

MELISSA FORS SHACKELFORD

Board Director | Healthcare Growth Executive | Governance Leader

Minneapolis, MN / Palm Desert, CA • Melissa@ShackelfordStrategies.com • [linkedin.com/in/mfors](https://www.linkedin.com/in/mfors)



PROFILE

Melissa Fors Shackelford is a healthcare executive, board director, and growth strategist with more than two decades scaling brands and enterprises across Fortune 20 organizations, national nonprofit behavioral health, and high-growth digital health companies. Her work combines deep operating experience with a disciplined marketing lens, bridging strategy, commercialization, and governance across regulated healthcare markets.

Across senior roles at Optum, Cigna/Express Scripts PBM, and Hazelden Betty Ford, she led enterprise growth in complex, highly regulated systems and learned what responsible expansion requires when trust, compliance, and innovation intersect.

Her current portfolio spans digital health, behavioral health, senior living, and healthcare services and technology. At Asbury Communities, a \$250M multi-entity system, she chairs the Governance and Nominations Committee and serves on a board that actively oversees acquisitions and affiliations. Additional board service includes the Women's Health Leadership TRUST, the American Hospital Association's Society for Healthcare Strategy and Market Development (SHSMD) advisory board and the Insuperai advisory board.

In the boardroom, she is known for guiding CEOs through transformation, strengthening board composition and performance, and ensuring innovation aligns with reputation, risk oversight, and long-term value creation.

BOARDROOM PERSPECTIVES

"Are Boards Living Up to the Promises Made to Stakeholders?" NACD Directorship Magazine, March 2026.

Argues reputation and trust are board-level governance issues in an era of instant virality, with leading indicators directors should monitor before risk escalates into crisis.

"Govern Reputation Like the Asset It Is," Private Directors Association, July 2026.

Makes the case that private company boards—PE-owned, family, and ESOP—should govern reputation as a growth asset tied to exit multiples and value creation, not only as a risk to monitor after the fact.

QUALIFICATIONS

- Fortune 20 Healthcare Executive
- Experienced Board Director
- NACD Directorship Certified (NACD.DC)
- Board Governance & Nominations
- Brand & Reputation Strategy
- M&A, Integration & Commercial Diligence
- AI-Enabled Healthcare Oversight

BOARD & ADVISORY EXPERIENCE

2020 – Present

Asbury Communities, Inc.

Board Director

Chair, Governance & Nominations Committee

Member, Compensation Committee

2025 – Present

Insuperai (AI-enabled platform)

Advisory Board Member

2025 – Present

American Hospital Association

Society for Healthcare Strategy & Market Development (SHSMD) — Advisory Board Member

2021 – Present

Women's Health Leadership TRUST

Board Director

Chair, Membership Committee

Member, Governance Committee

FACULTY & AFFILIATIONS

Women Business Leaders — Faculty, WBL Board Program

Private Directors Association — Member

How Women Lead — Get-On-Board-Week Leadership Committee

EDUCATION & CREDENTIALS

University of St. Thomas, Opus College of Business — MBA

University of Minnesota — BA

NACD.DC — Certified Board Director

Certificate in AI Governance — The Corporate Governance Institute

Certificate in Private Company Governance — Private Directors Association

AWARDS & RECOGNITION

Top 50 Women Leaders in Healthcare, 2025

Women's Health Leadership TRUST Leadership Award, 2020

Ragan/PR Daily Top Women in Marketing Awards Honoree, 2026