

GARY A. GRINDLEY

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SUMMARY

Healthcare Quality Professional. Board Certified CPPS, and CPHQ. Certified Lean Six Sigma Black Belt with dual graduate degrees. Extensive Healthcare experience in accreditation, CMS, CAHPS, HEDIS and NCQA

CERTIFICATIONS

- Certified Lean Six Sigma Black Belt
- Certified Professional Healthcare Quality (CPHQ)
- Certified Professional Patient Safety (CPPS)

EDUCATION

Master of Business Administration

Loyola University at Chicago, Chicago, IL

Master of Science, Statistics & Quality Assurance

California State University of Dominguez Hills, Carson, CA

Bachelor of Science, Industrial Technology

California State University of Los Angeles, Los Angeles, CA Magna Cum Laude Graduate

CAREER HISTORY

St. Elizabeth Healthcare – Edgewood, KY

March 2019 – March 2020

Quality Improvement Consultant

Oncology workflow and process improvements using Lean Six Sigma DMAIC tools. (Please contact Dr. Doug Flora for a reference.)

Process capability analysis, Internal Auditing, Training, Quality Culture Change expertise, Statistical Process Control Expert, Lean Six Sigma consulting and training.

G2QMS Quality Management Systems Auditing and Consulting (Sole Proprietor)

2017 – 2019

International Consultant – Implementing and Certifying Quality Management Systems

AS9100D and ISO 9001:2015 Manufacturing Quality Implementation Specialist

Process capability analysis, Internal and External 3rd Party Auditing, Training, Quality Culture Change expertise, Statistical Process Control Systems specialist, Lean Six Sigma consulting and training.

Kaiser Permanente

2016 – 2017

Regional Patient Safety Manager – Entire State of Colorado

Partnered with Kaiser Permanente's Medical Group Physician Director of Patient Safety in oversight of the planning, implementing and managing the Regional Patient Safety Program initiatives in order to achieve national and regional patient safety objectives.

Led the Regional Patient Safety Program throughout Colorado that included developing, implementing and maintaining comprehensive, proactive processes to promote patient safety and enhanced the quality of care and services provided to Kaiser Permanente members.

Colorado Access Managed Care – Aurora, CO

2015 – 2016

Healthcare Insurance - Performance Improvement Specialist - and - Interim Physician Credentialing Manager

Led major changes by utilizing executive support and training frontline staff to plant to transform a new culture of patient safety and sense of urgency.

- Facilitated Rapid Improvement Events (RIE) to chart the 'Current State' and 'Ideal State' of the Utilization Management department, resulting in identifying critical software enhancements to streamline and eliminate an excess of manual and redundant processes. Resulted in turn-around-time efficiencies from 49% to 94% in six months.
- Partnered with Behavioral Health leadership to interpret and analyze data to create actionable interventions to reduce expenses and identify poorly designed customer contracts.
- Led focused weekly meetings led to a better understanding of why specific lines of business were losing revenue and developed strategies to mitigate losses, using Control Charts and SPC software to analyze statistical data.
- Demonstrated and coached a young Quality department in the use of statistical software to analyze data correctly.
- Presented monthly train-the-trainer classes to disseminate the proper use of control charts and statistical software.
- Presented additional training in the techniques of presenting data clearly and accurately to upper management.
- Created software enhancements to transform the entire Credentialing process, resulting in the reduction of five FTE's and improving Turn-Around-Time efficiencies 59% by outsourcing primary verifications to reduce overall credentialing expenses.

SCL Health System – Denver, CO

2013 –2014

CORPORATE QUALITY IMPROVEMENT SPECIALIST – SIX SIGMA MASTER BLACK BELT

Using Quality Improvement tools of LEAN, Six Sigma, and Deming, plus the implementation of automated dashboards and collaborating with multidisciplinary teams; led intervention teams to reduce Hospital Acquired Conditions by over 40% in one year, saving \$2.1 Million dollars. Substantial employee and leadership resistance to changes were overcome using tactful facilitation skills.

- Prepared and presented an Executive Business Case to the Board of Directors for the justification of a \$30-million-dollar expenditure to replace an overly customized EMR with a new solution from EPIC in eight hospitals. Results led to the reduction of I.T. resources need to support an outdated technology, while keeping top I.T. performers from leaving to support hospital systems that were already implementing new EPIC platforms. Savings estimated to be budget neutral.

Helen DeVos Children's Hospital – Grand Rapids, MI

2012 –2013

QUALITY IMPROVEMENT SPECIALIST – SIX SIGMA MASTER BLACK BELT

Led hospital-wide, large-scale Lean and Six Sigma patient safety and quality improvement initiatives to support the organization's vision and plan to be the National Benchmark for Clinical Outcomes and the Safest Health System in the Nation. Rapidly integrated and collaborated with physician and clinician teams to implement new processes and drive results across multiple departments. Developed SAP Business Objects Enterprise reports and used Minitab statistical software to analyze complex EMR data, providing clinicians with evidence-based interventions for improved outcomes.

- Increased the number of patients seen by the Sedation department by 20% without adding headcount or cost through improved scheduling and utilization of NEW software technologies and large visual screens for real-time tracking of patients and clinicians.
- Implemented the use of RFID technology across the Pediatric Emergency, ICU and Sedation departments, which increased efficiency and met new requirements of the Affordable Care Act on time and under budget.

- Following the first negative revenue month in the organization's history, successfully completed projects resulting in the training of residents to identify ICD-9 coding to align inpatient versus outpatient classifications.

Johnson Controls Automotive Interiors Group – Holland, MI

2011 –2012

REGIONAL DIRECTOR OF CONTINUOUS IMPROVEMENT - MIDWEST

Directed twelve direct reports across six different plants. Directed improvements of injection molding processes and robotic material delivery technology implementations, to reduce labor and increase profit margins.

- Solved complex quality issues relating to multiple variables (humidity, speed, drying time, etc...) for Automotive paint line processes, reducing waste by 31% and thereby saving \$22 million dollars annually.
- Provided detailed analysis supporting the divestiture of the underperforming blow molding business and replacement with higher performing lines, creating \$9 million dollars of increased net revenue for one plant

G2 Engineering – Huntington, WV

2009 –2011

SIX SIGMA MASTER BLACK BELT – ISO 9000 MANAGEMENT REPRESENTATIVE – 1099 CONTRACTOR

G2 Engineering is an organization that promotes and teaches Advanced Manufacturing Technologies & Quality Methodologies, as well as ISO 9000 Implementations.

Trained National Guard maintenance teams for Six Sigma Green Belt and Six Sigma Black Belt Certification.

Trained midsize companies to prepare for ISO 9000 and QS 14000 Certification and walked them through the registration process while acting as an interim ISO Management Representative

- Created Document Control and Tracking systems with custom ERP software written in SQL code
- Established Preventative and Corrective Action Systems
- Initiated Checklists for critical inspections and electronic signatures
- Assisted with high value quotations for armored vehicles for Iraq
- Produced video computer based and internet training materials

John Deere Power Systems – Waterloo, IA

2006 –2009

PROGRAM MANAGEMENT LIAISON BETWEEN NEW PRODUCT ENGINEERING, QUALITY, and OEM Customer Relations

Managed a team of seven product engineers and statisticians. Oversaw product quality, auditing, and metrology. Directed Engine Testing program to certify EPA regulations for emissions. Audited ISO 9000 quality management system. Served as a key liaison between engineering design, quality, and marketing stakeholders

- Mitigated the risk of potential catastrophic engine failure through a successful implementation of a new SPC software system (Infinity) that integrated with robotic PLCs to improve efficiency by 30%
- Avoided potential EPA fines by redesigning engine test cells to accommodate new regulations and safety issues. Implemented NEW software to integrate SPC with assembly robots that resulted in a personal visit from John Deere's CEO to learn to how we orchestrated these improvements to reduce cost