

## **CAREER SUMMARY**

Move key financial, quality and operational metrics by implementing large-scale IT systems, process improvements and management innovations. Skilled as individual producer, project lead, director and executive in the delivery of performance improvements in healthcare, financial services and insurance. Special talents in internal consulting, knowledge management, informatics, innovation and change. Master degrees in Physics and Philosophy, Six Sigma Black Belt and author of many publications including the book *Knowledge Assets*.

## **PROFESSIONAL EXPERIENCE**

NORTHWESTERN UNIVERSITY, Evanston, Illinois **2003 – Present**  
A 15,000 student, private, research university that is home for many top-ranked departments and programs including the Kellogg School of Business.

**Adjunct Professor**, School of Education and Social Policy

Responsible for developing new courses, teaching and supporting the Master's program in Learning and Organizational Change. Courses include cognitive design (designing for how minds work), advanced knowledge management and human capital management.

PARKVIEW HEALTH, Fort Wayne, Indiana

**2004 – 2008**

A nine hospital, 840 bed, not-for-profit health system serving Northeast Indiana. 2007 volumes included approximately 134,000 ED visits, 28,000 inpatient discharges, 20,000 surgeries and over 1000 trauma service helicopter flights.

**Vice President, Center for Operational Excellence**, 2006 – 2008

Reported to the Chief Operating Officer and led a team of five specialists responsible for improving the organization's ability to manage projects and processes. Services included Lean Six Sigma implementation and training and PMBOK-based project management implementation and training. Served on committees including Quality Strategy Group, IT Steering, Medication Management and New Regional Medical Center Team.

- Developed process architecture to insure operational excellence for a new \$500M medical center. Results included definition of the ideal customer experience, patient flow simulations, core process models and decisions on best practices for the ED, OR, Pharmacy, Lab and other major clinical and support services.
- Provided oversight for a portfolio of 20+ projects that met or exceeded customer expectations and returned over \$1.5M dollars in capital.
- Led or provided Lean Six Sigma expertise to projects that significantly improved pharmacy TAT, bar code med scanning (30% improvement over baseline), percentage of medications reconciled, ADEs, cancer treatment cycle time and many and other key clinical and efficiency metrics.
- Provided oversight for the training and coaching of 100 employees in project management techniques which improved the organization's ability to execute.

**Vice President, Knowledge & Informatics Management**, 2005 – 2006

Reported to the Chief Quality and Information Officer and led a team of six physicians, nurses and informaticists responsible for improving how clinical systems are used to deliver care across the health system. Services included order set management, system-workflow optimization, 24-7 physician IT support and medication delivery redesign.

- Implemented a new remote patient monitoring service that resulted in avoiding hundreds of medical errors and a \$1M+ cost reduction.
- Designed and implemented an order set management process that helped standardize the format and change process for approximately 900 order sets and clinical protocols.
- Improved screens and reports in ICU systems, which enhanced medical decision-making, reduced rounding time and improved physician satisfaction.
- Provided informatics expertise to the implementation of a new PACs system, which insured data quality during conversion and fit with physician workflow.
- Worked with vendors IDX and GE as well as internal stakeholders to define the requirements and high-level design for a new EMR for Critical Care medicine.

**Director of Knowledge Management and Development Strategist, 2004 – 2005**

Reported to Vice President of Strategic Planning and was responsible for developing and implementing a knowledge management strategy, leading strategic projects and supporting the strategic planning process.

- Part of an executive-level team at Parkview that was responsible for resolving patient safety and operational issues created by a troubled implementation of an electronic medical record. Contributions included facilitating root cause analysis sessions, process mapping and leading SWAT teams which produced rapid improvements in order processing, clinical documentation and results viewing.
- Developed a whitepaper on knowledge management in healthcare that resulted in the formation of a new Parkview department and an online course for the American College of Physician Executives.
- Implemented a competitor intelligence process that provided quarterly reports which supported the planning and decision making of service line and facility leaders.

ALLSTATE INSURANCE, Northbrook, Illinois

**2002 – 2004**

A Fortune 100 company offering 13 major lines, insurance and retirement products with over \$150B in assets and \$35B in annual revenues.

**Director of Enterprise Knowledge Management, 2002 – 2004**

Responsible for defining and implementing an enterprise-wide strategy, building knowledge sharing infrastructure and providing leadership for seven person department.

- Refocused and successfully completed a large-scale IT implementation involving enterprise content management that improved call center operations.
- Established an enterprise council to implement a first-of-kind approach for managing knowledge risks across the value chain. Results included new product ideas, patent applications and improved management of millions of dollars of value-at-risk.

KANISA, Cupertino, California

**2001 – 2002**

A Silicon Valley start-up specializing in online customer self-service solutions. Kanisa merged with ServiceWare in 2005 to form KNOVA software.

**Knowledge Architect**

Responsible for leading the implementation of web-based self service applications for clients in the high tech and telecommunications industries.

- Member of a team that implemented a guided search application (the Search Wizard) that measurably improved customer satisfaction on Microsoft's support website.

LINCOLN FINANCIAL GROUP, Fort Wayne, Indiana

**1990 - 2001**

A Fortune 250 company that sells insurance and retirement products and has \$220B in assets and over \$11B in annual revenues.

**Assistant Vice President, Strategic Planning / Knowledge Management, 1997 – 2001**

Officer responsible for implementing strategic knowledge management program. Services included developing and maintaining portals, corporate library, patent management and knowledge asset valuation. Also supported the integrated strategic/financial planning and competitor intelligence processes.

- Led the development of Lincoln Re's e-business strategy that resulted in new business opportunities for several profit centers.
- Implemented an enterprise-wide portal that improved the productivity of medical underwriting research.
- Strengthened a number of re-insurance deals and established new strategic alliances through the application of Lincoln's patent portfolio.

**Senior Project Manager, Information Systems, 1992 – 1997**

Responsible for identifying, evaluating, transferring and implementing new technologies and management innovations that promised to improve Lincoln's performance.

- Member of the core competency team that developed a business architecture for the Lincoln Financial Group that was used to determine strategy, the role of corporate center, acquisitions and divestitures and product development direction.
- Member of the process innovation team responsible for the multi-year transformation of Lincoln Life. Results included a 5X improvement in the throughput of the product development process.
- Member of the transition management team responsible for implementing an information engineering approach to systems development. Results included significant improvement in customer satisfaction scores for the internal IS group.

**Department Manager, Artificial Intelligence, 1990 – 1992**

Responsible for defining and implementing an artificial intelligence strategy for Lincoln including leading a four person team charged with developing rule-based systems.

- Supervised the implementation of eight knowledge-based applications that lowered expenses and improved service in several divisions.
- Developed the production, security and service standards and processes required to mainstream the use of high reliability rule-based applications.

**Prior to 1990 held positions as an IT Architect and Software Engineer at Navistar and 3M respectively.**

### **CERTIFICATIONS AND CONTINUING EDUCATION**

Six Sigma Black Belt Training 2004  
TQM Network, Fort Wayne, Indiana

Site Server Administrator Training and Certification, 1998  
Verity Inc., Sunnyvale, California

Organizational Change Management Training and Certification, 1992  
Ernst & Young, Fort Wayne, Indiana

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## EDUCATION

UNIVERSITY OF MINNESOTA, Minneapolis, Minnesota  
**Fellow**, Center for Microelectronics and Information Sciences, 1987  
Focus on cognitive science and artificial intelligence

BALL STATE UNIVERSITY, Muncie, Indiana  
**MA**, Philosophy, analytic philosophy and epistemology, 1983  
**MS**, Physics, quantum mechanics and general relativity, 1983  
**BS**, Physics, second major in philosophy, minor in mathematics, 1980  
Honors: Outstanding Senior in Physics, Sigma Zeta Mathematics, Alpha Lambda Honor

**Professional Affiliations:** Member AAAI, HIMSS and Society of Health Systems

## SELECTED PUBLICATIONS

Clare, M. (2005) *Direct Insurance Patents Could Trigger a Boom*  
Featured article, *Insurance IP Bulletin*, Vol. 2005.1

Clare M. (2005) *Reframing with Helicopter Thinking*  
The Knowledge Lens, Issue one

Clare, M. (2002) *Solving the Knowledge Value Equation*  
Knowledge Management Review

DeTore, A., Clare, M. and Weide, J. (2002) *Measuring the Value of R&D*  
Journal of Intellectual Capital

Clare, M., DeTore A. (2000)  
Knowledge Assets: Professional's Guide to Valuation and Financial Management, Harcourt Press, 2000

## SELECTED PRESENTATIONS AND WORKSHOPS

“Implementing an Interventional Informatics Program”  
Accepted for presentation at 2008 Health Information Management Systems Society (HIMSS) Conference

“When Rules Make the Best Medicine”  
Invited presentation, Interact Conference, May, 2006

“Rule-Based Electronic Medical Records”  
Health Data Management Web Seminar that attracted 200+ participants, April, 2006

“Using IT to Seize the Knowledge Management Opportunity in Healthcare”  
With Mark Pierce MD, online course, American College of Physician Executives, 2004

“Knowledge Management Lessons: From Lincoln Financial to Allstate”  
Knowledge & Organizational Performance Forum, Amsterdam meeting, November, 2003

“Knowledge Management for Financial Services”  
Conference chairman, Institute for International Research, July, 2001

“Creating Value from Knowledge”  
Workshop that attracted 100+ participants, KM World, 2000