MARK K. CLARE
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SUMMARY

Over 20 years of success in process excellence, project management, IT, innovation and strategic change in healthcare, insurance and manufacturing with leading firms that include 3M and Allstate. Before starting New Value Streams Consulting Mr. Clare held several technical and leadership positions including Vice President of Operational Excellence at Parkview Health. Mr. Clare holds patents and publications including the book <u>Knowledge Assets</u>. He earned two Masters' degrees and is certified as a lean six-sigma master black belt.

Mark Clare is an accomplished adult educator, change facilitator, coach and presenter. He is adjunct faculty at Northwestern University and teaches graduate students and professionals in the Learning and Organizational Change and the Leadership programs.

<u>Key Skills</u>: Move hardened performance metrics; plan and deliver complex change efforts on time and to budget; deliver learning experiences that shift thinking and behavior and use cognitive science to design and innovate.

PROFESSIONAL EXPERIENCE

<u>NEW VALUE STREAMS CONSULTING LLC</u>, Fort Wayne, Indiana   **2007 – Present**
Individual practice focused on advanced operational management and innovation in healthcare delivery.

Founder, 2007 - Present

Projects in patient flow, continuous improvement, predictive analytics, service science and business process management (BPM) as well as an employed position as a Strategic IT program manager with Aurora Health.

- Analyzed high-impact decision points across acute care hospitals to identify new product opportunities for a leading vendor of decision management and predictive analytics solutions. Over 22 opportunities were explored and the client received board approval to pursue two.
- Worked with a number of clients from well-known Fortune 500s to start-ups on new healthcare solutions ranging from reinventing toothbrushes to clinical workforce scheduling.
- Partnered with a leader in healthcare process simulation to design and pilot a new patient flow management service. The service is a cloud-based BPM application and is being commercialized in a start-up.
- Worked with IT and clinical leadership in a major health system including 15 hospitals and over 80 clinics to review EMR meaningful use measures and develop a business case and implementation plan. The plan was approved and funded by senior management.

<u>NORTHWESTERN UNIVERSITY</u>, Evanston, Illinois   **2003 – Present**
A private university that is home to many top-ranked departments including the Kellogg School of Business.

Part Time Adjunct Instructor, School of Education and Social Policy; School of Continuing Studies in Partnership with Feinberg School of Medicine.

Teach and advise graduate students and healthcare professionals in the Learning and Organizational Change program and the Leadership program. Courses include knowledge management, leadership and cognitive design and innovation. Experienced with online, on-campus and blended courses. Skilled in Ning, Adobe Connect and Blackboard.

<u>PARKVIEW HEALTH</u>, Fort Wayne, Indiana **2004 – 2008**
An eight hospital, 840 bed, not-for-profit health system in Northeast Indiana. In 2007 produced 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, process redesign and PMBOK-based project management and training. Served on committees including Quality Strategy Group, IT Steering, Medication Management and New Regional Medical Center.

- 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 Project Management Office that ran 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 using quality management to improve 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 retirement products and has $220B in assets and $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' performance with a special emphasis on process redesign.

- 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 re-design 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 both with a special emphasis on artificial intelligence and knowledge management.

CERTIFICATIONS AND CONTINUING EDUCATION

Business Process Management (BPM) Application Development Training, 2011
Appian Corporation, Reston, Virginia

Lean Six Sigma Master Black Belt Certification, 2011
Community Hospital Advisors and Northern Lights Systems Navigation

Lean 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

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

Masters, Philosophy, analytic philosophy and epistemology, 1983
Masters, Physics, quantum mechanics and general relativity, 1983
Bachelors, 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. Modeling Web Interactions as a Conversion of Mental Energy
Web Science 2009 Conference paper abstract

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

"Cognitive Design and Learning Transfer"
ASTD professional development network in Cognitive Learning, June, 2010

"Implementing an Interventional Informatics Program"
 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

PATENTS

7,475,018, January 6, 2009, Method for Structuring Unstructured Domains to Create Value

4,905,163, February 27, 1990, Intelligent Optical Navigator: Dynamic Presentation and Navigation System