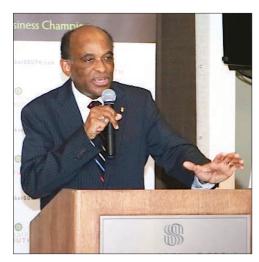
Dossier of RICARDO FORBES



E X E C U T I V E S U M M A R Y

The consummate professional, Ricardo Forbes is committed to providing effective diversity relations, excellent customer service, and top-notch quality care. These three descriptive phrases summarize his responsibilities and contributions in the healthcare field and beyond. As the Corporate Vice President and Chief Diversity Officer for Baptist Health South Florida, the largest faith-based, not-for-profit healthcare organization in the region, Forbes has inspired hundreds of business and community leaders to implement diversity practices in their chosen fields. He has proudly served as an agent of change in diversity relations, helping to shape the fabric of the community.



From the workforce to the workplace and wider South Florida community, Forbes has helped Baptist Health to build the best place for diversity.

Effective Administrator

A seasoned professional, Forbes has been with Baptist Health since 1997. He has a wide and varied background with over 30 years of senior management experience in hospital administration, culminating in years of experience serving as an effective administrator. As the Chief Diversity Officer, Forbes has worked closely with the human resources leadership, charged with recruiting, hiring, talent development, and developing retention programs for the 16,000+ employees throughout Baptist Health. This includes seven hospitals, 38 ambulatory and diagnostic care centers, and the corporate office.

From the workforce to the workplace and wider South Florida community, Forbes has helped Baptist Health to build the best place for diversity. Under his leadership, Baptist Health has been committed to building and fine-tuning diversity programs and policies that make the diverse South Florida community feel welcome within its doors.

In addition to employee diversity projects, Forbes has also helped build community outreach programs and partnerships, collaborating with government and community relations. He has provided executive oversight for three segments: 1) extending comfort to patients by ensuring Baptist Health personnel is culturally competent and sensitive to deliver an incredible patient experience; 2) ensuring employees reflect the total community throughout all levels of employment; 3) making sure small businesses have the opportunity to compete for Baptist Health marketing and procurement opportunities.

As a part of this commitment, Forbes has traveled around the nation speaking about Baptist Health's "open door and diversity and inclusion practices." His expertise has helped Baptist Health to infuse cultural competency into its culture by including diversity in day-to-day operations. His mantra is to ensure as caregivers for its patients, that Baptist Health focuses on the positive–positive thinking, positive affirmations, and positive communication so that patients feel valued and cared for.

Under Forbes' leadership, Baptist Health has received local, regional and national recognition for its employee and family-friendly policies, being named to Working Mother magazine's 100 Best Companies list 16 times (placing in the top 10 of the last two years) and being named one of the 100 Best Companies to Work For by Fortune magazine for 13 years, and named Most Diverse organization in Fortune's Top 100 in 2010 through 2016. The company was also recognized as one of the 'World's Most Ethical Companies' by the Ethisphere Institute. Baptist Health is one of only two not-for-profit healthcare organizations in the U.S. to receive this coveted award.



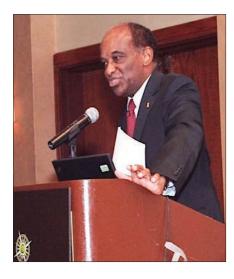
Summary of Activities

Ricardo Forbes has served as an "in-demand" guest speaker for numerous organizations, events and educational institutions. Listed below are but a few of his highly regarded special engagements:

- He served as guest speaker for the B2B-Local Business Leaders Meeting held in Miami in 2009
- The Women Healthcare Executive Network (WHEN) Association Meeting held in Miami in 2009
- The National Black MBA Association Meeting held in Fort Lauderdale in 2010
- The *Studer Leadership Group Summit*—"Taking You and Your Organization to the Next Level" with Quint Studer, held in Texas in 2010
- The Studer Leadership Group Summit-"What's Right in Health Care" held in Chicago in 2011
- The FIU Medical School Lecture Series Session held in Miami in 2012
- The Florida Diversity Council Inaugural Annual Conference held in Tampa in 2012
- The Health Choice Network Leadership Conference held in Miami in 2012
- The National Association of Healthcare Executives (NAHSE) Annual Educational Conference held in Miami in October 2013
- The South Florida Healthcare Executive Forum held in Miami in November 2013
- The Pinecrest Business Association Meeting held in Miami in 2014
- The Greater Kendall Business Association Meeting held in Miami in 2014
- The University of Miami School of Business Graduate Class event held in Miami in 2014; and
- The Florida Diversity Council Conference held in Ft. Lauderdale in May 2016

Additionally, Forbes has served as a panelist during the Florida Diversity Council Educational Workshop held in Miami in 2011 and the HITEC/Hispanic IT Executive Council I.T. Executive Summit held in Miami in 2013. He conducted a webinar lecture for the Institute for Diversity-"BHSF Journey in Cultural Competency" in 2013.







Dedicated to sharing his expertise, Forbes has served on the Advisory Body Committees for several prestigious organizations including NQF–Federally Funded Committee on Cultural Competency held in Washington, DC in July 2010; Cornell University–Center for Advanced Human Resource Studies held in New York in 2013; and Florida Blue-Multicultural Advisory Council held in Jacksonville, Tampa, Orlando and Miami, 2012–2016.

The accomplishments of Ricardo Forbes have been the subject of several feature articles that have appeared in key publications. Legacy/ Miami Herald Business Magazine included Forbes as one of the Most Powerful Black Business Leaders (Miami 2011). Miami Today wrote a feature article entitled "The Achiever" (2012), Caribbean Today wrote an article entitled "Successful Caribbean American" (Miami 2013), and Healthcallings/On-Line Clinical Recruitment Firm included Forbes in an feature article entitled "Working for a Diverse Healthcare Company, a Good Career Move" (Colorado 2013).

Proven Community Leader

A strong community advocate, Forbes has dedicated considerable time and resources to help build and grow community-based organizations. At Baptist Health South Florida, leaders are encouraged to give back to the community and associate themselves with community organizations and he did exactly that. He has been a strong advocate and supporter of vital organizations such as the Miami-Dade Chamber of Commerce and countless others for years. He is committed to working with community organizations to advance the civic, economic, cultural, diversity, and social betterment and interests of the people of Miami-Dade County. Through his numerous community activist roles, Forbes has brought keen insight and strategic vision to every community organization for which he has been affiliated and involved.

Community Aspirations

Ricardo Forbes is devoted to continuing his commitment to providing effective diversity relations, inclusive leadership and excellent customer service. He is ready, willing and able to apply his excellent skills and principles to community boards and organizations that can benefit from his years of expertise. He desires to continue his efforts to support corporate and association boards to achieve operational and business excellence, organizational diversity and inclusion, and cultural competency. Included below is Ricardo Forbes' resume, detailing his professional accomplishments, work history and experience, education and qualifications, community affiliations, and awards/honors.

Professional Accomplishments

- Equipped with thirty years of senior management experience in hospital administration. During this period, operational responsibility extended throughout the hospital to include in-patient care, ambulatory care and diagnostics services.
- Established and developed annual operating objectives and provided the leadership necessary to develop departmental directors.
- Implemented creative approaches to Emergency Medicine, and introduced technology to achieve safety and service excellence in medication management and dispensing systems.



- Established exceptional medical staff working relationships.
- Guided a multi cultural organization through the successful development and implementation of diversity awareness and appreciation initiatives towards establishing a culture of inclusion as a core value.
- Garnered multiple awards and recognitions for Baptist Health's diversity practices.

Leadership Qualifications

2009 - Present

Baptist Health South Florida, Miami, Florida

Corporate Vice President and Chief Diversity Officer

- Served as corporate executive responsible for implementing diversity and inclusion best practices in workforce development, talent acquisition and supplier diversity.
- Provided cultural competency oversight of a workforce of 16,000 + employees including seven hospitals, 38 ambulatory and diagnostic care centers, and Baptist Health's corporate office.
- Assisted with building and fine-tuning diversity programs and policies to make the diverse South Florida community feel welcome within Baptist Health's doors.
- Developed community outreach programs and partnerships, and collaborated with government and community relations to facilitate patient, employee and business opportunities.
- Participated in speaking engagements throughout the nation to discuss Baptist Health's diversity and inclusion practices.

Leadership Qualifications (continued)

1997 - 2009	Baptist Hospital of Miami, Miami, Florida <i>Vice President</i>
	 Served as a valuable hospital executive for 12 years. Successfully handled the management oversight of the following services: Medical Staff Services, the Hospitalist Program, Emergency Care Services, Pharmacy Services, the Endoscopy Center, Respiratory Care Services, Hospital Information Management, Social Services, Transportation Services, URO Dynamic Laboratory, EEG Services, Sleep Diagnostic Services, Volunteer Services, the Gift Shop, Security and Parking Facilities, Rehabilitation Medicine and Food Services.
02/1997 – 11/1997	Parkway Regional Medical Center, Miami, Florida Administrative Director
	• Managed the Emergency Care Center, and the Pediatric Walk-in and Emergency Departments.
1984 – 1997	 Jackson Memorial Hospital, Miami, Florida Administrator Handled Emergency Services, Trauma Services, Security Services, the Urgent Care Center, the In-Patient and Out-Patient Prison Medical Center, the Sexual Assault Treatment Center, Transportation Services, Mobile Mammography Services, Primary Care Services, Fundraising, Community Relations and Governing Board Relations.
1982 – 1984	 University of Miami Hospital and Clinic, Miami, Florida Administrator Responsible for Hospital-wide operations and the Multi-Practice Out-Patient Center.
1978 – 1982	 University of Miami Hospital and Clinic, Miami, Florida Assistant Administrator Responsible for Admitting Services, Registration and Cashiering, Building and Construction, Laboratory, Radiology, Nuclear Medicine, Pharmacy, Central Supply, Ambulance Services, Food Service, Housekeeping and Security.

Education

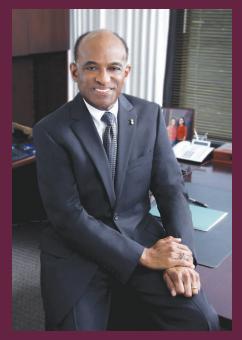
New York University, New York City, New York M.P.A., Public Health Administration, 1977 Queens College, Queens, New York B.A., Political Science, 1972

Community Affiliations

- Chairman of the Board, Chamber South
- Chairman of the Board of Directors, Miami-Dade Chamber of Commerce
- Member, Coral Gables Chamber
- Member, Doral Business Council
- Board of Trustee Member, Florida Memorial University
- Physician Assistant Program Advisory Board Member, Florida International University
- Member, Board of Directors, South Dade Economic Development Council
- Member, Florida Blue Multicultural Advisory Council
- Advisory Council Member, Barry University Graduate Program
- Advisory Council Member, United Negro College Fund
- Member, Multicultural Committee for the Healthcare Financial Management Association
- Member, Executive Committee and Board of Directors, Greater Miami Chamber of Commerce
- Member, The Beacon Council
- Member, Board of Directors, The Ronald McDonald House
- Chair of the Emergency Services Committee, South Florida Hospital and Healthcare Association
- Member, Board of Directors, St. John Community Development Corporation
- Member, Miami Dade College Physician Assistant Program Advisory Board
- 5000 Role Models of Excellence
- Coordinating Council, Beacon Council, One Community One Goal (OCOG)
- Member, Board of Directors, BAC Funding Corporation
- Member, Board of Directors, Big Brothers Big Sisters
- Member, Board of Directors, City Year Miami

Awards/Honors

- Received the L. Russell Norton Community Service Award-Miami-2010
- Received the Florida Diversity Council Multicultural Leadership Award-October-2011
- Received the Dr. Robert B. Ingram Diversity Award-Tallahassee-2013
- Recognized among the 100 Most Accomplished Blacks in Law and Healthcare in South Florida
- Recognized as one of the most accomplished Caribbean Americans in South Florida





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