

Ronald C. Schulingkamp ScD, MQM, MBA

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High-Performance Organizational Design & Development Leader

Customer-centric and stakeholder-focused organizational design, development, and transformation leader and an expert in designing innovative, high-performing organizations to support Operational and Sustainable Excellence.

- **Develop executive leadership teams** in the design and creation of learning organizations with the intelligence to drive creativity, innovation, high performance, reliability, resilience, and sustainability. These organizations are often recognized throughout their industry as national and global leaders.
 - **Design leader education** content and curriculum tailored to a variety of diverse audiences to achieve strategic goals and promote the mission and vision.
 - **Consult with all stakeholders** from the business, academic, government, and military sectors to understand their leadership and management development needs, current trends, and program pricing.
 - Develop supporting technology (simulations, audio-visual technology, scenarios) to enable learning.
 - **Leverage multiple delivery methods** to tailor programs to the needs of its various participants/stakeholders.
 - **Track and drive measures of success/impact** and evaluate programs and participant experience for future refinement.
 - **Teaching experience, research and commercialization** capabilities, agile project management, design thinking, change management, strategic planning, stakeholder relationship management, knowledge management, and organizational development.
 - **Develop high-performing organizations** resulting in senior leaders achieving national prominence and recognition and performance awards:
 - ✚ recipient of the [2005 Malcolm Baldrige Performance Excellence Award](#), the 2005. [Vice President Cheney presented the U.S. Department of Energy \(DOE\) contractor with the nation's highest Presidential honor for performance excellence and quality achievement.](#)
 - ✚ recipient of the [Texas Award for Performance Excellence](#) in 2005 for a DOE Texas facility,
 - ✚ recipient of the [Louisiana State Quality Award](#) in 2004 and 2010 and
 - ✚ recipient of the [2006 Robert W. Campbell Award](#) for Safety, Health, and Environment Performance Excellence, which is an international competition of companies from over 10 countries. There has never been a corporation to obtain this level of performance excellence recognition.
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| • Lean High-Performance Organizational Design and Development | • Leadership Development | • Environmental Management (ISO 14001) & Quality Management (ISO 9001) |
| • Change Management | • High-Performance Innovation Work Team Design | • Innovation & Design Thinking |
| • Operational Excellence Strategic Planning | • Product and Service Design | • Strategic Workforce Engagement |
| • Marketing and Stakeholder Relationship Management | • Lean Six Sigma, Project & Configuration Management | • Security and Emergency Preparedness |
| • Financial Management | • Health and Safety Systems (OSHA Voluntary Protection Program) | • Enterprise Risk Management |

PROFESSIONAL EXPERIENCE

LOUISIANA QUALITY FOUNDATION, New Orleans, LA <https://louisianaquality.org/>

Statewide organization improving Louisiana organizations and a member of a national [Alliance for Performance Excellence](#) improving organizations throughout the U.S.

Vice President & Program Manager, 2008 - Present

- **Serve as a member of the Board of Directors** for the [Baldrige Alliance for Performance Excellence](#), the nationwide nonprofit network of regional and state-level Baldrige-based award programs that is a key partner of the federal U.S. Department of Commerce [Baldrige Performance Excellence Program](#).
- **Published nationally recognized performance excellence research** in healthcare. Schulingkamp, R. C., & Latham, J. R. (2015). Health care performance excellence: A comparison of Baldrige award recipients and competitors. *Quality Management Journal*, 22(3), 17. DOI:10.1080/10686967.2015.11918438
https://www.researchgate.net/publication/280134243_Healthcare_Performance_Excellence_A_Comparison_of_Baldrige_Award_Recipients_and_Competitors
- **Provide clients with high-performance development**, design, and transformation training and consulting to develop evidence-based executive skills, knowledge, and abilities to create high-performing, innovative, sustainable, and resilient organizations using the internationally recognized Baldrige Excellence Framework.
- **Conduct organizational assessments** based on high-performance design models such as the Baldrige Excellence Framework and provide detailed feedback reports as part of hospitals, schools, businesses, and government agencies' learning cycle across Louisianan.
- **Lead strategy development**, operational excellence planning, customer relationship design and development, market analysis, sales, marketing, product, operations, and program management.
- **Advise clients on complex organizational transformations** and change management initiatives.
- Collaborate with leadership teams to identify and assess the impact of the changes on organizational structure, business systems, processes, organizational culture, and employees.
- **Develop organizational communications systems** and deployment plans to keep stakeholders informed and engaged, fostering a culture of trust based on open communication.
- **Performance Excellence Training:**
 - Lean Six Sigma, Design Thinking, Systems Thinking, and Change Management
 - Design of Lean Thinking, Lean Principles, and Lean Daily Management System to build Lean Habits
 - Lean Production System (Root Cause Analysis, 5S/Workplace Organization, A3 Thinking, PDCA, W. Edwards Deming PDSA, Standard Work, Value Stream Management, etc.)

UNIVERSITY MEDICAL CENTER NEW ORLEANS (UMCNO)) New Orleans, LA

A 446-bed, non-profit, public, research, academic hospital, and Level 1 trauma center.

Quality Improvement Project Manager, 9/2020 – 6/2023

- **Improved patient satisfaction, patient outcomes**, and nursing engagement by developing high-performance systems and processes and providing just-in-time Lean Six Sigma training and Kaizen improvement teams.
- **Created an innovative high-performance Performance Improvement, Learning, and Innovation (PILI) System** and Lean Six Sigma methodology program to improve patient safety, reduce hospital-acquired infections, patient falls, and readmission, and reduce the time to discharge patients.

- **Introduced processes for rapid cycle change** data analysis and interpretation, systems analysis, graphical display of data/information, team leadership and facilitation, and demonstrated problem-solving and critical thinking skills.
- **Strategically introduced systems theory** as a framework to understand hospital complexity, starting with the “Patient Flow System” and reducing time to discharge patients using systems design and statistical techniques related to process improvement.
- **Improved hospital financial performance**, patient safety, and outcomes by leading a multidisciplinary team to improve patient outcomes by reducing readmission for AMI and COPD.
 - ✚ Acute Myocardial Infarction (AMI) reduced by 56% from 2021= 12.03%, 2022 = 5.30%
 - ✚ Chronic obstructive pulmonary disease (COPD) reduced by 22% from 2021= 17.36%, 2022 = 13.58%
 - ✚ Decreased inpatient falls with injury by 83% from 48 in 2021 to 34 in 2022, to 8 by May of 2023, which reduced cost from \$321,312 in 2021 to \$227,596 in 2022, to \$53,552 by May 2023
 - ✚ Reduced Radiology Department scanner downtime, increasing revenue by over \$525,000 in the first year.
 - ✚ Improved the patient flow by reducing the in-patient overall total discharge time by 21%; the result improved patient flow by reducing bottlenecks with environmental services and patient transport subcontractors that caused delays in the transition of care.
- **Taught and assisted physicians** in the Enhancing Quality Improvement and Patient Safety (EQUIP) program with the basics of physician leadership, systems thinking, continuous improvement, and performance excellence. Guided each physician in designing and completing a quality improvement project to improve hospital performance.
https://www.medschool.lsuhsu.edu/medical_education/graduate/Core_Curriculum/PBLI%201%20-%20EQuIP%20Intro%20and%20Overview.pdf

LM WIND POWER, New Orleans, LA

GE Renewable Energy Company and leader in wind technology innovation, research and development at the NASA Michoud Assembly Facility.

Senior Quality Engineer, 4/2019 – 12/2019

- **Contracted to design the ISO 9001 Quality Management System (QMS)** for the Technology Center America facility based on the corporate registration from the LM Wind Power headquarters in Denmark. Developed the 10 clauses of the standard, which included leadership and commitment, planning, support, resource management, operational planning and control, and performance evaluation.
- **Identified key performance indicators** and created a research methods program to improve the wind blade research technology to enhance wind blade performance.

U.S. DEPARTMENT OF ENERGY STRATEGIC PETROLEUM RESERVE PROGRAM

Designed innovative projects with various organizations for the U.S. Department of Energy (DOE). Strategic Petroleum Reserve (SPR). The SPR is a high-risk, complex environment with approximately 1,000 people and four crude oil storage sites managing and operating \$7 billion of facilities and 700 million barrels of crude oil stored underground in salt caverns under high pressure 24/7 in Texas and Louisiana. Fluor Federal Petroleum Operations LLC – formally [2005 Malcolm Baldrige Performance Excellence Award](#) recipient DM Petroleum Operations Company (DM):

Senior Strategic Consultant, Management and Operations Contractor for the DOE SPR 7/2000 – 12/2016

- **Development, Alignment, and Deployment:** Led senior leaders in the creation and management of integrated strategic and marketing plans with Balanced Scorecards for the DOE SPR from 2002 through 2016 with operations in Texas, Louisiana, and Mississippi and \$7 billion in fixed assets plus hundreds of billions of dollars in strategic oil reserves.
- **Created the Office of Strategy Management (OSM) in 2002:** Led the strategic planning projects for the annual update of the U.S. Department of Energy SPR one-, five-, and 10-year strategic plan with integrated market and operational plans. The OSM was the organization responsible for the deployment, execution, and accountability of all strategic initiatives, including Lean Six Sigma and performance excellence.
- **Leadership Development:** Trained the senior leadership team and created innovative systems and processes to improve significantly organizational performance, enabling the company to receive the 2005 Malcolm Baldrige Performance Excellence Award and the 2006 Robert W. Campbell Award for Safety, Health, and Environment Performance Excellence.
- **Operational Performance Excellence:** Designed and deployed innovative breakthroughs in strategy, systems, senior leader, and employee development. Provided the vision, leadership, strategy, planning, management improvements, and technical expertise to win the 2005 Malcolm Baldrige Performance Excellence Award, the 2005 Texas Award for Performance Excellence for a DOE Texas facility, and the Louisiana State Quality Award in 2004 and 2010. **Key operations results were:** 1. globally recognized as the “world benchmark” for crude oil storage operations and efficiency, 2. customer satisfaction at 85%, 3. employee satisfaction at 83%, 4. employee retention at 97%, and 5. the customer overall operational performance score of 92%.
- **Enterprise Architecture:** Serve as business integration Project Manager on the Enterprise Architecture team to identify, plan, and implement the IT and Operational Technology (OT) alignment to promote a single view of enterprise information management and manage change in management structures.
- **Project Management:** Led the design of an Agile Project Management system based on the Project Management Institute Body of Knowledge (PMBok) to deploy strategy, integrate the configuration management system to manage change, assess and mitigate risk, manage resources, organize work, and standardize and integrate plans, milestones, and schedules.
- **Risk Management:** Created the Enterprise Risk Management System (ISO 31000) to develop a framework for a High-Reliability Organization using the art and science of Human Performance Improvement (HPI).
- **Innovation and Continuous Improvement:** Created the SPR Lean Six Sigma Program and led the Project Management Program design using design thinking and human factors methodology.
- **Created a Performance Measurement Case Study:** Working with the American Productivity & Quality Center in 2012, I developed a Case Study titled “Using metrics that drive bottom-line value” *DM Petroleum Case Study, APQC*. The Case Study is a Best Practices Report that explains how the best practice organization DM Petroleum uses the voice of the customer, alignment of measures and strategic objectives, data accuracy, and employee buy-in to ensure their measurement system positively impacts the organization. <https://www.apqc.org/resource-library/resource-listing/using-metrics-drive-bottom-line-value-dm-petroleum-case-study>
- **Sustainable High-Performance:** Led the innovation and transformation necessary for the U.S. Department of Energy (DOE) Strategic Petroleum Reserve (SPR) Management and Operations Contractor to win the U.S. Prudential 2005 Malcolm Baldrige Performance Excellence Award, the

2005 Texas Award for Performance Excellence for a DOE Texas facility, the Louisiana State Quality Award in 2004 and 2010 and the international competition of companies from over 10 countries, the 2006 Robert W. Campbell Award for Safety, Health, and Environment performance excellence.

- **Designed and Delivered Training and Development Solutions for Diverse Audiences:** Designed and taught in 2004 the first Lean Six Sigma Black Belt classes for Computer Science Corporation, a global leader in providing technology-enabled business solutions and services. The design of the Lean methodology focused on speed by identifying and eliminating wasteful cycles, steps, processes, tools, and materials, and the Lean Six Sigma methodology improved customer satisfaction and generated over **\$60 million in global savings**.

VETERANS HEALTH ADMINISTRATION (VHA), Washington D.C.

National Healthcare Performance Examiner, 1/ 2001 – 12/2007

VHA Hospital System Performance Excellence Program based on the Malcolm Baldrige Health Care Framework

- **Improve Patient Outcomes:** Consulted for the VHA Management Systems Improvement Service (MSIS) Office of the Assistant Secretary for Policy and Planning. Advised VHA teams on innovative designs to understand, evaluate, design, and transform hospital systems in their efforts to improve the organizational performance of over “20” VA hospitals and several Veterans Integrated Service Networks (VISN) across the U.S.
- **VHA Executive Development:** In October 2007, conducted workshops for the top performing VHA hospitals at the annual Carey Symposium on “Applying Best Practices in VHA.” The workshops were part of their continuing learning and innovation program with topics that included: “Strategic Planning and Strategic Thinking” and “Innovation and Performance Improvement.”

TEACHING EXPERIENCE

LOYOLA UNIVERSITY OF NEW ORLEANS, COLLEGE OF BUSINESS, New Orleans, LA

Visiting Assistant Professor, 8/2007 - Present

- Teach future leaders in the MBA program strategies to create high-performing, innovative, sustainable, resilient, and responsible organizations in today’s dynamic global competitive environment. Courses of instruction included *Leadership Dynamics, Strategic Management and Business Policy, Organizational Design and Development, Managerial Decision Making, Lean Six Sigma, and Operations and Process Management*.
- **Enable, Empower, and Engage People:** Taught MBA students how to improve Jefferson Parish Government from 2012 – 2018. A key department that was improved included the Jefferson Business and Career Solutions Center, which improved performance by increasing workforce engagement, producing the highest-performing workforce office in Louisiana. **The Employee Engagement Index increased from 34% to 81%,** which is 49% higher than the U.S. average of 32%, according to the Gallup Engagement Survey. This level of employee engagement is rare in any organization and extraordinary for a local government department.
- **Operationalize Lean Six Sigma in Government:** In 2012, the Lean Six Sigma MBA class project reduced the Jefferson Parish Animal Shelter euthanasia rate by 30%, saving lives and reducing disposal costs.

TULANE UNIVERSITY SCHOOL OF PUBLIC HEALTH & TROPICAL MEDICINE,
New Orleans, LA

Adjunct Assistant Professor, Department of Health Policy and Management, 1/2017- 12/2018

- Designed and taught a graduate course titled “Quality Management in Health Care” designed to introduce medical students and graduate students to a proven framework for creating a high-performing, innovative, sustainable, and resilient healthcare system. The course is a study of Baldrige Health Care Criteria for Performance Excellence, Lean Six Sigma, and Innovation Through Design Thinking, a human-centered approach to innovation.

EDUCATION

- Sc.D., 2013, Doctor of Science in Health Systems Management, Tulane University School of Public Health and Tropical Medicine, New Orleans, LA.
- M.Q.M., 1999, Master of Quality Management, Loyola University New Orleans, New Orleans, LA.
- M.B.A., 1989, Master of Business Administration, Loyola University New Orleans, New Orleans, LA.
- B.S., 1980, Petroleum Engineering, Louisiana State University, Baton Rouge, LA.

CERTIFICATIONS

- ISO 9001 Auditor certified RABQSA International 1999 – 2015 (RABQSA Certification)
- Lean Six Sigma Master Black Belt Certification from Loyola University 1999

PROFESSIONAL AFFILIATIONS

- Louisiana Quality Foundation, Board of Directors, 2004 - Present
- Alliance for Performance Excellence, current member of the Board of Directors, 2015 - Present
- Quality Texas Foundation, Board of Directors, 2020 - Present
- International Society for Performance Improvement, member, 2014 - Present
- Project Management Institute, member, 2008 - Present
- American Society for Quality, 2004 -Present,
- Baldrige Award Recipients' Consortium, Performance Excellence: Chair, 2006 - 201