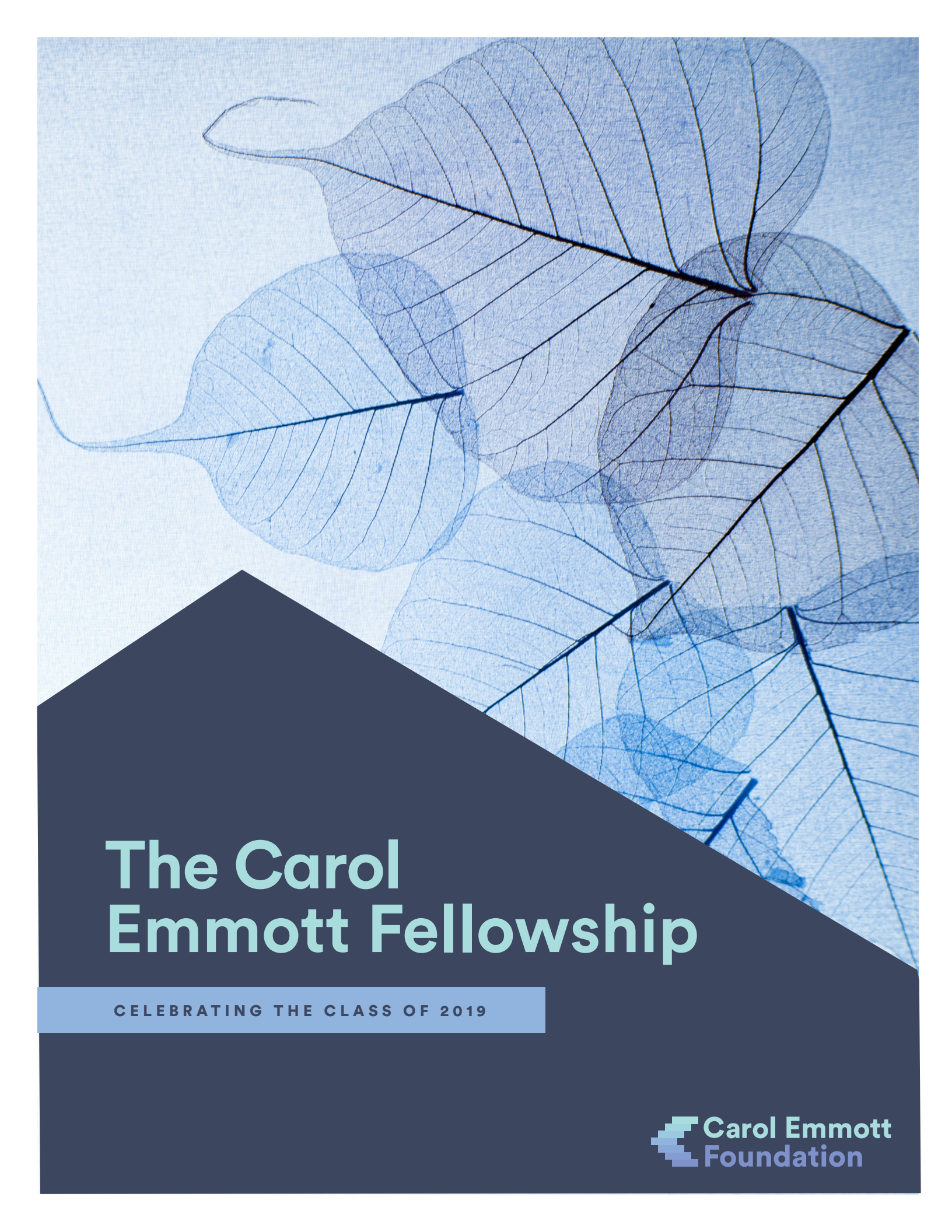
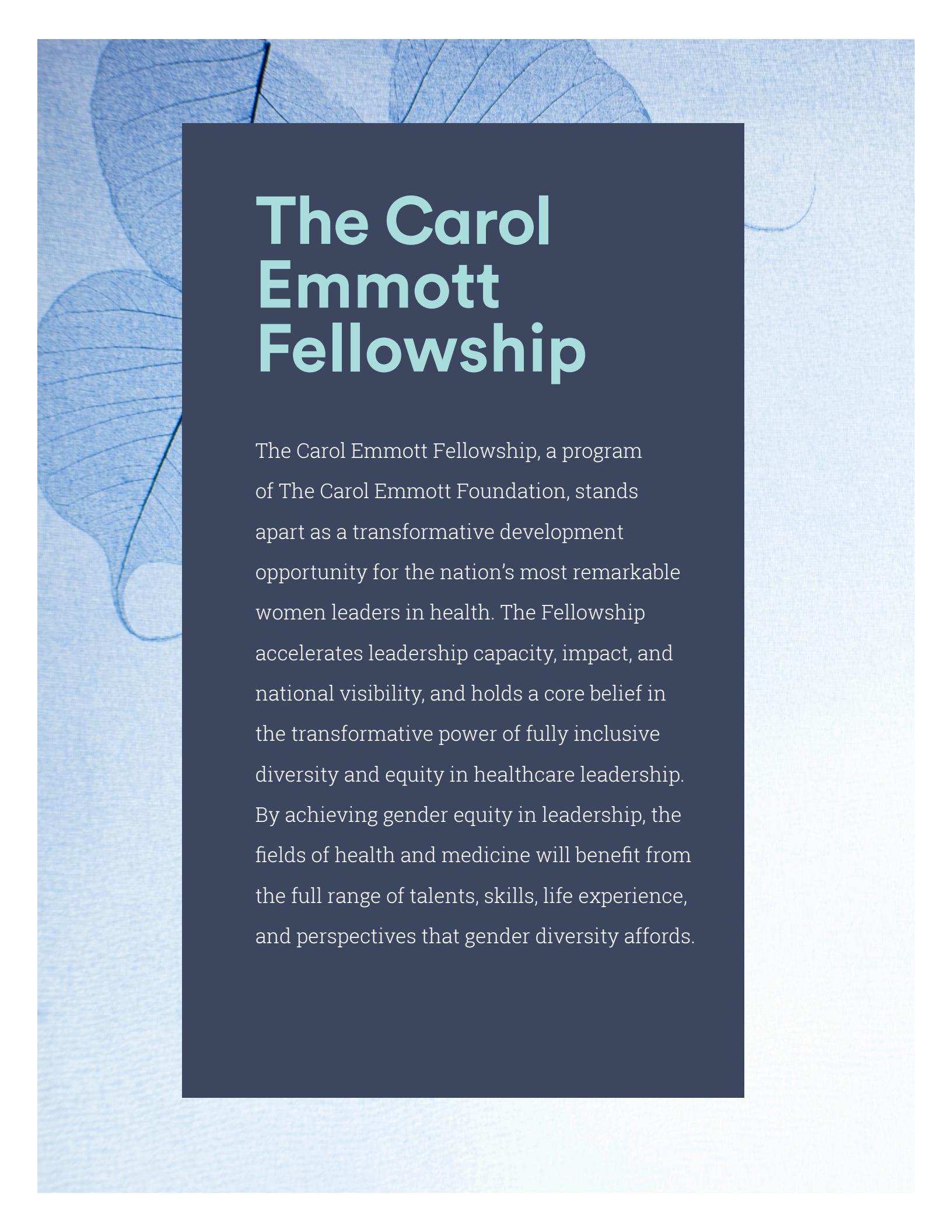




The Carol Emmott Fellowship

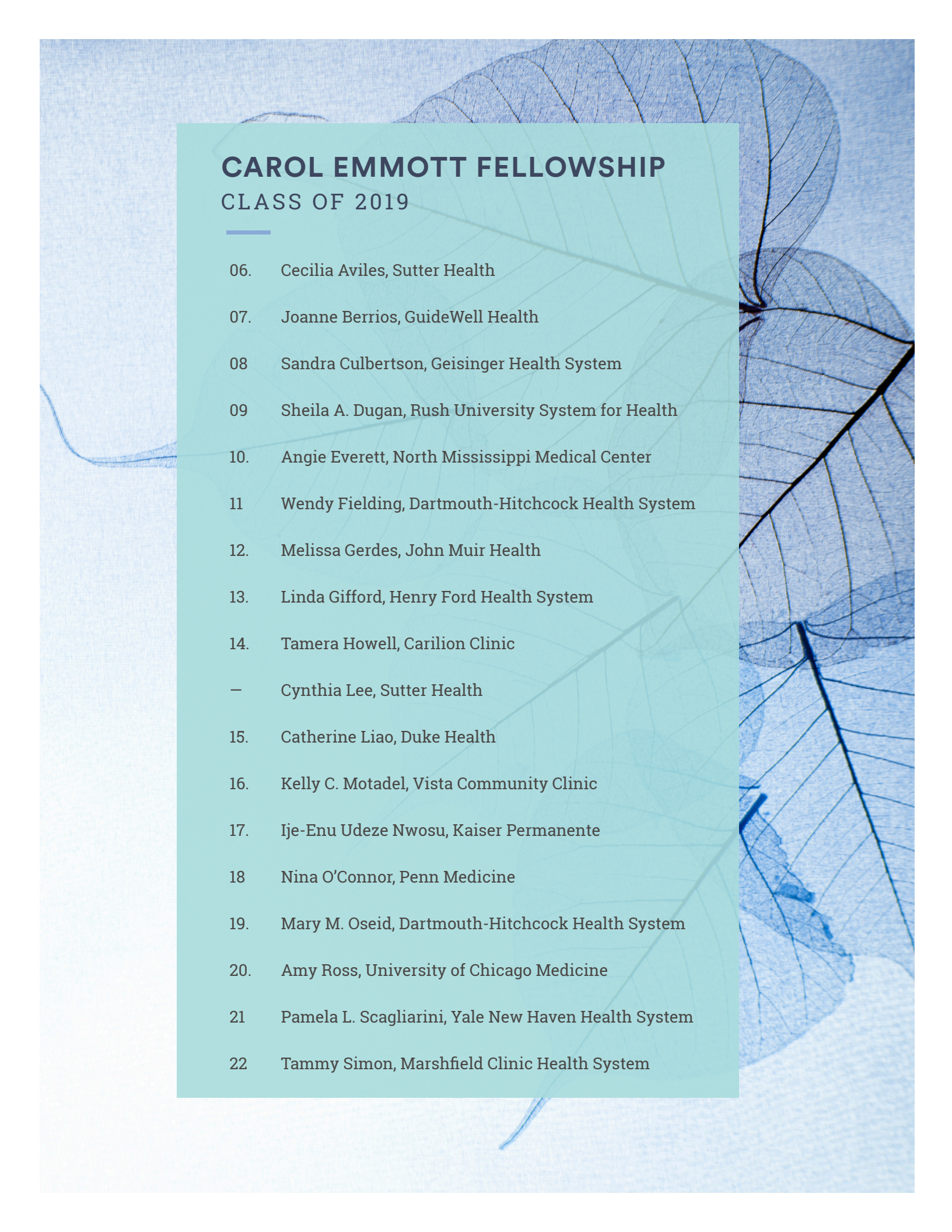
CELEBRATING THE CLASS OF 2019

 Carol Emmott
Foundation



The Carol Emmott Fellowship

The Carol Emmott Fellowship, a program of The Carol Emmott Foundation, stands apart as a transformative development opportunity for the nation's most remarkable women leaders in health. The Fellowship accelerates leadership capacity, impact, and national visibility, and holds a core belief in the transformative power of fully inclusive diversity and equity in healthcare leadership. By achieving gender equity in leadership, the fields of health and medicine will benefit from the full range of talents, skills, life experience, and perspectives that gender diversity affords.



CAROL EMMOTT FELLOWSHIP

CLASS OF 2019

- 06. Cecilia Aviles, Sutter Health
- 07. Joanne Berrios, GuideWell Health
- 08. Sandra Culbertson, Geisinger Health System
- 09. Sheila A. Dugan, Rush University System for Health
- 10. Angie Everett, North Mississippi Medical Center
- 11. Wendy Fielding, Dartmouth-Hitchcock Health System
- 12. Melissa Gerdes, John Muir Health
- 13. Linda Gifford, Henry Ford Health System
- 14. Tamera Howell, Carilion Clinic
- Cynthia Lee, Sutter Health
- 15. Catherine Liao, Duke Health
- 16. Kelly C. Motadel, Vista Community Clinic
- 17. Ije-Enu Udeze Nwosu, Kaiser Permanente
- 18. Nina O'Connor, Penn Medicine
- 19. Mary M. Oseid, Dartmouth-Hitchcock Health System
- 20. Amy Ross, University of Chicago Medicine
- 21. Pamela L. Scagliarini, Yale New Haven Health System
- 22. Tammy Simon, Marshfield Clinic Health System

CLASS OF 2019



Back Row (left to right): Mary Oseid, Cynthia Lee, Tamera Howell, Wendy Fielding, Linda Gifford, Amy Ross, Sheila Dugan, Ije Nwosu, Joanne Berrios

Middle Row: Angie Everett, Pam Scagliarini, Tammy Simon, Sandy Culbertson, Catherine Liao, Nina O'Connor, Kelly Motadel, Melissa Gerdes, Cecilia Aviles

Front Row (staff): Barbara Anderman, Douglas Riddle, Christine Malcolm, Felisa Schneider



Cecilia Aviles, RN, BSN, MBA

Area Operations Executive,
Palo Alto Medical Foundation (PAMF)

Sutter Health

As the senior operations executive in charge of Sutter's largest multispecialty ambulatory division, which has 370,000 active patients, Cecilia Aviles oversees a \$1.4 billion P&L; 4,000 employees; and 850 physicians. Her passion is ensuring exceptional patient experience, and under her leadership, consumer-satisfaction awareness and metrics have soared.

CATAPULTING THE PATIENT EXPERIENCE IN A LARGE MULTISPECIALTY MEDICAL GROUP ORGANIZATION

Cecilia Aviles' impact project focused on elevating the culture of PAMF's Peninsula Area division to continuously improve the patient experience as a strategic priority. Aviles launched the project by coaching 19 executives to champion exceptional patient experience. With this executive buy-in, consumer satisfaction scores started to improve. Aviles drilled deeper into the organization, training and empowering more than 40 managers and supervisors. As a result, CG-CAHPS scores rose significantly and continue to rise. Within the first year, the metrics reflected the percentage of patients' positive perception of care provided in four key areas:

- Care coordination soared to about 75%.
- Would recommend provider rose to about 70%.
- Provider communications climbed to 70 % or more.
- Timely care increased to about 60%.

Joanne Berrios, CPA, M.ACC

Finance Lead

GuideWell Health

Joanne Berrios serves as Finance Lead for GuideWell Health. In this role, she is responsible for leading corporate finance functions across the enterprise's healthcare delivery business within the GuideWell family of companies. Berrios holds a Master of Science in Accounting from the University of North Florida, a Bachelor of Science in Accounting from the University of Florida, and is a licensed Certified Public Accountant.



THE FUTURE OF HEALTHCARE – PHARMACOGENOMICS AND INGESTIBLE SENSORS

During the course of the Fellowship, Joanne Berrios explored the impacts of pharmacogenomics and ingestible sensors on health and wellness. Using the innovative solutions, Berrios advocated for individualized drug therapies and digital monitoring for at-risk populations in order to improve patient outcomes and lower the cost of care. Berrios continues to collaborate with Innovation and Executive Leadership to develop new and disruptive healthcare concepts.



Sandra Culbertson, MD

Chair, Women and Children's Institute

Professor, Geisinger Commonwealth School of Medicine

Geisinger Health System

Dr. Sandra Culbertson joined Geisinger in June 2017 as Chair of Women's Health and was promoted to Chair of the Women and Children's Institute in January 2019. In this role she is responsible for guiding the clinical, educational, administrative, and scholarly programs for Pediatrics and Obstetrics and Gynecology while maintaining a clinical practice in her subspecialty, Urogynecology. Prior to this, Culbertson was a faculty member and clinical leader at the University of Chicago, where she also completed her residency and fellowship training.

ONBOARDING AND MENTORING OF NEW PROVIDER RECRUITS IN WOMEN'S HEALTH

The aims of this project were to assess the current state of onboarding newly recruited providers and revamp the process in areas where gaps were identified, assessing the impact on retention and provider engagement, and assuring alignment with institutional onboarding processes.

The onboarding process for new providers was inconsistent among platforms, there were multiple gaps that left new providers unprepared for certain aspects of their roles. New providers were interested in having an onboarding "partner" to help them navigate an integrated, complex medical system.

The onboarding program and materials were revised and made consistent across all platforms. The institution enacted a new provider orientation program, and Women's Health was intentional in assuring that their program was aligned with this and addressed areas specific to Women's Health. An onboarding partner program was created: established providers were trained and partnered with newly recruited providers with a goal of creating a safe space for new providers to navigate challenges as encountered. Women's Health partnered with Geisinger's center on Professional Development to offer a mentoring program for newly recruited providers.

Sheila A. Dugan, MD

Professor & Interim Chair, Department
of Physical Medicine and Rehabilitation
Chair, Women's Leadership Council

Rush University System for Health

Dr. Sheila Dugan has been a lifelong champion working with persons with disabilities, from her personal and professional work, first as a physical therapist, and since 1994 as a doctor of physical medicine and rehabilitation. She is a gender equity champion, serving as Chair of the Rush Women's Leadership Council and co-founding the Rush Center for the Advancement of Women in Healthcare, and a health equity champion, working in collaboration with passionate community members on the Westside of Chicago to reduce the death gap.



TALES FROM A CEF FELLOW: FINDING OUR WOMEN'S LEADERSHIP VOICE AT RUSH UNIVERSITY SYSTEM FOR HEALTH AND OWNING IT

When Dr. Sheila Dugan joined the Carol Emmott Fellowship, she was already on a path to Women's Leadership at her institution. She had nudged their "women's work" from a group of concerned female physicians to an affinity group for university and corporate women, all with similar experiences and feelings of being undervalued, underutilized, and often unfulfilled. Nurtured by HeForShe sponsors like Rush's CEO and the Senior Vice President for Diversity Leadership, Dugan took internal qualitative data to the senior leadership team and collaborated to set goals for the corporate dashboard as Chair of the Women's Leadership Council. Their "women's work" was accelerated by the fellowship curriculum and lifted up by the members of the CEF cohort and its knowledgeable facilitators. Rush has moved forward with its gender equity initiatives in talent management, family affirming benefits, women's leadership training, and mentorship, and has completed a salary review, launched a website and social media presence, and founded 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.



Angie Everett, LCSW, CCM, LNHA

Vice President, Post Acute & Rehabilitation Services

North Mississippi Medical Center

Angie Everett is the Vice President of Post Acute and Rehabilitation Services for North Mississippi Medical Center, the flagship hospital for North Mississippi Medical Center, and the largest rural hospital in America. She provides strategic leadership to post acute services across a robust continuum of care. Everett is a licensed certified social worker, a certified care manager, a licensed nursing home administrator, and a surveyor for CARF International.

WHAT NOW? LEADING BETTER CARE TRANSITIONS AFTER HOSPITALIZATION

In an effort to improve patient centered care transitions, Angie Everett led the team that executed a patient outreach program that connected with over 17,000 patients post discharge over a six-month period. The team was successful in aligning 24 skilled nursing facilities in North Mississippi for improved patient centered care and outcomes. Patients' perception of their experience in the care transitions domain improved by 8% and hospital readmissions were reduced by 13%.

Wendy Fielding, MBA

Vice President of Financial Planning

Dartmouth-Hitchcock Health System

Wendy Fielding has been Vice President of Financial Planning for the Dartmouth-Hitchcock Health System since 2009. Her responsibilities include providing business and analytical decision support, overseeing the annual financial planning cycle for the organization, and developing long-term financial projections which align with the system's strategic vision. Fielding played an instrumental role in creating Dartmouth-Hitchcock's \$100 million financial improvement plan in 2017.



TENDING THE FOREST AS WELL AS THE TREES: FINANCIAL INTEGRATION AT DARTMOUTH-HITCHCOCK HEALTH

As the growing Dartmouth-Hitchcock Health System transitions from a collection of independent, locally-focused organizations to a more tightly connected system of care, leadership's approach to managing financial performance needs to adapt accordingly. Wendy Fielding used a multi-pronged approach to tackle this challenge with her fellowship impact project, including developing system-oriented financial reporting, integrating Dartmouth-Hitchcock's long-range capital planning, and creating a framework for the system's financial governance. This framework clarified where decisions were made and whether authority was held locally or centrally – and it carried the fingerprints of finance leaders across all Dartmouth-Hitchcock Health System members.



Melissa Gerdes, MD

Executive Medical Director Clinical Effectiveness
and Integration

John Muir Health

Dr. Melissa Gerdes is a family physician who serves as Executive Medical Director for Clinical Effectiveness and Integration at John Muir Health in Walnut Creek, California. Gerdes obtained her BS degree in Communication Studies at Northwestern University and her MD at Loyola University Stritch School of Medicine. She has built and led nationally recognized Accountable Care Organizations with superior clinical quality and financial outcomes at two health systems. Gerdes has served in several leadership roles on regional and national Committees and Boards.

WEATHERING THE TEMPEST OF ORGANIZATIONAL CHANGE ON BEHALF OF OUR MOST VULNERABLE

John Muir Health is a nationally recognized, two hospital system in Contra Costa County, California. In addition, the John Muir Health Physician Network has become one of the largest physician networks in Northern California with more than 900 primary care and specialty physicians. John Muir Health participates in Medicare Advantage contracts at full and partial risk in order to provide access and care to Contra Costas' most vulnerable residents. This medically complex population often has difficulty accessing the right care at the right time in the right place, leading to unnecessary and costly usage of the emergency room and hospital. By providing accessible and high quality services including navigation, guidance, and matching needs, the system aspires to provide better matched access for all. Regardless of the specific intervention, over a one-year period, outcomes including less unnecessary usage of the emergency room and less overall cost, were improved by 11-45% for the Medicare population. This effort and outcomes occurred during John Muir Health smart-sourcing 10% of employees to Optum and massively re-organizing corporate and reporting structures. A collaborative environment requiring physicians, managers, nursing, finance, and strategy to work together with insurance partners has made these outcomes possible.

Linda Gifford, MBA, FACHE

Chief Operating Officer,
Henry Ford Medical Group

Henry Ford Health System

Linda Gifford is the interim Chief Operating Officer of the Henry Ford Medical Group with Henry Ford Health System. She has a bachelor's degree in radiation therapy, a master's in business administration, and is a fellow with the American College of Healthcare Executives.



BREAKING THE STRUCTURAL DETERMINANT CONTINUUM: HOW THE DEVELOPMENT OF MEDICAL ASSISTANTS EMPOWERS WOMEN AND ADDRESSES MANY HEALTHCARE CONCERNS

In the current era, when market-based wages are not sufficient for entry level staff with social and structural determinants, where physician burnout and suicide are real concerns, and the pending shortage of healthcare professionals is on the horizon, enriching the lives of medical assistants has the potential to significantly reduce these challenges. At an urban center such as Henry Ford Health System (HFHS), the 1100 medical assistants are predominantly single, African American mothers. By developing their skills and improving their life resources, HFHS has been able to support their personal growth, encourage physicians to confidently delegate to them, and ameliorate the risk of them becoming the next population health concern. Among many initiatives, HFHS has been working to provide in-house cash advance services to eliminate the use of 3rd party vendors with exorbitant interest rates, distribute free food to those with food insecurity, and develop strong skill sets to help all staff work at the top of scope. This is the beginning of empowering personal growth to break societal determinants.



Tamera Howell, MD

Section Chief Ob/Gyn Western Division

Board Member, Carilion Clinic

New River Valley Medical Center

Carilion Clinic

Dr. Tamera Howell is the first woman president of medical staff at Carilion Clinic New River Valley and a Board member. She is the director of the Women's Sexual Health Center and director of the Minimally Invasive Robotic Surgical program. Howell has led the Carilion Clinic Health System in ensuring inclusion and diversity within the medical staff by instituting voting rights for all allied healthcare providers.

EXPANSION OF THE CARILION CLINIC WOMEN'S OBOT IN THE EPICENTER OF SW VIRGINIA'S OPIOID CRISIS

Opioid addiction is an epidemic. Carilion Clinic serves the community in the epicenter of this epidemic. Opioid use disorder has a critical impact on pregnant patients and their newborns. An organized Outpatient Based Opioid Treatment (OBOT) program for pregnant women provides superior care to this population and saves lives. Pregnancy and neonatal outcomes have improved with a cost savings to the system since implementation of the OBOT program. Expansion of this Women's OBOT program was necessary to treat these patients where they live in the New River Valley. Resources are depleted and transportation is a barrier to care. This project required multi-level commitment from several departments, key stakeholders, and providers in Roanoke and the New River Valley. It also required commitment from administration and key leaders in the system. Thanks to all those involved, the Women's OBOT program opened in CNRV Jan. 14, 2020 as the second in the system and two of only three programs in the state of Virginia.

Catherine Liao, MSPH

Associate Vice President,
Government Relations

Duke Health

Catherine Liao, MSPH, is the Associate Vice President for Government Relations for Duke Health and leads a comprehensive federal relations program that aims to strengthen Duke Health's identity and reputation in patient care, biomedical research, and education. Liao has worked on Capitol Hill for a senior member of Congress, in North Carolina on healthcare reform, and in a Veterans Affairs Medical Center, all in service to improving the health of North Carolinians.



MAY THE (WORK)FORCE BE WITH YOU: THE FUTURE OF NURSING IN NORTH CAROLINA

In early 2019, Catherine Liao convened more than two dozen nursing leaders from across North Carolina at Duke Health to discuss the nursing workforce in advanced practice. Leadership from health systems, schools of nursing, and community colleges shared local strategies for growing the advanced practice workforce. The group also debated what models could be useful to share with state policymakers as they plan for workforce needs. As a result of the meeting, the group collaborated on an op-ed outlining the looming nursing shortage nationally and in the state; met in a small group to discuss the development of a North Carolina simulation curriculum for advanced practice registered nurses; and began strategizing for how to advocate for legislation that would implement a tax credit for medical professionals in North Carolina who precept students. The group aims to continue building a coalition that will enhance the voice of nursing while improving the health of North Carolina.



Kelly C. Motadel, MD, MPH

Chief Medical Officer

Vista Community Clinic

Dr. Kelly Motadel is a practicing pediatrician and the Chief Medical Officer for Vista Community Clinic, a federally qualified health center in San Diego, CA. She enjoys caring for the vulnerable population that VCC serves and advocating for her patients and clinicians. She has been recognized for her leadership and humanism with awards from the San Diego Business Journal, San Diego County Medical Society, Soroptomist International, and the Arnold P. Gold Foundation.

IMPROVING CLINICIAN WELLNESS IN COMMUNITY HEALTH

Every time an organization loses a doctor, it will cost 100-150% 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, Dr. Kelly Motadel created a Clinician Wellness Program at her organization. Engaging executive leadership to understand the financial impact on the organization and the potential adverse effects on patient health when clinicians are burnt out, Motadel involved staff at every level in the endeavor. Motadel reduced the vacancy rate to less than 5% for clinician positions across the organization. Quality related outcomes continue to rise and patient satisfaction scores are in the top 10% in the country and rising for federally qualified health centers. The steps that Vista Community Clinic took 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.

Ije-Enu Udeze Nwosu, MBA

Executive Director, Impact Spending,

Kaiser Permanente

Founder, KP POWER

(Kaiser Permanente Professional. Opportunity.
Women. Equity. Reputation. Enterprise Initiative)

UK Born. California Raised. Daughter of Nigeria. Equity Ambassador. Intentional Story Weaver. Thought Partner. Truth teller. Trusted Advisor. Ultimate Game Changer. Overall Force of Nature. Ije-Enu Nwosu is unapologetically fierce in connecting people, causes, and resources to ensure every person hears their own voice, sees their own reflection, and unleashes their own unique superpower along their life journey.



WALK THE TALK: PUTTING OUR MONEY WHERE OUR MOUTH IS

With the belief that the total health of a community stems primarily from economic and environmental conditions, Kaiser Permanente's commitment to equity for all is the driving force behind their strategies to improve the communities they serve. Every day, they embrace the mentality that talk is cheap and make the conscious decision to ensure their spending actions are: Environmentally Sound, Economically Viable, and Socially Equitable as they encourage other health anchors to do the same.



Nina O'Connor MD, FAAHPM

Chief, Palliative Care, University of Pennsylvania
Chief Medical Officer of Penn Medicine at Home

Dr. Nina O'Connor MD, FAAHPM is the Chief of Palliative Care for the University of Pennsylvania Health System where she also serves as Chief Medical Officer for Penn Medicine at Home. As the leader for serious illness strategy across Penn Medicine, she creates innovative systems of care to ensure that all people facing serious illness receive aspirational healthcare guided by their values.

ADVANCED HEART CARE AT HOME: REIMAGINING THE LAST YEAR OF LIFE FOR PATIENTS WITH HEART FAILURE

For the majority of heart failure patients, the last year of life is marked by frequent clinic visits and increasing hospitalizations. This pattern results in high costs – for health systems, payers, and patients who would rather spend precious time at home with their families. Advanced Heart Care at Home is an innovative program that supports patients with heart failure at home through a unique combination of remote monitoring, home palliative care, and infusion services for intravenous medications and labs. Patients are identified for the program using a novel machine-learning mortality risk stratification tool. When appropriate, patients can transition directly from Advanced Heart Care at Home to hospice, without any further hospitalizations. This program has been associated with dramatic reductions in acute care utilization and a six-fold increase in hospice length of stay. Advanced Heart Care at Home is now operational across Penn Medicine and will serve as a prototype for other clinical pathways to move high-tech, high-touch care to the home.

Mary M. Oseid, MHCDS

Senior Vice President,
Regional Strategy and Operations

Dartmouth-Hitchcock Health System

Mary Oseid is Senior Vice President of Regional Strategy and Operations and is responsible for developing strategy and executing operational initiatives to further the Dartmouth-Hitchcock system and its regional partners. Oseid has served in a variety of leadership positions while at Dartmouth-Hitchcock including Vice President of Ambulatory Operations and Vice President of System and Regional Integration.



OVERCOMING RURAL HEALTH CHALLENGES

In light of significant challenges facing rural healthcare organizations today and the impact of such challenges in the state and region, a new model for providing rural healthcare has been designed and is in pilot phase. The Dartmouth-Hitchcock Health Virtualist Program is a telehealth approach for keeping care in rural hospitals. The Virtualists, a group of physician specialists dedicated to the delivery of specialty telehealth care in the region has been established to provide inpatient and outpatient consults to area rural hospitals. They will also provide educational and peer/professional support for community hospital providers. As part of the Dartmouth-Hitchcock commitment to rural healthcare, these services will be offered to all hospitals in the region, even those that are not members of the system. To fund the program that serves the entire region, the Virtualists will bill for services. A small annual fee will also be charged to the participating rural hospital to support 24/7 access to the Virtualist group, specialty education, and support to community providers.



Amy Ross, MHA

Vice President,
Office of Strategic Planning

University of Chicago Medicine

Amy Ross is the Vice-President of Strategic Planning at University of Chicago Medicine. Ross holds a Master of Health Administration degree from the University of Minnesota and a bachelor's degree in biology from the College of St. Benedict/St. John's University. She has spent her career in consulting and at large health systems leading teams in strategy, service line development, practice management, operations, and IT systems implementation.

UNIVERSITY OF CHICAGO MEDICINE: CREATING A FUTURE-READY DIGITALLY ENABLED ORGANIZATION

Today's consumers are empowered and becoming more educated in their overall health. They expect transparency, 24/7 access, and convenient care enhanced by digital functionality and enablement. The same is true for clinicians who want to create a frictionless environment for patients to access care and support an "ease of practice" environment to lessen burnout. At University of Chicago Medicine, Amy Ross' impact project was to create a digital health strategic plan that aligns the clinical enterprise and sets forth a roadmap for digital health enhancement for the next five years to support the organizational strategic plan. This effort included establishing key partners and garnering support and feedback from across the organization including clinicians, administrative leaders, and patients. In summary, the digital health strategic plan included the following vision statement: Create a future-ready digitally enabled organization for consumers and clinicians that will transform care delivery and create a seamless experience across the care continuum to support and enable future growth for University of Chicago. This statement was supported by three strategic imperatives that constructed the roadmap for the future: 1. Enhance Access and Growth of Clinical Programs, 2. Transform Care Delivery, 3. Advance Innovation. Each imperative has key areas of focus and initiatives such as enhancing the digital front door for patients to creating new virtual care delivery models. A Digital Health Council was also established that provides governance and oversight to digital health activities. The next step is to establish a designated digital health team and infrastructure that will continue to build a strong foundation and align to UCM's vision for the future of digital health and care delivery.

Pamela L. Scagliarini, MBA

Chief Operating Officer,
Bridgeport Hospital
Senior Vice President,
Yale New Haven Health System

Pamela L. Scagliarini, MBA, is the Chief Operating Officer at Bridgeport Hospital and Senior Vice President for Yale New Haven Health System. She oversees operations and sets strategic direction for patient care operations, ancillary services, and non-clinical operations for all Bridgeport Hospital inpatient and outpatient facilities.



LEAN IN – MULTIPLYING THE IMPACT

YNHHS 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. This program has touched over 350 women, including physician leaders, and resulted in countless stories of career and life change for these women. As a one-year program, the alumni have a great appetite for continuing to positively impact their lives and others through the tools and inspiration they gained from the program. Pam Scagliarini took on as her charge through the Carol Emmott Fellowship the task of ensuring the continued momentum from the initial *Lean In* program by providing leadership paths for more women within the organization and inspiring male colleagues to join as well. The *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, they 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 them to touch many more women at all levels of the organization. The *Lean In* Alumni Program will continue to cover topics such as "Increasing Professional Presence and Influence," "Communication Strategies for Women in Leadership," and "Leading Strategically." The impact of this program can best be depicted through the direct words of those who have experienced it: "The *Lean In* program provides knowledge and acknowledgment of biases that are inherent in all, and knowledge is power to manage, overcome, and minimize."



Tammy Simon RN, BSN, MSN

Vice President,

Institute for Quality Innovation & Patient Safety

Marshfield Clinic Health System

Tammy Simon is a result driven, dedicated servant leader and takes pride in leading Marshfield Clinic Health System's quality and safety strategy in the ambulatory and acute care setting. She is an expert in value-based care and has a track record in cultivating strong, professional relationships with multidisciplinary teams in order to achieve strategic imperatives.

PATIENT SAFETY AND CARE TEAM ADVOCACY IN A JUST CULTURE

Tammy Simon's impact project focused on the establishing the core tenets of just culture at Marshfield Clinic Health System. The emphasis of this project was to establish the baseline understanding of just culture and the relationship to improving patient safety with a goal of functioning as a high reliability organization. This work included creating a learning culture through sharing safety events to improve care processes to provide a highly reliable and safe care. A just culture foundation is now present starting at the executive level to the care team. As a result of the just culture training, there was a 10% increase in root cause analysis performed, 35 human resource policies adapted to just culture language, and a standard notification of safety events. This created an environment where staff feel safe to report safety events in order to further develop as a high performing health system. The project included a newly established Just Culture Steering Committee to serve as experts for health system leaders, providers, and staff in order to ensure operational sustainability. The project resulted in 100% of executives and managers, in addition to 95% of providers who received just culture training, compared to approximately 5% prior to the just culture strategic project.



Our Mission

The mission of The Carol Emmott Foundation is to 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.



The Carol Emmott Fellowship is a program of The Carol Emmott Foundation, a national nonprofit organization devoted to achieving gender equity in healthcare leadership and governance.

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

