

LEADING THE WAY  
TO FULLY INCLUSIVE  
GENDER EQUITY IN HEALTH

ANNUAL REPORT

2019

# OUR MISSION

Transform health by accelerating the advancement and impact of women leaders and achieving gender equity and fully inclusive leadership and governance in our healthcare institutions.

## GOVERNING BOARD

The Carol Emmott Foundation recruited seven new members to serve on its 2020 governing board and support the growth of its two flagship programs, the Carol Emmott Fellowship and The Equity Collaborative. New members are: Dave Anderson, Gayle Capozzalo, Kevin Fickenscher, Martha Lauderdale, Anne McCune, Sharon O'Keefe, and Todd Suntrapak.

### **David Blumenthal, MD, MPP**

Board Chair, Executive and Finance Committee Chair  
President of The Commonwealth Fund

### **Joanne M. Conroy, MD**

Board Vice Chair  
CEO and President of Dartmouth-Hitchcock and Dartmouth-Hitchcock Health

### **Barbara Anderman, MA**

Leadership Council Chair  
Former Executive Search Consultant, Russell Reynolds Associates

### **Dave Anderson, MBA, PHD**

Treasurer  
Senior Advisor, BDC Advisors LLC

### **Odette C. Bolano, FACHE, MHA, BSN**

At-large Member  
President and CEO, Saint Alphonsus Health System

### **Gayle Capozzalo, FACHE**

Executive Director of The Equity Collaborative  
Principal, JGF Strategies, LLC

### **Parker Emmott, MBA**

Audit Committee Chair  
Senior Director of Product Management, Yahoo

### **Kevin Fickenscher, MD**

Fellowship Program Committee Chair  
President/Chief Executive Officer, CREO Strategic Solutions, LLC

### **Kathryn Johnson**

At-large Member  
Former CEO Health Forum – Global Health Consultant

### **Martha Lauderdale, MPA**

Fellowship Alumnae Network Chair  
Administrative Director, UCSF Medical Center

### **Anne McCune, PCC**

Chief Executive Officer of The Carol Emmott Foundation  
President, Anne McCune, LLC

### **Sharon O'Keefe, MSN**

Interim Collaborative Governing Council Chair  
President, UChicago Medical Center

### **Mary Pittman, DRPH**

Governance Committee Chair  
CEO and President, the Public Health Institute

### **Todd Suntrapak, MHCM**

At-large Member  
President and Chief Executive Officer, Valley Children's Healthcare

### **Betsy Wright**

Interim Philanthropy Committee Chair  
Retired Nonprofit Executive

*Thank you to Parker Emmott for his leadership as Chair in 2019. Also, thank you to former Foundation Board members for their dedication, inspiration, and leadership:*

### **Cynthia E. Boyd, MD, MBA**

Vice President for Corporate Compliance and Chief Compliance Officer, Rush University Medical Center; Associate Professor of Medicine, Senior Associate Dean, Diversity and Inclusion, and Associate Dean, Admissions and Recruitment, Rush University Medical College

### **Cameron Emmott, MD**

Former Vice-Chair  
Retired from Private Practice

### **Christine Malcolm, MBA**

Retired Chief Executive Officer and Ex Officio Board Member  
Principal, Salt Creek Advisors LLC

### **Barbara van Dillen**

Principal, van Dillen Partners, Inc.



## Christine Malcolm

Former CEO

The Carol Emmott Foundation

# LOOKING BACK AT 2019: A LETTER FROM LEADERSHIP

Dear Friends,

We know that achieving gender equity in health leadership isn't just about who occupies the C-suite and boardroom. It requires transforming workplace culture.

Many health leaders are having the right conversations about equalizing the power dynamics in their organizations, but often they lack a clear and proven roadmap to systemically address gender imbalance.

We launched The Equity Collaborative in 2019 to meet this need by establishing an active learning community of large healthcare organizations committed to creating cultures that recognize the value of promoting fully inclusive gender equity. The phrase "fully inclusive gender equity" was carefully chosen by the Collaborative's Governing Council – to underscore the fact that while gender equity is a first priority, the work must be coupled with inclusion in its broadest definition, until healthcare governance and leadership reflects our workforce and the communities we serve. Thirteen organizations have made a three-year commitment to the Collaborative at its launch. We're confident that this group will continue to grow and through their actions, will make a galvanizing impact on the industry.

To ensure our Fellowship program is accessible to the best and brightest nationwide, we also formed a scholarship for candidates whose institutions are unable to provide financial sponsorship. Because of this scholarship fund, Fellows from three institutions – Golden Valley Health Centers, Cook County Health, and UnidosUS – are now part of the Class of 2020.

Along with our expansion, we made several organizational changes to support our growth and ensure continuity of the leadership team as I retired at the end of 2019. We'll share more about these changes, along with our accomplishments, in this report.

I can't express in words how exciting it is to know both that The Foundation is strong and capable, and that we will be led by Anne McCune, who shares our passion for the mission. It is gratifying to have been part of this organization since its founding and witness firsthand the support for building upon Carol B. Emmott's legacy to ambitiously address the imbalances in our field. Together we've created vibrant, one-of-a-kind programs and proven that, with our shared vision and dedication to making a difference in our lifetime, significant change is possible.

Thank you to everyone who has contributed to the success of our organization and for making 2019 a banner year for progress for inclusive gender equity in healthcare leadership.

## Christine Malcolm

Former Executive Director, Carol Emmott Fellowship

Former CEO, The Carol Emmott Foundation

## ADVANCING THE VISION FOR INCLUSIVE GENDER EQUITY

The Carol Emmott Foundation recruited healthcare leader and consultant Anne McCune to serve as its chief executive officer and to support the expansion of its two programs, The Equity Collaborative and Carol Emmott Fellowship. She assumed the role in January 2020.

Anne brings to The Foundation a proven track record of leading large health organizations through change and successfully executing their strategic initiatives. She will continue The Foundation's work of engaging top health organizations nationwide in the Collaborative, a one-of-a-kind program that supports systemic change to corporate cultures to improve gender parity. At the same time, she will guide the Fellowship, and its growing alumnae network, to build the leadership capacity of women in health. The Fellowship made a leap forward in 2019 with the introduction of its scholarship program which provides opportunities for a wider range of health organizations to sponsor a Fellow.

Anne succeeds Christine Malcolm who has retired after working to develop these two programs and lead the strategic planning process that has positioned The Foundation for long-term success.

Anne's previous experience includes serving as chief operating officer at Lucile Packard Children's Hospital/Stanford Children's Health, Children's Hospital and Research Center Oakland (now UCSF Benioff Children's Hospital Oakland), and City of Hope Cancer Center at Accenture. In addition to these roles, she has had an extensive consulting career. This experience provides Anne with a deep understanding of the dynamics within health organizations nationwide and how they can be best supported to drive change going forward.



**Anne McCune**  
*Chief Executive Officer*  
*The Carol Emmott Foundation*

There is a real opportunity for progress with today's heightened awareness that a lack of diversity in leadership comes at a huge societal cost.

– Anne McCune

### BY THE NUMBERS:

## How The Carol Emmott Foundation Expanded in 2019



Supported the growth of **2 one-of-a-kind programs** with the launch of The Equity Collaborative to complement the Fellowship program



Expanded the Alumnae Network to **51 women leaders**



Increased governing board from **12 to 15 members**



**100 percent of board and staff** donated and the organization received its first multi-year pledge to found a scholarship fund for the Fellowship



**13 large health organizations each** with about 10,000 employees, joined the Collaborative



Recruited **21 Fellows** to the 2020 cohort, including three Fellows sponsored through scholarships

# OUR VALUES

As an organization, we will exemplify our values for our Fellows, alumnae, Collaborative members, sponsors, donors, and partners.



## SPONSORS & MEMBERS

BDC Advisors  
 Blue Shield Foundation of California/  
 University of California, San Francisco;  
 Zuckerberg San Francisco General  
 Carilion Clinic  
 City of Hope<sup>†</sup>  
 Dartmouth-Hitchcock Health System<sup>†</sup>  
 Duke University Health System  
 Froedtert Health<sup>†</sup>  
 Geisinger Health System  
 HCA Healthcare<sup>†</sup>  
 Henry Ford Health System  
 John Muir Health

Kaiser Permanente  
 Lahey Hospital and Medical Center  
 Marshfield Clinic Health System, Inc.<sup>†</sup>  
 Providence St. Joseph Health  
 Riley Children's Health  
 Rush University Medical Center<sup>†</sup>  
 Sutter Health<sup>†</sup>  
 Trinity Health  
 Tufts Medical Center<sup>†</sup>  
 UAB Medicine<sup>†</sup>  
 University of Chicago Medicine<sup>†</sup>  
 University of Massachusetts Medical School<sup>†</sup>  
 University of Miami Health System

UVA Health<sup>†</sup>  
 University of Pennsylvania Health System  
 Vista Community Clinic  
 Yale New Haven Health System<sup>†</sup>

<sup>†</sup> Member of The Equity Collaborative

## THE EQUITY COLLABORATIVE: RALLYING AROUND A SHARED PURPOSE

When The Carol Emmott Foundation's leaders were envisioning how to accelerate gender parity throughout health, they decided to broaden the conversation and invite 35 organizations to attend a brainstorming session. The gathering, and a subsequent design session, brought together health providers nationwide to discuss potential action plans to break down barriers, create supportive workplaces, and determine how to measure progress.

With support from executive search firm WittKieffer Inc., The Equity Collaborative held a kick-off meeting in July 2019 that was attended by highly invested C-suite executives from 13 health organizations nationwide. The members made a three-year commitment to be part of the group.

The meeting explored how the Collaborative could hone its purpose to bring about meaningful change and be more observant of unconscious biases and practices that were undermining gender equity at all levels of their organizations. The group explored questions such as:

- What is the gender and racial makeup of leadership pipelines within their health organization;
- How do men and women perceive the state of their diversity efforts; and,
- Are there differences in perceptions of barriers to gender equity between the men and women in their organization?

The work around answering these questions is informing the initiatives that the Collaborative will pursue in coming years.

Gender equity in the C-suite doesn't just happen from good intentions. It requires specific, strategic actions such as those encouraged by The Equity Collaborative in order to achieve meaningful results.

– **Donna Padilla**  
Managing Partner  
of WittKieffer's  
Healthcare Practice



Front row from left: Kety Duron, Susan Pollart, Anthony Patterson, Terri Lux, Pamela Cippriano, Sheri O'Neal  
Middle row: Gina Calder, Christy Harris Lemak, Susan Turney, Gillian Smith, Tracey Hoke, Joyce De Leo, Sharon O'Keefe, Gayle Capozzalo  
Back row: Christopher Henry, Kara Greer, Julie Brussow, Beth Mahler, Dave Anderson, Aimee Giglio, Luanne Thorndyke, Anne McCune, Douglas Riddle, Michael Collins, Melody Powell, Melissa Breen, Holly Reilly

## THE EQUITY COLLABORATIVE: COMMITTING TO ORGANIZATIONAL CHANGE

Changing leadership practices in health and medicine, which for most of its history has organized work through gender-based roles, requires a deep examination of corporate culture and how unconscious bias is woven into policies and practices.

The Equity Collaborative established a learning community of top health companies to do just that and to take steps forward that have the potential to influence the entire field. The 13 founding members, each of which have workforces of 10,000 employees or more, have made a three-year commitment 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;



**Gayle Capozzalo**  
*Executive Director*  
*The Equity Collaborative*

- 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.

In the Collaborative's first year, members have focused on sharing data and information on gender equity in their organizations. Members will complete the McKinsey / Lean In annual "Women in the Workplace" survey and McKinsey & Company, in turn, will compile and analyze the data to help set and achieve measurable process and outcome goals. Members also agreed to prioritize:

- Developing and sharing best practices around the recruitment, selection, and performance reviews of leaders to help promote fully inclusive gender equity; and,
- Creating "pay it forward" leadership development programs for women.



*Dave Anderson, Douglas Riddle, Anne McCune, and Gillian Smith greet members of The Equity Collaborative at the January 2020 meeting.*

## THE EQUITY COLLABORATIVE: INVESTING IN CHANGE

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Eight of The Equity Collaborative’s 13 members also sponsor Carol Emmott Fellows. Leaders from two of those organizations, Marshfield Clinic Health System and Yale New Haven Health, share their perspectives on how this dual engagement is making a difference within their institutions.



**SUSAN TURNEY**  
MD, MS, FACP, FACPME

Chief Executive Officer  
Marshfield Clinic  
Health System

“We have had several of our female executives participate in the Carol Emmott Fellowship, and I can say without hesitation, the experience has made them more effective leaders. In this way, the Fellowship has touched our entire organization. Becoming a member of The Equity Collaborative will build on this engagement.

Personal and professional development never end, and the Fellowship is a unique opportunity for women who have reached great heights in their careers to further hone their leadership skills. The Fellowship’s programming, and the overall experience, has helped all of our leaders who have participated more deeply understand the issue of gender equity.

The Collaborative equips us to make similar strides throughout our organization. When top leaders have gender equity top of mind, it inevitably helps inform their decisions, and that emphasis on equity trickles down to the rest of the organization.

When you build a more inclusive work environment where everyone has a seat at the table, your organization benefits from the diversity of experiences, perspectives, and ideas that otherwise might not be heard.”



**MARNA BORGSTROM**  
MPH

President and CEO  
Yale New Haven Health  
System, Lecturer in Public  
Health (Health Policy)

“The Carol Emmott Fellowship has allowed Yale New Haven Health to offer four of its most talented and promising women leaders an opportunity to network nationally with other women leaders, gain exposure to work around the country that is promoting strong healthcare performance and gender parity, as well as that rare opportunity to step back from day-to-day responsibilities and invest in their own development.

We made an additional commitment as an organization by joining the Collaborative as we know our leaders will be able to do their best work if we continue to invest in a culture that fully supports gender equity at all levels. Being among the first 13 members of the Collaborative also presented an opportunity to help influence change in our field nationally. The Collaborative fills an important gap and we look forward to contributing to its work.”

## SCHOLARSHIP ENSURES DIVERSE ENGAGEMENT

Equity, inclusion, and diversity are core values at The Carol Emmott Foundation, and to ensure all qualified candidates have the ability to participate, The Carol Emmott Scholarship Fund was established in 2019 to provide sponsorship fees for women leaders who work at health organizations that could otherwise not financially support a Fellow.

Forming the scholarship fund is a significant step forward in honoring Carol B. Emmott's legacy. Diversity in leadership was one of Carol's passions. She helped found the California Association of Public Hospitals, and understood the important role of safety net institutions in ensuring that everyone has access to the care they need. The Carol Emmott Foundation Board Member and The Commonwealth Fund President, David Blumenthal, and his wife Ellen, made the lead gift to launch the scholarship fund in spring of 2019. They invited community members to match their gift which provided for 50 percent of the funding necessary to support a Fellow and The Foundation. Thirty-five donors came forward to contribute to the first scholarship, including gifts from Central California's Valley Children's Healthcare and Geisinger's Jaewon Ryu and his wife Sarah.

To further propel this important initiative, Foundation Board Member Barbara van Dillen and her husband Erik, joined Jamie and Marritje Greene in hosting a fundraising event at the Greene's home in California in the fall, where twenty-five donors contributed. Mary Lee Dodd led the effort with a pledge of \$300,000 to fund a \$50,000 scholarship each year for six years that encourages ethnic diversity among Fellows. An additional \$160,000 was contributed to the fund from this effort. Thanks to these donors, the Fellowship was able to provide three scholarship opportunities to Fellows in the Class of 2020. Donations toward scholarships for upcoming classes continue to be sought.

It is my goal to invest in women of color who might not otherwise have opportunities without my help. I do this in memory of my mother, Virginia Dodd, who lived her life in support of equity and equality for all.

– **Mary Lee Dodd**  
Foundation Donor

### SCHOLARSHIP RECIPIENTS

Class of 2020, Carol Emmott Fellowship



**RITA CARREÓN**  
Deputy Vice President Health  
UnidosUS



**RATNA KANUMURY**  
MMSC, PA-C  
Director of APP Services  
Cook County Health



**ELLEN PIERNOT**  
MD, MBA, CPE  
Chief Medical Officer  
Golden Valley Health Centers

# MAKING AN IMPACT

Carol Emmott Fellows, in partnership with their sponsoring organization, make strides to expand their leadership capacity and advance work that benefits health for all. Here are some of their stories, which were featured at The Foundation’s 2020 inaugural symposium, along with survey results on how the Fellowship is advancing Fellows’ careers.



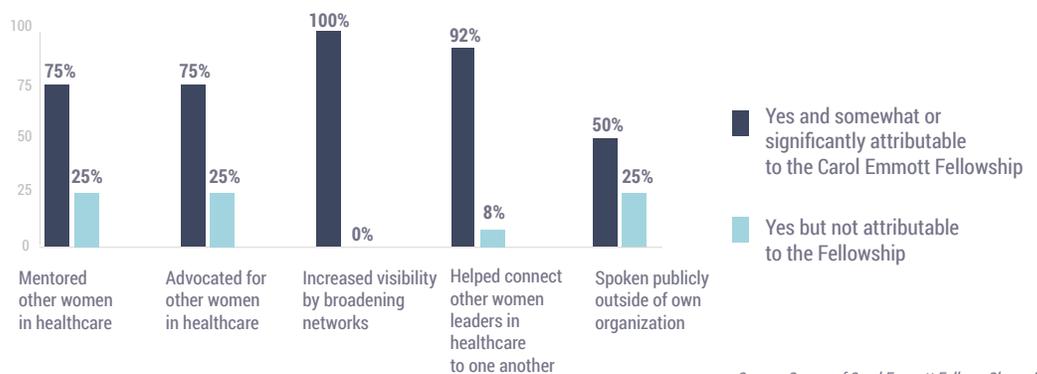
**Sheila A. Dugan, MD**

Professor & Interim Chair,  
Department of Physical Medicine  
and Rehabilitation Chair,  
Women’s Leadership Council  
Rush University System for Health

## Finding My Women’s Leadership Voice at Rush University System for Health and Owning It

“I took internal qualitative data to our Senior Leadership Team and collaborated to set goals for the corporate dashboard as chair of the Women’s Leadership Council. I was accepted into the Carol Emmott Fellowship just as the Women’s Leadership Council had its first budget and launched its first office. Our ‘women’s work’ was accelerated by the Fellowship curriculum and the encouragement and belief of The Foundation. Rush has moved forward with its gender equity initiatives in talent management, family affirming benefits, women’s leadership training, and mentorship. In addition, the university completed a salary review, launched a website and social media presence, and evolved to founding the Rush Center for the Advancement of Women in Healthcare, with plans to work hand in hand with The Equity Collaborative, a program of The Carol Emmott Foundation.”

### HOW FELLOWS ARE HELPING OTHER WOMEN LEADERS AND INCREASING THEIR VISIBILITY



Source: Survey of Carol Emmott Fellows Class of 2017

### WHAT IS THE FOUNDATION’S IMPACT ON FELLOWS, THEIR ORGANIZATIONS, AND THE HEALTH FIELD?



- ▶ Survey respondents from the Class of 2019 said they developed greater confidence, found their voice, and became more comfortable with their own leadership style through the Fellowship.
- ▶ Fellows reported that the collective, vast knowledge and experience of the women in their cohort, as well as the social support they provided, built them up and contributed to improved confidence.
- ▶ Fellows reported that they were inspired to take action to confront gender bias after being part of the program.

## MAKING AN IMPACT



**Kelly C. Motadel, MD, MPH**

Chief Medical Officer  
Vista Community Clinic

### Improving Clinician Wellness in Community Health

“Every time an organization loses a doctor, it will cost 100 percent to 150 percent of that physician’s annual salary to replace the position. With clinician burnout becoming an epidemic and community health centers constantly struggling to recruit and retain clinician staffing, I created a Clinician Wellness Program at Vista Community Clinic. We reduced the vacancy rate to less than 5 percent for clinician positions across the organization. Quality related outcomes continue to rise and patient satisfaction scores are in the top 10 percent in the country and rising for federally qualified health centers. The steps we took at Vista Community Clinic to achieve these successes are reproducible at other health centers, which will be critical to address the healthcare needs of the country as primary care clinicians become a scarcity.”



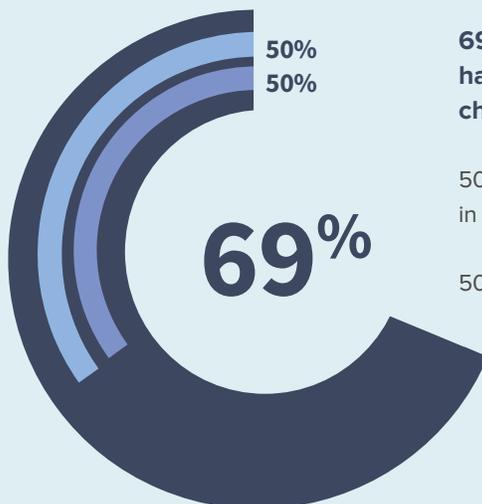
**Pamela L. Scagliarini, MBA**

Chief Operating Officer  
Bridgeport Hospital

Senior Vice President  
Yale New Haven Health System

### Lean In – Multiplying the Impact

“Yale New Haven Health System developed an internal networking and mentoring program for women in leadership five years ago with Sheryl Sandberg’s book **Lean In** providing the original inspiration. As a one-year program, participants have a great appetite for continuing to positively impact their lives and others through the tools they gained from the program. I took on as my charge, through the Carol Emmott Fellowship, the task of ensuring we continued the momentum from the initial Lean In program by providing leadership paths for more women within the organization and inspired our male colleagues to join us. Our Lean In Advisory Counsel, comprised of many of the most senior women in the organization, is the driving force behind the work. In one year, we graduated another Lean In class of 115 women, launched alumni and men’s programs, and will launch in 2020 the much awaited Women’s Employee Resource Groups that will allow us to touch many more women at all levels of the organization.”



**69% of Fellows in the Class of 2019 have already experienced a job change. Of these women:**

50% have taken on more responsibility in their current positions

50% have been formally promoted



## ONE-OF-A-KIND PROGRAMS UNIQUELY FOCUSED

The Foundation's programs stand apart from other gender equity initiatives through their emphasis on leadership:

C-suite executives participate as sponsors and Collaborative members

Networking, mentoring, and advocacy opportunities are woven into all initiatives, events, and programming

Experts from the field both design and deliver the curriculum

Programming design and measurement of results is data driven

**The Equity Collaborative is engaging with McKinsey & Company in developing metrics to provide meaningful measures of progress in achieving fully inclusive gender equity.** Among the initiatives that the Collaborative will prioritize in its first three years is collecting data from members and the health industry. The group is evaluating where gender parity stands in health leadership today. Data to be collected includes:

- The talent pipeline: Measuring female representation at all levels of an organization from entry level and manager jobs to senior vice president, C-suite, and board positions.
- Policies and programs including diversity, hiring, and promotion practices.
- Employee experiences including perceptions regarding workplace barriers to opportunities and gender parity.



Kety Duron of City of Hope leads a presentation at the January 2020 meeting for The Equity Collaborative.

**The Fellowship curriculum emphasizes the entire ecosystem in which women leaders must operate to succeed.** The core of the program is the provision of a platform from which change can improve health for all by creating just and equitable institutions. Highlights include monthly webinar sessions led by experts in their field that feature exclusive discussion time for Fellows with thought leaders including:

- Portia Mount, co-author of **Kick Some Glass: 10 Ways Women Succeed at Work on Their Own Terms**
- Kathryn Heath, author of **The Influence Effect: A New Path to Power for Women Leaders**
- Denise Brosseau, author of **Ready to Be a Thought Leader? How to Increase Your Influence, Impact, and Success**
- Nancy Schlichting, author of **Unconventional Leadership: What Henry Ford and Detroit Taught Me About Reinvention and Diversity**

# OPPORTUNITIES FOR EXPERIENCES AND RELATIONSHIP BUILDING

The Fellowship provides a series of experiential learning opportunities at its quarterly convergence conferences along with its monthly webinars, one-on-one guidance with mentors, and access to influential leaders and networks. The convergence conference in Washington, D.C., offers an opportunity for Fellows to learn how to advance an agenda at the national level.

“For those who haven’t worked with elected officials, it provides them with an opportunity to see how staff members rely upon trusted experts in their fields to provide information and perspective,” said Julie Stoss, Vice President, Government Relations, Kaiser Permanente, and a member of the Class of 2018. “Prior to that experience, some Fellows may think of government, especially at the national level, as impenetrable.”



Fellows from the Class of 2019 advocated for expanded access to telemedicine. Front row from left: Cecilia Aviles, Ije-Enu Udeze Nwosu, Kelly Motadel; Back row: Melissa Gerdes, Cynthia Lee.

The D.C. convergence is so crucial because ultimately everyone is impacted by what happens in Washington, added Gayle Capozzalo, FACHE, executive director of The Equity Collaborative.

In 2019, Fellows developed a briefing paper on the need to expand access to telemedicine. They met with staff on Capitol Hill to advocate for changes that would make it possible for all patients to have access to this option.

The group also met with U.S. Representative Jackie Speier and had lunch with health leaders from the Women of Impact which includes female executives from all aspects of healthcare.

“The Women of Impact lunch is a highlight because it’s an opportunity to have a personal discussion about issues that women leaders in health face and to learn from their experiences,” Julie said.

## 2019 CORPORATE PARTNERSHIPS

The Foundation is grateful for its corporate partners that support, provide, and enrich its programming:

### Fellowship Partners:

- CareMore Health
- CommonSpirit Health
- Russell Reynolds Associates
- The Commonwealth Fund
- Valley Children’s Healthcare

### Collaborative Partner:

WittKieffer, Inc

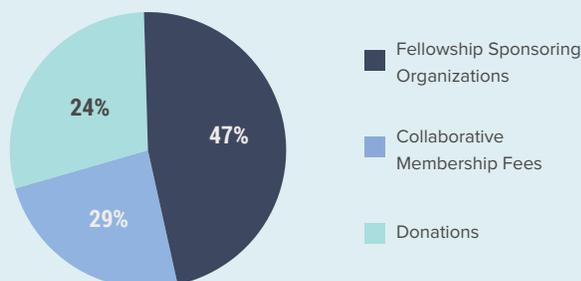
### In-Kind Partner:

Foley & Larnder LLP

Carol Emmott pushed a generation of us to be better than we thought we were. This Fellowship is the best memorial to her— as it honors her focus on finding and supporting leadership in places others never looked.

— Sachin Jain, MD,  
President and CEO, CareMore Health

### 2019 REVENUE: \$1.525 MILLION



## TAILORMADE MENTORSHIPS BUILD CAREERS, PERSPECTIVES



Cecilia Aviles,  
RN, BSN, MBA

*Area Operations Executive  
Sutter Health, Palo Alto  
Medical Foundation*

When the Carol Emmott Fellowship brings in a new class, management works to select the right mentor for each Fellow from the Leadership Council. The process provides each Fellow with a mentor who is an ideal resource for building their career and helps expand the network of connections made possible by the program.

It was through this process that Cecilia Aviles, RN, BSN, MBA, an area operations executive for the Sutter Health, Palo Alto Medical Foundation, was matched with a mentor who shared the same chosen career path, education, life experience, and cultural background. When she first connected with her mentor, Foundation Board Member Odette Bolano, FACHE, MHA, BSN, who is president and chief executive officer of Saint Alphonsus Health System, “our chemistry sparked quickly,” Cecilia said.

Cecilia loves the operational side of healthcare. Given her interest, she pursued an impact project for the Fellowship that focused on the patient experience. She turned to Odette at a critical juncture in her project when leadership at Sutter Health was focused on other operational priorities. Cecilia said that getting counsel from Odette at that point in time made all the difference. It enabled her to effectively redirect her approach to make gains in the patient experience using existing resources. The bond they created helped make that a successful interaction. “Cecilia is very intuitive and able to objectively paint the big picture,” Odette said. That skill, Odette added, allowed for a rich give and take between them.

Cecilia also spent a day with Odette attending a Saint Alphonsus Health System Board meeting and diving into the details of their strategic dashboard. “I’ve learned a lot about the expectations for leaders who are at the next level,” Cecilia said. “It was a paradigm shift.”

## OUR SUPPORTERS

The Carol Emmott Foundation would not be possible without the many donors who have contributed to The Equity Collaborative and Carol Emmott Fellowship. Donations help fund our programs and achieve our mission and goals. We are grateful for gifts at all levels, and are pleased to recognize members of our 2019 Giving Circles.

### **Visionary Circle**

(\$50,000+)

BDC Advisors  
Mary Lee Dodd  
Rupert H. Johnson, Jr. Foundation  
WittKieffer

### **Founder's Circle**

(\$25,000 to \$49,999)

Cameron Emmott  
Patrick and Nancy Forster  
Jamie and Marritje Greene

### **President's Circle**

(\$10,000 to \$24,999)

CommonSpirit Health  
The Commonwealth Fund  
John and Lynda Marren  
Michael and Catherine Podell  
Judy Swanson

### **Leadership Circle**

(\$5,000 to \$9,999)

David and Ellen Blumenthal  
CareMore Health  
Joanne Conroy  
Jim and Linnea Gerber  
John and Lisa Pritzker  
Russell Reynolds Associates  
Jaewon and Sarah Ryu  
Lloyd K. & Peggy L. Stephens Foundation  
Valley Children's Healthcare

### **Catalyst Circle**

(\$1,000 to \$4,999)

Barbara Anderman  
David Anderson and Nancy Kaible  
Kathy Bang  
Odette Bolano  
Gayle Capozzalo and Jack Heil  
Sandra Culbertson

Clark (Duane) Dauner  
Dean and Denise Duncan  
Parker and Sarah Emmott  
Maggie and Nels Gilbreth  
Tommy and Christine Hazlehurst  
Kathryn Johnson  
Darren and Kristin Lachtman  
Christine and Mark Malcolm  
Randi Murray  
Mary Oseid  
Beatty and Vinette Ramsay  
Lilli Rey  
Robert Riney  
Amy Ross  
Nancy Schlichting  
Bob and Jane Scribner  
Rich and Sally Slavin  
Arthur Spiegel  
Barbara and Erik van Dillen  
Brad and Lindsay Vaughn  
Frank and Marianne Walters

# LEADERSHIP COUNCIL

The Carol Emmott Foundation's Leadership Council reflects a remarkable cross-section of nationally recognized leaders who support Foundation programs in many ways. They act as mentors, keynote speakers, and convergence conference panelists, and help drive The Foundation's mission.

**Barbara Anderman**

Leadership Council Chair  
Formerly with Russell Reynolds Associates

**David Anderson**

BDC Advisors

**Sandra H. Austin**

Formerly with Alvarez & Marsal Healthcare Industry Group and Howard University Hospital

**Audre Bagnall**

UChicago Medicine

**David Blumenthal**

The Commonwealth Fund

**Odette Bolano**

Saint Alphonsus Health System

**Raquel C. Bono**

Vice Admiral (ret.), Defense Health Agency, Medical Corps, US Navy

**Marna Borgstrom**

Yale New Haven Health

**Lisa Brandenburg**

University of Washington

**Rhonda Brandon**

Duke Health

**Ruth W. Brinkley**

Kaiser Permanente Northwest

**Gayle Capozzalo**

The Equity Collaborative

**Ceci Connolly**

Alliance of Community Health Plans

**Joanne Conroy**

Dartmouth-Hitchcock Health

**Jennifer Daley**

Cigna HealthCare

**Meredith Damore**

Clinovations

**Duane Dauner**

Retired from the California Hospital Association

**Lloyd Dean**

CommonSpirit Health

**Emme Deland**

New York-Presbyterian Hospital

**Adrienne Edens**

The College of Healthcare Information Management Executives

**Lisa Egbuonu-Davis**

Danaher

**Walt Ettinger**

Healthcare Consultant, formerly with the University of Maryland School of Medicine

**Kevin Fickenscher**

CREO Strategic Solutions, LLC

**Elena Fuentes-Afflick**

University of California San Francisco, Zuckerberg San Francisco General Hospital

**Tejal Gandhi**

Press Ganey

**Rebekah Gee**

LSU New Orleans Health System

**Larry Goodman**

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**Lizz Vilardo**

Sutter Health

**Andy Wiesenthal**

Deloitte Consulting, LLP

**Jane Willemsen**

John Muir Health

## HOW TO GET INVOLVED

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We invite you to join in supporting our mission at The Carol Emmott Foundation and transform health by accelerating the advancement and impact of women leaders and achieving gender equity and fully inclusive leadership and governance in our healthcare institutions.

Visit [carolemmottfellowship.org](https://carolemmottfellowship.org) or contact Operations Director Felisa Schneider by email at [felisa@carolemmottfoundation.org](mailto:felisa@carolemmottfoundation.org) to learn more.



The Carol Emmott Foundation is a national nonprofit that is committed to achieving fully inclusive gender equity in health. To donate, contact Philanthropy Specialist Vicki Weiland at [vicki@carolemmottfellowship.org](mailto:vicki@carolemmottfellowship.org).