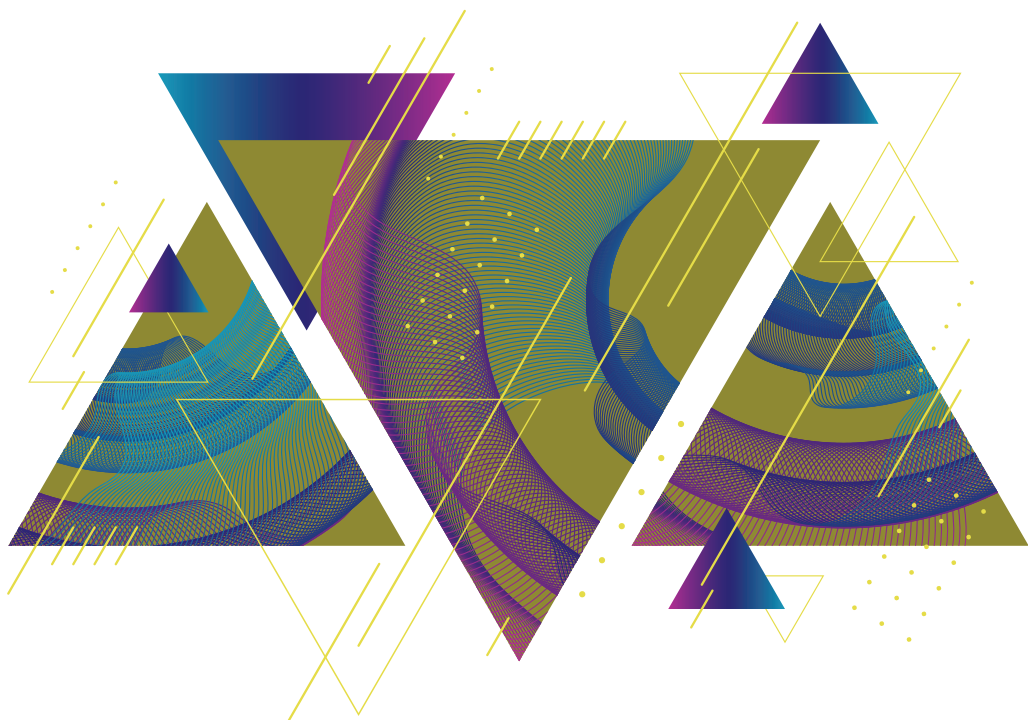


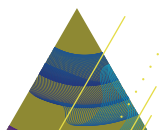


Fellowship Class of 2025

Impact Project Highlights



Carol Emmott Foundation
Fellowship



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Healthcare Leaders Driving Change

The Carol Emmott Foundation is committed to advancing parity in healthcare leadership and governance by cultivating a national network of visionary leaders and organizations dedicated to building just, inclusive, and high-performing healthcare environments. This work is grounded in the belief that meaningful change in healthcare begins with leaders committed to workplace fairness and community impact.

Each year, the Carol Emmott Fellowship brings together accomplished women leaders from healthcare systems across the country who are united by a common purpose: to make a lasting, positive impact on healthcare. Through the Fellowship, participants gain access to distinguished senior executives, expand their leadership perspective, and contribute their voices and insights on a national stage. Nominated by their institutions, fellows are recognized not only for their professional excellence, but for their compassion, integrity, and unwavering commitment to advancing healthcare.

A defining element of the Fellowship experience is the Impact Project. Throughout the program, fellows design and lead a project within their institution that enhances the wellbeing of the communities they serve. These initiatives extend beyond the fellows' day-to-day responsibilities, reflecting their personal dedication to driving meaningful change. Collectively, these projects exemplify the fellows' shared resolve to influence healthcare in ways that strengthen organizations, uplift communities, and improve lives.

“The impact is multifold, it builds networks of like professional women with similar and sometimes dissimilar attributes, experiences, and profiles to learn from. It allows you to support and be supportive in all aspects of your personal and professional life. It pushes your limits and gives you confidence to speak up for yourself, to sponsor and speak up for others, and broadens your understanding of DEI. Your sisters are your sisters for life - not many, if any, leadership programs can say that!”

CEF5 Fellow



Alison Brodgerski, DO, MBA

**Associate Chief Medical Officer and
Associate Chief Quality Officer**

**GEISINGER WYOMING VALLEY
MEDICAL CENTER**

Dr. Brodgerski is an Infectious Diseases physician and physician-leader focused on strategic quality improvement, clinical documentation, and operational excellence across the Geisinger system. Her work centers on creating reliable structures that improve patient outcomes and engage interdisciplinary teams.

Real-Time Quality Metrics and Frontline Engagement Model

The Real-Time Quality Metrics and Frontline Engagement Model initiative builds a real-time quality framework that brings key patient safety and quality metrics directly to frontline teams. Traditional reporting cycles often lag weeks to months behind clinical events, limiting timely improvement. To close this gap, Dr. Brodgerski created a weekly in-person Quality Friday Debrief that includes physicians, advanced practitioners, nursing, pharmacy, environmental services, risk management, patient experience, and operational leaders. Together, the group reviews quality fallouts from the prior week and assigns follow-up work to unit-based Accountable Care Units, composed of a physician, nurse leader, and advanced practitioner. The ACUs develop rapid solutions, share learnings across units, and present action plans at the following week's debrief in A3 format. The model increases engagement, accelerates learning cycles, and creates transparency around quality performance. Each session closes with positive patient experience feedback at the unit level to reinforce a culture of safety, teamwork, and recognition.



**Karen Butterworth-Erban,
MSN, RN, CNL, FACHE**

Vice President Regional Ambulatory
Operations

YALE NEW HAVEN HEALTH

Karen Butterworth-Erban, currently serving as the Vice President Regional Ambulatory Operations, joined Yale New Haven Health in 2019, providing oversight to ambulatory operations and growth for the East Region of YNHHS. She provides strategic and operational oversight for ambulatory growth and performance across the East Region of YNHHS.

Driving Operational Excellence and Enhanced Patient Access in Ambulatory Services

Karen Butterworth-Erban is committed to improving patient access and operational efficiency across ambulatory services by optimizing provider template utilization and identifying areas of opportunity for operational improvements. Through a coordinated, system-wide approach, her efforts support the strengthening of stakeholder alignment, standardizes productivity metrics, and eliminates legacy operational barriers—enabling data-driven improvements in staffing models, patient flow, and service delivery. She is leading a team that has developed and implemented processes supporting sustainable growth, enhanced access, and improved resource stewardship across the regional network enhancing access to primary care, specialty services, and diagnostic imaging.

Building on this foundation, this work cultivates a culture of operational excellence by promoting communication, frontline engagement, and shared accountability across ambulatory teams. By equipping leaders and staff with actionable insights, standardized tools, and consistent performance expectations, care teams are empowered to proactively address bottlenecks, anticipate resource needs, and sustain workflow improvements. This collaborative model reinforces a unified commitment to delivering high-quality, patient-centered care while safeguarding the system's long-term financial health.



**Tonya J. Carlton, PharmD,
MHA, BCPS**

Senior Director of System Acute Care
Pharmacy Services

DARTMOUTH HEALTH

Tonya Carlton, a distinguished Clinical Pharmacist and seasoned healthcare executive, brings over two decades of comprehensive healthcare experience. In her role as Senior Director of Acute Care Pharmacy Services at Dartmouth Health, she provides strategic oversight for both the clinical practice and operational facets across the enterprise's eight hospitals.

Bridging the Gap: Improving Medication Reconciliation at Hospital Admission

Medication errors at hospital admission are common and can lead to preventable adverse drug events. Studies indicate that up to 70% of patients have inaccuracies in their medication lists at admission, with as many as 59% posing potential harm. Medication reconciliation—a structured process in which healthcare professionals partner with patients to ensure accurate and complete medication information across care transitions—is essential to reducing this risk.

To strengthen this process, Tonya Carlton convened and led a multidisciplinary workgroup to evaluate best practices and identify opportunities for improvement within the acute care admission workflow. The team conducted an Institute for Safe Medication Practices (ISMP) gap analysis to assess strategies for minimizing admission-related medication errors. Based on these findings, the organization will implement an enterprise-wide medication reconciliation toolkit that includes standardized policies and procedures, educational resources, and auditing tool



**Kavita Chawla, MD, FACP,
MHA, CRC**

**Medical Director, Value Based Arrangements
and Provider Engagement**

**Director, Evidence-Based Medicine
Dissemination and Implementation,
Department of Primary Care**

COMMONSPIRIT HEALTH

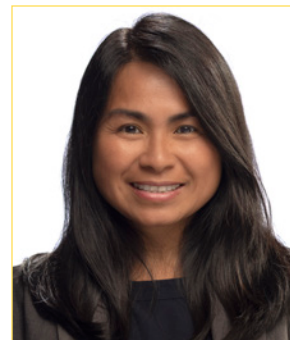
Dr. Kavita Chawla is the Medical Director of Value-Based Arrangements and Provider and the Director of Evidence-Based Medicine Dissemination and Implementation Engagement at Virginia Mason Franciscan Health (a member of CommonSpirit Health). Additionally, she is a practicing Internist and Clinical Instructor for residents and medical students.

Engaging Clinicians in Value-Based Excellence: A National Strategic Framework for Population Health Transformation

As healthcare shifts from volume to value, success hinges on one critical factor: meaningful physician and APP engagement. CommonSpirit Health's national Population Health Services Organization faced a fundamental challenge—the absence of a unified strategic framework to engage over 35,000 clinicians across seven regional value hubs in delivering value-based care excellence.

Dr. Chawla designed and led the development of CommonSpirit's first enterprise-wide strategic plan for clinician engagement in value-based care. This framework synthesized best practices, evidence-based protocols, and innovative pilot programs from across the health system's geographically diverse markets into a cohesive national strategy. By aligning Quality Improvement, Risk Adjustment, Total Cost of Care, and Clinical Connections under a unified vision, this initiative created a robust approach to scale value-based success across 2,200+ care sites in 24 states coast-to-coast.

The strategic plan will transform how CommonSpirit approaches care delivery – moving from fragmented, market-specific initiatives to a coordinated national effort that empowers frontline clinicians to drive measurable outcomes. It provides operational leaders with clear implementation pathways, connects physicians to sophisticated analytics and support resources, and establishes shared standards while respecting regional variation. Critically, it reframes value-based care not as administrative burden, but as the foundation for reducing clinician burnout, improving patient outcomes, and achieving health equity.



Anh Thang Dao-Shah, PhD

**Executive Director – Belonging and
Employee Engagement**

JOHN MUIR HEALTH

Anh Thang Dao-Shah is a healthcare leader dedicated to building inclusive systems that foster belonging and workforce resilience.

Establishing a Workforce Development Department for Organizational Sustainability

In 2025, Dr. Dao-Shah successfully led the creation of a Workforce Development Department to address critical workforce challenges due to demographic and technological changes. This initiative included hiring the first Director of Workforce Development and securing board endorsement for a workforce development strategy. The department serves as a convener across the organization, ensuring initiatives reflect the needs of all departments, supporting employees at all levels, and aligning with the organization's priorities. The strategy focuses on two key domains: Pipeline Building, creating sustainable pathways for learners to attract diverse talent, and Retention through Upskilling and Reskilling, to equip current employees for future roles and foster growth. Focusing on partnership with community-based organizations, including local educational institutions, as a key tactic, the new department enables John Muir Health to bolster its position as an anchor organization in the East Bay.



**Kristina M. Diaz, MD, MBA,
CPE, FACHE, FAAFP**

President

ONVIDA HEALTH MEDICAL GROUP

Dr. Diaz is a board-certified family physician who returned to her hometown of Yuma, AZ after completing her medical training. She is the President of the Onvida Health Medical Group and has over 15 years of service in the community.

Onvida Health San Luis Medical Campus

Dr. Kristina Diaz helped Onvida Health bring to life the ability to serve the border community of San Luis, AZ. The Onvida Health San Luis Medical Campus will deliver a full-service inpatient hospital and medical center to San Luis, Arizona, bringing vital care close to home. When completed in early 2027, the campus will include an inpatient hospital, emergency department, operating and recovery rooms, advanced imaging (MRI, CT, ultrasound, X-ray, mammography), lab services, and space for urgent-care walk-ins. It will offer access to more than 350 physicians and specialists, covering specialties such as family medicine, pediatrics, orthopedics, cardiology, behavioral health, endocrinology, and more. This new campus addresses the growing needs of the South-County community, expanding beyond earlier clinic services to provide comprehensive outpatient and inpatient care under one roof. The project reflects Onvida Health's commitment to improving health outcomes and ensuring accessible, high-quality care for families and individuals in San Luis and surrounding areas.



Randi Escobedo, MS, PMI

**Chief Healthcare Experience and Population
Health Officer**

PROVIDENCE HEALTH PLAN

Randi Escobedo serves as the Chief Healthcare Experience and Population Health Officer for Providence Health Plan, overseeing services for 450,000 members and advancing enterprise efforts in experience, health equity, accreditation, quality of care, and physician engagement. She leads cross-functional modernization and performance initiatives that strengthen operations, elevate outcomes, and position the organization for long-term, value driven success.

Elevating Organizational Performance Through Strategic Modernization

Randi Escobedo led Providence Health Plan's enterprise risk-adjustment modernization efforts, propelling the organization toward a best-in-class model. She aligned executive leaders around critical improvement opportunities across people, processes, and technology, creating clarity and forward momentum where it was previously fragmented. She overhauled retrospective operations to boost efficiency, strengthen compliance, and drive meaningful revenue gains. In parallel, she reimagined the prospective approach, deepening provider partnerships, innovative payment models, and accelerating value-based care engagement. Escobedo also worked with key leaders to transform the encounter data submission process, increasing accuracy and completeness while dramatically reducing manual workload. Her enhancements to analytics delivered faster insights, action-ready intelligence, and more robust reporting. Through this integrated strategy, Escobedo elevated performance across the enterprise and positioned Providence to compete and lead in an increasingly complex risk-adjustment landscape with a foundation of compliance and enhanced governance. This work ensured that risk scores were complete and accurate for Providence Health Plan members ultimately driving appropriate revenue and care.



**Jenice Forde, MD, FACEP,
FACHE**

Chair of Emergency Medicine of
Pennsylvania Hospital

UNIVERSITY OF PENNSYLVANIA,
PENN MEDICINE

Dr. Jenice Forde, the first African American Chair of Emergency Medicine at Pennsylvania Hospital, has spent over two decades delivering compassionate care while transitioning her department into academic medicine. A national advocate and award-winning speaker, she champions physician wellness and leads conversations on provider bias, medical racism, and workplace violence in emergency medicine.

Trauma Responsive Care Curriculum Development

Dr. Jenice Forde and her team are leading the development of a trauma responsive care (TRC) curriculum to train clinical staff to recognize self and patient activations and de-escalate aggressive behaviors. Dr. Forde and her team are aligning with the Department of Emergency Medicine Wellness Officer to address the research results about workplace violence and develop a trauma responsive protocol for violent ED episodes. Additionally, collaboration with Pennsylvania's Hospital's Chief Human Resources Officer will ensure trauma responsive practices are included in the onboarding of all staff joining Pennsylvania hospital. Success will be measured through timely implementation, improved culture of safety metrics, and a decrease in reported workplace violence episodes.

"I am intentionally taking up more space and realizing that being quiet is not always the right way."

CEF7 Fellow



Melissa Feld Helicke, MBA, MHA

Vice President
JOHNS HOPKINS MEDICINE

Chief Operating Officer
OFFICE OF JOHNS HOPKINS PHYSICIANS

Executive Director, Clinical Operations
CLINICAL PRACTICE ASSOCIATION

Melissa Helicke is vice president of Johns Hopkins Medicine, chief operating officer for the Office of Johns Hopkins Physicians, and executive director clinical operations for the Clinical Practice Association. In these roles, she ensures the success and efficient execution of clinical operations within the Office of Johns Hopkins Physicians and the Clinical Practice Association, working in tandem with leadership from the Johns Hopkins University School of Medicine, the hospitals, and the Johns Hopkins Health System on the shared vision of clinical growth and integration.

Expansion of Specialists Through a Health System Employment Model

Johns Hopkins Medicine (JHM) has a strategic plan to grow its clinical practice outside of Baltimore, aligned with the needs of its community hospitals in Maryland and Washington, DC. This growth is intended to bring JHM care to its communities and to leverage clinical growth to support the academic mission. JHM identified the need to accomplish this clinical growth strategy via expansion of a health system employed physician model rather than JHM's traditional school of medicine specialty growth model.

Melissa Helicke partnered with health system leadership and school of medicine leadership to define the strategy, communicate the case for change and gain buy-in for this new growth model. She led a key stakeholder group to develop and implement the quality oversight structure and its funding. With these steps defined, the leadership team began implementation with the recruitment of multiple new specialists across twelve new specialties into the health system physician group.



Lauren Hull, MHSA

Chief Administrative Officer,
Northwest Indiana

UCHICAGO MEDICINE

Lauren Hull has held progressive hospital leadership roles across UChicago Medicine (UCM), HCA, Northwest Health Porter, and Little Company of Mary before returning to UCM in 2022. She is passionate about working with staff, leaders, and physicians to improve operations and expand services.

Expanding our System Footprint Rapidly in a New Market

UChicago Medicine (UCM) broke ground in August 2022 to open a state-of-the-art facility in Northwest Indiana. Lauren Hull had the unique opportunity across 21 months to lead the operationalization of this new facility from the ground up. UCM Crown Point opened on April 29, 2024. The building has room for growth inside, but it was planned to happen after year three based on original projections.

After working through the initial hurdles of opening a new hospital, the volumes across the building increased at a rate that justified the need to expand more quickly than planned. The Executive Leadership Team approved a capital project this fiscal year to open 18 additional exam rooms and an additional X-Ray unit in the clinics as well as opening two procedure rooms, an additional Operating Room and five preop and recovery bays in the Ambulator Surgery Center. Hull has partnered with leaders in the UCM enterprise to plan the continued growth in this important market.



Shanna Johnson, FACHE, MHSA

Regional President, West

President, HF Providence Southfield | Novi | Rochester

HENRY FORD HEALTH

Shanna Johnson serves as Regional President for Henry Ford Health's West Region and President of Henry Ford Providence Southfield, Novi, and Rochester Hospitals, providing strategic leadership for six hospitals across southeastern Michigan. With 20 years of experience in complex health systems, she focuses on driving growth, operational excellence, and a high-quality, patient-centered care environment.

Leading Through Transitions

Henry Ford Health is one year into its integration journey following the joint venture partnership with Ascension National. Shanna Johnson's project focuses on strengthening this integration by fostering a positive work culture and by implementing a change-management framework to guide integration across the former Ascension southeast Michigan hospitals that are now part of Henry Ford Health. Johnson helped to create the framework with an interdisciplinary group of front-line leaders from across each organization, external consultants, and various subject matter experts. By promoting the deployment in facilities within her oversight, she ensured alignment with system goals while addressing local operational needs. Success will be measured through team member engagement surveys, verbatims, assessment of program implementation, and additional metrics identified throughout the initiative. The goal is to enhance organizational cohesion, improve the cultural experience for team members, and support a smooth, effective integration across the region.



Kate Jones, MHSA

Senior Vice President and Chief Strategy Officer

RUSH UNIVERSITY SYSTEM FOR HEALTH

Kate Jones is the Senior Vice President and Chief Strategy Officer for Rush University System for Health, where she oversees system strategy, marketing, business development, and transformation efforts. A results-driven leader with deep expertise in growth and performance, she previously held leadership roles at Navigant Consulting (now Guidehouse), University of Chicago Medicine, and Barnes-Jewish Hospital.

Strengthening Systemwide Alignment for Rush's 2030 Future

Rush University System for Health is aligning as a unified system with a unified strategic direction for 2030, leveraging the strengths of three hospitals – Rush University Medical Center, Rush Copley Medical Center, Rush Oak Park Hospital – along with Rush University, a broad provider network and extensive outpatient sites to advance top-ranked, quality care.

By elevating strategic planning to the system level, Rush can focus on long-term, transformative initiatives that shape the future of care across Chicagoland. Working across the system and with our Board, Kate Jones led the effort to establish the current state, built the narrative and platform for change, and facilitated and led the consensus building to drive consensus around a unified strategic plan. This work has strengthened the unified internal voice and a respectively competitive external marketing voice for Rush supporting patients through the healthcare journey, regardless of how they experience Rush.

The effort addresses challenges created by fragmented direction and redirects energy to focus on external opportunities. Ultimately, this work culminated in a new strategic plan that was accepted by the board to provide guidance for the next five years.



Jill Kacher Cobb, MD

Chief Wellness Officer

SUTTER HEALTH

Dr. Kacher Cobb is an anesthesiologist and Chief Wellness Officer for the Sutter Health system. Previously, she was the Chief Medical Executive at one of Sutter Health's hospitals and has served on multiple boards including the Sutter Health Bay Board as Chair of the Governance and Nominating Committee.

Launching a System-wide Workplace Well-being Program

Healthcare worker burnout is a pervasive problem. Since the pandemic, burnout rates have increased among physicians and healthcare workers, contributing to a growing healthcare worker shortage. The shortage has been further accelerated by 11,000 people aging into Medicare each day, compounding access to care challenges.

As the inaugural chief wellness officer, Dr. Kacher Cobb led the launch of the new Office of Well-being to address root causes impacting workplace well-being. She and the team hosted 34 guided listening sessions to understand the drivers impacting well-being. These fell into three categories: ease of work, work environment, and support and connection. As a result, workstreams were built to make support easier, utilizing data to drive process improvement, and focusing on the system's values to positively impact the work environment.

Success to date includes integration of peer support into system-wide safety huddles, achievement of the Lorna Breen Award which recognizes the improvement of mental health support and reduction of burnout among healthcare workers, and bringing together clinician well-being leaders to gain momentum in improving well-being across the organization.



Helena Kowalewski, MPPM, CPXP

Vice President of Patient Experience

MAINEHEALTH

Helena Kowalewski is the Vice President of Patient Experience for the MaineHealth system in Maine. In this role reporting to the Chief Quality & Safety Officer, she oversees the development and execution of strategies to enhance patient satisfaction. She also oversees Interpreter Services, Customer Service, and Volunteer Services.

Transforming Patient Experience: Unifying Data, Teams, and Strategy at MaineHealth

Helena Kowalewski led the system-wide transition from NRC Health to Press Ganey across MaineHealth in 2025 for patient surveys. The new platform brought together patient experience, employee engagement, and safety teams onto one unified data and improvement system. This transformation eliminated siloed operations, established shared visibility into key performance metrics, and positioned MaineHealth to collaborate more effectively across disciplines. This strategic migration to Press Ganey marked a significant advancement for MaineHealth, fostering a culture of transparency and continuous improvement. Kowalewski created a comprehensive experience approach by designing a retreat that focused on empowered teams, safer care and exceptional experiences. The deliverable from the retreat will be the exchange of ideas to improve care design, deploying technology solutions, and enhancing teamwork to improve safety and experience.

“The influence and power sessions were incredible. I feel a definite shift in my thought processes for the better.”

CEF9 Fellow



Rachel Laurs, PGD

System Vice President, Transformation Services & Chief of Staff

CITY OF HOPE

Rachel Laurs is the senior vice president and chief of staff to the CEO at City of Hope, where she has served since 2019 in roles leading organizational transformation. Prior to this she held cross-industry leadership, strategy, and consulting roles with Accenture and in-house human resources roles spanning 20 years.

Hope Together: Defining a Unified Employee Value Proposition

As City of Hope evolves as a national system, with a recently established mission, vision, and values and a new system-wide strategy, this is the optimal time to create a unified Employee Value Proposition (EVP). A cohesive EVP will strengthen organizational identity, support talent attraction and retention, and empower managers beyond financial incentives. Under the leadership of Rachel Laurs, a team researched and incorporated external best practices and areas of emphasis for City of Hope, to deliver insights, actionable recommendations, and a mobilization plan. Ongoing stakeholder engagement and integration of the EVP throughout the employee experience will promote professional growth, well-being, and inclusion. The initiative's success will be measured by improved engagement, talent metrics, and brand reputation—driving lasting organizational impact and positioning City of Hope as an employer of choice.



Amy Lu, MD, MPH, MBA

**Chief Quality Officer and Vice President
UCSF HEALTH**

**Professor, Anesthesia and Perioperative Care
UC SAN FRANCISCO**

Dr. Amy Lu serves as the Chief Quality Officer and Vice President at UCSF Health, where she leads systemwide efforts to advance quality, safety, and equity across UCSF's academic and community hospitals, ambulatory sites, and affiliate network. Her responsibilities span medical direction and leadership and programs in quality improvement, patient safety, value-based care, regulatory and accreditation, infection prevention, risk management, clinical documentation, health equity, and quality analytics.

Creating and Optimizing Clinician Engagement and Value for Academic Health Systems

In the context of increasing financial pressure and a shift toward value-based care, the UC health system faced a critical challenge: despite strong clinical outcomes, the system ranked in the bottom quartile nationally on price competitiveness for clinical supplies. This created an urgent need to address the financial side of care delivery, without compromising quality or clinician trust. Dr. Amy Lu led the design and launch of Clinician Optimization Value and Engagement (COVE) to address this gap by linking supply chain costs with quality outcomes at the level of procedures and clinicians.

Working at the systemwide level, Dr. Lu partnered with the Chief Transformation Officer, Chief Procurement, Chief Medical Officers, and Chief Nursing Officers. She worked with UC-wide colleagues to create a clinician-led governance structure, appointing campus clinical leads and forming multidisciplinary clinical supply councils focused on high-impact service lines and categories such as implants, medical equipment, and new technologies. These councils used comprehensive internal and external data to distinguish true clinical benefit from supplier-driven variation, with quality outcomes as the primary driver of product decisions. Early impact included creating shared governance across an \$18B, multi-campus academic system; identifying high-value opportunities by correlating costs, outcomes, and equity measures; and launching scalable initiatives expected to reduce unwarranted variation, lower costs, and strengthen the system's readiness for value-based care.



Anu G. Mullick, MHSA

**Regional Vice President,
Strategic Initiatives & Planning
National Capital Region
JOHNS HOPKINS HEALTH SYSTEM**

Anu Mullick leads strategy development and business planning to drive clinical growth and expansion across inpatient and outpatient platforms. She also provides executive oversight for women's and behavioral health services in the National Capital Region.

Building Healthy Communities

Sibley Memorial Hospital and Suburban Hospital are the acute care anchors for the Johns Hopkins Health System National Capital Region. The hospitals serve diverse communities in Washington, DC, and Montgomery County, Maryland and have a rich history of investing in the health and well-being of the communities they serve. In 2025, a strategic plan to guide and align future community health program development was requested by the boards of both hospitals. Anu Mullick partnered with a regional board sub-committee charged with guiding community health efforts, executive leadership, hospital stakeholders, and community organizations to assess, prioritize, develop targeted programmatic plans, and identify funding mechanisms to enhance the organization's investments in community health. This effort resulted in a regional community health strategic plan.



Montana Passero, MPA, PMP

**Executive Director, Office of Strategy
Management**

YALE NEW HAVEN HEALTH

Montana Passero, MPA, PMP, is Executive Director of the Office of Strategy Management at Yale New Haven Health, where she leads system-wide strategic growth initiatives including geographic and service expansion. With over a decade of experience in healthcare strategy and business development, she has driven high-impact projects such as major system integrations, acquisitions, and service redesigns.

Growth by Design: Setting a Comprehensive Growth Agenda

Montana Passero spearheaded the design and development of Yale New Haven Health's Growth Framework—a transformative initiative designed to ensure long-term success and access to high-quality care across the region. Recognizing the challenges of a declining and aging population, Passero led efforts to define a clear strategy for how YNHHS can grow by capturing existing demand and creating new demand. This plan encompasses seven growth levers, each positioned through the lens of strategic differentiation.

The framework focuses on inorganic growth opportunities such as geographic expansion, service line expansion, and revenue diversification. With an emphasis on speed to market, this plan highlights opportunities in strategic partnerships—collaborating with external organizations to accelerate access and scale. These partnerships enable YNHHS to rapidly deploy new capabilities, strengthen its competitive position, and deliver value to patients and communities.

With board approval secured, the Growth Framework is now in active execution and continues to evolve to maintain a strong growth mindset. Passero's leadership ensures that YNHHS not only adapts to demographic, competitive, and environmental shifts but thrives, building a future where growth drives sustainability, innovation, and exceptional care.



Sherron Rogers, MS, LSSBB

Vice President, Finance

CHILDREN'S HOSPITAL OF PHILADELPHIA

Sherron Rogers serves as vice president of finance for Children's Hospital of Philadelphia and has over 25 years of executive leadership experience directing large organizations through strategic, cultural, and financial transformations by working with other executives and boards to develop renewed visions and supporting strategies. She has a history of building high functioning, outcomes-driven, highly engaged teams and ensuring organization-wide governance structures and processes are rooted in accountability, continuous improvement, and transparency.

Enabling finance of the future, by prioritizing people

Children's Hospital of Philadelphia (CHOP) is one of the top children's hospitals in the world and a four-billion-dollar pediatric healthcare enterprise. CHOP has set a bold direction to impact and improve the lives of children in the community and around the world.

By aligning corporate finance as a strategic partner, while championing collaboration, innovation, value and care, Sherron Rogers' leadership will help advance the workforce of the future and develop the next generation operating model as CHOP advances its leading practice enterprise financial services across all categories. The team recently successfully implemented an enterprise-wide, modern workforce management system that serves as the foundation for driving efficiency and productivity through integrated technology solutions. The corporate finance team will continue to build upon this success with additional workstreams and an operational framework that puts people first while strategically enhancing the infrastructure, governance, and integration across areas such as accounting, specialized accounting, treasury, tax, accounts payable, payroll and financial technology.



Crissy Turino, MPH, MBA

Chief Operating Officer, CountyCare

COOK COUNTY HEALTH

Crissy Turino serves as the Chief Operating Officer at CountyCare, where she leads health plan-wide strategy, operations, experience, and growth for a 4-star Medicaid plan owned by Cook County Health, serving nearly 400,000 Cook County residents. She has committed her career to strengthening the health system and creating new resources to increase access to quality care.

Advancing Equity Through Medicaid Innovation: A Proposal for CountyCare's Next Chapter

CountyCare Health Plan launched in 2012 under an 1115 waiver to enable Cook County Health, the largest safety-net system in the Chicago region, to enroll newly eligible Medicaid adults under the Affordable Care Act. Since then, CountyCare has grown to become the largest Medicaid plan in Cook County, earning the highest quality rating in Illinois and becoming the only plan awarded 4 stars from the National Committee for Quality Assurance (NCQA).

In 2025, Crissy Turino led CountyCare's first competitive proposal in a decade to continue delivering critical Medicaid services. In just two months, she and her team produced a comprehensive 340-page submission showcasing CountyCare's achievements: a 5-star rating in member experience and 4 stars overall; leadership in value-based care with 57% of spend in alternative payment models; investments in health-related social needs, including over \$8 million in housing and \$20 million in food and nutrition; and deep community roots with over 35% market share. Turino's leadership positioned the RFP as both a bold vision for the future and a capstone reflection of the transformation CountyCare has achieved since 2012.



Christine Wade, DNP, RN, CEN

VP, Perioperative and Procedural Services

UNIVERSITY OF TEXAS MEDICAL BRANCH

In her current role, Christine Wade, VP of Perioperative and Procedural Services, is known for fixing troubled areas and challenging cultures. With over 25 years of leadership experience in various roles such as Chief Nurse Executive, VP of Operations, and campus administrator, she focuses on strategic, operational, and clinical performance with a focus on quality, safety, and efficiency.

The Re-engineering of Interventional Radiology

At the University of Texas Medical Branch (UTMB), Christine Wade was directed to mirror the procedural area operations to the OR operations. The OR is governed by strict metric tracking and quality driven initiatives. The UTMB Interventional Radiology (IR) Department was the first procedural area to undergo this transformational work. Utilizing the principles of change management, lean management principles, and system redesign, Wade has led a team to completely reimagine UTMB's interventional radiology department. This included several important achievements including: completely separating the IR department from radiology and creating a standalone division of IR, redoing the patient scheduling process, staffing schedule, and hiring an inaugural director of Interventional Radiology. As a result of this work, IR has expanded its footprint to a fourth campus and is preparing to activate IR in the campus prison hospital. Wade developed and now leads a governance structure to guide operations, developed a leveling process, and partnered with local schools to develop a tech training program which helped to eliminate all travelers. Due to this success, the IR department at UTMB has now given the go ahead to build out a brand new, \$65,000,000 state-of-the-art IR department.



Vanessa Walker, DO, MMCI

Chief Medical Executive, Sutter Roseville Medical Center

SUTTER HEALTH

Dr. Vanessa Walker is a board-certified pulmonary and critical care physician and Chief Medical Executive at Sutter Roseville Medical Center. She trained at Duke University, earning subspecialty certification and a Master of Management in Clinical Informatics, and has held leadership roles within Sutter Health and the California Medical Association.

Shaping Tomorrow's Leaders: A Transformative Resident Leadership Experience

As Chief Medical Executive, Dr. Vanessa Walker has spearheaded initiatives to support the rapid expansion of graduate medical education programs at Sutter Roseville Medical Center. Recognizing the need for strong physician leaders, she collaborated with faculty to design a groundbreaking leadership elective for residents. This program combines a robust didactic curriculum—covering leadership styles, emotional intelligence, and conflict resolution—with immersive, real-world experiences. Residents shadow executive leaders, participate in high-level meetings, and engage in problem-solving around hospital operations, clinical quality, and physician relations. This innovative approach equips future physicians with essential leadership and communication skills while deepening their understanding of the complex healthcare environment. By bridging theory and practice, Dr. Walker and her team are cultivating a new generation of physician leaders prepared to navigate challenges and drive positive change in patient care and organizational performance.



Jennifer Walter, MS, FACHE

Associate Administrator

MAYO CLINIC

Jennifer Walter is the administrative leader for Medical Specialties and the Outpatient Practice for Mayo Clinic in Rochester, Minnesota, and is an Instructor in Healthcare Administration at Mayo Clinic College of Medicine & Science.

Building Resilient Nursing Leaders for Organizational Success

In response to significant change fatigue and a disconnect between nursing leaders and staff, Jennifer Walter partnered with a Mayo Clinic CNO to lead a team that developed targeted interventions to strengthen advanced competencies in communication and change leadership. With 40% of leaders having less than two years' experience, the project aimed to align with Mayo and Magnet transformational leadership goals and the CNO's 2025 priority to enhance leadership skills. Two key interventions—a nursing-specific change leadership toolkit and interactive workshops—were launched. The toolkit, hosted in a digital resource hub, provided evidence-based templates and guides for every phase of change, while workshops fostered practical skill-building and peer learning. Evaluation showed marked improvements: knowledge of change principles increased from 60% to 92%, confidence in planning from 44% to 84%, and access to resources from 37% to 85%. This scalable model supports advanced nursing leadership Mayo Clinic wide.



Randi Woods, MBA, MSN, RN

Chief Executive Officer

STAR COMMUNITY HEALTH SOLUTIONS

Randi Woods is the CEO of STAR Community Health Solutions, guiding its transformation into a modern community care enterprise that advances equity, workforce development, and community-rooted innovation. Her leadership focuses on strengthening the ways health systems permeate community and build relationships that honor trust, dignity, and lived experience.

Evolving STAR for Sustainable Impact

Randi Woods led a focused transformation to reposition STAR Community Health Solutions from a long-standing programmatic nonprofit into a modern community care enterprise with sustainable and diversified funding pathways and clearly defined models of care. As STAR approaches its 35th year, her work centered on strengthening the organization's identity, clarifying its value propositions, and ensuring partners can engage with STAR through streamlined, strategic channels.

She refined STAR's narrative, refreshed its brand, and aligned its messaging to reflect its evolving role in today's health ecosystem. She cultivated key partnerships, explored innovative care models, and evaluated emerging reimbursement opportunities; work that collectively strengthened STAR's ability to generate stable, diverse revenue sources and support long-term sustainability.

Through this intentional effort, Woods positioned STAR as a system-ready, equity-driven organization with codified service models and an enterprise mindset prepared to deepen partnerships, expand its impact, and lead boldly in community-centered health.

"This has been the most impactful personal and professional leadership experience that I have had."

CEF9 Fellow



Changing healthcare.
Strengthening communities.
Empowering women.



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