

Forrest A. Daniels, MPA, DSc, FACHE FADaniels1@gmail.com ▪ [LinkedIn](#)

SUMMARY

Accomplished healthcare executive with comprehensive operations experience in hospitals, ambulatory care and other healthcare facilities. Adept at cross-functional analysis and collaboration. Results-driven entrepreneurial leader with broad experience in start-up organizations and change management. Strategic thinker with expert regulatory compliance oversight and process optimization skills. Culturally aware problem solver.

Highlights of Expertise

- Evidence-based Management
- Risk Reduction and Avoidance
- Profit & Loss Accountability
- Budget and Finance Management
- Decision Making and Problem Solving
- Team Leadership, Coaching and Mentoring
- Professional Working Proficiency – Spanish
- Client Relationship Management
- Strategic Alliances
- Performance Improvement

EDUCATION

DSc – Healthcare Leadership, The University of Alabama-Birmingham

MPA - Health Services Administration, Indiana University-Northwest

BBA – Accounting, Howard University

LICENSURE / CERTIFICATIONS / HONORS

- Board Certified in Healthcare Management
- Fellow of the American College of Healthcare Executives (FACHE)
- American College of Healthcare Executive Service Award
- Leadership Montgomery (MD) – CORE graduate
- Leadership Rhode Island – CORE graduate
- Clifton Strengths; *Belief, Context, Responsibility, Developer and Connectedness*

PUBLICATIONS

Collins, C; Daniels, F., Evans, R., et al., 2008, *The National Association of Health Services Executives: 40 Years of Breaking the Color Line In Health Care Management*. Chicago: G. Rumsey Publisher.

Daniels, F. A., 2005, “American Kidney Fund Reaches Out to Minority Communities at Risk for CKD.” *Nephrology News and Issues*, 19 (11): 47,48.

Daniels F. A., “Chronic Kidney Disease: Awareness, Education and Intervention,” *Community Health Forum*, September/October, 2005, 6 (4): 46-49.

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Daniels, F. A., 2005, “Community-based Interventions: Focus on Chronic Kidney Disease,” *National Black Nurses Association News*, Spring, pp 25-27.

Daniels, F. A. and Palmer, S., 2003, “The American Kidney Fund’s Effort to Help Minorities with CKD.” *Nephrology News and Issues*, 17 (11): 52-54.

Daniels, F. A., “A Call To Minorities in Health Care,” *Austin Weekly News*, December, 2001, 16 (50)

LECTURES/PRESENTATIONS

Bryant University Healthcare Summit, “*Racial and Socioeconomic Barriers to Healthcare Access*,” Smithfield, RI, May, 2023

American Correctional Association’s 2014 Winter Conference, “*Administrative Management in Correctional Health Care Delivery*,” Tampa, FL, February 2, 2014

George Washington University, Washington, D.C., Minority Health Practice and Policy Class, Oct. 25, 2005

National Resident Summit, Washington, D.C., September 8, 2005

National Association of Health Services Executives 20th Annual Educational Conference, “*Chronic Kidney Disease-Disparities in Health Care*,” Detroit, MI, October 6, 2005

Annual Leadership Summit on Health Disparities. “*Forging Stronger Community Partnerships*.” Washington, D.C., April 27, 2005

PROFESSIONAL/CIVIC AFFILIATIONS and COMMUNITY SERVICE

AUPHA – Member (2024 – present)

American College of Healthcare Executives, 1992-Present

- Rhode Island Chapter – Board member (2023 – Present)
- Regent’s Advisory Council (2001 – 2003, 2006 – 2008)
- National Research and Higher Education Committee (2003 – 2006)
- Triangle Healthcare Executive Forum – Board member (2011 – 2012)

National Association of Health Services Executives, 1992 – Present

- Chicago/Midwest Chapter, Corresponding Secretary (1995, 1996)
- Washington, D.C. Chapter, Chair, Education & Programs, 2006
- National Research Committee (2005 – 2010)

CASA of the Mid-Shore (Court Appointed Special Advocate; 2021 – Present)

Providence Emergency Management Agency (PEMA) – (2022 – Present)

Manna Food Center (Board of Directors; 2018 – 2023)

Montgomery County Coalition for the Homeless (Board of Directors; 2018 – 2023)

WHCP-LP Community Radio (Disc Jockey; 2021 – 2022)

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Community Emergency Response Team (CERT), Montgomery County, MD; (2017 – 2022)
My Brother's Keeper Alliance (Youth Mentor/Tutor); (2016 – 2018)
D.C. Mayor's Commission on HIV/AIDS; (2013 – 2014)
Coalition on Correctional Health Authorities; (2013 – 2014)
Project ACCESS of Durham County; Board of Directors. (2008 – 2010)
Urban Ministries of Durham; Board of Directors-Finance Committee, (2008 – 2012)
Invest-n-Kids Program; Mentor, (2008-2012)
Indiana University Alumni Association-Washington, D.C. Chapter, Treasurer, (2003 – 2006)
Institute for Diversity in Health Management; Preceptor, (1999 – 2003)
South Shore Baptist Church; Treasurer, (1998 – 2003)
Albert Schweitzer Chicago Urban Fellows Program; Selection Committee, (1996 – 1998)

WORK EXPERIENCE

CHIEF EXECUTIVE OFFICER – Rhode Island Free Clinic, Providence, RI

Developed and executed innovative staff retention strategies, significantly increasing average staff tenure beyond two years. Initiated and cultivated unique partnerships, such as the integration of music with health programs, to enhance patient care and community outreach. Designed clinic's first employee retention plan, leading to two internal promotions and reinforcing staff engagement. (2022 – March 2024)

- Head coach to team of 16 staff and 500+ volunteers, delivering comprehensive free healthcare services to uninsured adults in Providence, RI.
- Secured a 40% increase in funding for a key annual fundraising event, directly enhancing the clinic's operational capabilities.
- Revamped and improved Volunteer Recognition Program from subjective criteria to objective and inclusive.

CHIEF EXECUTIVE OFFICER – Eastern Shore Hospital Center

Government of Maryland – *Department of Health Healthcare System*

Provided change leadership for 84 bed, Joint Commission accredited forensic psychiatric hospital; staff of 200. (2019 – 2021)

- Successfully earned Joint Commission re-accreditation
- Stood up Incident Command and Quarantine Unit during COVID-19
- Kept patients free of COVID-19 for over 300 days

CHIEF OPERATING OFFICER – Clifton T. Perkins Hospital Center

Government of Maryland – *Department of Health Healthcare System*

Supported Chief Executive Officer at 287 bed, Joint Commission accredited, maximum security forensic psychiatric hospital; staff of 550. Supervised, Dietary, Facilities (Maintenance), Security/Police, IT and Volunteer Services. (2019)

- Promoted to Chief Executive Officer of Eastern Shore Hospital Center

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DEPUTY DIRECTOR FOR OPERATIONS – Health Regulation and Licensing Administration (HRLA)

Government of the District of Columbia – Department of Health

The Health Regulation and Licensing Administration (HRLA) protects the health of residents and visitors of the District of Columbia through an effective regulatory framework. 2014 – 2018

- Managed \$25 million dollar annual budget.
- Implemented new internal control initiatives to mitigate financial risk exposure and improve customer service experience.
- Initiated Operations meeting with managers to facilitate communication and collaboration.

HEALTH SYSTEMS ADMINISTRATOR

Government of the District of Columbia – Department of Corrections

Responsible for the care and custody of male, female and juvenile pre-trial detainees and sentenced misdemeanants. 2012 – 2014

- Contract administrator of \$84 million dollar medical service contract.
- Established new medical clinic in Central Cell Block.
- Wrote successful Certificate of Need (CON) for new Central Cell Block Clinic.
- Co-authored report to D.C. City Councilmember on pre-release HIV/AIDS testing of inmates.
- Identified and mitigated significant pharmaceutical risk exposure for agency and District.
- Installed as Agency representative on D.C. Mayor’s Commission on HIV/AIDS.

CHIEF OPERATING OFFICER / CHIEF COMPLIANCE OFFICER / SAFETY OFFICER

Lincoln Community Health Center, Durham, NC

A Joint Commission accredited Federally Qualified Health Center (FQHC) offering a wide range of health services, including adult medicine, pediatrics, adolescent, dental, behavioral health, and prenatal care. Member of Senior Management team for multi-site, primary care practice with \$19 million operating budget, serving 38,000 patients with 140,000 encounters. 2008-2010

- Developed and implemented organization’s first corporate compliance program.
- Led expansion of Women, Infant & Children’s (WIC) program to new off-site location.
- Implemented multi-departmental conversion from manual to computer-based data tracking and reporting.
- Obtained \$170,000 in grant awards.
- Co-led organization through successful Joint Commission inaugural accreditation.
- Co-led creation and development of separate fund-raising organization.

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PRINCIPAL

Daniels Consulting, Chicago, IL

Principal for healthcare consulting firm specializing in the provision of operational, organizational and health policy consulting services. 2006-2007

- Served as ambulatory care clinic's Interim Chief Operating Officer.
- Conceived, developed and launched successful employee morale campaign.
- Assisted with conversion to Centricity Electronic Health Record System (EHRS).
- Performed grant reviews for federal Health and Human Services agencies.

DIRECTOR, MINORITY HEALTH PROGRAMS

American Kidney Fund, Rockville, MD

Provides nearly \$155 million in treatment-related financial assistance to over 87,000 dialysis patients nationwide. Leadership Team member of *national health organization* serving people with and at risk for kidney disease. Responsible for management of national outreach program. Direct report to Board of Directors and Executive Director. 2003-2006

- Successfully developed, launched and implemented new national multi-site minority health outreach program; including launch of new 3rd outreach city.
- Conceived, developed and implemented nation's 1st Spanish-language HelpLine in renal community; targeting over 1 million Spanish-speaking adults, nationwide.
- Developed and implemented new national outreach database.
- Co-developed "Kidney Module" for community replication.

FOUNDING EXECUTIVE DIRECTOR

Loretto Hospital Foundation, Chicago, IL

Founding chief executive of fund-raising entity for Disproportionate-Share hospital, reporting to Board of Directors. Responsible for all aspects of start-up and development. 2000-2003

- Successfully recruited ten (10) new Board of Director volunteers.
- Developed and implemented first organizational strategic plan.
- Secured over \$300,000 of cash and in-kind contributions.
- Secured and assisted in development of pro-bono Foundation web-site; saved \$40,000 in expense.
- Wrote various programmatic proposals and secured \$30,000 in grants.
- Coordinated successful 1st and 2nd annual golf outings; netted over \$46,000.

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**SPECIAL ASSISTANT TO THE PRESIDENT AND CHIEF EXECUTIVE OFFICER
Loretto Hospital, Chicago, IL**

A 223-bed, not for profit, acute care, disproportionate-share hospital, with more than 500 employees. Member of Senior Management, assisted President and Chief Executive Officer, Medical Staff and Board of Trustees in various project implementations. 1998-2000

- Supervised planning, construction and implementation of new *Center for Wound Care and Hyperbaric Medicine*; on-time and under budget.

**ASSOCIATE EXECUTIVE DIRECTOR-MARKETING & PLANNING
Near North Health Service Corporation, Chicago, IL**

One of Chicago's largest Federally Qualified Health Centers (FQHC) and is Joint Commission accredited. Member of Senior Management team with \$15 million operating budget. 1995-1998

- Held P&L responsibility for health center with staff of 28, budget of \$1.5million and 15,000 encounters.
- Testified to members of U.S. Congress on Medicaid HMO marketing abuses.
- Developed and implemented corporation's first Marketing Plan.
- Successful grantwriter, resulting in \$750,000 award for Federal Empowerment Zone grant.

**ASSOCIATE DIRECTOR
New City Health Center, Inc., Chicago, IL**

A Federally Qualified Health Center (FQHC) with \$3.1 million budget and staff of 69. Administered and supervised day-to-day operations of financially distressed organization. 1994-1995

- Reduced patient "no-show" rates; resulted in 20% increase in provider productivity.
- Initiated enhancements in referral and billing procedures; resulted in 15% increase in revenue.
- Developed and implemented "Spanish Task Force."
- Developed and initiated Supervisor's Group.

**ADMINISTRATIVE FELLOW
Northwestern Memorial Hospital, Chicago, IL**

Northwestern Memorial serves as the primary teaching hospital for Northwestern University Feinberg School of Medicine. Reported to the Chief Executive Officer of 700 bed teaching hospital. 1993 – 1994

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ADMINISTRATIVE RESIDENT

University Medical Center of Southern Nevada, Las Vegas, NV

Performed various tasks at county hospital and Level I Trauma Center during three-month internship. Summer – 1992

STAFF AUDITOR

Spicer & Oppenheim, LLP, New York, New York

Performed audits for clients of national accounting firm. 1988 – 1990

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