

**GRAND TRAVERSE COUNTY  
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD**

**SPECIAL MEETING  
Tuesday, June 3, 2025  
9:00 a.m.**

**Open to the public  
Garfield Township Hall  
3848 Veterans Dr  
Traverse City, MI 49684  
Upstairs Main Hall**

**AGENDA**

- 1. CALL TO ORDER**
- 2. ROLL CALL** the member must announce his or her physical location by stating the county, city, township, or village and state from which he or she is attending the meeting remotely.
- 3. CEO INTERVIEW**
  - James Arp
- 4. PUBLIC COMMENT**
- 5. ADJOURNMENT**

# JAMES ARP, MHA, MBA

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## PROFESSIONAL SUMMARY

Extensive expertise leading complex, multidisciplinary operations with for-profit and non-profit healthcare systems. Successful record of career advancement to senior positions of operational oversight and strategic growth initiatives in both acute and home and community-based settings. A servant leader who has consistently achieved positive results in patient, caregiver, provider and governing board relations and engagement. Demonstrated mission-driven leadership to advance community healthcare improvement and advocate for whole person care across the continuum of healthcare delivery.

## PROFESSIONAL EXPERIENCE

### **Mary's Woods Senior Living Community (CCRC), Lake Oswego, Oregon**

#### **Chief Executive Officer | 2021-2024**

#### **Interim Chief Executive Officer | 2021**

Chief Executive Officer for over 800 resident continuing care retirement (Life Plan) community, including independent living, assisted living, residential care, and memory care neighborhoods and clinic serving residents living an active lifestyle in their senior years. Annual resident services revenue of \$41.5 million.

- Provided solid, steadfast leadership, restoring confidence in leadership team to deliver expected performance.
- Led operational planning during covid pandemic to ensure health and safety of residents and staff.
- Led post-covid recovery planning to return and rebuild operational capacity to deliver financial and service amenities and standards to pre pandemic levels.
- Net operating margin improvement of 63% from FYE 2023 through FYTD 2024 (six months), following NOM improvement from (4%) to 1.8% the previous fiscal year.
- Consistent year over year improvement in resident and staff satisfaction ratings during my tenure.
- Led turn-around in health services neighborhood leadership, quality, and service delivery performance.
- Implemented reorganization plan to streamline Sales, Marketing, Communications, Resident Relations, and Philanthropy departments to better serve prospective, new, and existing residents and achieve occupancy goals.
- Sustained high Independent Living occupancy (>95%) throughout pandemic and post-pandemic recovery.
- Doubled occupancy in healthcare resident population during post pandemic recovery efforts.

### **Providence St. Joseph Health, Portland, OR**

**2005 - 2020**

#### **SENIOR VICE PRESIDENT & CHIEF OPERATING OFFICER | Home and Community Care**

**2018 - 2020**

Led operations and integration of multiple service lines for PSJH across Washington, Alaska, Oregon, and California. Service lines included Home Health, Hospice, Palliative Care, Home Medical Equipment, Home Infusion & Pharmacy Services, Program of All-Inclusive Care of the Elderly (PACE), and Skilled Nursing & Assisted Living Facilities. Total portfolio generated \$1.1B in net operating revenue and \$160M in EBIDA in 2019.

- Led integration of all Home & Community Care (HCC) services across PSJH regions. Integration activities included realigning reporting relationships and establishing service line leaders and leadership councils to drive governance, communication, education, best practices and metrics within each service line.
- Led implementation of expansion plans in the home infusion service line in Seattle, Spokane and California and PACE programs in Kent and Spokane, Washington.
- Developed and led an operational improvement plan to enhance the SNF service line performance to budgeted performance expectations.

- Directed and successfully obtained CON approval to expand Hospice and Home Health services into Clark County, Washington.
- As a line of business, HCC grew net operating revenue by 12% in 2018 & 2019 and is well positioned for continued year-over-year growth.
- Provided regular reports on progress of operations and integration at system Executive review forums, and HCC Community Ministry Board meetings.
- Served as the HCC executive on Oregon Region Executive Council and Operations Council to ensure continued integration and coordination of care across the local integrated delivery system.

#### **CHIEF EXECUTIVE | Home and Community Services, Oregon Region**

2012 - 2018

Led operations for multiple service lines for home and community services in the markets served by Providence within Oregon. Service lines included Home Health, Hospice, Home Medical Equipment, Home Infusion & Specialty Pharmacy Services, PACE, Palliative Care, Comprehensive Pain Management, and Skilled Nursing/Assisted Living Facilities. Total portfolio represented \$409M in net operating revenue and \$59M EBIDA in 2019.

- Led consistent year-over-year growth in multiple service lines in Oregon, including Home Health, Home Infusion, Specialty Pharmacy, Home Medical Equipment and PACE.
- Formed Credena Health, LLC, a specialty pharmacy, to serve as the central specialty pharmacy for all of Providence St. Joseph Health's five state operations.
- Opened three new PACE health and social centers in the Portland metropolitan market. The Oregon PACE program served more than 1,600 participants and is the fifth largest PACE program nationally.
- Developed a Regional Senior Health Program, focusing on a strategic and clinical approach to better serve the most rapidly growing, highest healthcare needs population. Participated in first cohort of Age Friendly Health System initiative sponsored by IHI and Robert Wood Johnson Foundation.
- Led the development of Elder-at-Home, a multidisciplinary 24/7 service to meet the needs of the most vulnerable, chronically ill seniors in Providence Health Plan's Medicare Advantage program.
- Led the development of a regional Comprehensive Pain Management Service serving the Portland market.
- Integrated Medford Home Health, Hospice and Home infusion services into regional home and community services infrastructure.
- Assumed oversight and led turnaround of regional palliative care program, more than doubling the capacity and providers providing consultation to those suffering from serious life-limiting illnesses.
- Served as chairperson for Oregon region reduce-cost initiative, which achieved more than \$250M in operational savings over three years.

#### **CHIEF OPERATING OFFICER | Providence Portland Medical Center**

2007 - 2012

Led operations, regional programs, facility master planning and construction for this Magnet Designated 485-bed quaternary medical center in Portland, Oregon, representing net operating revenue of \$650M.

- Executive oversight and direction of completing a 500,000 square foot, \$230M, new patient tower and premier cancer center.
- Executive oversight and direction of \$12.6M critical care expansion to modernize & increase capacity.
- Served as Portland Service area matrix service line executive for regional hospitality services, behavioral health program, respiratory therapy, inpatient rehabilitation, and volunteer services for all Providence Portland based medical centers.

#### **CHIEF EXECUTIVE Officer | Providence Hood River Memorial Hospital & Columbia Gorge Service Area**

2005 - 2007

Led operations, strategic planning and implementation for this 25-bed critical access hospital, multi-specialty medical group, senior & supportive housing, and assisted living facility in Hood River, Oregon.

- Led medical staff and Board of Directors through specialty physician community needs evaluation, resulting in the addition of urology, internal medicine, pediatrics and radiology specialists.

- Led master facility planning process resulting in the capital approval of a \$46M facility renovation and expansion to meet the growing community healthcare needs.
- Led and sustained top 10 percentile patient satisfaction and high caregiver engagement and quality outcomes during tenure.

**Chief Executive Officer | Crossroads Regional Medical Center, Wentzville, MO**

**2003 - 2005**

Led operations and strategic planning for this 86-bed community hospital affiliated with Essent Healthcare, a for-profit hospital system.

- Opened new OB service, including recruitment of OB/GYN, anesthesia, and pediatric specialists to provide 24/7 service and constructed state of the art birthing and operating (LDRP) suites to serve the rapidly growing population of this St. Louis suburb.
- Started a Hospitalist program to provide dedicated inpatient physician services for the community.
- Led aggressive physician recruitment efforts, successfully recruiting several primary care and specialty providers to the community.

**Chief Executive Officer | Colorado River Medical Center, Needles, CA**

**1999 - 2002**

Led operations and strategic planning for this 53-bed community hospital affiliated with Province Healthcare, a for-profit hospital system.

- Led construction and opening of 36,000 square feet of medical office space in Ft. Mohave, Arizona, which was fully leased within 12 months of completion.
- Proposed and attained capital approval to build a new 60-bed hospital at the Ft. Mohave location to serve this rapidly growing market and strategically position the organization to compete in the region.
- Successfully led several physician recruitment engagements to completion.

**EDUCATION**

**Master of Business Administration** – University of Missouri-Columbia

**Master of Healthcare Administration** – University of Missouri-Columbia

**Bachelor of Science, Health Services Management** (Cum Laude) – University of Missouri-Columbia

American College of Healthcare Executives, Member