

Frank W. Grover III, FACHE

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PROGRAM / PROJECT MANAGEMENT | WORKFORCE TRAINING & DEVELOPMENT | BUSINESS ANALYTICS

Board certified executive with over 26 years providing visionary leadership and strategic direction. Reports to the CEO with an operating budget of \$225 million in a Joint Commission accredited acute care hospital. A focused and results-oriented leader competent in motivating multi-disciplinary and cross-functional teams to operate efficiently, reducing variation, waste, and rework. Efficiency expert, an innovator in reorganizing and streamlining existing operations and managing an organization's resources and finances in a cost-effective manner. A proven background of driving strategy, direction, and oversight for end-to-end organizational development with a particular focus on ensuring quality management standards, compliance, policy and procedure adherence, operations, logistics, and change management for Fort Stewart Georgia's population of over 21,000 Soldiers, 5,000 employees and 19,000 retirees. Active TS/SCI security clearance.

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- Leadership | Supervision
 - Quality Management
 - Data Analysis
 - Workforce Development
 - Strategic Planning | Execution
 - Infrastructure Improvement
 - Training and Development
 - Policy Development
 - Program / Project Management
 - Process Improvement Initiatives
 - Business Analytics
 - Grant Opportunities

Professional Experience

Chief Operating Officer/Deputy Market Director

Winn Army Community Hospital, Fort Stewart, Georgia
August 2019 to January 2023

Chief Operating Officer and Deputy Market Director of an integrated Healthcare System composed of 35 buildings, 1,713 employees with 11 direct reports including the Chief Financial Officer, Chief Information Officer, Director of Operations (including Police and EMS), Director of Facilities, Director of Marketing, Director of Clinical Operations, Director of Logistics, and the Director of Human Resources. Responsible for revenue and sales growth; expense, cost, and margin-control; and monthly, quarterly, and annual financial goal management. Conducts organization-wide performance improvement and quality management activities. Responsible for the recruitment and retention of employees. Ensures that financial, operations, and clinical decisions are backed by data and held accountable for producing results.

- Achieved net positive fiscal year financial position of \$15M (+9% EBITDA) by improved contract management, optimized coding, and billing, eliminating non-value costs, and increasing productivity through prioritizing services.
- Improved annual insurance billing by 85% to \$2.7M.
- Directed operating budget of \$225M encompassing Medical Services, Surgical Services, Inpatient Services, and administrative functions using the strategic goals as a guide.
- Increased RVU productivity by 8.5% generating \$2.8M in revenue through reduced administrative barriers and improved coding compliance; decreasing cost to purchased care by \$10M.
- Responsible for the prioritization, procurement, distribution, and maintenance of all equipment - increased operating room capital investment by 257% year over year.
- Responsible for all infrastructure needs for building operations, repairs, refurbishment, and the maintenance of mechanical, electrical, fire/life safety, plumbing, road work (paved and dirt), water, drainage issues and waste management systems.
- Planned, coordinated, and executed the new parking lot build that allowed 300 more parking spaces greatly increasing traffic flow.
- Practice Greenhealth Environmental excellence award winner for 2022 & 2023. Recognized superior performance in environmental sustainability covering a myriad of programs and activities.
- Planned two successful emergency response exercises and one real world (Hurricane Dorian) that included representatives from Chatham, Liberty and Bryan counties' Emergency Operations Agencies.
- Researched and wrote three grant proposals and had all three awarded (Georgia Trauma Commission: Trauma related equipment for ambulances and "stop the bleed" medical kits for each school bus in the county).
- Represented the Military Medical Agency at the Liberty County Emergency Operations meetings that developed

The Community Development Block Grant CARES Act (CDBG-CV) grant needs statement to support a broad range of activities including preventing, preparation, and responding to the coronavirus pandemic within the county. These funds helped provide economic recovery grants to assist local small businesses recover from the adverse impacts of the COVID-19 pandemic as well as rent, mortgage & utility assistance.

Deputy Regional Director/Chief of Staff

US Army Dental Health Command-Pacific, Fort Shafter, Hawaii
July 2016 to August 2019

Deputy Regional Director and Chief of Staff for the US Army Dental Health Command-Pacific. Responsible for regional administrative requirements in support of over 700 employees throughout Hawaii, Japan, Okinawa, Korea, Washington, California, and Alaska.

- Masterfully synchronized the daily operations of the Army's largest geographically dispersed Regional Dental Health Command and enabled the DENTACs to provide safe, timely, and quality healthcare.
- Expertly planned, coordinated, and executed three Executive Strategic Planning Conferences with Subject Matter Expert instructors that resulted in lowering Wrong Site Surgeries across the region from 12 to 2 and increasing data analytics that enabled a 4.8M increase in solvency.
- Established and implemented patient safety systems and the "culture of safety" through continuous and consistent correspondence with leaders throughout the enterprise leading to the lowest sentinel event total in over eight years.
- Representative at the Hawaii Emergency Management Agency monthly meeting that planned for Hurricane and Tsunami evacuation zones on the island of Oahu.

Chief of Staff to the CEO

Womack Army Medical Center, Fort Bragg, North Carolina
June 2015 to June 2016

Chief of Staff to the CEO for a 110-bed Regional Medical Center and GME facility comprised of a Medical Center, a Warrior Transition Unit, two Community-Based Health Clinics, and four outlying Health Clinics. Collaborates with the principal staff and internal/external stakeholders to develop recommendations, presentations and analysis enabling timely and relevant decisions to enhance the Medical Center's operations.

- Wrote and supervised the bidding process for the new Translation Services contract that saved the government over \$40,000 in redundant costs per quarter.
- Spearheaded the Arbinger and TeamSTEPPS training enabling the Medical Center to move toward High Reliability Organization status.
- Successfully researched, briefed, and gained concurrence from the Regional Market CEO and the Fayetteville, NC Mayor to build and resource two additional Community Based Medical Homes in the Fayetteville, North Carolina medical catchment area increasing the hospital enrollment by 26,000.

Director, Clinical Operations

Womack Army Medical Center, Fort Bragg, North Carolina
July 2012 to June 2015

Responsible for Clinical Support for a 110-bed tertiary care academic medical center, and two community based primary care clinics providing healthcare support to over 220,000 beneficiaries in the Fort Bragg and Pope Army Airfield support area.

- Planned, coordinated, and executed an enrollment initiative that increased Medical Center enrollment by over 9,500 beneficiaries in under five months without impacting Access to Care.
- Developed Business Case Analysis' (BCAs) that once implemented by the COO, OR Utilization Rate increased from 42% to 71% for 2013, first case start times at 0730 increased from 42% to 86%, and the Turn Over to Surgeon (TOTS) Incision times at ≤ 15 minutes benchmark from 33% to 67% for all surgeries.

Education

Master of Healthcare Administration (MHA), Baylor University	MAY	2011
Bachelor of Science, Criminal Justice, Georgia Southern University	DEC	2002