



EDWARD WILHAM, MS, LSSMBB

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TRANSFORMATIONAL BUSINESS CONSULTANT / HEALTHCARE & MEDICAL DEVICE COMPANIES

Passionate about perfecting business processes and the patient experience through revolutionary change management.

Award-winning strategist and industry thought leader respected for driving unprecedented results for healthcare and medical device companies. Known for surpassing ambitious business goals, controlling costs, and improving efficiencies through continuous process improvement, best practices, and emerging technologies. Committed to improving bottom-line profitability while achieving the highest levels of patient satisfaction.

Core Competencies:

Process Optimization & Automation
Aggressive Growth Strategies
Global Project Management
Staff Management & Training
Vendor Relations & Negotiation

Operational Excellence
Business Innovation
Cost & Waste Reduction
Stakeholder Engagement
Executive Collaboration

Continuous Improvement
Manufacturing Relocation
Outsourcing & Distribution
Inventory & Quality Control
Team Building & Motivation

DELIVERED RESULTS

- ✓ Increased ortho volume 18% while saving \$1.1 million for Princeton HealthCare.
- ✓ Won Johnson & Johnson Standards of Leadership Award in 2008.
- ✓ Accelerated complaint processing time 35% across European countries.
- ✓ Boosted patient satisfaction from 74% to 86% for Beaufort Memorial, and from 79% to 91% for Stillwater Medical Center.
- ✓ Reduced labor expenses 30%, improved lead time 50%, and achieved 98% on-time delivery for company in the Netherlands.
- ✓ Invited as event speaker at OR Excellence Conference 2015; contributed to *Outpatient Magazine*.

Extremely Reliable Change Management Approach

- 1** **Problem Identification**
Perform Gap Analysis and Root Cause Assessments
- 2** **Change/Improvement Strategy**
Create Transformational, Easy-to-Follow Roadmaps
- 3** **Stakeholder Analysis**
Formulate Convincing Communication Plans
- 4** **Flawless Execution**
Lead Cross-Functional Teams to Achieve Success
- 5** **Continuous Improvement**
Use Lean and Six Sigma Methods for Sustainability

CAREER SUCCESS

WILHAM SOLUTIONS LLC.

2017 to Present

Independent consulting firm that pushes the limits of what's possible, working beyond traditional conventions, to achieve remarkable results in the customer/patient experience and organizational efficiency.

Principal, Healthcare and Medical Device Consultation, Orlando, FL

Provide unrivaled subcontracting and pro bono consultation, formulating strategic/workable plans and ensuring perfect execution of grand visions. Consistently deliver outstanding results by spearheading foolproof change management initiatives. Employ Lean and continuous improvement methodologies.

- **NEMOURS CHILDREN'S HOSPITAL** | Hired as Senior Specialist of Continuous Improvement. Significantly improved training for daily management system to ensure continuous performance improvement throughout the hospital. Streamlined processes for internal laboratories. Developed validation processes to guarantee reliable pharmacy methods. Performed stakeholder analysis and devised communication plans that prepared lab technicians and pathologists for changes; empowered leadership team by encouraging/garnering universal staff support.

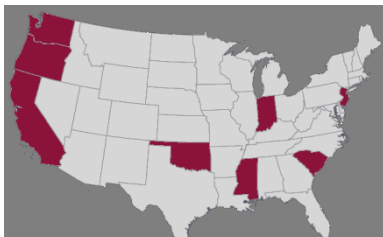
ZIMMER BIOMET, ORTHOPAEDIC ADVANTAGE, ACCELERO HEALTH PARTNERS

2012 to 2017

Leading medical device manufacturers, Zimmer and Biomet, joined to offer innovative orthopedic devices and joint replacements.

Senior Performance Engineering Consultant, Warsaw, IN

Devised and deployed high-impact strategies and Lean methodologies, including Lean Six Sigma, to optimize patient experiences and operations at hospitals around the world. Found new ways to improve all patient interactions, from initial visit, admission, service, patient education, post-operative care, and discharge.



Transformed 7 Joint Replacement Centers of Excellence (COE) and 2 Ambulatory Surgery Center (ASC) programs for joint replacement across 8 states. Notable successes include:

- Grew ortho volume 18% while saving \$1.1 million for UMC-Princeton.
- Raised patient satisfaction scores from 74% to 86% for Beaufort Memorial.
- Brought patient satisfaction from 79% to 91% for Stillwater Medical Center.



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- **Increased available appointments 34% for pre-admission testing** while reducing PAT appointment cycle times by 30%. Identified and eliminated root causes of 84% of patient delays and scheduling interruptions.
- **Boosted employee satisfaction scores** and optimized staffing levels by revamping nurse schedules.

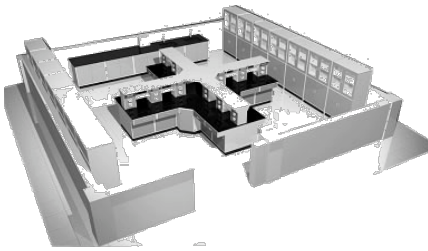
EDWARDS LIFESCIENCES

2011 to 2012

Medical equipment company and global leader in artificial heart valves and hemodynamic monitoring, generating \$2 billion annually.

Senior Manager, Business Excellence, Draper, UT

Championed and accelerated global strategy while steering Lean Six Sigma initiatives worldwide for the Business Excellence program. Led and motivated cross-functional team of 21 employees to peak performance levels across global locations. Significantly improved key programs and spearheaded international training courses. Shared best practices with warehousing, distribution, engineering, supply chain, operations, sales, and marketing teams. Designed highly efficient protocols, workstations, and operating strategies while masterminding the development of chemistry, metrology, biology, micro, and product evaluation labs.



Slashed operating costs 30% for lab services while creatively expanding space by an additional 8,000 square feet:

- ✓ Redesigned California lab in order to make the best use of limited space.
- ✓ Conducted value stream analysis and facility redesign.
- ✓ Combined lab services while eliminating redundant operations and workflow impediments.

Won stakeholder buy-in for revolutionary initiatives. Inspired enthusiastic participation in business transformations across the enterprise by developing change curves, stakeholder analysis, and maturity models. Clarified goals to employees at all professional levels.

- **Boosted productivity 55%, reduced setup time 60%, and decreased labeling quality defects 42%** through value stream mapping, setup training, and Kaizen events.
- **Authored 7 Six Sigma training documents for international deployment.** Created training modules for Kaizen, 3P, PFEP, supervisor training, and Lean/DMAIC initiatives.
- **Enabled world-class manufacturing capabilities, optimized workflows, and achieved ambitious corporate objectives** by launching new Lean warehouse and employing 3P methods.
- **Eliminated stock-outs and excessive inventory** by introducing “Plan for Every Part” program with Lean material flow/processes.

JOHNSON & JOHNSON COMPANIES – DEPUY & ETHICON

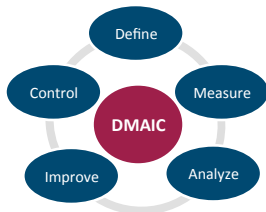
2003 to 2011

Subsidiaries of global Fortune 500 company specializing in medical devices, pharmaceutical products, and consumer packaged goods.

Lean Sensei / Master Black Belt, DePuy Orthopedics, Warsaw, IN, 2009 to 2011

Implemented profound domestic/global process enhancements, championing continuous improvement in operations and business processes for an organization with 5,300 employees generating \$5 billion in annual revenue. Supervised 6 direct reports and 8 indirect reports. Provided unrivaled change management, garnering stakeholder buy-in on critical initiatives and prioritizing projects. Authored Lean/DMAIC training materials and standardized Lean implementation processes across numerous subsidiaries.

Directed Black and Green Belt training programs and mentored 32 trainees to flawlessly deploy Lean/DMAIC methodologies:



- **Shrunk complaint processing time to 4 weeks** while working with Germany EMEA teams.
 - **Cut \$7.5 million** in expenses by streamlining manufacturing operations.
 - **Slashed \$800,000 in packaging line expenses** by employing Lean Six Sigma practices.
 - **Saved \$4.5 million** through cellular redesign of manufacturing lines. Minimized variability and waste.
- **Expanded processing capacity 300% and met customer requirements** for specialized implants designed from patient-specific scans by pioneering Lean design approach.
 - **Enabled multiple projects to cut 50% in activities** associated with transitions between work categories. Administered setup reduction analysis for transactional and manufacturing environments.



- **Maintained 99.5%+ batch acceptance rate** in Custom and Kit Packaging by redesigning lines, standardizing procedures, and training technicians in best practices.
- **Reduced complaint processing cycle time by 4 weeks** after driving transactional process improvements following Lean Blitz sessions in Germany involving international, cross-functional EMEA teams.

Lean Six Sigma Master Black Belt & Staff Quality Engineer, Ethicon Endo-Surgery Inc., Albuquerque, NM, 2003 to 2009

Steered Lean/DMAIC training and associated project implementations for a \$4.7 million provider of endoscopic surgical products and medical devices with 1,500 employees worldwide. Directed and inspired 14 direct reports. Trained 32 personnel on Green Belt and Black Belt methodologies and deployment strategy.

- **Decreased \$800,000 in OPEX each year** by redesigning packing line.
- **Empowered team to achieve record-best 99.5%+ batch acceptance rate** in Customer and Kit Packing business units.

UNITED TECHNOLOGIES – CARRIER CORPORATION

2000 to 2003

Leading global manufacturer/distributor of HVAC systems with \$12.5 billion in annual revenue and 43,000+ employees.

Global Manufacturing Manager, Syracuse, NY

Recruited to steer the Operational Excellence and Quality Group – European Transcontinental Operations Division. Collaborated with Carrier companies to deliver radical process improvements for major manufacturers. Significantly improved organizational performance, quality, growth strategy, and net profits. Carefully monitored marketplace and adapted business strategies accordingly to maintain competitive edge.

HOLLAND HEATING (NETHERLANDS) | Redesigned administrative and manufacturing processes for customer-focused work cell.

- **Reduced labor expenses 30%, improved lead time 50%, and achieved 98% on-time delivery.**

TOSHIBA CARRIER (UNITED KINGDOM) | Formulated business plan and value stream process that eliminated excess inventory.

- **Cut \$4.5 million in OPEX and decreased inventory levels 25%.**

DELCHI CARRIER (ITALY) | Streamlined sales forecasting and manufacturing planning model.

- **Decreased inventory 35% and reduced backorder levels 80%.**

GENERAL MOTORS

1994 to 2000

Fortune 100 automotive company that designs, manufactures, markets, and distributes vehicles/parts.

General Supervisor Operations, General Supervisor Lean Implementation, Pontiac, MI

Optimized high-volume production and warehouse distribution operation through effective production planning/scheduling, packing, materials management, and inventory control. Led highly productive team of 160 while directing 40+ lean projects across the enterprise. Maximized synergies while unifying disparate groups.

- **Delivered record-breaking improvements** by designing landmark scorecards and audit protocols that were adopted as operational standards.
- **Improved production efficiency 32% within 12 months** and brought on-time delivery from 72% to 94% while saving \$5.4 million in operating costs.

CREDENTIALS

Master of Science, International Business | CENTRAL MICHIGAN UNIVERSITY, Mount Pleasant, MI

Bachelor of Science, Business Administration | INDIANA WESLEYAN UNIVERSITY, Marion, IN

CIMT, Computer Integrated Manufacturing | PURDUE UNIVERSITY, Lafayette, IN

**Lean Six Sigma Master Black Belt | Six Sigma Black Belt | Lean and Six Sigma Green Belt | National Baldrige Examiner
Certified Quality Manager | Certified Quality Engineer | Certified Quality Improvement Associate**

Executive Lean Certification – Lean Sensei International, Japan

Lean Visual Management – David Mann, Steelcase University

Kaizen Facilitation – Kaizen Institute of America