ian holds a Ph.D. and a First-Class Honors degree in Applied Mathematics from Scotland's St Andrew's University. He authored *Lean Sigma – A Practitioner's Guide*, considered a seminal work in the field of Lean, Six Sigma and performance improvement and more recently *Lean Sigma – Rebuilding Capability In Healthcare*, a guide for healthcare leadership on managing change.

HEALTHCARE HIGHLIGHTS

- Facilitated a patient placement project by redesigning nursing units, patient groups, staffing and care models, reducing nursing staffing costs >20%
- Led the redesign and deployment of a second patient placement program to increase floor utilization (>30%), reduce staff costs and deliver over \$600K in annual savings
- After a devastating flood, facilitated multiple project teams redesigning hospital processes to quickly return services on-line
- Designed a new staffing model for a national hospitalist group, increasing their capacity of patients seen
- Created and led a Health System Executive Team through the development of a new organization strategy
- Developed and deployed an organization-wide process standardization to reach goal of performing processes at higher levels of service
- Transformed an Emergency Department to improve overall Patient Satisfaction from 15th to 91st percentile in four months
- Has worked in over 60 different hospital and healthcare environments

EXPERIENCES

Haelan Group, LLC

2012 - Present

President & Chief Executive Officer

Senior Executive responsibilities for transformational change consulting group. Leads and facilitates key client deployments across service industries with a specific focus on healthcare.

Some of the organizations most recently served: Wyndham Worldwide, NJ; Kindred Health, KY; Columbus Regional Health, IN; Marion General Health, IN; Christian Homes, MO; Floyd Memorial Health, IN; Margaret Mary Health, IN; Hunterdon Health, NJ.

Example client work includes:

Allegiance Health, Jackson, MI

- Organizational assessment of Performance Improvement (PI) within Baldrige Framework
- Developed methods and plan to commence PI roll-out in the Emergency Department
- Led performance improvement program to overhaul the busy (>80k visits) Emergency Department

- Led team to redesign Management System to connect the organizational strategy to front line processes and workforce, install disciplined process performance management and provide needed infrastructure to deliver organizational strategy

Columbus Regional Health, Columbus, IN

- Leading the deployment of Lean Sigma methods throughout the organization from the initial program design in 2004 to present day
- Guiding the Executive and key Leaders through a complete overhaul of the organization's approach to Strategy Planning and management of Strategy Execution
- Guiding Executive team to redesign the CRH Management System
- Strategy Alignment Coach for CEO and Executive Team

Wyndham Worldwide, Parsippany, NJ

- Facilitating the deployment of Lean Six Sigma performance improvement throughout the organization
- Coaching and mentoring key Executives and Leadership in program approaches
- Training all project resources in Lean and Six Sigma methods

SunChemical, Parsippany, NJ

- Reporting to the CTO, facilitating the design and global deployment of enhancements to the previously deployed Design for Six Sigma program (initially led during time at SBTI, below)
- Coaching and mentoring key Executives and Leadership in program approaches
- Training all project resources in advanced Project Leadership methods

Sigma Breakthrough Technologies, Inc.

2001 – 2012

President

Member of company's senior leadership team. Led and facilitated deployments for the company's blue chip manufacturing and services clients. Responsible for design and construction of SBTI's Lean Design, Accelerated Lean Sigma, Healthcare and EHSS curricula. Developed the company's consulting services portfolio and deployment approach. As Vice President of New Services & Technology revitalized the company's intellectual property portfolio with new products and services development. Led strategy execution at clients using Balanced Scorecards and Hoshin Kanri methods. Accountability for success of client Lean and Six Sigma endeavors. Director of company's healthcare program from inception.

Some of the clients served: JohnsonDiversey N.A. (Supply Chain); Columbus Regional Hospital, IN (SBTI's first large-scale hospital deployment); Baptist Health System, AK (LSS Deployment); Fisher Scientific (Global LSS Deployment); Seagate (LSS Deployment); Rexnord (Deployment lead for VOC and DFSS); Huber Engineered Woods (DFSS Deployment and Executive Coaching); Huber Engineered Materials (DFSS Deployment); Celanese (Lean Deployment); Lincoln Electric (DFSS Deployment); Tyco International (Lean Design Deployment); Sun Chemical (Global LSS & DFSS Deployment); MedSource Technologies (LSS Deployment); CSX Railroad (Project Consulting); Cummins (DFSS Instructor); SBTI Malaysia Regional Program (Lead Instructor for Champion/Executive training, Kuala Lumpur); Fairchild Semiconductor (Redesign OpEx Program)

Some of the Hospitals and Healthcare organizations served: Baptist Health, FL.; Columbus Regional Hospital, IN; Community Health Network, IN; Genesis Health, OH; Halton Health, ON, Canada; Riverview Hospital, IN; OhioHealth, OH; MedSolutions, TN; IU Health, IN; Los Alamos Medical Center, NM; Voluntary Hospitals Association (VHA) Central, IN; Centerstone Behavioral Health, IN; Cogent Healthcare, TN

Invensys Power Systems

1999 to 2001

Lean Design Program Director

- Reporting to the Divisional Chief Executive, coordinated the rollout of Lean Design (DFSS) across 200+ sites globally, from leading the initial Executive awareness sessions, through to the 10th wave of Black Belt training
- Trained audiences ranging from Executive level to shop floor on Lean Design, Lean and Six Sigma tools and techniques. Further developed the training material to strengthen and focus it on the needs of the business
- Application and implementation advisor to SBTI, specifically with respect to strategic deployment, product platforms and modularity
- Led and facilitated strategic workshops on product platforms, Stage-Gate implementation and Six Sigma / Lean Design rollout
- Worked with individual sites to embed the methodologies into their business organizations and processes
- Lean Design initiative created more than 380 Belts that saved Invensys more than \$1million in the first year alone (usually break-even occurs after 18 months) with a 65x return over the following 2 years.
- Based on the Power Systems Division success, went on to lead the Lean Design deployment across the remaining Invensys divisions

Powerware Corporation, USA

1999 - 2001

Program Manager – Special Projects

- Reporting directly to the President of the corporation, led critical strategic projects, most notably:
 - Redesign of the Powerware global product development process, deploying Lean Design and Stage-Gate methodology.

BTR Change & Technology Group Ltd, Burton-on-Trent, UK

1995 - 1999

Technology Services Consultant

- Responsible for identifying areas of need for enabling technologies within BTR globally, supporting introduction of those technologies
- ‘Tool Manager’ Program & Project Management - key member of the BTR SMART team responsible for developing the BTR Program & Project Management Guidelines and introduction of best practice Program and Project Management across BTR
- Business Consultant – supporting BTR businesses undergoing change, in the form of coaching, education, training, facilitation or technical expertise during projects
- Program Manager – Hands-on skills during the initial stages of major Change Initiatives, during which time a Program Manager from the operating unit was trained, coached and mentored
- Technical Manager - Responsible for the introduction of new products and the development of existing products in the field of enabling technologies

EDUCATION

University of St. Andrews, Scotland
Ph.D. Applied Mathematics

1990 - 1993

University of St. Andrews, Scotland
B.Sc. (First Class Honours) Applied Mathematics

1986 - 1990

CERTIFICATIONS

Chartered Mathematician (C. Math)

1998

Certified Strategy Practitioner (Balanced Scorecard Collaborative)

2008

PUBLICATIONS

Contributing author:

Six Sigma – The First 90 Days (S. Zinkgraf), Prentice Hall, 2006

Author:

Lean Sigma – A Practitioner’s Guide, Prentice Hall, 1st Ed. 2006, 2nd Ed. 2016

Lean Sigma – Redesigning Capability in Healthcare, Prentice Hall, 2015

Client Testimonial

“Ian has been a valued business partner for many years. His most recent focus in our strategic planning process has been extremely helpful to us as we develop our vision, plan and deployment map for the next several years. His expertise, discipline and approaches are excellent.”

Jim Bickel, President and CEO at Columbus Regional Hospital

“Ian has been successfully providing assistance to my organisation since 2002. He is by far the best consultant I have ever come across during my career, gifted with extraordinary intellect, business acumen and people skills”

Sam Lampugnani, Business Improvement Dir – Europe at Sun Chemical Ltd.

“Ian did a phenomenal job assisting us on our Lean journey. He worked to educate all levels of the company, advise the executive and project teams on Lean Design, and led projects and programs directly impacting the design of several new products and the processes that supported them. It was a pleasure to work with Ian and I recommend his work highly.”

Bill Maginn, Vice President, Operations at Powerware

“A great teacher, mentor, leader and subject-matter-expert resource for any organization in need of rapid, sustainable improvement, I highly recommend Ian.”

Raul Corella, Director of Materials at Eaton Corporation