



STATE of MINNESOTA

Executive Department

Governor Tim Walz

NOTICE OF APPOINTMENT

Mary Maertens

Because of the special trust and confidence I have in your integrity, judgment, and ability, I have appointed and commissioned you to have and to hold the office of:

Member with experience serving on a hospital or nonprofit board patients

Executive Board of Direct Care and Treatment

Effective: January 1, 2025

Expires: January 3, 2028

This appointment carries with it all rights, powers, duties, and emoluments granted by law and pertaining to this position until this appointment is superseded or annulled by me or other lawful authority or by any law of this State.

Signed and sealed December 20, 2024.

Tim Walz, GOVERNOR

Steve Simon, SECRETARY OF STATE



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Filed December 20, 2024
Office of the Minnesota
Secretary of State, Steve Simon

President of the Senate

New seat

Application for the position Members with Experience Serving on a Hospital or Nonprofit Board Application Date: 7/24/2024 11:00:15 AM

Note: If your application needs to be amended, including updates to any uploaded documents, contact open.appointments@state.mn.us. Please provide your name, board, position you've applied to, and any other documentation you'd like included in your application along with a brief summary of your request.

Part I: Position Sought

Agency Name: Executive Board of Direct Care and Treatment

Position: Members with Experience Serving on a Hospital or Nonprofit Board
Seat: Not specified

Part II: Applicant Information

Name: Mary Maertens

Mailing Address: 2485 240th St Marshall 56258

County: Lyon

Mn House District: 15A

US House District: 7

Phone: (507) 829-5127

Email: mary@m4resources.org

Recommended by the Appointing Authority: False

Part III: Appending Documentation

Cover Letter and Resume

Type	File Type
Cover Letter	application/vnd.openxmlformats-officedocument.wordprocessingml.document
Resume	application/pdf

Additional Documents (.doc, .docx, .pdf, .txt)

Type	File Name
No additional documents found.	

Part IV: Optional Statistical Information

Race and Natural Origin: White or Caucasian

Gender: Female

Hispanic, Latino or Spanish origin: No

Heard about vacancy from: No Answer

Political Party: No Answer (Default)

Disability: No

Veteran: No

Age when applied: No Answer

Part V: Signature

Signature: Mary Maertens

Date: 7/24/2024 11:00:15 AM

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Mary Maertens

email: mary@m4resources.org

telephone: 507-829-5127 (c)

LinkedIn: www.linkedin.com/in/mary-maertens-rn-phn-mha-fache

About: Healthcare consultant & CEO with 34 years of health care organizational leadership experience. Mission and data driven systems thinker with a wealth of experience and successes within the healthcare continuum. Possesses a unique combination of clinical and business acumen and brings a strong academic background. Leverages a deep understanding of health industry business economics and has a strong track record delivering on strategic business goals. Energized by healthcare delivery transformation, growth, and fast paced environments.

People-centric leader who aligns and empowers others to deliver results, embedding collaboration, accountability, and shared vision. Expert coach who motivates and inspires others to engage effectively and articulate business strategies, change mindsets and influence organizational culture allowing people to be at their personal best each day. Exceptional presenter with a strong list of program presentations, numerous board memberships, board leadership roles and membership in a host of professional organizations.

Absorbs and analyzes complex information quickly to leverage professional confidence and challenge the status quo to execute, enhance outcomes, minimize cost and enhance quality. Spearheads the development and implementation of initiatives, bringing winning strategies, future-orientated benefit, and an unwavering guarantee of value for the consumer.

Expertise

Complex Problem Solving | Thought Leadership | Data Analytics | Strategic Execution
Situational Leadership | Market Positioning | Growth | Win-Win Partnerships | Leadership Development
Culture Transformation | Value Stream Optimization | Stakeholder Engagement | Financial Management
Operational Efficiency | Governance | Change Management | Conflict Resolution | Care Transformation

Education and Certifications

University of St. Thomas – St. Paul, MN Began Doctorate in Leadership Studies coursework	2013-2014
University of Minnesota Carlson School of Management – Minneapolis, MN Achieved Master's Degree in Healthcare Administration Completed coursework for Nursing Home Administrator License	1999-2002
South Dakota State University – Brookings, SD Achieved Bachelor of Science, Major in Nursing	1985-1987

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Licenses

Minnesota Nursing Home Administrator License (3620, current)

Minnesota RN License (R112743-2, current)

Public Health Nurse Certification (1989, current)

Career Summary

President

August 2021 – Present

M4Resources LLC – Marshall, MN

- Healthcare consulting company supporting solutions for complex problems. Brings clinical and business acumen together to address tough challenges including strategic positioning and strategy implementation, reducing cost through strategic business and clinical tactics, designing value-based arrangements between providers and payers, supporting start-ups and companies interested in healthcare delivery transformation, creating systems of continuous improvement, and providing fractional or transitional leadership.
 - Gillette Children’s Specialty Healthcare Sept 2021 – January 2023
 - Supported transitional leadership needs for Gillette Foundation, the philanthropic arm of Gillette Children’s; designed and deployed various process improvements and deployed a cadence of accountability to organize the team for future success; supported recruitment of several positions; updated compensation structure for foundation positions; and provided project management for large fundraising event
 - Designed onboarding plan for Provider Relations Liaison team members and redesigned structure for activities of this team; supported development of measures of success
 - Designed focused growth meeting to guide strategic growth goals and associated accountability channels
 - Neighborhood Health Care Network, Inc (dba FUHN) October 2021 - Present
 - Serving as Executive Director for FUHN, a collaboration of 11 Federally Qualified Health Centers in Minneapolis/St. Paul/Mankato.
 - Strategic executive leader for all activities of the collaborative including a Health Center Controlled Network (HCCN) funded by HRSA, a Clinically Integrated Network (CIN) and MN Medicaid Accountable Care Organization, known as an Integrated Health Partnership, and other value-based agreements.
 - Q-Rounds May 2022 – Present
 - Serving as member of Advisory Board for IT start-up company which launched an app-based tool for notification of care team members, patients, and families when physician is intending to round on patients in the inpatient setting
 - Trustee, Gillette Children’s Specialty Healthcare January 2023 – Present
 - Serving as a member of the Board of Trustees, member of Governance Committee

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- Overall leadership of the organization, setting and integrating strategic direction via clear policies, vision and goals
- Responsible for the implementation of key initiatives, robust internal / external relationship management, medical group development and financial stewardship of the community's healthcare asset
- System-wide activities included: Co-Chair HR Centralization Task Force; Behavioral Health, Lab, Eye Care and Nephrology Service Lines Administrative Leader with physician dyads; CAH / Rural Partner Strategic Business Executive; Price Transparency Work Group; Clinical Operations Executive Champion for cost reduction efforts focused on length of stay reduction and clinical variation in ancillary and supply utilization
- Transition year with the company beginning October 2020 as a Senior Internal Consultant transferring intellectual capital and supporting carryover matters

KEY ACCOMPLISHMENTS

- Grew net revenue from \$20M to a current \$128M via implementation of key changes to the continuum of care to assure stable financial performance amidst significant market challenges. Key accomplishments include:
 - Designed an organizational change management plan to adopt a new vision of growth by all stakeholders
 - Created a strategic implementation process placing the long-term vision to become a regional referral center into everyday work
 - Performed continuous market analyses by major disease category and service to determine market share gaps
 - Designed and deployed a written business development strategy to grow regional patient referrals (e.g., network sales visits, provider outreach locations)
 - Added services to the continuum to create market differentiation and sophistication (e.g. dialysis, cancer center, surgical and medical subspecialties, trauma designation, radiology, pathology, blood bank, hospice, homecare, telemedicine for subspecialties)
 - Made strategic acquisitions to broaden scope, create stature in the market, and drive referrals
 - Recruited key physicians to address gaps in regional access and to raise the standard of care (e.g., orthopedics, ophthalmology, foot & ankle, hospitalist, geriatrics, psychiatry, dermatology, oncology, obstetrics/gynecology, emergency medicine, general surgery)
 - Improved quality & customer service and rebranded the organization to increase consumer trust and confidence
 - Expanded the governing board to include broader geographic representation
 - Created strategic managed care arrangements to shift market share including Medicare and Medicaid ACO design and private payer value-based arrangements. Key highlights include:
 - Medicare ACO/Medicaid Integrated Partnership with State of MN/Private employer & payer sponsored Value Arrangements
 - 12,000 attributed patients in Medicare ACO
 - 10,000 attributed patients in Medicaid ACO
 - Designed practices for risk assessment and clinical documentation by physicians and advanced practice providers

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- Created patient engagement strategies
- Created best practice for annual wellness exams
- Designed and deployed care coordination teams and processes
- Led the boards for Medicare ACO and Medicaid IHP bringing mental health agencies and independent providers to the table
- Created investment strategies and pilot projects to address total cost of care
- Stakeholders received payments by achieving less than expected cost in ACO models
- Designed a short- and long-term plan with local employer and plan administrator to address the total cost of self-insured employee health plan, utilized available data to determine high-cost opportunities, created care coordination resources and patient engagement and empowerment tools
- Realized cost effectiveness via design, implementation and optimization of processes and procedures. Cost management key accomplishments:
 - Created productivity metrics by department based on unit of service for hospital, outpatient, long term care, and ambulatory clinics (top performer in productivity in health system) and staffing to demand models including standard discharge time
 - Deployed teams of leaders and staff to identify waste and make rapid cycle improvement
 - Assessed and leveraged cost-based reimbursement and strategic pricing for critical access facilities
 - Maximized 340b, provider based, and rural health clinic reimbursement opportunities
 - Addressed purchased services including standardizing orthopedic implants
 - Addressed point of service collections, bad debt, revenue cycle throughput, denial management, and prior authorization processes
 - Led strategic managed care contract planning
 - Modified and shifted the continuum of care, adding and eliminating services
 - Redesign of clinical operations:
 - Leadership development in theories and methods of improvement and commitment to use the same (culture shift)
 - Deployed a department level and all region daily safety huddle initially focused on avoiding adverse outcomes and communication and evolved into a daily accountability tool for leader standard work, productivity, safety, consumer experience, growth, and quality
 - Determined best place of service balancing cost with patient safety and quality (e.g., observation stays in the emergency department, emergency department throughput, swing bed stays, 340b and provider based eligible services)
 - Redesigned the care continuum, starting and stopping services balancing community need and affordability
 - Through strategic acquisitions, reduced duplication in the market (e.g., imaging, ambulatory surgery, therapy)
 - Designed and deployed access to care tactics (e.g., call center, centralized scheduling, centralized prior authorization with accompanying metrics)
 - Supported workflow analysis by multiple teams of leaders and staff (e.g., operating room flow, turnaround time, occupancy levels, first case on time start; med/surg linen utilization) and incentivized physicians to participate

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- Maximized automation using digital tools and EMR
- Achieved HFAP and Blue Distinction accreditation
- As Regional President with system responsibilities, led a cross functional team designed to address clinical variation in expected length of stay compared to actual length of stay; utilized data and created tactics and measurements (e.g., interdisciplinary care coordination, patient placement, bed turnaround, transportation, hospitalist assignments, at risk patient identification, discharge plan created on admission) to reduce LOS; in first year, achieved reduction excess days at academic medical center affording \$1M net in backfill opportunity
- As Incident Commander, led COVID-19 activities; achieved 200 days with zero COVID positive residents in three long-term care facilities, zero worker to worker exposures and recognition as alternative care site by the State of MN
- Created a robust, effective framework to develop and sustain a high reliability culture of safety using performance outcomes based in Lean Daily Management; implemented a daily safety huddle engaging all levels of staff in the region; days without a serious safety event exceeded 100 frequently
- Utilized vast experience in complex problem solving and keen facilitation skills to accomplish the following:
 - Re-positioned the organization to be part of an integrated health system, providing support to the Board of Trustees during sale of the Medical Center from the City to Avera Health in 2008/09
 - Facilitated Governing Board, City Leadership, and Community Stakeholders to evaluate options for remaining independent versus moving to health system and related business terms
 - Created a communication timeline for stakeholders and associated cadence
 - Facilitated many employee and community forums
 - Led negotiating process and details surrounding complex business terms
 - Negotiated a \$27M acquisition of a privately held competing medical clinic to create a single medical community
 - Added the 25 physician/APP medical group to existing employed provider group
 - Created and deployed a culture shaping process
 - Designed and deployed a practice integration timeline
 - Orchestrated acquisition of five single doctor optometric practices, one ophthalmology practice consisting of two physicians, and two critical access facilities, \$10M and \$25M in net revenue respectively
 - Strategic vendor partnership to outsource therapy services to a privately held therapy business which tripled the volume of business and expanded service offerings creating a profitable business line; later acquiring their competing business in the community
- Led efforts to settle several contracts with labor unions without arbitration or strike
- Beginning from zero employed providers, recruited 120 employed Physicians & Advance Practice Professionals to community and surrounding region
- Created several business plans including inpatient behavioral health, cancer center, physician office building, new emergency department, practice and facility acquisitions, and building projects; all business plans were implemented, and business objectives were met when look back accomplished
- Established vast network of colleagues in MN and across the U.S. through Board Service and Leadership
- Established strategic partnership with Marshall Police Department to address staff security concerns
- Established region wide opioid reduction committee reducing opioid prescriptions across all specialties

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- System wide activities realized several outcomes – created framework for the formation of 16 clinical service lines; strategic liaison for small rural facilities creating operational alignment; organized more than 100 rural entities during pandemic for networking and thought leadership; launched pricing tool
- Key accomplishments with Clinical Service Line leadership:
 - Clinical Laboratory (Administrative Dyad):
 - Created laboratory strategic plan, brand promise, and tactical goals
 - Addressed clinical variation in laboratory testing resulting lower cost per DRG
 - Created a dashboard for cost per test by site
 - Standardized blood utilization
 - Created a successful business and implementation plan for sole source vendor for chemistry analyzers throughout the health system, the only initiative of this type in the system
 - Created and deployed a direct-to-consumer laboratory menu
 - Consolidated microbiology to leverage cost, quality, expertise, and turnaround time
 - Brought expertise into key roles within the service line – supply chain, LIS, billing, laboratory network business development
 - Responsible for the system wide contract with independent pathology group
 - Addressed evolving needs of COVID-19 testing during pandemic
 - Behavioral Health (Administrative Dyad):
 - Created strategic and tactical plans including several access strategies – primary care and behavioral health integration, therapy growth, telemedicine
 - Reduced clinical variation in partnership with laboratory service line for inpatient admissions
 - Brought disparate outpatient settings together for cross referrals and single brand promise
 - Deployed PHQ9 into all patient assessments in all service lines
 - Nephrology/Dialysis (Administrative Dyad):
 - Created single set of clinical policies for adaptation at individual dialysis sites
 - Selected sole vendors for supply chain reducing overall cost
 - Created and implemented business plans for dialysis center expansion
 - Eye care (Administrative Dyad):
 - Created customer service approaches for disparate clinics
 - Assessed and identified key vendors for single source equipment purchases
 - Implemented best of breed clinical documentation system integrated with system EMR

Interim President/CEO

Avera Marshall Regional Medical Center – Marshall, MN

Dec 2006 – May 2007

- Established priorities and created organizational direction with a focus on business development towards the status of regional referral center

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KEY ACCOMPLISHMENTS

- Led construction of an inpatient Behavioral Health Unit and oversaw strategic planning, relationship management and financial stewardship during the interim period
- Reorganized leadership structure
- Created strategic vendor arrangement with imaging vendor to advance CT technology

Vice President

Aug 2004 - Dec 2006

Avera Marshall Regional Medical Center – Marshall, MN

- Led and managed operations for home and community-based services, directing network development, strategic planning and marketing as well as Long Term Care Administrator responsibilities
- Opened first assisted living center in the community through a strategic partnership with a private equity firm

Interim Administrator

Mar – Aug 2005

Divine Providence Health Center – Ivanhoe, MN (Avera Partner facility)

- CEO for Hospital, LTC and 2 clinic locations and VP at Avera Marshall Regional Medical Center

Weiner Memorial Medical Center – Marshall, MN (became Avera Marshall in 2009)

Assistant Administrator

Mar 1999 - Aug 2004

Director of Home Health Services

Dec 1997 - Mar 1999

Assistant Head Nurse, Maternal-Newborn Coordinator

Sept 1994 – Dec 1997

Assistant Head Nurse, Nursery Coordinator

Oct 1989 – Sept 1994

Staff Registered Nurse

Jan 1988 – Oct 1989

Divine Providence Hospital & Home – Ivanhoe, MN

Jun 1981 – Jul 1987

Nursing Assistant

Memberships & Board Positions:

Gillette Children’s Specialty Healthcare: Governing Board Member (2023 – Present)

American College of Healthcare Executives: (2007 – Present), FACHE (Feb 2010)

Minnesota Hospital Association: Mission, Vision, Taskforce Chair (2018) / **MHA Chair** (Jun 2016 – Dec 2018) / MHA Board Member (2010 – Present) / Board Executive Committee (2012 – 2019) / Policy & Advocacy Committee (2008 – 2014) / PAC Ben Franklin Club Member (2008 – Present) / PAC Committee (2009 – 2019) / March Institute Planning Task Force Member (2011 – 2019) / Mental Health Task Force member (2011 – 2014) / Nurse Staffing Committee (2010 – 2019) / Special Task Force, Strengthening Healthy Communities – Task Force Chair (2014 – 2016)

American Hospital Association: Member (2021 – Present)/Next Generation Fellowship Mentor (2020 – 2021) / **Board of Trustees** member (2020) & Alumni Member (2021 – Present) / Regional Policy Board Chair (2020) / AHAPAC Committee (2020) / Region 6 Policy Board Member (2015 – 2017) / Region 6 Policy Board Alternate (2012 – 2014)

Women’s Health Leadership Trust (The TRUST): Member (2021 – Present)/Leadership Development Committee (2021 – 2022)/Leadership Mentor (2022- 2023)

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Women Business Leaders: Member (2021 – Present)

Women Venture: Volunteer Mentor Small Business Essentials Course (2021 – Present)

Marshall Area Chamber of Commerce: Board Member (2006 – 2012) / Organization & Leadership Committee Co-Chair (2006 – 2012) / Board Chair (2009 – 2010) / Ambassador (2002 – 2005)

Pride in the Tiger Foundation: Board Member (2005 – 2008)

Rotary Club of Marshall: Member (2002 – 2014) / President (2004 – 2005: Rotary Centennial Year)

Holy Redeemer Church: Finance Committee / Religious Education & Confirmation Educator / Choir Member

Southwest Initiative Foundation (SWIF): Executive Committee (2015 – 2018) / Board member (2013 – 2018)

Other: Paul Harris Fellow / United Way Volunteer

Selected Presentations

ACHE MN Fall Program – Panelist, “Bending the Execution Curve 9 Implementing Successful Organizational Change in Hospitals and Healthcare Organizations” (Nov 2018)

Break Out Program, MN Rural Health Conference - Law Enforcement Collaborative, Co-Presenter with Minnesota Department of Health, Minnesota Hospital Association and the Lincoln Country Sheriff (Jun 2018)

Guest Lecturer, Master of Healthcare Administration Class on Integrated Health Systems, University of Minnesota (Oct 2012 & Jan 2013)

Minnesota Public Radio, Interview on Health Reform (Oct 2010)

Minnesota Public TV (TPT), “Implications to Hospitals under Federal Health Reform”, Panelist, (Sep 2010)

Michigan Hospital Association Annual Trustee Conference, Keynote Presenter, “We Can’t Go It Alone: Why Integration is a Winning Strategy” (Oct 2009)

Marshall Chamber of Commerce Leadership Academy Healthcare & Avera Marshall (annual presentation 2004 - 2018)

Avera Aspiring Leaders Program, Keynote Presenter, “Women in Leadership & Leadership Lessons” (annual presentation 2018-2020)

Awards and Recognitions:

AHA Grassroots Champion for the State of Minnesota (2015)

Minnesota Hospital Association Spirit of Advocacy Award (2015)

Governor Dayton’s Blue-Ribbon Commission, University of Minnesota Medical School (2014)

Avera Marshall Caring with Leadership Award (2006)

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References Available Upon Request

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Mary Maertens

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telephone: 507-829-5127 (c)

LinkedIn: www.linkedin.com/in/mary-maertens-rn-phn-mha-fache

2485 240th St
Marshall, MN 56258

For the attention of State of MN Secretary of State

Board Title: Board Member – Executive Board of Direct Care & Treatment

Dear Sir/Madam,

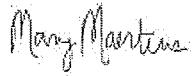
I am writing to express my interest in the board member position recently made available through the State of MN. I believe my skills, C-suite accomplishments and extensive board experience make me ideally suited to this role.

As you will see from my enclosed CV, I am a strategic thinker with a wealth of experience and successes within the healthcare continuum. I possess a unique combination of clinical and business expertise and have a strong academic background including a Master's in Healthcare Administration and a Bachelor of Science in Nursing. I am currently licensed as a Registered Nurse and Nursing Home Administrator. I possess a deep understanding of health sector business mechanisms and I have a strong track record delivering on strategic positioning initiatives which benefit the customer, enhance the brand and deliver important gains.

With a strong background in hospital operations and behavioral health service line leadership, I am uniquely positioned to support the objectives of the Executive Board. In addition, I have held several non-profit board positions including state, regional and national trade association roles, economic development boards, community and hospital boards.

Thank you for your time and consideration of my application. I look forward to hearing from you. Please contact me for any additional information I can provide.

Sincerely,



Mary Maertens

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