

CV Clifford L. Norman



Contact Information

Clifford L. Norman

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Improvement Science Consulting

- Statistical Process Control
- Systems Mapping
- Team Facilitation
- Program design
- Quality Improvement
- Implementing Change
- Developing Change Ideas
- Decision Making
- Understanding Variation
- Organizing Information
- Leadership
- Process (re)Design
- Design of Experiments
- Systems Mapping
- Mediation
- Conflict resolution

Experience

Texas A&M Medical School

Associate Faculty

Round Rock, TX, US

August 2016 – Present

Texas Tech – Doctoral of Nursing Program

Adjunct Faculty

Lubbock, Texas

January 2011-Present

Associates in Process Improvement (API)

Improvement Advisor/Partner

Georgetown TX, US,

December, 1988 – Present

Provide ongoing consultation to partner organizations regarding improvement

- Initiatives relevant to their purpose
- Assist with leadership, strategic thinking, measurement & execution of strategy.

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- Provide mentorship and capacity building around improvement theory methods and tools.
- Advise partners on program design, background analysis, networking and collaborative learning
- Faculty for Improvement Advisor Professional Development Program
September 01-Present

Institute for Healthcare Improvement (IHI) Boston, USA

- Senior Fellow IHI
- Lead Faculty for various Improvement Advisor Waves at IHI
- Design and delivery of core curriculum aimed at developing Improvement Science expertise to healthcare leaders
- Course topics include: the Science of Improvement, use of data (including heavy emphasis on Statistical Process Control), design and execution of quality improvement projects
- Development of leadership, management and consultation skills
- Provision of ongoing mentorship and coaching to students participating in a practice based learning environment

Philip Crosby Associates

Winter Park, FL USA

Account Executive

April 1986 – December 1988

Otis Engineering, Halliburton

Dallas, Texas

Manager, MFG Administration

June 1979 – April, 1986

McDonnell Douglas

Long Beach, CA

Quality Assurance

May 1978 – June, 1979

Norris Industries

Vernon, CA

Foreman, Quality & MFG

May 1971 – May, 1978

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Presentations:

Canadian Quality Congress, Keynote, 2014

Canadian Quality Congress, Keynote, 2013

IHI Forum, December 2012

Publications

Books:

The Improvement Guide: A Practical Approach to Enhancing Organizational Performance, 2nd Edition, Gerald Langley, Ronald D. Moen Kevin Nolan, Thomas Nolan, Clifford Norman, Lloyd Provost. Jossey-Bass Pub., San Francisco, 2009

Transforming Health Care Leadership – A Systems Guide to Improve Patient Care, Lower Cost and Improve Population Health; Michael Maccoby, Clifford Norman. Jane Norman, Richard Margolies, Jossey-Bass Pub, San Francisco, 2013.

Patient Safety and Healthcare Improvement at a Glance, contributing authors; published in UK by John Wiley & Sons Ltd. 2014 © 2014 Edited by Panesar, Sukhmeet; Carson-Stevens, Andrew; Salvilla, Sarah; Sheikh, Aziz.

Papers:

Moen, R.D. Norman, C.L. Always Applicable, Deming's system of profound knowledge remains relevant for management and quality professionals today American Society for Quality, June, 2016.

Moen, R.D. Norman, C.L. Circling Back: Clearing up myths about the Deming cycle and Seeing How it Keeps Evolving, Quality Progress, American Society for Quality, November, 2010

Norman, C. L., 1994. "Improving Quality through Education and Training: A Learner Focused Approach," 48th Annual Quality Congress Proceedings, American Society for Quality Control.

Provost, L. P., Norman, C. L., 1990."Variation Through the Ages" (pdf), Quality Progress Special Issue on Variation, ASQC, December, 1990.

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Software

Statistical Software:

Minitab, SAS JMP, Chart Runner, QI Macros and QI Charts

Education

California State University, Dominguez Hills Los Angeles, USA

Master of Arts Behavioral Science August, 2002

California State University, Los Angeles Los Angeles, USA

Bachelor of Science, Criminal Justice & Business Administration June, 1975

Affiliations

American Society for Quality (ASQ) – Senior Member since 1979; Certified Quality Engineer (CQE)

American Statistical Association (ASA) – Member since 2005

American Psychological Association (APA) – Member since 2012

Future of Nursing in Texas – Strategic Board Member – 2011 to Present