2018 Annual Report

Carol Emmott Fellowship

Transforming Vision into Action

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*With special thanks to **Sarah Emmott,** brand strategy manager for Square, and **Maggie Gilbreth,** M.D., resident, UCSF Pediatrics, for serving on the Governing Board through January 2018.*

OUR NEWEST BOARD MEMBERS:

Joanne Conroy

David Blumenthal

Cynthia Boyd

Odette Bolano

OUR VISION & MISSION

Our vision is to support outstanding women leaders who have the potential to transform health for all.

Our mission is to accelerate the leadership capacity and impact of women leaders in health.

A Letter From
Our Executive Director

TO OUR SUPPORTERS AND FRIENDS,

Over the past two years, we invested in a strategic planning process to maximize our fellowship's early success and ensure sustainable growth. With insights from that process, in 2018 we reconfigured our governing board, formed a leadership council to better leverage the expertise of the fellowship's mentors and advisors, and introduced The Equity Collaborative to help large health organizations improve gender diversity within their leadership teams.

Along with those changes, our third class of Carol Emmott Fellows is now onboard and with them we have sponsoring health organizations from California to New Hampshire. We're already seeing our fellows gain in influence and pay their experience forward. In this report we share some of those successes, including our first fellow to be promoted to president of a hospital and another who launched an initiative that has engaged more than 100 aspiring women leaders at her medical center.

We're proud that we define success in terms that are much larger than any one institution or individual's business success. We challenge our fellows to look deeply at themselves and identify what brings them meaning, so that they can bring good to the world. They succeed because of the women and men who support them — our executive sponsors, champions, mentors, advisors, expert volunteers, and donors who make the fellowship's distinctive curriculum and experiential learning opportunities possible.

The message sent by our momentum is clear: gender diversity drives business performance and clinical value. Research shows it leads to higher patient satisfaction and employee engagement.

You have given freely and generously of your time, talent, and resources to make this movement possible. Thank you for all that you have done to make another year of progress possible for the Carol Emmott Fellowship.

With gratitude,

Christine Malcolm
Executive Director

OUR SPONSORS

BDC Advisors*

Blue Shield Foundation of California/ University of California, San Francisco; Zuckerberg San Francisco General

Carilion Clinic*

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Geisinger Health System

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University of Chicago Medicine

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University of Pennsylvania Health System*

Vista Community Clinic

Yale New Haven Health System*

** Founding sponsors who helped launch the Carol Emmott Fellowship*

EXPANDING BEYOND THE FELLOWSHIP

Growing the Alumnae Network

The Carol Emmott Fellowship's 2018 class, like the cohort before them, gathered for convergence conferences in Arizona, Chicago, Washington D.C., and San Francisco where they deepened their connections with each other and members of the fellowship's Leadership Council. The Class of 2018 has now become part of the growing Carol Emmott Fellowship Alumnae Network.

Members of the Carol Emmott Fellowship class of 2018 gather at the convergence conference in San Francisco.

Back row from left –*Philynn Hepschmidt, Maria Padin, Marissa G. Kiefer, Julie H. Stoss, Margaret Damiano, Shaun Raleigh, Michelle Lopes*

Front row from left – *Lisa S. Stump, Karen Harris, Jessica Melton, Andrea A. Wary, Christine Malcolm, Melody States, Meredith A. Sciarrio, Elizabeth Mahler, Teresa Mock*

Not pictured – *Monica Kogan, ,Haimanot (Monnie) Wasse, Teri Wilczek*

On Cover – *Jessica Melton*

Driving Organizational Change

The Carol Emmott Fellowship formed The Equity Collaborative in 2018 to serve as a learning community for large healthcare organizations interested in expanding diversity and the representation of women in their leadership and governance positions.

Members of the collaborative agree to:

- Promote shared learning about best practice gender equity initiatives and change strategies from peer organizations;
- Facilitate access to approaches, products, and solutions from other industries that can accelerate improvement;
- Measure progress and demonstrate improvement using common agreed-upon metrics;
- Promote mutual accountability for results;
- Develop innovative approaches and ideas for improving gender equity;
- Demonstrate how gender equity can improve organizational performance, employee and patient satisfaction, and health outcomes, and reduce healthcare disparities; and,
- Articulate, publicize, and advocate winning strategies with other organizations beyond the Membership.

MAKING STRIDES TO IMPROVE GENDER EQUITY

Carol Emmott Fellows use the experience, knowledge and connections they gain to become ambassadors of change. Carolyn Carpenter, MHA, FACHE, was the first fellow to be named president of a medical center. A member of the class of 2017, she was promoted to president of Sentara Norfolk General Hospital after serving as vice president and chief operating officer. Carpenter was sponsored by Duke University where she was employed when she became a fellow. Here are other examples of how fellows advanced their careers and influence in the past year:

CLASS OF 2018

Philynn Hepschmidt, MEd, was promoted from her position as executive director to associate vice president, EHR Transformation, Penn Medicine, University of Pennsylvania Health System.

Michelle Lopes, MSN, RN, NEA-BC, was elevated from senior vice president Patient Care Services/chief nursing officer John Muir Health Walnut Creek Medical Center to senior vice president and system chief nurse executive for John Muir Health.

Jessica Melton, MHA, vice president, Medical Surgical and Critical Care Services at Duke University Hospital, was named a 2018 "up-and-comer" by Modern Healthcare. She has also been promoted to chief operating officer of Sentara Norfolk General Hospital, beginning summer of 2019.

Meredith A. Sciarrio, MBA, who served as director, Strategy & Integration of the Community Partnerships Division for Providence St. Joseph Health, was promoted to executive director of operations.

Lisa S. Stump, MS, RPH, FASHP, senior vice president and chief information officer, Yale New Haven Health and Yale School of Medicine, was named one of Becker's Hospital Review's Female Health IT Leaders to Know and Health Data Management's Most Powerful Women in HIT. She was also appointed to the State of Connecticut, Health Information Exchange Board of Directors.

Teri Wilczek, MS, CFRE, chief philanthropy officer of Marshfield Clinic Health System Foundation, Marshfield Clinic Health System was selected as chair of the Philanthropy & Community Engagement Committee for the University of Wisconsin, LaCrosse. She continues to serve on the university's foundation board of directors.

CLASS OF 2017

Cynthia E. Boyd, MD, MBA, vice president for Corporate Compliance and chief compliance officer, Rush University Medical Center, was promoted in her additional roles for Rush University Medical College where she now serves as senior associate dean, Diversity and Inclusion, and associate dean, Admissions and Recruitment.

Richa D. Gupta MBBS, vice president, Clinical Operations, Rush University Medical Group, was named one of Becker's Hospital Review's 50 Experts Leading Patient Safety.

Chantel Johnson, PHD, RN, NE-BC, Bay Area Medical Foundation – Sutter Health Pediatrics and Women's Health Service Line executive, was appointed to the Board North, Association of California Nurse Leaders (ACNL).

Donna Wellington, MBA, BSN, COO of HFHS Behavioral Health Services, Henry Ford Health System, delivered the keynote speech for the International Women's Day Gala for the Women's Enterprise Skills Training of Windsor.

ACCELERATING LEADERSHIP CAPACITY AND IMPACT NATIONWIDE

The Carol Emmott Fellowship was created to fill a need not met by other leadership development programs.

Since the fellowship was launched, eight health organizations have joined the 12 founding sponsors of the Carol Emmott Fellowship. With this expansion, the fellowship has representatives in top health organizations throughout the United States. The leadership council, which serves as the source of program leaders and mentors, now exceeds 60 members.

The fellowship is a transformative yearlong opportunity designed specifically for women leaders in health, who have been nominated by a sponsoring organization. Fellows continue in their role for the duration of the program so that they may exercise their executive competencies as they expand their skills and national visibility. Given all fellows remain embedded in their organizations, they are able to share their ever-changing leadership experiences with the other fellows. Together they build a network of exceptional peers who they can turn to throughout their careers.

The program is led by respected experts in their fields who support the goal of overcoming gender disparities in the top tiers of health leadership. It is also distinguished by how it delivers experiential learning opportunities. It provides fellows with:

- Quarterly convergence conferences where fellows meet with nationally influential leaders and are provided with a variety of experiential learning opportunities.
- Online discussion sessions led by some of the top minds in health and policy leadership.
- Access to a high-level network of peers who are in line for senior leadership roles as well as senior executive leaders in health.
- Hand-selected mentors with similar career interests and strategic leadership expertise.
- An impact project identified by the fellow and her organization that she completes during the fellowship.

MENTORING WITH FOCUS

High level experiences:
Sharing a day in the life of a president and chief operating officer

Each Carol Emmott Fellow is matched with two mentors who share her career experience and goals. By tailoring the mentoring relationships, each fellow is able to tap these relationships for guidance on their impact project as well as their path to career advancement.

Bob Riney, president of healthcare operations and chief operating officer of Henry Ford Health System, has mentored three fellows since Henry Ford became a founding sponsor of the Carol Emmott Fellowship. Riney knew Carol B. Emmott personally and admired her dedication to improving the health industry by being a resource for others. “She was the consummate learner and the consummate connector.”

As Riney works with Carol Emmott Fellows, he focuses on their goals and the insights they are seeking to gain. Assignments include deep soul searching to explore the source of barriers faced and the reasons why decision processes may lack clarity. During the course of the year, he invites mentees to spend a day with him, sharing knowledge of his responsibilities overseeing all hospital and service operations for the six-hospital health system with more than 60 clinical locations and 30,000 employees.

As mentees shadow Riney for the day, they attend all his meetings. After each meeting, he carves out time for a debrief on the rationale behind the approach he took. “I ask how it relates to the way they show up in the work they are doing.”

At the end of the day, he holds a deep discussion with the mentee over dinner, exploring her observations and how they overlay with her own experience. “It’s a real-life learning lab.”

Lessons in Leadership: Promoting a Diverse Physician Workforce

Cynthia E. Boyd, MD, MBA, was among Bob Riney’s mentees when she was a fellow in the Class of 2017. In addition to her roles as vice president for Corporate Compliance and chief compliance officer, Rush University Medical Center, Boyd also serves as senior associate Dean of Diversity and Inclusion and associate dean of Admissions and Recruitment at Rush University Medical College. With this responsibility, she is working to increase the diversity of the physician workforce within academic medicine to better reflect the demographics of Rush’s neighboring communities and the population as a whole. She helped establish improved admissions policies and procedures as well as a holistic admissions review process that supports the mission and diversity goals of the institution.

“Bob Riney offered me the opportunity to have meaningful discussions with a variety of leaders across the Henry Ford system and learn about their experiences. The mentoring relationship was inspirational. He provided me with some excellent tenets on how to best interact with individuals within an organization and maintain their respect.”

STRATEGY PRACTICUM ELEVATES IMPACT PROJECTS

The Carol Emmott Fellowship Strategy Practicum was developed in response to fellows' requests to gain more insight into the strategic and financial planning process at the leadership level. Fellows were paired with a personal strategic advisor to serve as guide. The experience was designed to provide fellows with opportunities to:

- Explore the environmental trends that shape the health field;
- Better engage in leaders' strategic and business conversations;
- Use insights from fellowship program readings and the strategic finance webinar;
- Learn how to present a strategic plan to a team for both shared understanding and to align actions;
- Create a summary of the team's action plan that is aligned with the strategy;
- Present the strategy to leadership; and,
- Practice conversational techniques.

The Strategy Practicum advisors are:

Audre Bagnall, executive vice president for business development and chief strategy officer for University of Chicago Medicine; **Mary Boyd**, Chief Integration Officer, Mercy Health and Saint Joseph Mercy Health System; **Gayle Capozzalo**, retired executive vice president and chief strategy officer at Yale New Haven Health; **Emme Deland**, senior vice president and chief strategy officer for NewYork-Presbyterian; **Kathleen Henchey**, president of KRH Advisors; **Regina Little** principal, Civil Health Management Consulting, Booz Allen Hamilton; **Shannon Lorbiecki**, director of Manatt Health; **Kerry Shannon**, senior vice president of strategy and business development for Virginia Mason Health System; and, **Elizabeth Walker**, principal of BDC Advisors LLC.

Teri Wilczek, MS, CFRE, chief philanthropy officer, Marshfield Clinic Health System Foundation, Marshfield Clinic Health System, used the practicum to refine the strategic planning process for the foundation.

"Working with my advisors, I was able to evaluate if we were on the right track with our process, doing the right things to engage the staff and, most importantly, how our plan should evolve as our organization grew. When we made an acquisition, we had to determine what projects would be included in the planning process and what should be held apart. Exploring those decisions with the insights provided by the practicum, and expert perspectives from outside the organization, was invaluable."

MINDSHARE EXERCISE LEVERAGES COLLECTIVE WISDOM

Reaching Women Leaders Institutionwide

Maria Padin, MD, FACOG

My participation in the fellowship led to the creation of a female leadership initiative at Dartmouth-Hitchcock Health System that has been one of the most impactful experiences I have had with the program. I was part of a mindshare exercise in which our group was tasked with creating a presentation of a pertinent problem or issue. The CEO of my institution, who had newly joined the healthcare system and agreed to be my sponsor, asked how we supported female professional development at Dartmouth-Hitchcock Health. This question prompted me to seek further information about training programs for women and to evaluate the percent of leadership positions held by women at our institution.

I discussed my research findings as part of the fellowship exercise and received constructive ideas for shaping a project. Two of my fellow colleagues offered me the opportunity to visit their institutions. One of these collaborations happened to be the Lean In initiative for women led by designated Carol Emmott Fellowship mentor, Marna Borgstrom of Yale New Haven Health Center.

"The networking and support we developed between the initial groups has been amazing. Together, we have been able to work strategically to advance several internal initiatives."

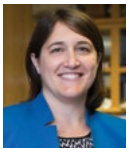
After exploring other similar program designs, I enlisted the help of women leaders at my health system to explore the design of a conversational leadership program for women. We chose to target women physicians as our first group, with a focus on the skills of managing polarity and conflict. At each of the monthly sessions, I used exercises learned in the fellowship for our sessions. During this process, I frequently consulted my other mentor, Walter Ettinger, formerly with the University of Maryland School of Medicine, on how to incorporate men into mentoring in a supportive modality as part of this initiative.

During the past year the group has met several times, and with a continual evolution of the curriculum to include new articles and questions in the Lean In curriculum. The 16 women who participated in the initial group have helped shape the curriculum. We held our first ever Women Physicians in Leadership at a Dartmouth conference as an outgrowth of the group that attracted more than 100 women.

The networking and support we developed between the initial groups has been amazing. Together, we have been able to work strategically to advance several internal initiatives. Inspired by my participation as a Carol Emmott Fellow, we have created a microcosm reflective of the many values and lessons integral to the fellowship.

Maria Padin, MD, FACOG, Chief Medical Officer,
Dartmouth-Hitchcock Medical Center, Dartmouth-Hitchcock Health

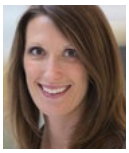
CLASS OF 2018 IMPACT PROJECTS



Margaret Damiano, MBA, Margaret Damiano, MBA, Associate Dean for Administration and Finance University of California, San Francisco at Zuckerberg San Francisco General Hospital (sponsored by Blue Shield of California Foundation)
Funding the mission: Created a financial model to increase resources, reflect organizational values and provide the tools to improve the financial knowledge of clinical leaders

Karen Harris, MSN, RN, WHNP-BC, Chief Nurse and Operations Executive, Henry Ford West Bloomfield Hospital Henry Ford Health System
Change management with system redesign: Optimized nursing systems and integrated inpatient labor expenses for acute-care hospitals in the Henry Ford Health System

Philynn Hepschmidt, M.Ed., Associate Vice President, EHR Transformation,
Penn Medicine University of Pennsylvania Health System
Improving the EHR experience for providers: Developed a scalable process to decrease data-entry burdens on physicians using an "innovation tournament" to generate solutions



Marissa G. Kiefer, MHSA, Vice President, Strategy,
Riley Children's Health (sponsored by BDC Advisors)
Infant mortality reduction through regionalization of care: Launched a perinatal outreach simulation team, in conjunction with quality improvement and class offerings, to reduce risks

Monica Kogan, MD, Attending Physician, Director Pediatric Orthopaedic Surgery Division, Residency Director, Assistant Professor, Rush University Medical Center
Creation of a transition to practice curriculum for orthopedic surgery resident programs:
Reinvented the curriculum for orthopedic surgery residents that prepares them for the future of medicine

Michelle Lopes, MSN, RN, NEA-BC, Senior Vice President/ System Chief Nurse Executive John Muir Health
Health system integration: Restructured leadership to better deliver patient care and ancillary services while reducing the management infrastructure by 10%, saving $3.7 million annually and supporting cultural differences on medical campuses

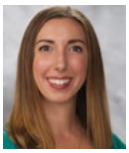
Elizabeth (Beth) Mahler, MD, Vice President, Patient Health Management
Sutter Health
Improving care for people with serious illness: Implemented a cloud-based e-POLST registry for providers and patients encompassing nearly 195,000 Physicians Orders for Life Sustaining Treatment forms at launch

Jessica Melton, MHA, Chief Operating Officer, Sentara General Hospital, summer 2019
(sponsored by Duke University Health System)
Administrative fellowship enhancement: Initiation of an administrative fellowship program with new training, professional experiences and development courses

Teresa Mock, MD, MBA, Senior Vice President, Mercy Clinics, Mercy Medical Center North, Iowa/Trinity Health
Behavioral health resource center: Introduction of a resource center for mental health patients and their families, with the construction of a behavioral health building, that provides information, classes, and prevention strategies to reduce the need for in-patient psychiatric treatment

Maria Padin, MD, FACOG, Chief Medical Officer, Dartmouth-Hitchcock Medical Center
Dartmouth-Hitchcock Health
Peer-review process for Dartmouth-Hitchcock Medical Center: Developed a policy and operational process for peer review in collaboration with faculty and clinicians to focus on quality and safety

Shaun Raleigh, RMA, MBA, Executive Director, Clinically Integrated Networks/Trinity Michigan
Trinity Health
Health resiliency zones: Led initiatives that resulted in the creation and organization of Health Resiliency Zones to reduce food insecurity, homelessness, domestic violence, and other health threats



Meredith A. Sciarrio, MBA, Executive Director of Operations, Community Partnerships Division Providence St. Joseph Health
Creating strategies and facilitating collaboration for greater community impact: Initiated a strategic plan that, among other things, increased caregiver engagement by 10% with a trajectory to attain a 40% rise by year end

Melody States, RN, CNOR, CASC Chief Operating Officer, Sutter Surgery Center Division
Sutter Health
Workforce optimization: Restructured the staffing model to better support the front-line team, reduce burnout, trim labor cost, and elevate safe clinical care across six surgical centers as part of a pilot project

Julie H. Stoss, JD, Vice President, Government Relations
Kaiser Permanente
Connecting women leaders to community boards: Placed women executives on the boards of community organizations to share their skills and provide them with valuable insights into health disparities

Lisa S. Stump, MS, RPH, FASHP, Senior Vice President and Chief Information Officer
Yale New Haven Health and Yale School of Medicine
Streamlining patient access and care navigation: Launched a mobile application, telephony infrastructure and revenue-cycle platform to improve the patient experience

Andrea A. Wary, M.Ed., BSN, RN, Associate Vice President, Department of Emergency Medicine,
Geisinger Health System
Optimizing paramedic skill sets to create value in readmission and ED utilization prevention: Introduced Mobile Integrated Health to provide better health maintenance, acute intervention, and patient empowerment

Haimanot (Monnie) Wasse, MD, MPH, Professor of Medicine, Vice Chair of Patient Quality & Safety, Director Interventional Nephrology, Rush University Medical Center
Improving interventional platform teamwork and efficiency: Improved patient outcomes and optimized workflow with a platform that facilitated interaction between teams

Teri Wilczek, MS, CFRE, Chief Philanthropy Officer, Marshfield Clinic Health System Foundation
Marshfield Clinic Health System (MCHS)
Creation and implementation of a strategic plan for MCHS foundation: Provided a roadmap for growth that aligned priorities including board expansion and creating a clinical engagement program

"This isn't just about your career and your promotions, it's about how to make the world a better place."

– Julie H. Stoss, JD, Vice President, Government Relations, Kaiser Permanente

CAROL EMMOTT'S LEGACY

The late Carol B. Emmott identified the need for a fellowship that could create an inflection point for women in leadership who have demonstrated that they are both brilliant and committed to leading improvements in health. The fellowship was established as an independent program based at the Public Health Institute, a global nonprofit headquartered in Oakland, California. To ensure the fellowship achieved its goals, its leaders reviewed the progress made since the Equal Rights Amendment was extended to women, and found it to be uneven. Data indicate that women's careers hit what has been colloquialized as the "glass ceiling," or "steel door," once they move beyond middle management. The fellowship was designed to equip women leaders to surpass these barriers.

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University of California San Francisco, Zuckerberg San Francisco General Hospital

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Institute for Healthcare Improvement

Rebekah Gee
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Tim Goldfarb
The Foundation for Medical Excellence

Larry Goodman
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Charles R. Drew University of Medicine and Science

Bob Riney
Henry Ford Health System

Jaewon Ryu
Geisinger

Robert Saroyan
Valley Children's Healthcare

PK Scheerle
Gifted Healthcare

Nancy Schlichting
Formerly with Henry Ford Health System; Walgreens Boots Alliance and Hill-Rom Holdings, Inc.

Cheryl Scott
McClintock Scott Group

Richard Slavin
Formerly with Palo Alto Medical Foundation

Bruce Solomon
Healthcare Consultant

Cynthia Sparer
Yale New Haven Health

Todd Suntrapak
California Children's Hospital Association

Maureen Swick
American Hospital Association

Nancy Valentine
Northern Illinois University

Lizz Vilardo
Sutter Health

Janet Widmann
KidsCare Dental

Andy Wiesenthal
Deloitte Consulting, LLP

Jane Willemsen
John Muir Health

Frank Williams
Evolent Health

CHAMPIONING WOMEN AND CHANGING HEALTH

"One of the things that makes the Carol Emmott Fellowship so special is bringing in women from all different backgrounds and allowing us to learn from each other and develop this network and this friendship."

– Monica Kogan, MD, Rush University Medical Center

"I see it really as an enhanced apprenticeship in leadership."

– Maria Padin, MD, FACOG, Dartmouth-Hitchcock Health

"It's been absolutely life changing."

– Shaun Raleigh, MBA, RMA, Trinity Health

"Being able to have this net of women to fall into when you are crashing or need some extra support, that is what this has brought."

– Marissa G. Kiefer, MHSA, Riley Children's Health

"The Carol Emmott Fellowship has challenged me to think bigger about what I can do and pushed me outside of my comfort zone in ways that I couldn't have done on my own."

– Philynn Hepschmidt, M. Ed, University of Pennsylvania Health System

THANK YOU TO OUR SUPPORTERS

The fellowship would not be possible without the many men and women who contribute to our convergence conferences, provide programming for monthly webinars, serve as mentors, and volunteer to share their time and expertise. We started off the 2018 program year with a special reception and dinner that was made possible with generous support from CareMore Health, The Commonwealth Fund and David Blumenthal, Dignity Health, and Russell Reynolds Associates. We are also grateful for the significant financial contributions of our founding sponsors, Catalyst Circle members, and donors.

CATALYST CIRCLE MEMBERS

$75,000 or more

BDC Advisors^+

$10,000 to $19,999

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Spiegel-Pollock Family Foundation

$5,000 to $9,999

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Our appreciation to all 73 donors, including gifts at $999 or less, contributing a total of $169,424.

Special Recognition for Pro-bono Services and In-Kind Donations

Barbara Anderman*

David Anderson

Fawn Lopez

Christine Malcolm*

Mary Pittman*

Douglas Riddle*

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CSweetener

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Perri Strawn

We are deeply grateful to the more than 250 volunteers who have made this program possible.

* Governing Board members, staff + Underwriting a fellow at $40,000

HOW TO GET INVOLVED

We invite you to join in supporting our mission at the Carol Emmott Fellowship and accelerate the impact of our talented fellows who are poised to make a difference in our lifetime.

Visit carolemmottfellowship.org or contact Philanthropy Specialist Vicki Weiland by email at vicki@carolemmottfellowship.org to learn more.

The Carol Emmott Fellowship is an independent program based at the Public Health Institute, a global nonprofit headquartered in Oakland, California; it is tax-exempt under Internal Revenue Code section 501(c)(3). PHI's Federal Tax Id number is 94-1646278. All donations are tax deductible.

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To learn more, visit CarolEmmottFellowship.org or contact the fellowship at info@carolemmottfellowship.org.