



## Anne Foerster

Delafield, Wisconsin, USA

Phone: 262-278-0621

Email: [anne@foerwardconsultingstudio.com](mailto:anne@foerwardconsultingstudio.com)

**Professional Focus:** Healthcare Operations, Organizational Leadership, Workforce Development, Program Innovation, Regulatory and Managed Care Compliance, Strategy

### PROFESSIONAL PROFILE

Strategic and purposeful executive leader with more than 30 years of progressive experience in nonprofit leadership, healthcare operations, organizational development, workforce management, credentialing oversight, compliance, training implementation, and program innovation. Demonstrated success leading multi-site operations, developing high-performing teams, scaling complex programs, managing multimillion-dollar budgets, and cultivating strategic partnerships across healthcare, managed care, community services, and nonprofit sectors. Recognized for operational leadership, regulatory expertise, relationship management, and the ability to drive organizational growth through innovation, collaboration, and sustainable systems development across healthcare, nonprofit, behavioral health, and community-based service sectors.

### PROFESSIONAL ROLES & EXPERIENCE

#### Board Director

**Productive Living Systems** | June 2026 – present

- Productive Living Systems (PLS) is an employee-owned company providing home and community-based services to individuals with intellectual and mental health disabilities.

#### Principal Consultant

**Foerward Consulting Studio LLC** (est. 2026)

August 2025 – Present

- Principal consultant for local and national community-based disability, behavioral health, and aging services specializing in: Quality Improvement and Regulatory Compliance, Training and Leadership Development, Risk Management, Business Development and Project Management, Organizational Assessment and Change Management, Grant writing, Administration and Compliance, Nationwide Expert Witness services including case consultation, analysis, and testimony.

#### Program Manager, VOA|ReST – Strategy & Innovation Team

**Volunteers of America, Inc.** | January 2022 – July 2025

- Led hybrid teams of volunteer and paid facilitators delivering virtual peer-support groups and in-person retreats, overseeing recruitment, onboarding, training, coaching, and ongoing supervision to ensure program quality and participant engagement. Developed and

maintained facilitator manuals, training curricula, operational tools, and implementation resources that supported program consistency, scalability, and fidelity across diverse settings. Managed grant compliance, reporting, vendor and contract administration, and strategic relationships with grantors, donors, and organizational partners while co-designing and implementing customized adaptations of the VOA|ReST model for internal and external clients.

---

## **Provider Quality Manager**

**My Choice Wisconsin** | August 2021 – January 2022

- Led a team of professionals responsible for provider quality investigations, credentialing, adult family home certification, and administrative operations within a managed care environment. Directed compliance efforts related to NCQA standards, Medicaid and Medicare regulations, DHS requirements, and contractual obligations, while developing policies, procedures, and quality monitoring systems that strengthened organizational readiness for audits and accreditation reviews. Collaborated extensively with providers, delegated entities, and external stakeholders to enhance regulatory compliance, improve communication, standardize documentation practices, and support continuous quality improvement initiatives.

---

## **Sr. Director of Services for People with Special Needs & Wisconsin Operations |**

**Director of Wisconsin Operations**

**Volunteers of America of Minnesota and Wisconsin** | May 2013 – July 2021

**Director of Operations | Director of Residential Services | Service Coordinator**

**Volunteers of America of Wisconsin** | November 2002 – May 2013

- Throughout tenure, progressed through a series of increasingly responsible leadership positions. Provided executive oversight for Wisconsin based Human Resource, Finance, and Program Service departments spanning approximately 30 program sites and five service lines in two states, leading 15 direct reports and more than 300 direct support professionals while leading program administration, workforce development, regulatory compliance, service quality, and strategic planning initiatives.
- Directed multimillion-dollar operating budgets, organizational growth strategies, contract negotiations, grant development activities, and stakeholder partnerships with state agencies, community organizations, and funding partners. Led workforce expansion efforts resulting in the creation of 125 new positions, developed comprehensive onboarding and training systems, and implemented operational improvements that enhanced efficiency, compliance, and scalability. Spearheaded the development and launch of 12 new residential programs over a ten-year period, strengthening service capacity and organizational sustainability while maintaining strong regulatory performance and quality outcomes across all programs.

---

## **Program Services Director / Case Manager-QMRP**

**Benchmark Healthcare** | October 2000 – November 2002

- Directed operations for two Intermediate Care Facilities serving approximately 320 individuals with intellectual and developmental disabilities, overseeing multidisciplinary teams that included QMRP case managers, behavioral specialists, supervisors, and certified nursing assistants. Led regulatory compliance, staff development, crisis management, and treatment planning initiatives, including the redesign of activity programming and implementation of corrective action plans that resulted in deficiency-free state survey outcomes. Developed and facilitated comprehensive employee onboarding and training programs while fostering interdisciplinary collaboration to ensure quality resident care and operational excellence.

---

## **Group Home Supervisor**

**Bell Therapy (nka Quest Behavioral Healthcare) | August 1999 – October 2000**

- Directed daily operations of a community-based residential program serving individuals with intellectual disabilities and mental illness, overseeing care planning, medical coordination, documentation, and fiscal management. Supervised and trained direct care staff while collaborating with county agencies, healthcare providers, guardians, and community partners to ensure quality service delivery. Improved operational efficiency through streamlined record management systems and maintained regulatory excellence by achieving deficiency free state survey outcomes.

---

## **Director of Therapeutic Recreation**

**Lakeview Neuro-Rehab Center | March 1998 – August 1999**

- Developed, coordinated, and implemented therapeutic recreation programming for up to 50 individuals rehabilitating from traumatic brain injuries. Responsible for interdisciplinary care planning with Occupational, Physical and Speech therapy teams to support holistic patient treatment plans. Completed assessments, goal planning, progress documentation, and discharge planning for patients.

---

## **Case Manager – Day Services**

**Milwaukee Center for Independence | January 1998 – March 1998**

- Developed and implemented daily therapeutic recreation programming for individuals with intellectual and developmental disabilities and mental illness. Responsible for care coordination with approximately 30 day-service participants including goal planning, quarterly group selection and scheduling, documentation, guardian, case manager, and residential communications. Provided specialized in-home therapeutic services for individuals with complex needs unable to attend day services in a congregate setting.

---

## **Direct Support Professional – Weekend Live-In**

**Creative Community Living Services | November 1996 – June 1997**

- Provided 24-hour support for one individual in her home every other weekend. Responsible for companionship, regulatory compliance, documentation, care-plan implementation, medication administration, meal preparation, housekeeping, transportation, activity planning, and implementation.

---

## **Client Coordinator**

**Houston County Group Homes (nka ABLE Inc.) La Crescent MN | April 1994 – May 1997**

- Provided care and supervision for four individuals living in a HCBS Adult Foster Care residential setting. Responsible for assisting individuals with ADLs, regulatory compliance, documentation, care-plan implementation, medication administration, meal preparation, housekeeping, transportation, petty cash management, behavioral interventions, activity planning and implementation.

---

## **Direct Support Professional**

**Private Family | Summer 1992**

- Provided care, companionship, mentorship, and supervision for one young man with Down's Syndrome weekdays while he was out of school. Responsible for assisting with ADLs, documentation, goal implementation, medication administration, meal preparation, transportation, petty cash management, behavioral interventions, activity planning and implementation.

## VOLUNTEER ROLES & INTERNSHIPS

### Intern

**Columbia Chicago Lakeshore Hospital, Chicago IL** | 16 weeks, fall 1997

- Performed all duties of a Therapeutic Recreation Specialist including group planning, implementation, and documentation as well as individual assessment and discharge planning for adults with chronic and pervasive mental illness in a clinical setting.

### Intern

**Waukesha Memorial Hospital, Waukesha WI - Expressive Therapy Department** | 50 hours, Summer 1996

- Assisted Occupational Therapist, Art Therapist, Music Therapist, and Certified Therapeutic Recreation Specialist with group preparation and leadership on inpatient adult, inpatient adolescent, partial adult, partial adolescent, and eating disorder units of the psychiatric department.

### Volunteer

**Duvall Homes, Deland FL** | 40 hours each Summer 1990, 1993

- Assisted staff at an ICF-MR by providing companionship, mentorship, and assistance with basic tasks for residents. Attended PT, OT, and activity appointments onsite with residents, assisted staff with recreation and mealtime activities.

## EDUCATION

### Executive Master of Business Administration (EMBA)

**University of Wisconsin, Milwaukee – Lubar College of Business**

Milwaukee, Wisconsin

Graduation Year: 2016

### Certificate in Nonprofit Administration

**University of Notre Dame – Mendoza College of Business**

Notre Dame, Indiana

Completion Year: 2009

### Professional Certificate in Nonprofit Management

**University of Wisconsin, Milwaukee - Helen Bader School of Social Work**

Milwaukee, Wisconsin

Completion Year: 2005

### Bachelor of Science in Therapeutic Recreation

**University of Wisconsin, La Crosse**

La Crosse, Wisconsin

Graduation Year: 1997

## CERTIFICATIONS & SPECIALIZED TRAINING

1. Bingocize Facilitator 4/2026
2. Program to Encourage Active Rewarding Lives (PEARLS) Coach 2/2026
3. Moral Injury Certificate Program 12/2024
4. Volunteers of America Executive Leadership Development Program 6/2009
5. Certified Myers-Briggs Type Indicator (MBTI) Facilitator 12/2008

6. The Mandt System 2/2001
7. CPR 4/1998, 4/1999, 8/2000, 12/2001
8. Crisis Prevention Institute (CPI) 8/2000, 2008, 2012, 2016
9. Wisconsin Community Based Residential Facility training
  - First Aid and Procedures to Alleviate Choking 8/2000
  - Resident Rights 10/1999
  - Challenging Behaviors 10/1999
  - Client Group Specific Characteristics (Mental Illness, Advanced Age, Intellectual & Disabilities) 10/1999
  - Needs Assessment/Individual Service Plan 10/1999
  - Standard Precautions 8/1999
  - Management and Administration of Medications 10/1999
  - Prevention and Reporting of Abuse & Neglect 3/1999
  - Fire Safety 4/1998
10. Prevention and Management of Aggressive Behavior 4/1998, 5/1999
11. Certified Therapeutic Recreation Specialist (CTRS), National Council for Therapeutic Recreation Certification #42051 5/1997

## PROFESSIONAL AFFILIATIONS & LEADERSHIP

1. Productive Living Systems (PLS), Board Director
2. Wisconsin Assisted Living Association (WALA), Associate Member
3. Disability Services Provider Network (DSPN) Associate Member
4. Phoenix Care Systems Training Committee, former member
5. Workgroup for Family Care Members with Complex Behaviors, member
6. Residential Services Association of Wisconsin (RSA-WL), former President Elect, President, Past President, Board Director and Member
7. Volunteers of America Leadership & Professional Development Alumni Network, former co-chair, and current member
8. American Association of Service Coordinators (AASC), former member
9. National Council for Therapeutic Recreation Certification (NCTRC), member
10. American Therapeutic Recreation Association (ATRA), former member