

Michael Arend, MHA

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CAREER SUMMARY

Seasoned, results-oriented healthcare leader with a 30-year professional track record. Unique blend of expertise in **consulting, operations, strategic planning, and facility and business development**. A strong strategist and catalyst for positive organizational change with knowledge to effectively bridge patient experience, business planning, technology, and facilities.

Hallmark competencies include:

- ☑ Strategic instinct
- ☑ Executive presence
- ☑ Thought leader in service line planning & development
- ☑ Leadership style that marries objectivity, collaboration, humble confidence, & respectful decisiveness
- ☑ Strong operational knowledge of specialty care
- ☑ Market-oriented entrepreneurial spirit
- ☑ Ability to thrive in matrixed & complex environments
- ☑ Multimillion-dollar budgetary accountability
- ☑ Complex problem-solving & program management capabilities
- ☑ Strong communication skill, both written and presentational – with the expert ability to produce polished deliverables

PROFESSIONAL WORK SUMMARY

- ◆ **Administrator – Neuroscience & Orthopedics**
- ◆ **Senior Strategic Advisor — Specialty Institute & Service Line Planning**
St. Luke's Health System (Boise, ID) 2019 – 2021
- ◆ **Senior Manager / Growth Advisor — Market Development**
Park Nicollet HealthPartners (Bloomington, MN) 2012 – 2017
- ◆ **Service Line Executive — Heart Care**
HealthEast Care System (St. Paul, MN) 2011 – 2012
- ◆ **Business Consultant**
SafeNet Consulting (Minnetonka, MN) 2011
- ◆ **Executive Director – Heart & Vascular Institute**
North Memorial Healthcare (Robbinsdale, MN) 2008 – 2011
- ◆ **Manager, Healthcare Consulting**
Kurt Salmon Associates (Minneapolis, MN) 2004 – 2008
- ◆ **Corporate Director - Information Technology (CIO)**
Benedictine Health System (Duluth, MN) 2000 – 2004
- ◆ **Director, Strategic Consultancy**
- ◆ **Strategic Consultant**
SMDC Health System (Duluth, MN) 1998 – 2000
- ◆ **Manager**
Mercy Health System (Janesville, WI) 1992 – 1998

EDUCATION & PROFESSIONAL AFFILIATIONS

- ◆ **Master's Degree in Healthcare Administration**
University of Minnesota (Minneapolis, MN) 1992
- ◆ **Bachelor of Science Degree in Public Health & Business**
University of Minnesota (Minneapolis, MN) 1989
- Active Member of **American College of Healthcare Executives, ACHE-Healthcare Consultants Forum, American Hospital Association, & Society for Healthcare Strategy & Market Development**

HEALTHCARE WORK HISTORY

ST. LUKE'S HEALTH SYSTEM (Boise, ID)

Administrator – Neuroscience & Orthopedics (interim/independent contractor)

1/2021 – 9/2021

Led the Neuroscience and Orthopedics service lines with full strategic and operational responsibility at St. Luke's Health System – a \$3 billion integrated health system and the largest healthcare provider in Idaho. Worked in dyad partnership with the Orthopedic Medical Director and with the Neuroscience Medical Director. Provided operational and administrative oversight, with direct reporting relationships and supervisory responsibilities of all the administrative and operational teams within Orthopedics and Neurosciences, respectively. Spearheaded execution of approved clinical and operational initiatives earmarked for 2021. Served as a strategic liaison (escalation path) between these service lines and senior leadership. In this interim role, provided an effective "leadership bridge" by quickly stepping in, reading stabilizing the service lines, and catalyzing positive change. The Neuroscience and Orthopedics service lines did not lose a step as this leadership transition occurred. (This was a contracted, 9-month, interim leadership position with definitive start and end dates.)

Senior Strategic Advisor – Institute & Service Line Planning (contracted consultant)

8/2019 – 10/2020

Served as an independent, objective, strategic advisor, thought leader, program leader, and catalyst for positive transformational change at St. Luke's, leading all specialty Institute and service line development across:

- **Neuroscience & Spine**
- **Heart & Vascular**
- **Cancer**
- **Orthopedics**
- **Children's**

Created a comprehensive assessment and planning methodology across twelve dimensions:

- | | | |
|--|---|---|
| <input type="checkbox"/> Clinical Excellence | <input type="checkbox"/> Physician Engagement | <input type="checkbox"/> Research |
| <input type="checkbox"/> Governance/Leadership | <input type="checkbox"/> Services Portfolio | <input type="checkbox"/> Clinical Education |
| <input type="checkbox"/> Patient Experience | <input type="checkbox"/> Staff Engagement | <input type="checkbox"/> Market Leadership |
| <input type="checkbox"/> Culture | <input type="checkbox"/> Size/Scale | <input type="checkbox"/> Data/Analytics |

These efforts produced actionable, coherent 3-year Clinical & Operational Plans for the specialty service lines, roadmaps that foster excellence and market leadership.

PARK NICOLLET HEALTHPARTNERS (Bloomington, MN)

4/2012 – 5/2017

Senior Manager / Growth Advisor – Regional Market Development

Served as an internal consultant and program manager on strategic, business development, and growth-related initiatives. Responsible for identifying, planning, and directing strategic growth initiatives— including service or geographic expansion, , and new program development. Profiled the Twin Cities healthcare market by monitoring market dynamics, demand, alliances, and competitors. Spearheaded the development of a comprehensive, multi-specialty outpatient campus in Maple Grove, MN from concept through visioning, planning, approval, design, construction, and opening. The \$48 million campus opened on time and within budget. Served as Growth Adviser to the **TRIA Orthopaedics**, influencing expansion into new geographic markets.

HEALTHEAST CARE SYSTEM (St. Paul, MN)

6/2011 – 2/2012

Service Line Executive – Heart Care

Maintained strategic and operational accountability for all cardiovascular services, including clinic, diagnostic, procedural areas related to heart and vascular care. Led the operational, cultural, and technological integration of several acquired cardiology

physician groups into the HealthEast Heart Care service line. Member of the St. Joseph's Hospital leadership team.

SAFENET CONSULTING (Minnetonka, MN)

3/2011 — 6/2011

Business Consultant

Led a consulting team tasked with developing an online disease management decision support tool that stratified patient risk based on chronic diagnosis classification. The project scope included needs assessment, process design, technical design & build, and deployment.

NORTH MEMORIAL HEALTH CARE (Robbinsdale, MN)

8/2008–2/2011

Executive Director – North Memorial Heart & Vascular Institute

Maintained strategic and operational accountability for all cardiovascular services, including clinic, diagnostic, procedural, and inpatient areas related to heart care. Supervisory span of control included two Directors, several Managers and over 250 FTEs. This service line generated about \$200 million in annual patient revenue. Led the operational and technological integration of an acquired cardiology physician organization. Developed and executed a multi-year growth roadmap that took advantage of strategic positioning and growth opportunities in a complex, competitive environment. Member of North Memorial's executive team; reported directly to the Chief Operating Officer. Accomplishments include:

- 34% annual growth in clinic volumes; 10% annual growth in echocardiography & CV surgery.
- Opened a comprehensive outpatient heart center in Maple Grove, MN and a cardiology clinic in Monticello, MN.
- Launched new programs including CT angiography, vascular ultrasound, and venous ablation therapy.

Director – Systems & Program Development

Maintained operational accountability for all non-clinical aspects of the North Memorial Surgery Department including patient scheduling, supply chain management, budgeting, program development, and decision support. Collaborated on a multi-disciplinary taskforce to develop an inpatient bed aggregation plan based on demand modeling, capacity planning, and operational shortcomings of the current nursing unit configurations. Also, as an internal strategic consultant, drafted a Primary Care *90-day Tactical Cost Savings Plan* and a *Framework for 12-month Strategic Turnaround Plan*. Promoted to Executive Director (see above).

KURT SALMON ASSOCIATES HEALTHCARE CONSULTING (Minneapolis, MN) 8/2004 – 5/2008

Manager — Healthcare Consulting

Served as strategic adviser in the areas of information technology, facility planning, and healthcare operations. Consulting for ambulatory organizations and community hospitals was of emphases. Established a portfolio of clients by developing business relationships and leads, drafting and presenting proposals, closing sales, and fostering add-on engagements. Most of my clients re-engaged KSA for repeat business. Led engagements by building responsive, collaborative solutions that improve clients' businesses, such as development and facilitation of:

- Ambulatory facility improvement plans encompassing outpatient surgery, urgent care, imaging, and clinic services.
- Shared service support models for ambulatory care centers and their parent organizations.
- IT strategic plans for health systems, consortiums of hospitals and clinics, and physician-hospital organizations.
- Facility planning and space programming for tertiary hospitals.

Guest Speaker at University of Minnesota Carlson School of Management: *"The Role of Consultants in Planning, Selecting, & Implementing Enterprise Information Systems"*, 4/2005

BENEDICTINE HEALTH SYSTEM (Duluth, MN)

8/2000 — 6/2004

Corporate Director – Information Technology (Chief Information Officer)

Defined a bold, strategic direction and 5-year IT investment plan for information technology applications within a \$300+ million health system. Educated organization leaders on the importance and value of technology investment. Developed and managed the multi-million-dollar IT budget for BHS – encompassing capital, operating, and salary expenses. Directed several major system selections and implementations to transform BHS's use of information technology.

SMDC HEALTH SYSTEM (Duluth, MN)

7/1998 — 7/2000

Director – Strategic Consultancy

Led a team of internal consultants and analysts that advised administrators and physicians on innovative ways to link operations with technology. Served as the internal strategic advisor and liaison to C-suite leaders and senior executives in the areas of information technology and healthcare operations. Successfully directed the Y2K compliance program.

Strategic Consultant

Served as an internal strategic advisor and liaison to leaders in the areas of information technology and healthcare operation. Promoted to Director (see above).

MERCY HEALTH SYSTEM (Janesville, WI)

9/1992 — 6/1998

Manager – Information Systems

Managed Information Systems operations, help desk support, interface and database administration, and ad-hoc reporting functions. Spearheaded a multi-million-dollar initiative to bring clinical/financial systems to ambulatory, inpatient, and home care settings. Negotiated an early-adopter software contract.

Manager – Program Development

Spearheaded the planning and development of a comprehensive outpatient care center and of a 20-physician multi-specialty clinic from concept through design, construction, and opening.

Acting Director – Rehabilitative Services

Maintained overall strategic and operational accountability for all inpatient and outpatient rehabilitative services (PT, OT, Speech Therapy, & Cardiac Rehab). Supervisory span of control (directly or indirectly) included 4 Managers and approximately 40 FTEs. Spearheaded the development of an outpatient rehabilitation center and sports medicine clinic from initial concept through design, construction, and opening.

OTHER HEALTHCARE EXPERIENCE

- **Hospital Administration Resident** – Georgetown University Hospital (Washington, DC) 1991
- **Medical Coding Technician** – Hennepin Faculty Associates (Minneapolis, MN) 1989 – 1990
- **Phlebotomist / Lab Assistant** – St. Joseph's Hospital (St. Paul, MN) 1988 – 1989
- **Lab Assistant** – University of Minnesota Epidemiology Division (Minneapolis, MN) 1988
- **Phlebotomist** – Plasma Alliance (St. Paul, MN) 1987 – 1988
- **Physical Therapy Aide** – Commonwealth Healthcare (St. Paul, MN) 1986 – 1987

ENTREPRENEURIAL PURSUITS

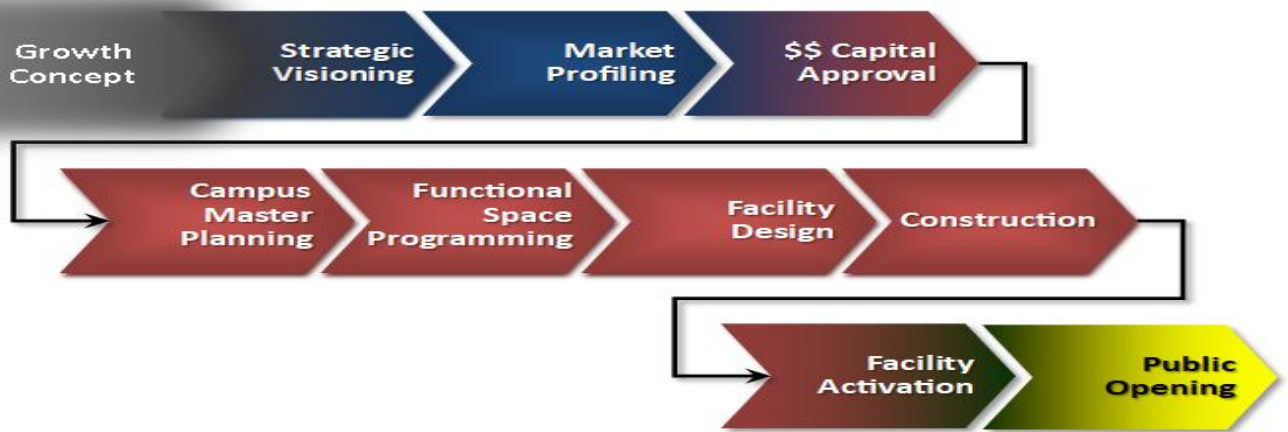
Business Ownership Interest in:

- **GENESIS WINE, LLC** (Anoka, MN) 2012—2019
- **LAKE EFX SOFTWARE, LLC** (Duluth, MN) 2003—2004

RESUME ADDENDUM

SUMMARY OF HEALTHCARE FACILITY DEVELOPMENT EXPERIENCE

Creating patient-friendly, market-leading healthcare facilities from "green field to green light" requires effective, strategic oversight and leadership at all stages of the facility development process, from concept to opening. **Across a diverse portfolio of projects, I have effectively led and partnered with senior leaders, physicians, architects, and others at all stages in the facility development process – often serving as a bridge between these constituents.** My facility development expertise is particularly deep in the ambulatory care realm.



Facility Development Portfolio for Mike Arend

Below are the healthcare facility development projects that I have been involved in, as well as my role in each initiative. I've acted either as an internal leader within that organization or as an external consultant.

Project	Organization	Visioning	Market Profiling	Capital Approval	Campus Master Planning	Space Programming	Facility Design Oversight	Construction Oversight	Facility Activation
TRIA Orthopaedic Center (Woodbury, MN)	TRIA HealthPartners	✓	✓	✓	✓				
Clinic & Specialty Center (Maple Grove, MN)	Park Nicollet HealthPartners	✓	✓	✓	✓	✓	✓	✓	✓
Heart & Vascular Clinic (Maple Grove, MN)	North Memorial	✓	✓	✓	✓	✓	✓	✓	✓

Project	Organization	Visioning	Market Profiling	Capital Approval	Campus Master Planning	Space Programming	Facility Design Oversight	Construction Oversight	Facility Activation
Heart & Vascular Clinic (Monticello, MN)	North Memorial	✓	✓	✓	✓	✓	✓	✓	✓
Freeman Neosho Hospital (Neosho, MO)	Freeman Health System *		✓		✓	✓			
WestHeath Ambulatory Campus (Plymouth, MN)	North Memorial *				✓	✓			
Women's Hospital (Long Island, NY)	North Shore – Long Island Jewish Heath *				✓	✓			
University Medical Center (Columbus, OH)	Ohio State University *				✓	✓			
Cleveland Clinic (Cleveland, OH)	Cleveland Clinic *				✓	✓			
St. Anthony Central Hospital (Denver, CO)	Centura Health *					✓			
Medical Center (Walworth, WI)	Mercy Health System	✓	✓	✓	✓	✓	✓	✓	✓
West Clinic (Janesville, WI)	Mercy Health System	✓	✓	✓	✓	✓	✓	✓	✓
Sports Medicine & Rehab Center (Janesville, WI)	Mercy Health System		✓	✓	✓	✓	✓	✓	✓

* My facility development work for these organizations was through the Kurt Salmon Associates Healthcare Consulting Group.