

# Don McDaniel

CHIEF EXECUTIVE OFFICER



Trailblazing healthcare economist and serial entrepreneur, bold provocateur and speaker, passionate about markets

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Healthcare is grossly imperfect, opaque, and highly frustrating to most involved. Consumers are an afterthought, mostly pawns in a morass of cronyism and protectionism among an entrenched status quo. There are pockets of excellence, but also high variability; not the requisite consistency, reliability, and transparency we would expect from such a critical industry. It is this paradox, “the best of times, the worst of times” that captured Don McDaniel’s imagination over 30 years ago and drives him (crazy) today.

An industry leader and serial entrepreneur with more than 30 years’ experience, Don has experienced the industry’s dysfunction from many seats. He’s served as a health system, physician enterprise, technology, and insurance industry executive, an operating partner for a healthcare venture capital firm and a formal and informal advisor to many entrepreneurs and leaders. He founded several new ventures, including Canton & Company. Consistent across his diverse background is helping disruptive healthcare companies of all sizes and at various stages succeed. He is an active and seasoned board member, executive coach, investor and leadership sherpa.

Parallel to his work in industry, Don is committed to educating and mentoring next generation leaders. A founding faculty member of Johns Hopkins University’s “business of medicine” MBA program, Don has been teaching health economics, and a variety of strategy, business and public policy course for more than 25 years, including a long stint at his alma mater, The Johns Hopkins University, with teaching appointments at Carey Business School and the Bloomberg School of Public Health. In 2018, he became the first Entrepreneur-in-Residence at Thomas Jefferson University’s College of Population Health, where he continues as a faculty member. In 2023, Don joined UCL’s (London) new Global Business School for Health, as an inaugural Health Executive in Residence.

Don brings this world of experience and the lessons of “many failures, some successes to his role as an innovative thought leader, and a dynamic, entertaining, sought-after speaker, writer, and facilitator. He has delivered hundreds of speeches across the globe, including delivering keynote addresses at prominent industry events.

An unabashed acolyte of Milton Friedman, Thomas Sowell and Clayton Christensen, Don is a convicted believer in the power of markets and committed to disrupting the old order to reshape the healthcare industry.

## Representative Accomplishments

**Supported multiple turnarounds, workouts, and reengineering** of distressed and challenged businesses, including medical groups, insurers/managed care entities, business process outsourcing (BPO) firms, revenue-cycle management firms, value-based care networks (ACO, IPA, CIN), health information technology firms, medical device/smart appliance firms, and consulting firms, among others.

**Led multiple board, strategic and business planning initiatives** for hospitals, health systems, physician enterprises, insurers, management organizations, technology firms, academic institutions, trade associations, health information technology firms, medical device firms, private equity/venture capital firms, etc.

**Multi-time board and advisory board member, and executive advisor, mentor, and coach** for firms in and around the healthcare industry. **Coached, advised, and mentored dozens of entrepreneurs and their start-ups** in the health services, device, HealthTech, tech-enabled services, professional services, and data analytics sectors.

**Providing buy-side and sell-side, advisory, merger/acquisition support, and capital formation services** to investors, targets, and strategic participants. **Raised over a half-billion dollars for clients and affiliates**, artfully designing and leading successful M&A advisory and strategic options engagements, leading to first fundings, recapitalizations, and exits.

**Worked extensively with a variety of physician organizations, including** physician groups, independent practice associations, accountable care organizations, clinically integrated networks – including activities related to physician network development and contracting, third party contracting, ancillary network contracting, development of payment and incentive systems, and implementation of administrative and technology infrastructure.

**Managed various information technology, platform, data analytics and tech-enabled vendor selection efforts** across all segments of the industry.

**Participated in substantive health policy and regulatory initiatives.** Named Commissioner on State of Maryland's 1115 Waiver Advisory Group, supporting Maryland's pursuit of an 1115 Waiver from the U.S. Department of Health and Human Services. Acted as the project leader and principal advisor to a Sovereign Indian Nation developing its own Medicaid Managed Care Entity.

**Founder/operator six (6) healthcare businesses** including 3 management consulting firms, a Healthcare BPO/managed services business, an insurance tech-enabled services firm and a training and education services social enterprise. Had successful exits from 3 firms he started.

**Founding advisor, developer, and faculty member of the largest Physician/Executive MBA program in the United States**, a joint venture of The Johns Hopkins University and The Johns Hopkins School of Medicine.

**Founding advisor and faculty member of DreamIt Health Baltimore**, a healthcare venture incubator formed by The Johns Hopkins University and DreamIt Ventures.

## Representative Publications and Speaking Engagements

- McDaniel, RD (February 2022). *Panel on Healthcare at Home*. McGuireWoods 18th Annual Healthcare Private Equity & Finance Conference, Chicago, IL.
- McDaniel, RD (February 2022). *Innovation in Rural Health*. AHA Rural Health Consortium, Phoenix, AZ.
- McDaniel, RD (February 2021), *Panel Smart Assessment of the Health@Home Opportunity*. Association for Corporate Growth (ACG).
- McDaniel, RD (March 2021). *Top Issues for FQHCs*. Athena Health Webinar.
- McDaniel, RD (September 2019). *Finding a Successful Business Model for Digital Health*. Moderated session featuring Jeff Fritz, CEO, Revel Health, Melissa Kjolsing, CEO, Recovree, and Sauren Patel, MD, CEO, Vital Health Links. MedCity INVEST Conference. Minneapolis, MN.
- McDaniel, RD (April 2019). *Providers and Payers Dip Their Toes into the Venture World*. Moderated session featuring Rick Gordon, Director, Inova Health System, Jessica Zeaske, Partner, Echo Health Ventures, Akhil Saklecha, MD, Partner, Cleveland Clinic Ventures, and Eric Steager, VP, Corporate Venture Capital, Anthem. Chicago, IL.
- McDaniel, RD (March 2019). *The New Value Investing: How Private Investors are Weighing in on Healthcare's Value Movement*. Moderated session featuring Steve Klasko, MD, CEO, Thomas Jefferson University, Ron Kuerbitz, CEO, agilon health, Ravi Sachdev, Partner, Clayton, Dubilier & Rice, and Bill Wulf, MD, CEO, Central Ohio Primary Care. Philadelphia, PA.
- McDaniel, RD (November 2018 and September 2018). *Act Like a Doctor, Think Like a Health Plan: How Physician Enterprises Can Become Cost-of-Care Leaders*. VA-DC HFMA Fall Education Conference. Virginia Beach, VA. Centricity Health User Group (CHUG) Fall 2018. Nashville, TN.
- McDaniel, RD (March 2016). *The Power of Real-Time Analytics at the Point of Care*; Moderated session featuring Keith Dunleavy, M.D., CEO, Inovalon, and Lidia Fonseca, SVP & CIO, Quest Diagnostics, HIMSS 2016 Annual Meeting, Las Vegas, NV.
- McDaniel, RD (February 2016). *Making Value-Based Care Less Novel, More Normal*; Philadelphia Collaborative Roundtable for Healthcare Executives sponsored by Philips. Philadelphia, PA.
- McDaniel, RD (January 2016). Moderator: *Future of Healthcare's Workforce*, Kronos for Healthcare Executive Summit. Scottsdale, AZ.
- McDaniel, RD (June 2015). *The Coming Industrialization in Healthcare: A 360° View*, HANYS 47th Annual Membership Conference. Bolton Landing, NY.
- McDaniel, RD (March 2015). *Industrializing Healthcare: How Transparency, Efficiency and Markets Will Transform the Industry*, Jefferson College of Population Health Colloquium. Philadelphia, PA.
- McDaniel, RD (March 2015). *New Business Models for Healthcare*, Panel Member. MidAmerica Healthcare Venture Forum. Chicago, IL.

- McDaniel, RD (February 2015). *Driving Healthcare Innovation: Accelerations, Funding and Commercialization*. 2nd Annual Healthcare Business Association Conference, Johns Hopkins Carey Business School. Baltimore, MD.
- McDaniel, RD (November 2014). *Beyond ACOs – The Sustainable Physician-Led Enterprise*. Fall Managed Care Forum. Las Vegas, NV.
- McDaniel, RD (May 2014). *Weathering Health Care’s Derechos*. The Rainmaker Alliances 20th Annual Super Conference, Orlando, FL.
- McDaniel, RD (March 2014). *Payment Redesign- Catalyst for Transformation: What’s an IPA to do?* The IPA Association of America. Las Vegas, NV.
- *McDaniel, RD (January 2014). The Value of the IPA in the New Managed Care Market*. Independent Eye Care Professionals. Phoenix, AZ.
- McDaniel, RD and Dan Munro (December 2013). *America’s Health Care Mess Demands Cleanup*. Pennsylvania CPA Journal.
- McDaniel, RD (November 2013). *Information Technology Optimization for Integrated Health Systems*. VHA-Mid-Atlantic Region. Harrisburg, PA.
- McDaniel, RD (October 2013). *Building a Sustainable Health Care Organization in the Era of Accountable Care*. AHIMA, Atlanta, GA.
- McDaniel, RD (October 2013). *Workflow, Change Management and Industry: The Drivers of Success in Tomorrow’s Health Care Market*. Centricity Healthcare User Group (CHUG). San Francisco, CA.
- McDaniel, RD (July 2013). *The Economics of Health Reform: Implications for Industry & Society*. Texas Society of CPAs. San Antonio, TX.
- McDaniel, RD (May 2013). *Emerging Reimbursement Models and Implications for Health System Improvement*. National CPA Healthcare Advisors Association. Dallas, TX.
- McDaniel, RD (November 2012). *2025: How Mega Trends Will Shape Accountable Care*. National Accountable Care Expo 2012. Las Vegas, NV.
- McDaniel, RD and Lou Galway (October 2012) *See Finances More Clearly with Health Care Cost Analytics*. SAS Webinar.
- McDaniel, RD (September 2012). *Advancing Analytics to Drive Accountable Care*. Community Health Institute (CHI)& EXPO. Orlando, FL.
- McDaniel, RD (June 2012). *Healthcare Market Overview*. Availity User Group. Houston, TX.
- McDaniel, RD (May 2012). *Proactively Managing Risk in a New Health Care Marketplace*. 9th Annual SAS Health Care & Life Sciences Executive Conference. Cary, NC.

- McDaniel, RD, D’Orazio, Daniel, and Brad Sutton, MD (April 2012). *Counting the Cost of Atrial Fibrillation: Use of Wireless Pacemaker Technology to Innovate Care Delivery*. Print issue of Modern Healthcare. Sponsored by St. Jude Medical.
- McDaniel, RD and Daniel D’Orazio (February 2012). *The Changing Role of Analytics for Health Care Providers*. Whitepaper. Sponsored by SAS.
- McDaniel, RD and Daniel D’Orazio (November 2011). *Remote Management of Cardiac Patients: The Forefront of a New Standard*. Modern Healthcare.
- McDaniel, RD and Daniel D’Orazio (Summer 2011). *U.S. Health Care: In Need of an Industrial Revolution?* Maryland Medicine. Baltimore, MD: MedChi. 8-11.
- McDaniel, RD (August 2011). ACO’s and the Sustainable IPA. East Hawaii IPA – 2011 Health Care Symposium. Kona, HI.
- McDaniel, RD (July 2011). *The Economics of Health Care Reform: Implications for Industry & Society*. Texas Society of CPAs 2011 Health Care Summit, San Antonio, TX.
- McDaniel, RD and Daniel D’Orazio (June 2011). *Can a tent change an industry and help transform your strategic thinking?* Building Baltimore. Baltimore, MD: ABC Baltimore. 14- 15.
- McDaniel, RD and Daniel D’Orazio (June 2011). *Going Beyond Meaningful Use with GE Healthcare*. Whitepaper.
- McDaniel, RD (May 2011). Accountable Care Organizations. Interview on Healthcare Business Network.
- McDaniel, RD and Daniel D’Orazio (Spring 2011). *US Healthcare: In Need of an Industrial Revolution?* Maryland Medicine. Baltimore, MD: MedChi.
- McDaniel, RD (April 2011). *Orchestrating Value in an Accountable Care Era*. Centricity Healthcare User Group, San Diego, CA.
- McDaniel, RD (March 2011). *Business Planning Overview*. LifeBridge Health System Leadership Academy, Baltimore, MD.
- McDaniel, RD (February 2011). *HIMSS Lunch and Learn: Accountable Care Organizations*. Moderator at Health Information Management and Systems Society 2011 Annual Meeting, Orlando, FL.
- McDaniel, RD and Daniel D’Orazio (December 2010). *Is the Sun Setting on the Private Practice of Medicine in Maryland?* Maryland Medicine (Autumn 2010). Baltimore, MD: MedChi.
- McDaniel, RD (December 2010). Co-Presenter in GE Healthcare and The IPA Association of America sponsored ACO Webinar Series (Part I), *Lessons Learned: Technology as the Enabler of Clinical Integration*.
- McDaniel, RD (October 2010). *The Economics of Health Reform: Implications for Physicians*. Strategies for Success Conference & Futures Expo, Montgomery County Medical Society. Rockville, MD.
- McDaniel, RD (October 2010). Will EHR Adoption Pave the Way for Health Transformation? AutumnLogic 2010 Annual User Group Conference. Manchester, NH.

- McDaniel, RD (September 2010). *The Three Imperatives Compelling Adoption of Clinical Information Technology*. Sisters of Charity Health System, Independent Physician Services Launch Event, Cleveland, OH.
- McDaniel, RD (March 2010). Maryland Governor's Workforce Investment Board's Focus Group on Health Information Technology Workforce, Facilitator.
- McDaniel, RD (January 2010). Luncheon Address: *The Impact of Health Reform on Business*. The Maryland Bankers Association's First Friday Economic Outlook 2010.
- McDaniel, RD (November 2009). *The Total Cost of Ownership in a Meaningful Use World*. Physician Practice (Vol. 19, No. 10). Baltimore, MD: CMP Healthcare Media, LLC.
- McDaniel, RD (August 2009). *An Economic and Policy Analysis of the American Recovery and Reinvestment Act and its Impact on Health Care Markets*. GE Centricity Healthcare User Group Annual Meeting. Washington, DC.
- McDaniel, RD (October 2008). Enhancing the Physician Enterprise in Maryland. Presented to The Governor's Task Force of Access and Reimbursement, Baltimore, MD.
- McDaniel, RD (2008, September). Minority Management Development Program-Health Care Strategic Planning and Economics/Finance Symposia. Presented to AHIP Foundation MMD Candidates, Baltimore, MD.
- McDaniel, RD (July 2008). Strategy and Globalization in Healthcare. Presented to Christus Muguerza Health System Leadership Forum, Reynosa, Mexico.
- McDaniel, RD (April 2008). The Economics of Quality in Health Care. Presented to the Texas Tech University Health Science Center's 3rd Annual OG-GYN Symposium, El Paso, TX.
- McDaniel, RD (January 2008). An Overview of the U.S. Pharmaceutical and Medical Device Regulatory Environment. Presented to The State Food and Drug Administration of China, Baltimore, MD.
- McDaniel, RD (April 2007). The State of Health Care – 2007. Presented at the LifeBridge Health System's Leadership Academy, Baltimore, MD.
- McDaniel, RD. (February 2007). Health Reform Alternatives. Debated at JB Grant International Health Society Lecture Series, Bloomberg School of Public Health, Johns Hopkins University, Baltimore, MD.
- McDaniel, RD, Basu, A, Kovel, DI & Batstone, I (December 2007). The U.S. Health Economy. In the Business of Medicine (Vol.1, chapter 8). Connecticut: Praeger Publishing.
- Fajardo, LL, Hurley, JP, Brown, BP, Summers, RW, & McDaniel, RD (March 2006). Business Plan to Establish a CT Colonography Service. The Journal of the American College of Radiology. 175-86.

## Awards and Affiliations

- Member, America's Health Insurance Plans (AHIP)
- Member, America's Physician Groups (formerly CapG)
- Member, American College of Healthcare Executives (ACHE)
- Member, American Medical Group Association (AMGA)
- Fellow, Business Learning Institute
- Member, Gerson Lehrman Group Healthcare Council
- Member, Health Information Management Systems Society (HIMSS)
- Member, Healthcare Financial Management Association (HFMA)
- Mentor, Johns Hopkins University Business Plan Competition
- Member, Leavitt Partners, Health Intelligence Partners
- Member, MedaCorp, a Leerink company
- Member, Medical Group Management Association (MGMA)
- Top CEO Advisors, Baltimore SmartCEO Magazine, February 2006
- Former Editorial Advisory Board Member, Briefings on Practice Management
- Editorial Board Member, Trend Watch, a publication of *The Alliance for Healthcare Strategy and Marketing*, 1998-2006
- Former "Ask the Expert" participant, *Modern Healthcare*
- *Dr. Henry P. and M. Page Laughlin 2011 Distinguished Authorship Award recipient, presented by MedChi, The Maryland State Medical Society, August 2011*
- *Speaker, Vistage International*

## Appointments

- Board Member, Red River Research, LLC, 2025 – present.
- Health Executive in Residence, UCL Global Business School for Health.
- Entrepreneur in Residence, Jefferson College of Population Health, 2019 – present.
- Board Member, Partners in Care, Corp., 2016–2018.
- Leadership Council member, New Jersey Healthcare Quality Institute, 2016–2018.
- Advisory Board Member, IC Med, 2017–2020.
- Advisory Board Member, Protenus, Inc., 2014–2024.
- Advisory Board Member, LifeBridge Health System Innovation Board, 2014–present.
- Advisory Board Member, President’s Leadership Council, Thomas Jefferson University, 2014–2025.
- Advisor to the Executive Director, American Academy of Home Care Medicine (AAHCM), 2017–2024.
- Senior Advisor, Applied Health Care Policy, Associated Builders and Contractors (ABC), 2017–present.
- Editorial Board Member, Healthcare Transformation Journal, 2015–present.
- Chairman, Sage Growth Partners, LLC, 2005–2018.
- Advisory Board Member, CareInnovations, an Intel Company, 2014–2018.
- Vice-Chairman, Continuum Health, LLC, 2014–2017.
- Senior Professional Faculty member, The Johns Hopkins University’s nationally recognized Business of Medicine MBA program for health care practitioners and executives, teaching *Health Economics and Strategy*, 1997–2015.
- Director, Goodwill Industries of the Chesapeake, Inc., 2004–2012.
- Director, Sinai Hospital of Baltimore, 2006–2010.
- Board Chair, MedBank of Maryland, Inc., 2002–2008.
- Member, Merrick Advisory Board, Merrick School of Business, University of Baltimore, 1999–2010.
- Gubernatorial Appointee, Maryland Medicaid Advisory Committee, advised the Governor and the Secretary of Health on issues related to the implementation of the Medicaid 1115 Waiver, 1996–1998.

## Education

MBA, University of Baltimore

BA, Johns Hopkins University