

JOEL M. BROWN II, MSM-HCA RRT FAARC FNAP

26257 Park View Dr | Dagsboro, DE 19939 | joelbrown@arrivedleadership.com | 610-299-3321

CEO/PRINCIPAL EXECUTIVE COACH – ARRIVED LEADERSHIP, LLC

- 30+ years of experience in world-class, nationally and regionally recognized, prominent healthcare institutions.
- Healthcare operations leader with 10+ years managing multiple medical practices, and 5+ years overseeing ambulatory practices.
- Recognized as an Executive Sponsor for internal diversity and inclusion employee resource groups.
- Member of execution leadership, clinical effectiveness, and safety committees supporting CC transformational architecture across workforce succession, leadership, and clinical improvement strategies.
- Liaison/Collaborator/Team Builder across integrated health systems and medical partner affiliates to achieve goals.
- Internationally recognized presenter and public speaker focusing on advanced leadership and clinical excellence.
- Leadership experience internally includes:
 - *Current CEO – Founder – Arrived Leadership, LLC*
 - *Current Chair - Board of Directors – Leadership Delaware Incorporated*
 - *Chair of Leadership and Management Section and Board Member – American Association for Respiratory Care*
 - *Former Vice President - Acute Care, Medical Group – ChristianaCare*

CRITICAL SKILLSET

Executive Coaching
Strategic Planning/Goal Setting
Building/Training
Budget Management/Revenue Generation
Cost Controls Development
Business Development
Resource Optimization

Leadership/Development/Management
Partnership Development/Team
Research and Clinical Trials
Risk Identification/Risk Mitigation
Succession Planning
Negotiation

PROFESSIONAL EXPERIENCE

Arrive Leadership, LLC DAGSBORO, DE

2022-Present

CEO/Principal Executive Coach

Dynamic and visionary CEO with a proven track record of success in leading executive coaching, leadership development, and consulting firms for healthcare organizations, utilizing extensive industry expertise to drive strategic growth, cultivate high-performing teams, and empower healthcare leaders to thrive in the ever-evolving landscape of the healthcare industry.

Career Highlights:

- Spearheaded the development and implementation of strategic initiatives, resulting in substantial revenue growth and market expansion for healthcare organizations.
- Provided expert guidance and executive coaching to healthcare leaders, fostering their professional development, enhancing leadership capabilities, and facilitating organizational success.

- Oversaw the delivery of high-quality leadership development programs and consulting services tailored to the specific needs of healthcare organizations, ensuring client satisfaction and long-term partnerships.
- Collaborated with cross-functional teams to design and execute comprehensive organizational development strategies, optimizing operational efficiency, and fostering a culture of innovation and excellence.
- Established and maintained strong relationships with key stakeholders, including executives, board members, and industry leaders, leveraging these connections to drive business development opportunities and enhance brand visibility.
- Provided strategic guidance on mergers and acquisitions, partnerships, and other growth initiatives, evaluating potential risks and rewards to ensure successful outcomes.
- Led a diverse team of professionals, fostering a collaborative and inclusive work environment, promoting professional growth, and inspiring a high-performance culture.
- Acted as a thought leader and spokesperson for the firm, representing it at industry conferences, speaking engagements, and media appearances, solidifying its reputation as a trusted advisor in the healthcare sector.

The Brojora Foundation – Dagsboro, DE

Co-Founder/Board Chair

Executive Director

Co-founded and lead a 501(c)(3) nonprofit organization dedicated to bridging opportunity gaps through scholarships, mentorship, professional development, and career-readiness support for college-bound and college students.

Career Highlights:

- Expanded the Foundation's reach across Delaware and Pennsylvania through partnerships with high schools, universities, nonprofit organizations, businesses, and community leaders.
- Developed scholarship and mentoring programs supporting students attending Lincoln University, Delaware State University, and other institutions.
- Expanded the Foundation beyond scholarships to provide professional development, career readiness, networking, internship preparation, and ongoing scholar mentorship.
- Cultivated strategic partnerships and donor relationships to support fundraising, scholarships, programming, and organizational growth.
- Represent the Foundation at scholarship ceremonies, student programs, fundraising initiatives, and community events.

Accountabilities:

- Provide executive leadership and strategic direction in partnership with the Board of Directors.
- Chair board governance, strategic planning, organizational priorities, and sustainability efforts.
- Oversee scholarship, mentorship, fundraising, partnership development, and scholar-engagement strategies.

CHRISTIANACARE—WILMINGTON, DE

2020–2020

Vice President – Acute Care, Medical Group

Lead business operations for acute care medicine, surgical, neonatal, pediatric, diagnostic, and neurologic practices across three ChristianaCare campuses.

Career Highlights:

- Drive “Making Tomorrow Happen” (MTH) using LEAN process to develop/implement medical improvements.

- Implemented Medical Group “Universal Huddle” in 4 months fulfilling CEO strategic operational initiative.
- Co-led Cecil Campus DFES emergency medical care contract metrics development to a successful conclusion.
- Led transition/implementation of private hospital services at Cecil Campus under the ChristianaCare brand.
- Spearheaded Acute Care P&L revision that improved financial accountability, FTE request accuracy, and performance awareness.
- Mentor/speaker for “What’s Next For You” Practice Management Academy lecture series, the “Summer 2021 Leadership DNA” initiative supporting the future of diverse leadership development, and residency leadership program supporting 30 physicians in training.
- Committee Participation:
 - Medical Group Clinical Effectiveness Committee (MG-CEC)
 - ELT Committee (Execution Leadership Team): LEAN processing and MTH initiatives
 - Co-Chair: Ambulatory Safety Committee
 - Member: Medical Group Policy and Procedure Committee

Accountabilities:

- Develop/maintain physician and physician leadership relationships to meet large healthcare organization goals.
- Guide/oversee multiple high-performing physician practices’ salaries, professional staff contracts, budgets, and revenue cycle adjustments.
- Drive creation/evolution of a collaborative practice environment focusing on health impacts, care coordination, clinical and business operations standardization.
- Leader/participant in multiple private practice integrations and contract developments/renewals across DCLP, DFES, DCDC, and DFES Cecil County.
- Liaison/relationship manager for physician and professional services, and campus-based services.
- People Development: Served seven executive and corporate directors

NEMOURS, A.I. duPONT HOSPITAL FOR CHILDREN—WILMINGTON, DE

2015–2020

Senior Director – Patient Care Operation, Respiratory Care, Sleep Medicine, and Sterile Processing Services

Directed multi-site Respiratory Care, Sleep Medicine, and Sterile Processing Programs, Acute Pulmonary Out-Patient Clinic, and Pulmonary Functions Testing departments.

Highlights:

- Drove development and implementation of the Delaware Valley’s first satellite Sleep Medicine facility.
- Increased Sleep Medicine Department’s Sleep Lab 10% production and revenue in 1 year with no new FTEs.
- Gastroenterology Interim Director leading multidisciplinary nurse/physician/advanced practice nurse teams.
- Managed \$190M+ in gross revenue: drove initiatives that increased Respiratory Care Department revenue by 125%+ over 5 years (\$79M to \$178M), reduced billing error revenue by 80%, and gained \$23.5M in revenue.
- Achieved noteworthy reduction in the number of hospital-acquired infections across 3 medical sites.
- Implemented Endoscopy Services clinical work standards merging 4 services into 1 cost-effective service.

Accountabilities:

- Oversaw program managers to ensure outcome-driven, cost-effective, patient-centered programs.
- Managed capital budget for nursing, pharmacy, respiratory care, sleep medicine, and nutrition services.
- People Development and future leaders

CHRISTIANACARE—NEWARK, DE

2005–2015

Clinical Management (2012–2015)

Oversaw Respiratory Care teams, budgets, and medical supplies across Surgical/Trauma/Neurology, Emergency Medicine, and Women’s and Children’s service lines. Coached and developed 5 front-line leaders and 60+ front-line employees.

Highlights:

- Spearheaded respiratory care support services for a satellite Emergency Medicine Department.
- Built/sustained departmental relationships and multidisciplinary teams delivering patient care excellence.

Respiratory Staff Development Specialist (2005–2012)

Highlights:

- Developed/maintained the first annual Respiratory Care Conference for CC.
- Developed respiratory care work standards as well as nursing associate orientation.

NEMOURS, A.I. DUPONT HOSPITAL FOR CHILDREN—WILMINGTON, DE

1999–2003

Pediatric ICU Clinical Specialist (2003–2005)

Charge Therapist (1999–2003)

BRANDYWINE HOSPITAL & TRAUMA CENTER—COATESVILLE, PA

1991–1998

Medic, B-EMT

MILITARY EXPERIENCE

UNITED STATES ARMY RESERVES—FORT DIX, NJ – Honorable Discharge

1990-1998

Medic, 91 B (B-EMT) – 348th General Hospital

EDUCATION

M.S.M. – Health Care Administration | WILMINGTON UNIVERSITY—WILMINGTON, DE

B.S. – Biology | MILLERSVILLE UNIVERSITY OF PA—MILLERSVILLE, PA

B.S. – Respiratory Care | MILLERSVILLE UNIVERSITY OF PA—MILLERSVILLE, PA

Certificate of Program Completion | LEADERSHIP DELAWARE FELLOWSHIP PROGRAM—WILMINGTON, DE

LEAN Six Sigma Green Belt Certificate | UNIVERSITY OF DE—NEWARK, DE

Certified Executive Coach | CENTER FOR EXECUTIVE COACHING – BOSTON MA

PROFESSIONAL AFFILIATIONS

President-Elect | American Association for Respiratory Care

2025-Present

Chair Board of Directors | THE BROJORA FOUNDATION

2018–Present

Board of Trustees | American Respiratory Care Foundation

2024-2025

Chair Board of Directors | LEADERSHIP DELAWARE INCORPORATED

2017–2025

Chair Leadership and Management Section American Association for Respiratory Care	2016–2024
Member American College of Healthcare Executives	2023–Present
Member AMERICAN ASSOCIATION FOR RESPIRATORY CARE (AARC)	1998–Present
Chair DELAWARE STATE RESPIRATORY LICENSURE BOARD	2008-2015

SELECTED AWARDS AND RECOGNITION

Focus on Excellence Award for Nursing Education | CHRISTIANACARE
 Fellowship Award (FAARC) | AMERICAN ASSOCIATION FOR RESPIRATORY CARE
 Patrician M. Blevins Award | DELAWARE STATE SOCIETY FOR RESPIRATORY CARE
 Award | American Respiratory Care Foundation Fellowship Award for Neonatal and Pediatric Research
 Fellowship Award (FNAP) | National Academy of Practice

PUBLICATIONS AND SPEAKING ENGAGEMENTS

Publications

- Brown J and Padman R. Case Study of a UFO (Unidentified Foreign Object). Pediatric Asthma Allergy & Immunology. December 2003, 16(4): 187-192.
- Verger, J., & Lebet, R. (2008). American Association of Critical Care Nurses Manual for Pediatric Acute and Critical Care. Aerosolized Medication: Metered Dose Inhalers PP. 1159- 1164 Brown J.
- Verger, J (2010) American Association of Critical Care Nurses Manual for Adult Intensive Care. Arterial Blood Sampling. Brown J.
- Restrepo R, Brown J, and Hughes J. Endotracheal Suctioning of Mechanically Ventilated Patients with Artificial Airways. Respiratory Care June 2010 Vol 55 No 6.
- Interviewed for a published article. Hanlon, P. "Simulation: Creating Better Therapist and Patient Care." RT For Decision Makers in Respiratory Care. 2014: 42-43
- Brown J. Status Asthmaticus: Fact Or Fiction? AARC Times April 2015 PP 14-16.
- Verger, J (2016) American Association of Critical Care Nurses 7th edition of the AACN Procedure Manual for High Acuity, Progressive, and Critical Care. Arterial Blood Sampling. Brown J.
- Brown J. The Social Determinant of Respiratory Care. AARC Times July 2019 PP 22-24.
- Hertzog, J., Burr, K., Stump, A., Brown, J, Penfil, S. McMahon, K. (2020). Impact of Helium- Oxygen Administered via High Velocity Nasal Insufflation on Delivery of Inhaled Nitric Oxide. Journal of Pediatric Intensive Care, vol., Issue.

Abstracts

- Tearl D, Brown J, Rendle J, and Hertzog J. Failure of Non-Ventilator CPAP Systems to Detect Tracheostomy Tube Decannulation. ATS Open Forum 2002.
- Brown J, Cox T, and Hertzog J. Tubing Circuit Compliance Compensation: A Physician Order able Setting or Not. AARC Open Forum 2003.
- Brown J, Emberger J, and Speakman B. Critical Care Staff Self Assessments and Simulated Performance Lab used to Identify Educational Opportunity of a Respiratory Care Department AARC Open Forum 2006.
- Murphy M, Gott F, Emberger J and Brown J. Simulated Evaluation to Identify Respiratory Care Practitioners (RCP) Knowledge of the Joint Commissions National Patient Safety Guidelines. AARC Open Forum 2007.
- Brown J, Boyle M, Fort C, Emberger J, Gott F, and Murphy M. Virtual Education and Simulation Technology (VEST) Used to Increase Clinical Confidence. AARC Open Forum 2008.
- Brown J, Gott F, Fort C, Boyle M, and Emberger J. Simulation Technology Used to Increase Clinical Confidence of Malignant Hyperthermia Detection. AARC Open Forum 2009.

- Burr K, Jones P, O'Brien P, Hertzog J, and Brown J. Impact Of A Protocol Driven Limited Stay Unit On Hospital Length Of Stay For Bronchiolitis Patients. AARC Open Forum 2015
- Burr K, O'Brien P, Brown J, and Hertzog J. Does Working With Children Create More Secondary Traumatic Stress For Respiratory Therapists? AARC Open Forum 2017
- Burr K, Mass K, Brown J, Hertzog J, and Frizzola M (2019). "Utilizing A Multidisciplinary Approach To Improve Successful Pediatric Lung Procurement In A Pediatric Intensive Care Unit". AARC Open Forum 2019
- Burr K, Stump A, Bladen R, O'Brien P, Lemon B, Tearl D, Roby M, Daley L, and Brown J (2019). "Huddle Up: Utilizing Twice Daily Huddles Improves Respiratory Care Department Response Time And Satisfaction" AARC Open Forum 2019
- Burr K, Massa K, O'Brien P, Brown J, Frizzola M, and McMahon K (2019). "Evaluation Of A Multi-Disciplinary Intervention To Reduce Incidence Of Ventilator-Associated Pneumonia In A Pediatric Intensive Care Unit" AARC Open Forum 2019
- Burr, K., Keith, J., Brown, J., Hertzog, J. (2020) Utilizing a Respiratory Care Department Research Task Force to Increase Involvement in Respiratory Driven Research Projects. AARC Open Forum 2020.
- Brown, J., Burr, K., Stump, A., Samuels, B., Kerkulah, N., Cooper, J., Miller, K., Frelich, A., Hertzog, J. (2020). Utilization of Lean Principles to Redesign Electronic Charting to Reduce Charge and Documentation Errors by Respiratory Therapists. AARC Open Forum 2020

Notable Public Speaking and Engagements

- 2004 Franklin And Marshall College Biology Colloquium. Lancaster, PA o Case Study of a UFO (Unidentified Foreign Object)
- 2008 Staff Presentation of an AARC CE Approved Presentation. Newark DE
- Research Development for the RCP.
- 2009 Massachusetts Society for Respiratory Care Annual Conference. Boston, MA
- Get Real: How real is today's simulation technology?
- 2009 AARC International Congress. San Antonio, TX
- Starting with Basics: Basic Technology for an Objective-Driven Orientation and Training Process. From the Basics to the Future: Using Virtual Technology to Enhance Training.
- 2010 Christiana Care Health System's Concepts in Respiratory Critical Care. Newark, DE o Get Real: How real is today's simulation technology?
- 2012 – Mechanical Ventilation Symposium – **Health System Alliance of Hong Kong China. Hong Kong, China**
 - Provided 20 hours of lectures on evidence-based medicine and mechanical ventilation strategies.
 - Provided 20 hours of bedside rounds and lecturing at five public health hospital facilities.
- 2018 – ICON Webinar. Baltimore, MD
 - Knowing the Social Determinants of Respiratory Care
- 2019 – AARC International Congress. New Orleans, LA o Fair Play: Case Studies in Justice
 - Recruiting Talent: A Panel Discussion
 - What Millennials Really Want from Their Managers
- 2020 – Illinois Society for Respiratory Care – Virtual Conference Chicago, IL. What Millennials Really Want from Their Managers
- 2021 – AARC National Congress Virtual Conference
 - Leadership and Management Section Grand Rounds

- Leadership and Management Section Meeting and Update
- 2021 – **TEDx Wilmington TedTalk**. What's Next For You? Wilmington, DE
- 2022 MedBridge Inc Seattle, WA
 - Ethics in Healthcare
 - Diversity in Healthcare
- 2023 AARC Summer Forum Conference Closing Lecture Ft Lauderdale., FL
 - What's Next for You, RT?
- 2023 AARC Congress Conference Closing Lecture Nashville, TN
 - Breaking the Glass Ceiling
- 2024 Emerging Laboratory Manager Collaborative Conference – Virtual
 - Breaking the Glass Ceiling
- 2024 SCRC Summer Conference Savanna, GA
 - Ethics – Can an RT Throw in The Towel
 - XYZ Boom! – Leading a Multigenerational Team
- 2025 Delaware Business Owners Summit – Dewey Beach, DE
 - XYZ Boom! – Leading a Multigenerational Team
- 2025 AARC Summer Forum, Ft Lauderdale, FL
 - Executive Presence
 - Emotion Intelligence
- MORE LISTINGS AVAILABLE UPON REQUEST

Private Leadership Development Lecturing Highlights

- Delaware Guidance Services for Children - Wilmington, DE
- Clinic for Special Children - Lancaster, PA
- Leadership Delaware, Inc - Wilmington, DE
- Children's Hospital of Atlanta - Atlanta, GA
- Pete DuPont Foundation – Wilmington, DE
- Delaware Business Summit – Dewey Beach, DE
- American Cytopathology Association – Wilmington, DE
- Team Health Medical Group – Orlando, FL