Shumaker

Daphne L. Kackloudis

PARTNER

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VCard

Daphne is a business partner who understands the high stakes of community health. She helps health care providers implement effective business and practice strategies by navigating the rapidly changing health care regulatory, legal, and public policy landscape. With decades of experience in and around state government and health care operations, Daphne brings a unique blend of strategic insight, operational experience, and policy knowledge to her work.

She has held senior policy roles within the Ohio Departments of Medicaid and Job and Family Services, served in leadership roles in Federally Qualified Health Centers (FQHCs), and worked with a boutique health care consulting firm advising providers on the intricacies of state Medicaid programs. Daphne's background includes C-suite roles driving operations, strategy, public policy, legal, and compliance initiatives. Daphne believes that a strong understanding of local, state, and federal health care policy is essential to delivering forward-thinking counsel.

Core Practice Areas

- **FQHC Strategy & Health Resources and Services Administration (HRSA) Compliance:** Providing comprehensive guidance on Section 330 grant requirements, sliding fee scale structures, Federal Tort Claims Act coverage,

SERVICE LINE

Government Law & Policy
Health Law

INDUSTRY SECTOR

Health Care
Public Sector

PRIMARY LOCATION

Columbus, OH

and governance to ensure FQHCs maintain their vital funding and status.
- **Behavioral Health Oversight:** Helping mental health and substance use disorder providers navigate national accreditation through the Commission on Accreditation of Rehabilitation Facilities (CARF), Council on Accreditation (COA), and The Joint Commission (TJC), as well as state-level certification and licensure requirements.
- **Risk Mitigation:** Translating dense federal and state statutes into actionable operational policies that protect both the organization and the patients they serve.

With deep experience in health care operations, compliance, governance, Medicaid, and government affairs, Daphne serves as both outside counsel and a strategic advisor embedded within her clients' senior leadership teams. She is valued for her practical guidance, collaborative approach, and commitment to helping health care organizations deliver high-quality care to their communities.

BAR & COURT ADMISSIONS

Ohio

PROFESSIONAL & COMMUNITY AFFILIATIONS

- Ohio Bar Association
- Women Lawyers of Franklin County
- American Institute of Healthcare Compliance, Officer of Healthcare Compliance, Certified (OHCC℠), 2025-present
- St. Vincent Family Services, Board Member, 2024-present
- Worthington Care After School, Board Secretary, 2022-present
- Evening Street Elementary School, Volunteer, 2019-2025
- Linworth United Methodist Church, Missions Team, 2021-2024
- Columbus Women's Commission, 2017-2020
    - Inaugural Commissioner
    - Workforce Development Committee, Chair
    - Health Committee, Member

HONORS

- AV® Peer Review Rated by Martindale-Hubbell

EDUCATION

J.D., Capital University Law School

B.A., Political Science, Philosophy, History, Indiana University

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