

# My Background

## Technical Training

- Mechanical Engineering Technologists; tool and die maker, tool designer and process engineer.
- 20 years of tooling engineering, manufacturing process control and quality systems.
- 20 years of manufacturing management implementation of process control systems

## Technical workshop leadership

- Invest Ottawa lecturer on product development
- Workshops given at Rotman School of Management in Toronto.
- Public speaking in Ottawa, Toronto, Hong Kong and New Delhi on International Management

## ISO Training

- Trained in Total Quality Management Process (TQMP) to "instill and make permanent a climate where employees continuously improve to provide on demand products that customers value.
- Involved in ISO 9000 implementation in a number of different environments.
  - **ISO 9001** to meet quality and industry specific requirements including design process.
  - **TL 9000** Telecom Quality Management at Mitel and Filtran Microcircuits
  - **ISO 13485:2016** Medical devices specifically DNA testing equipment and components.
- Involved in the implementation of ISO in 5 different organizations over a 30 year period.

## International Manufacturing

- Founded, managed and sold a tooling and product development company that served the Royal Canadian Mint, Honeywell video systems, Ciena Telecom, Mitel, and 40 other customers
- Traveled to China more than a dozen times and performed audits on factories using a capability maturity model to evaluate organization effectiveness in terms of meeting customer needs. This experience taught me to recognize organizations at different levels of capability maturity.

## Application to Ottawa General Hospital

The Capability Maturity Model refers to the process of the organization and not the capability of the individuals in that organization. Sadly the Ottawa General hospital is from my observations operating at the lowest level of capability characterized by a lack of processes and heroics by individuals. This level of management immaturity puts unreasonable pressures on the staff and leads to poor patient outcomes.

## What are you trying to accomplish?

A very patient transplant nurse asked me one day, why could I not have faith in the doctors? Why did I have to question how decisions were made? What was I trying to accomplish by my repeated questions about the processes they follow?

In a blinding flash I recognized why I was frustrated and depressed. It was not the incompetent mistakes, it was the complete failure of process. The lack of corrective actions The answer to her question explained my frustrations and depression. It was blindingly clear, I wanted to see the hospital mature to effectively meet the needs of the patients. It is how I am wired.