



# Health Leadership Fellows

## **PROGRAM BOOK**

### **HEALTH LEADERSHIP FELLOWS CLASS OF 2015-2017**

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## Dear Fellows,



**Ann F. Monroe**  
President

I am excited to welcome you as a member of the sixth class of Health Leadership Fellows. Over the course of the next 18 months, you'll join other leaders to learn collaboratively, share best practices and find new and innovative ways to make your mark as an advocate of health care collaboration.

When we started the Health Leadership Fellows program 10 years ago, leadership training had already become a buzzword in many industries, but it was primarily a way to identify emerging talent. There was a dearth of networking that went a step further, creating collaborative opportunities between leaders already established in their careers.

Our vision was to create a program that would create a cadre of driven, diverse, skilled and, above all, collaborative leaders that would work together to solve the region's toughest health issues. We wanted to give today's decision makers a toolbox of resources – both people and ideas – that they could utilize to create lasting changes in their communities.

We're proud to say that there have been some real successes. Many of the projects begun by Fellows have thrived and grown as alumni of the Fellows program continue their collaboration as part of the Fellows Action Network.

Through your work as a Health Leadership Fellow, we're confident that you will also make a substantial contribution to advancing the foundation's mission to improve the health and health care of the people and communities of western and central New York.

We hope that you will find your experience as a fellow to be rewarding, challenging and meaningful. Best wishes for a most successful fellowship.



## Health Leadership Fellows Program History

In 2004, the Board of Trustees of the Health Foundation selected to invest in the design and implementation of a comprehensive Health Leadership Fellows program as one strategy to accomplish its mission of improving health outcomes in the communities served by the Foundation.

The first of three cohorts of Health Leadership Fellows was launched in 2005 with nationally recognized faculty. Cohorts 4 and 5 began in 2013 and 2014 respectively. Since the program began, more than 130 leaders in Western and Central New York have graduated from the program. A total of 22 team projects were developed and implemented. Several projects have expanded and continue to influence change and improved outcomes for older adults and children impacted by poverty. Graduates of the Fellows program, along with graduates of the Ladders to Leadership program of the Robert Wood Johnson Foundation in central New York are members of the Fellows Action Network, also supported by the Health Foundation.

The Health Leadership Fellows program aims to improve critical skills of leaders in health and human services organizations by providing them with a collaborative learning experience. The program offers individual leadership development, academic and team support, executive coaching, opportunities to increase a personal and professional network of leaders and an opportunity for collective leadership and change.

## About the Program

The Health Foundation for Western and Central New York is committed to improving the health and health care of the communities it serves, particularly older adults and children impacted by poverty. One strategy to achieve that end is leadership development with a focus on the collaborative implementation of competencies that reflect person-centered care, continuous quality improvement and national best practices.

It is the intent of the Foundation's Health Leadership Fellows program to provide such an experience. The Health Foundation, through its Health Leadership Fellows program, seeks to develop and support a cadre of diverse, highly skilled, collaborative leaders from the health care and safety-net organizations of western and central New York.

For the 2015-2017 class, a cohort of 38 fellows from Western and Central New York who are presently in positions of influence within organizations that impact the health of older adults and children impacted by poverty have been selected. The program will be implemented over an 18-month period. It will require a commitment by the fellows to attend four residential sessions of two to three days each. The academic and experiential work of the residential sessions will be applied and reinforced in the months between sessions through distance learning in smaller work groups and individually.

### Some anticipated outcomes of the Health Leadership Fellows program are:

- Collective advocacy for improved health care delivery
- A network of leaders with practiced collaborative and communication skills from common experiences
- Concrete integration of the Institute of Medicine's core competencies among organizations represented by the fellows
- Leaders with enhanced self-awareness, personal and reflective skills
- A core group of change agents for their respective communities
- New partnerships for managing change and creating systemic quality improvement
- Increased integration of informatics, evidence-based outcomes, and inter-disciplinary teams in the practice of health care.

### General Overview

Core to the Health Leadership Fellows program experience are the concepts of teams, collaboration, the Institute of Medicine's core competencies, and the ability to give and receive feedback. Additionally, having the sponsoring organization for each fellow as a partner in this endeavor will help to ensure the collaborative element of the fellow's work and organizational buy-in for change.

The shape of the program includes four residential sessions of two to three days each. In addition, a Graduation session will be held at the conclusion of the program for the presentation of the fellows' group project to the full cohort and their respective organization's leaders. The sessions build upon each other beginning with individual leadership assessment in the first session. The second session addresses the challenge of developing accountability strategies for improved health care delivery within the context of collaborative work. The concept and exercise of managing change as a leader comprises the third residential session. Communication skill development comprises the fourth session. This session addresses the art of telling a story as a leader and the impact of one's personal communication style on change.

Much of the work of the Health Leadership Fellows program will occur in between the residential sessions in teams comprised of approximately six fellows, within geographical proximity. Team advisers are assigned to each team to guide and assist the fellows throughout the program. All advisers are graduates of the Fellows program.

Each fellow will design an individual leadership development plan and share with his/her team in the initial stage of the program. Each team will be responsible for the development of an asset inventory that includes personal and organizational assets. The team task for the second intersession period will be to develop case examples, apply the core competencies to the case and submit that case for incorporation onto the Fellows website.

During intersession three, each team will sort through common issues that would be suitable to address as a team project that will highlight at least one of the five core competencies and impact, directly or indirectly, health outcomes for older adults or young children impacted by poverty.

The intersession period following the fourth residential session will be the longest, approximately six months, and the one during which each team will be responsible for the development and implementation of an inter-organizational project.

The work on all projects will be done via monthly group meetings, electronic communications, web-based research and other distance learning techniques. A budget, along with faculty coaches in both process and content areas and research assistants will be made available to the teams. Each team will employ the Results-Based Accountability methods, presented in residential session three to their project, with faculty guidance made available.

During the residential sessions each group will report on their intersession work and project, giving and receiving feedback from the larger group of fellows.

The four main residential sessions will be conducted by experts in their specific fields as they relate to the focus of the sessions. The intersession time will be the time for collaborative application and additional research of the material put forth during the residential retreats.

### Pre-work for individual fellows and organizations

Readings, leadership and personality style assessments and a Benchmarks “360” survey will be assigned and administered to each fellow prior to the first residential session. The Fellows will be introduced to each other and the program through an orientation followed by a social event. In addition, the organization at which the fellow is employed will be asked to endorse the fellow’s participation, give consent for the fellow to use company time to attend sessions, and will have acknowledged the fellow’s leadership role and skill within the respective organization. The organization’s leader will be invited to the pre-program social event following the orientation.

### Other requirements

- Fellows are expected to attend monthly meetings during intersession periods to complete team assignments before the next residential session.
- Team meetings should occur in person. The Fellows are expected to avoid absences from team meetings and participate electronically only when necessary.
- Intersession meetings should occur during the business day at a time and location agreed upon by the team.
- Reading assignments should be completed prior to each residential session
- Fellows are asked to refrain from using electronic devices during faculty presentations. Time spent “off the grid” is essential to your learning. You are welcome to reconnect during breaks and private time at residential sessions.
- Throughout the Fellowship we ask to you to pay attention to deadlines and respond to email communications and requests from program and Foundation staff within the time frames established.
- We want this to be an extraordinary learning experience for you. Please let your team adviser or the program director know if you have issues or concerns about any aspect of the program or your ability to participate.

### Program Calendar

Orientation and Opening Event	September 23, 2015	WNY	Buffalo Club
	September 25, 2015	CNY	Century Club
1st Residential Session	September 28-30, 2015		Canandaigua, NY
2nd Residential Session	February 1-2, 2016		Buffalo, NY
Graduation – Cohort 5	May 2, 2016		Rochester, NY
3rd Residential Session	June 6-7, 2016		Rochester, NY
4th Residential Session	October 17-18, 2016		Ellicottville, NY
Graduation – Cohort 6	April 24, 2017		Location TBD

## Residential sessions and intersession assignments:

### **SESSION I: THE INDIVIDUAL LEADER: September 28-30, 2015**

Inn on the Lake, Canandaigua, NY

Faculty: Dr. Paul Damiano, Stephanie Lischke

Fellows will receive feedback on pre-session assessments and Benchmarks “360.” The relevance of self-knowledge as it relates to leadership and authenticity will be explored. This may include exposure to experts in leadership, leadership models and the role of leadership in change.

Emphasis is on engagement of the fellows in the process of personal leadership development and connecting with others in that process.

Fellows will begin to develop a personal leadership development plan that they will further develop during the intersession period with an assigned executive coach and work on during the Fellows program. Teams and executive coaches will be assigned during this session. The teams will be diverse yet similar geographically. Team advisers will be assigned respective groups at this time.

#### **Outcomes for this session are:**

- a) Increased knowledge of self and one’s own leadership as a result of personal feedback from the assessment tools and Benchmarks “360.”
- b) Increased knowledge of the inter-relatedness among all three assessments and how they collectively inform the participant and provide greater understanding of one’s own leadership challenges and assets.

## Residential sessions and intersession assignments:

### **INTERSESSION I: October, November and December 2015 and January 2016**

Fellows share individual leadership assessments and create their plan for personal development. Fellows serve as mentors to each other, creating a peer-to-peer mentoring engagement. Each team develops an asset inventory of their personal and professional strengths according to the assessment results.

Team assignment for this intersession:

- a) Each fellow will have a personal leadership development plan
- b) Each team will have completed an asset inventory and average MBTI
- c) Each team will give a 10 minute presentation of their team asset inventory and average MBTI

### **SESSION II: Results-Based Leadership and Collaborations: February 1 and 2, 2016**

Marriott Harborcenter, Buffalo, NY

Faculty: Karen Finn, Ja Nay Queen

The session will include brief presentations by fellows’ teams of their inter-session work.

The session will introduce and apply the principles of Results Based Accountability within the context of leadership and as applied to collaborative work. This accountability system is based upon the work of Mark Friedman in his book “Trying Hard Is Not Good Enough” as applied to the health and human services fields.

#### **Anticipated outcomes for Session II:**

Increased knowledge and skill in the application of results-based accountability as applied to a variety of settings

## Residential sessions and intersession assignments:

### INTERSESSION II: March, April and May 2016

Each team will select ways in which core competencies might be applied to real situations. The team develops a case study wherein the Institute of Medicine's (IOM) core competencies are applied. This case will be presented by the team to the full cohort and will be included on the Fellows website. **The Fellows in Cohort 6 are expected to attend the Graduation of Cohort 5 in April 2016.**

Team assignment for this intersession:

- a) A model case that applies the IOM Core Competencies to a situation involving a frail elder or a child living in poverty
- b) Each team will give a 10-minute presentation of their case

### SESSION III: Leading Change: June 6-7, 2016

Strathallan Hotel, Rochester, NY

Faculty: Dr. Bram Briggance, Dr. Thomas Dennison, Elaine Respass

At the beginning of Session III each team will briefly summarize their intersession work with the full cohort.

At the foundation of Session III is the role of leadership in creating and managing change. Change in the culture of health care organizations and systems as it reflects the core competencies will be integrated into the study of managing change and the leader's role. The role power plays in leadership will be explored along with tools for the development of a "change project."

Anticipated outcomes from Session III:

- a) Increased knowledge and understanding of the dynamics of change
- b) Understanding of the role of leadership in change
- c) Practice use of project management tools
- d) Increased understanding of one's relationship to power

## Residential sessions and intersession assignments:

### INTERSESSION III: July, August and September 2016

Each team begins to consider the outcome they want to achieve through their team project. The teams explore how the five core competencies may be applied within the team project, what is a common, non-financial challenge for the team in their work to improve health outcomes for older adults and children impacted by poverty. Teams consider the scope of their project and its potential for expansion and adaptation. Teams review the accountability work and its application to a team project. This time is spent in narrowing the challenge to a realistic project that can be developed and implemented.

Team assignment for this intersession:

- 1) Each team will have produced a project concept incorporating at least one of the core competencies. Each team will indicate how the project will be collaborative and how the concepts of results-based accountability will be applied. The teams will have reviewed the resource directory to assist in the selection of experts and technical assistance they anticipate needing for targeted areas.
- 2) Each team will present their project concept to the entire cohort at the beginning of the next residential session.

### SESSION IV: Communicating as a Leader: October 17-18, 2016

Holiday Valley Resort & Conference Center, Ellicottville, NY

Faculty: Evelyn Clark, Doug Lipman

At the opening of Session IV, fellows present a brief outline of their group's choice of a collaborative project. The central focus of the session is the role of personal and organizational communication style in leadership, and change. The session will include the impact of communication and story on organizational effectiveness. Focused communication training will seek to improve the fellows' delivery of a clear and compelling story.

**Anticipated outcomes for Session IV include:**

- a) Increased self-knowledge and awareness as it relates to communication skills.
- b) Increased awareness of the role of personal and organizational communication style in the implementation of change, leadership and integration of the core competencies into the culture of an organization.
- c) Improved ability to communicate a message clearly and effectively.

## Residential sessions and intersession assignments:

### INTERSESSION IV: November 2016 to April 2017

Each team, with guidance from the program's team advisers, along with research and mentor support, will work on the team's inter-organizational project and its implementation.

Each team will prepare their inter-organizational project for presentation at the final session when organizational leaders and others will hear about each team's project. The project will be written and prepared for distribution to the full fellows group at the fellows' graduation.

Team assignment for this intersession:

- a) Written project paper
- b) Each team will present their project and its outcomes during a 20-minute presentation
- c) Projects that reflect an integration of leadership skills and the core competencies as applied across organizations and pertinent to the health of older adults or children impacted by poverty

### FINAL SESSION V: Program Graduation and Presentation of Teams Inter-organizational Project: April 24, 2017

There will be a formal presentation of each team's inter-organizational project. Leaders of each fellow's respective organizations and others will be invited.

The inter-organizational projects will illustrate:

- a) Application of at least one of the core competencies to the target populations
- b) Applied leadership skills developed over the program
- c) Applied collaborative leadership

### Anticipated outcomes of Session V:

- a) Final presentations of six team projects impacting the health care of older adults and children impacted by poverty
- b) Presentation of increased knowledge and skill in the areas of leadership as applied to the delivery of health care in the designated regions of New York
- c) Increased integration of the Institute of Medicine's core competencies within the context of team projects in participating organizations
- d) Distribution of the six inter-organizational projects.

## Instructional Faculty

### Bram. B Briggance



Bram Briggance is an employee of Kaiser Permanente's Northern California Region (NCAL.) NCAL has approximately 67,000 employees and serves more than 3.6 million members. As Senior Workforce Planning Consultant, Bram is responsible for crafting workforce strategies that support Kaiser Permanente's long-term needs, and bring value to its members through the efficient and effective deployment of its staff.

He is also the founder and principal of Briggance Consulting, which provides strategic consultation and training to a wide variety of health organizations, including professional, education, public health, non-profit, and care delivery institutions; recent clients include Blue Cross

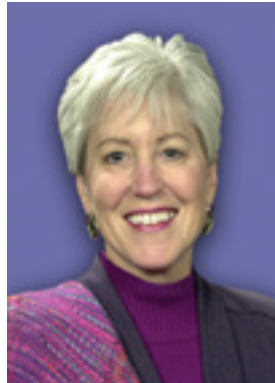
Blue Shield Association, Kaiser Permanente, Mercer International, Global Business Network, National Conference of State Legislators, and the University of California, San Francisco School of Medicine.

Bram brings to his work almost 20 years of research experience as well as a global understanding of the health care field, including education, care delivery institutions, financing, public policy, economics, workforce regulation, emerging information and biotechnologies, labor relations, access to care and quality of care. His specialized knowledge of health workforce issues includes education and training, supply and demand estimates, regulation and scopes of practice, demographics and geographical distribution, globalization and changing patterns of work. His health workforce publications address issues in medicine, nursing, allied health, pharmacy, dentistry, the mental and behavioral health workforce, chiropractic, and the specific workforce needs of public hospitals and community clinics.

Until recently Bram was a faculty member of the Presidio Graduate School, where he taught business strategy in their Sustainable Management MBA program. He is also a former Program Director for the Center for Health Professions, a health workforce research and leadership institute at the University of California, San Francisco.

Bram received his bachelor's degree from Denison University, and his Master of Arts and doctorate from the Department of Philosophy at Stony Brook University. He also holds a Certificate for Meritorious Research from the Center for Medieval and Renaissance Studies, in association with Keble College, Oxford University.

## Evelyn Clark



Evelyn Clark, The Corporate Storyteller, works with executives who want to become more effective leaders. She does this by showing them how to unleash the power of storytelling in their organizations by creating memorable messages that win support from stakeholders and inspire and sustain success.

Author of “Around the Corporate Campfire: How Great Leaders Use Stories to Inspire Success”, Evelyn Clark conducts customized workshops, facilitates retreats, creates communication plans, and develops values-based stories for premier organizations such as Microsoft. She has developed results-oriented communications for a range of clients, both as an independent business owner and as vice president of a Seattle public relations agency. She is the contributing writer/corporate storyteller for the book *TechnoBrands*; and is a contributor to *Wake Me Up When the Data Is Over: How Organizations Use Stories to Drive Results* (Silverman, Lori, editor, Jossey-Bass, 2006).

A featured keynoter for a wide range of organizations, Clark has delivered keynotes and led seminars and management retreats for organizations such as Microsoft’s Global Enterprise Marketing Partner Advisory Council, NASA’s Jet Propulsion Lab, VeriSign, Philips Medical Systems—Ultrasound, International Storytelling Center, and National Reconnaissance Office. She’s delivered customized keynotes for a number of professional organizations, including Association for Fundraising Professionals, Association for Quality and Participation, and Washington Society of Certified Public Accountants. Presenter of two acclaimed programs at the National Storytelling Conference, she was among the featured speakers at the 2007 Singapore Storytelling Festival and the Asian Storytelling Congress.

An award-winning communicator with a bachelor’s degree from the University of Washington, Clark began her career as broadcast news editor for the Associated Press. She earned accreditation from the Public Relations Society of America and has served on the leadership team for a number of professional and community organizations. She currently serves on the Board of Trustees of the Northwest Kidney Centers, the world pioneer in home-based kidney dialysis.

## Paul R. Damiano



Paul R. Damiano is president of Good Works Consulting, a management consulting firm he founded in 2006. He is a member of The American Psychological Association, The Society of Industrial & Organizational Psychology, and also serves as adjunct faculty with Center for Creative Leadership. Prior to founding Good Works Consulting, Paul was a full time senior faculty member at CCL from 1999-2006.

Paul has conducted training, consultation, and facilitation in North America, Europe, Asia, Africa and Australia.

A sampling of current clients includes:

- Commercial Materials Company (Steel and Recycling)
- Syngenta (Agri-business/Crop Protection)
- Population Services International (NGO – AIDS and Malaria)
- Oldcastle (Building Materials)
- Boston Consulting Group (Strategy and Business Consulting)
- Mars (Foods/Chocolates)
- Prudential (Insurance)
- Moses Cone Health Care System (Health Care)

In a career that has spanned more than 20 years, Paul has also worked with organizations such as Cole-Haan, Invesco, McKinsey, Volvo, Whirlpool, MasterCard, Exxon-Mobil, Cisco, Mercedes-Benz, Siemens, Xerox and Microsoft.

Through custom-designed training programs and executive coaching practice he has literally worked with thousands of mid- to senior-level executives from across a broad spectrum of industries. He also has training/certification on dozens of assessment instruments including: Benchmarks 360, Voices, MBTI, FIRO-B, Personometrics, Hogan Assessments, DISC, Denison Organizational Culture, Bar-on Emotional Intelligence and Change Style Indicator.

Paul holds a bachelor’s degree in accounting from LeMoyne College in Syracuse, NY and has both a master’s and doctorate in industrial/organizational psychology from Louisiana State University in Baton Rouge, LA.



### Thomas H. Dennison



Dennison is professor of practice at the Maxwell School of Citizenship and Public Affairs at Syracuse University where he is also director of the program in health services management and policy and director of the Lerner Center for Public Health Promotion. He is a professor of public health at Upstate Medical University and associate director of the Central New York Master of Public Health program sponsored by Syracuse University and Upstate Medical University.

Before coming to Syracuse University, Dennison was affiliated with PricewaterhouseCoopers' health care consulting practice for 15 years and earlier served as the chief executive officer of a hospital, the administrator of a nursing home and executive director of a network of ambulatory care centers. He is licensed as a nursing home administrator in New York State. He currently serves as chair of the Onondaga County Advisory Board of Health, president of the boards of Partners in Franciscan Ministries and The Visiting Nurse Association of Central New York and is treasurer of the board of directors of the Foundation for Long Term Care, an affiliate of the Leading Age New York.

Dennison holds a bachelor's degree in management from Syracuse University, a master's degree in hospital administration from George Washington University and a doctorate in health planning and administration from Pennsylvania State University.

### Karen M. Finn



As partner and senior consultant with the Results Leadership Group (RLG), Karen Finn is highly experienced in Results-Based Accountability™ and performance metrics, particularly in the areas of children, youth, family, and health policy.

Currently, Karen works throughout the United States and Internationally to assist government agencies, non-profit organizations and leaders of all types to identify—and continuously improve—community outcomes and agency performance measures. Most recently, she provided training, technical assistance and coaching to senior leaders of the National Institutes of Health; New York State's Office of Children, Youth and Families; Nebraska's State Divisions of Behavioral Health, Public Health and Children and Family Services; Maryland Governor's Office for Children and the United Ways of Anchorage, AK, New York State, Central Maryland, Austin, TX, Erie, Westchester and Putnam counties in New York, Central Iowa and Metro Louisville, KY. Finn presented her work at the RBA Africa Summit in 2014 and will be a pre-conference presenter at the RBA Australia Summit in 2015.

Prior to joining RLG, Karen served as chief of programs and policy for the Maryland Governor's Office for Children where she implemented Results-Based Accountability across 24 local jurisdictions.

She has a Masters of Education in Counseling and Human Services and has completed post-graduate work in leadership development, multi-cultural diversity, mutual gains negotiation and Results-Based Accountability. Karen is a qualified trainer and administrator of the Myers Briggs Type Indicator ©.

In her spare time, she enjoys kayaking, bicycling, hiking and reading.

## Doug Lipman



Doug Lipman is a key figure in the New England storytelling revival. He is known throughout the United States and abroad as a performer, coach, author, and teacher. Lipman's storytelling grew out of his work as a preschool and music teacher in the 1970s.

He has been teaching and coaching storytellers since 1979 and, in the last 10 years, worked extensively in the corporate sector. In addition to his workshops and classes on all aspects of storytelling, Lipman has published numerous books and released instructional videos, audiocassettes, and multi-media courses such as the Storytelling Workshop in a Box.™

Lipman's performing has taken him all over the United States and beyond, to schools, libraries, synagogues, universities, National Public Radio, the National Storytelling Festival and the Smithsonian Museum.

He was a founding member of the 10-year, Boston-based concert series for adults, Storytellers in Concert, the League for the Advancement of New England Storytelling (LANES) and the Three Apples Storytelling Festival.

## Stephanie Lischke



Stephanie is an associate for Good Works Consulting and a senior faculty member at the Center for Creative Leadership. Her work involves designing and delivering a variety of leadership programs for clients globally. Stephanie also regularly facilitates feedback and coaching sessions for senior leaders in client organizations.

In her role with CCL, Lischke has additional global management responsibilities for a segment of CCL's portfolio of offerings. This involves overseeing the design, delivery and ongoing quality of several open enrollment programs and products within CCL's portfolio, as well as their applications in programs customized for clients. Additionally, she serves as a lead trainer with senior leadership audiences at client organizations and also certifies executive coaches and similar professionals to facilitate 360-degree assessment feedback with leaders.

Previously, she worked for a Fortune 100 global financial services institution where her responsibilities included developing new financial products and services, and being directly involved in global expansion activities. Prior work experiences also include positions in marketing and advertising with one of the United State's largest news companies where she helped clients develop comprehensive marketing plans and cross-media advertising campaigns.

She received her undergraduate degree from the University of Kentucky. Her graduate work is in conflict management. Additionally she has held various financial and insurance licenses and other professional certifications. She is certified in numerous leadership and personality assessments and tools.

## JaNay Queen



JaNay Queen’s professional interest and personal expertise focuses on the adaptive challenges of public-private partnership leaders who employ a collaborative approach to affect positive community change. These talents are utilized in her current role as the senior director of strategic implementation for Results Leadership Group (RLG), LLC. Here, she works with public and private sector leaders to implement results-based strategies that enable organizations to achieve their desired goal to measure their community impact and program effectiveness.

Prior to joining RLG, Queen was a member of the University of Maryland School of Public Policy. There, she served as a project manager for leaders in the United States Virgin Islands, who worked to improve the conditions of health and education for all of their children. She remains a member of MSPP as an instructor for the course “Leading to Get Results.”

She is a trained facilitator and certified to administer and interpret the Myers-Briggs Personality Type Indicator (MBTI). Using these skills, Queen provides team building and leadership training to business and community leaders seeking to enhance their ability to work together effectively and provide excellent service to clients and community members.

Through writing, speaking and teaching, Queen educates, motivates, and inspires current and future leaders to seize opportunities, impact positive change and leave a legacy of excellence and service.

## Elaine Respass



Elaine Respass, MPA, is an executive coach and senior health care management consultant with RESSOM Associates, located in Hayward, CA. She has worked with many firms to translate and transform the abstract concept of organizational culture, (role, identity, authority, relationships and power) into practices that enhance the capacity and growth of leaders. Specific areas of expertise include assessment, coaching, team and leadership development, group-relations training via AK Rice-Tavistock tradition and organizational effectiveness consultation to not-for-profit social service agencies, and private and public institutions.

Elaine is semi-retired and currently provides coaching services to Kaiser Permanente physician department chiefs.

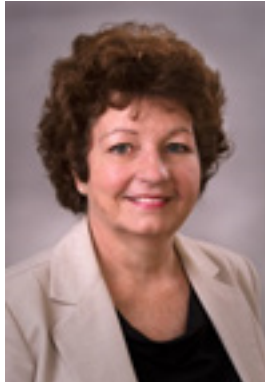
She formerly worked as an organization development specialist, staff development director and education and training manager for companies, such as TRW, Xerox, Connecticut General Life Insurance, and Kaiser Foundation Hospitals. Elaine held preferred consultant roles for several years with NUMMI-New United Motor, Cable and Wireless-British West Indies and Catholic HealthCare West.

She has consulted and worked on team based initiatives with health and social service agencies including Elder Care Alliance, STAND, SF-Conard House, Horizons Foundation, California HealthCare Foundation and supervisory and management coaching services to Alameda County Training and Education. Elaine provided individual coaching services to the University of California, San Francisco health care leadership programs for more than 10 years.

She taught organizational behavior and group dynamics at California State University-East Bay, graduate public administration program. Elaine completed postgraduate studies with the Cleveland Gestalt Institute, in organizational systems development and the group development track. She has a bachelor’s degree in business administration from Drexel University and a Masters in Public Administration from California State University-East Bay.

## Team Advisers

### Glenda Cadwallader



Glenda Cadwallader is a consultant specializing in strategic and organizational development for nonprofit organizations.

An executive with 25 years of leadership and entrepreneurial experience in the philanthropic and nonprofit communities, Cadwallader has built and directed high performance teams; improved business processes and structures; managed board, staff and volunteer relationships; and facilitated strategic planning and group-based solutions.

She holds a Master of Business Administration degree from the State University of New York at Buffalo.

### Joseph Cozzo



Joseph Cozzo is the president and CEO of Buffalo Hearing & Speech Center, one of the largest and most comprehensive free standing diagnostic, treatment and educational centers for children and adults with communication and learning difficulties in the United States.

Cozzo also serves as a team leader for the Council on Accreditation, a National Accrediting Agency ensuring best practice standards to behavioral health programs worldwide. He has authored child care worker curriculum for the Child Welfare League of America and is very active in training and consultation.

He regularly presents workshops and offers keynote addresses to numerous schools and organizations on the topics of transforming schools and classrooms, anti-bullying and violence prevention, and management of anger and aggression. He has worked with various school districts nationally around the topic, "How Our Schools Need to Adapt in Order to Meet the Changing Needs of Students."

A staunch advocate for children and families, he speaks regularly on a variety of topics ranging from educational strategies around social-emotional development; various school related issues in working with at-risk students; how to promote effective discipline and parenting ideas; creating positive school and classroom environments and learning and brain engagement. Cozzo works extensively with foster parent and adoptive groups across New York State, and has studied the idea of "Compassion Fatigue" as it affects urban district school teachers, and foster parents working with more traumatized and hurt children and youth.

In addition, Cozzo has had extensive travels throughout the world in working with orphans and orphanages. He conducts seminars on the effects of long-term institutionalization, post institutionalized behavior and reactive attachment disorder in children being adopted from foreign countries. Most recently he has been speaking on aspects of not-for-profit leadership including "Right Brain Leadership in the Left Brain World of Work"; "How to Lead a Culture of Caring in a Climate of Change"; and "Wholehearted Leadership: New Leadership in a Complex and Changing World".

With master's degrees in psychology and in counseling, he is a New York State Licensed Mental Health Counselor and a Nationally Certified Trauma Therapist.

He is a member of several Boards of Directors, including the Buffalo Niagara Medical Campus; Read to Succeed Buffalo; Health Foundation for Western and Central New York; and The Center for Speech and Language Disorders.

Cozzo is the founder and president of the Board of Trustees of the West Buffalo Charter School. Joe was a graduate of the Leadership Buffalo Class of '99 and the Health Foundation for Western and Central New York's Health Leadership Fellows program in 2010.

## Kathleen Glow-Morgan



Kathleen Glow-Morgan, LCSWR is currently employed at the Veterans Administration (VA) in the Access and Clinical Administration Office. This is a national virtual position that is field based out of the Syracuse VA Medical Center. At the VA, she is a National Transformational Coach assigned to develop, support and train transformational coaches in VA medical centers throughout the Northeastern part of the country.

Glow-Morgan has done several presentations at a national level on topics such as performance improvement, conflict management, leveraging leadership and coaching up in relation to professional business coaching.

Prior to working in the VA, she was employed in private, not-for-profit organizations. While employed in these organizations, she had responsibly related to personnel management, hiring, business compliance and integrity.

She is an adjunct faculty member at Syracuse University School of Social Work. She is also the co-chair of the Central New York Fellows Action Network that has been responsible for creating a mentoring program for the central and western New York community.

Glow-Morgan received a master of social work degree from Syracuse University School of Social Work. She received her bachelor's degree in business from Syracuse University school of Human Development. She is a New York State licensed clinical social worker.

## Sharon Mathe, R.N., B.S.



Sharon Mathe is a Registered Nurse and the Executive Director of the Healthy Community Alliance which serves Cattaraugus and Southern Erie counties. As one of New York State's rural health networks, the Alliance has a mission to improve the quality of life in rural communities through broad-based inclusive partnerships that support wellness and prevention.

Her career in health care spans 45 years with work in direct care settings covering a variety of staff and supervisory positions held in hospitals, nursing homes, physician offices, a facility for the developmentally disabled and education roles on topics including pregnancy/childbirth, Therapeutic Touch, and wellness.

The last 22 years have been energizing due to the world of rural health networking. As a self-diagnosed network spanner and believer in "co-opetition" and the power of community, she brought health and human service providers together from three counties to found and lead the development of the Maternal & Child Health Network, a prenatal-perinatal network. Since that experience, Mathe has held leadership roles in the Southern Tier Health Care System and the Chautauqua County Health Network and the latter's subsidiaries including two insurance products.

Sharon has presented at state and national conferences on topics ranging from oral health to transportation. She is the recipient of the Business First 2013 Healthcare 50 award, Senator Catharine M. Young Certificate of Merit, Cattaraugus Community Action, Vision and Values Award, New York State Community Action Association Leadership Award, and The Nurse of Distinction Award by Tri-County Memorial Hospital. She has been named to Sigma Theta Tau International, Honor Society of Nursing, Gamma Kappa Chapter SUNY Buffalo and is a graduate of the 2005 Health Foundation of Western & Central New York Leadership Fellows program, the Fellows Action Network, the Leadership Cattaraugus County Class of 2005 and is the current Vice-President for the NYS Association for Rural Health.

### Tammy L. Marshall



With more than 20 years of experience in health care, Marshall has committed her entire career to the study and advocacy of elders and those who care for them.

Currently, Marshall is the sole owner and operator of Elder Bhakti, LLC, The Dharma Center. This full-service wellness practice offers therapies, such as massage, chiropractic, acupuncture and mindfulness programs specially designed for elders and their care partners.

Though well-versed in holistic practices such as leading groups in meditation, providing yoga as a certified teacher and providing massages as a Licensed Massage Therapist, Marshall describes herself as a nurse first.

Marshall is also the director of nursing services at Susquehanna Nursing and Rehabilitation Center in Johnson City, NY. The team at Susquehanna was nominated for and received the Innovative Practice Award from the New York State Health Facilities Association for two consecutive years for their programs in telemedicine, Parkinson's Care and avoiding hospital readmissions in long term care.

Prior work consisted of being the vice president of mission integration and strategic planning for Loretto in Syracuse, NY. Over her 10 years at Loretto, she led the organization's strategic planning with a special focus on transitioning the organizational culture from being a medical model to a Person-Directed Care model. During that time, she led projects for the re-design and renovation of Loretto Cunningham, the largest nursing home in central New York. Marshall also led the process of securing a HEAL 12 NY Grant, a \$12 million grant authorizing the closure of two nursing homes and the opening of 13 Green House® Project Model homes.

During her time at Loretto, she also co-led two labor management negotiations with 1199/SEIU, and co-led the training of more than 200 senior level and middle management staff through a long-range leadership development program as well as leading the employee wellness program.

A core belief that influenced her work is that the capacity by which any organization can grow is in direct and equal proportion to how the company develops its workforce.

Marshall always credits her mentors for her success, having been afforded the opportunity of working alongside scholars in the field of geriatrics, organizational and community development.

Such credit can also be extended to the Health Leadership Fellows Program. Marshall was part of Cohort I. Now part of the FAN Network, she fully understands the impact that such programs can have on individuals, organizations and communities.

She holds degrees and certifications in nursing, social sciences and the healing arts inclusive of certification in strategic forecasting from the University of Texas. She serves on various boards whose primary mission includes advancing the care of older adults.

### Tracy A. Sawicki



Tracy A. Sawicki is the executive director of The Peter and Elizabeth C. Tower Foundation, a family foundation with approximately \$70 million in assets. The Tower Foundation provides funding support to initiatives that ensure children, adolescents and young adults facing challenges brought about by mental illness, substance abuse, intellectual disabilities and learning disabilities achieve their full potential.

Foundation support is given to non-profit organizations in Erie and Niagara counties in Western New York and in Barnstable, Dukes, Essex and Nantucket counties in Eastern Massachusetts.

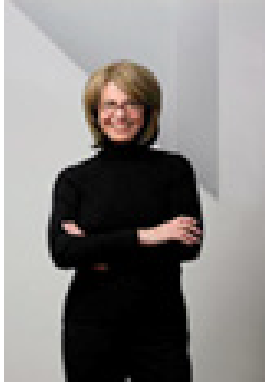
Prior to coming to the Tower Foundation, Sawicki worked at the American Red Cross, Greater Buffalo Chapter for 12 years. The last two years she served as the Chapter's Assistant Executive Director. Sawicki has more than 20 years of experience in administration, fundraising, program development and implementation.

Sawicki is active in her community. Over the years, she has served on several boards in the community and continues to support Planned Parenthood and the Girl Scout Council of Western New York. She was adjunct faculty in the Health Services Administration program at D'Youville College and worked closely with the P<sub>2</sub> Collaborative of Western New York, leading the consumer engagement component of the Robert Wood Johnson Foundation: Aligning Forces for Quality initiative.

She is a graduate of the Health Foundation for Central and Western New York's Health Leadership Fellows program and is actively involved in the Fellows Action Network. She is an alumni of Leadership Buffalo and a 2001 recipient of Business First's "40 Under 40" award. Sawicki lives in Buffalo with her husband and is the mother of two children.

## Executive Coaches

### Susan Burgess



Susan Burgess has 27 years of experience in consulting, training, curriculum development, business development, coaching and teaching. She is currently a partner and senior consultant with The Leading Element in Syracuse, NY. The Leading Element is dedicated to assisting clients in all aspects of organizational development; enhancing individual performance, increasing leadership capacity, fostering collaboration and innovation, and building organizational structures and practices in the service of optimizing results and achieving success in today's challenging and dynamic environments.

She works with executive teams to better communicate and implement strategy. She has worked with clients such as Hewlett Packard, the Boeing Airplane Company, Capital One, Coca-Cola Company and Humana. In addition, a large part of her practice is focused on working with non-profit organizations partnering with them to build organizational capacity and sustainability to increase their ability to provide much needed services in their communities.

She began her career as an educator and curriculum developer teaching and managing specialized learning centers in Southern California. She holds a master's degree in education. She later went on to work for 10 years in marketing and advertising in the Pacific Northwest. She was on the executive team of several advertising agencies and was vice president of account services for Evans Communications. She managed the teams responsible for accounts such as Eddie Bauer and the Sheraton Hotels Pacific Northwest Region.

Susan returned to graduate school for a master's degree in psychology specializing in clinical psychology and organizational behavior. She had a private therapy practice and is a licensed psychotherapist.

### Denny Gallagher



Over the past 30 years, organizational development consultant and executive coach Denny Gallagher has worked on organizational change issues with a variety of different organizations. The issues frequently deal with rapid growth or decline, changes in personnel, the impact of technology on the work force, interpersonal and intergroup conflict, the coaching of executives and mentoring of newer people in the organization development field.

A great deal of his time has been spent in technically oriented organizations working with executives, managers and supervisors who were promoted to their positions primarily because of their technical abilities. Many of these people are lacking good "people skills." The result is that he does a great deal of coaching, counseling, mentoring and small group work with his clients.

Gallagher has worked with a number of different organizations worldwide in a variety of settings, including : Research and development (3M, U.S. Air Force, U.S. Navy and the Department of Energy); Manufacturing (3M, Exxon Chemical and Merck Pharmaceutical); Educational (SUNY Buffalo, University of Colorado at Boulder and Antioch College); Not-for-Profit (AmeriCorps, National Crime Prevention Council, the National Health Service Corps and the Legal Aid Society of Denver); Religious (U.S. Army Corps of Chaplains, the Episcopal Diocese of Western New York and Westminster Presbyterian Church of Buffalo) as well as with United Airlines, the Federal Aviation Administration and the cities of Boulder, CO and Portland, ME.

Over his career, Gallagher has published several papers and is a member of the Organization Development Network and the American Psychological Association. He received his bachelor's degree in psychology and history from Heidelberg University; his master's degree from Bryn Mawr College in comparative and physiological psychology (now known as neuropsychology); and received his doctorate in organizational development from Case Western Reserve University. He is also mentoring students informally in a number of different settings.

## Geri Grossman



Geri Grossman, founder and president of My Executive Coach, has been coaching successful leaders since 1990 and contributing to their personal and professional effectiveness. Her clients include CEOs, CFOs, COOs, executive directors and other leaders and managers who demonstrate potential for career advancement.

As an expert in effective leadership, Grossman's clients achieve and sustain long-term and positive results, both in their relationship-building abilities and their interpersonal skills. Her clients are self-confident, influential and more successful because they communicate more effectively and create an environment where the people they lead become more engaged, more productive and make a positive impact on organizational results.

Grossman has been the recipient of many awards for her visionary and successful role as an executive in global technology and manufacturing. Her clients include leaders in health care, finance, manufacturing, retail and non-profit organizations.

A graduate of Syracuse University, Geri has studied executive coaching concepts and practices with Marshall Goldsmith, renowned author and global executive coach, and has successfully completed all of the requirements to administer leadership tools in Emotional Intelligence and Hogan Personality Assessment Systems.

She completed advanced coaching certifications from the Gestalt Center for Organization and Systems Development, The International Coaching Program at the Gestalt Institute at Cleveland and the Gestalt International Study Center at Cape Cod. She has completed graduate work in creative studies.

Grossman regularly conducts workshops and presentations locally and throughout the United States on the topic of emotional intelligence. She was the keynote speaker at the International Council of Fine Arts Deans and invited back the following year to conduct a two-day workshop on emotional intelligence for the organization's global leadership participants. She has taught emotional intelligence at Daemen College in the master's program in leadership and at Canisius College in its graduate business program.

## Andy Heffner



Prior to becoming a coach and workshop developer, Andrew Heffner served as a New York City prosecutor for more than twenty years and developed team and departmental leadership skills as Chief of the Manhattan District Attorney's Official Corruption Unit. Andy then spent three years as an Assistant New York State Attorney General, where he and his team investigated matters pertaining to public integrity and corporate ethics.

He decided to shift his focus from the institutional agenda of his role with the government, and to focus all of his energy and resources on helping individuals realize their personal and professional goals. Through his coaching, Andy helps his clients think more clearly, improve decision-making, and communicate effectively; he then assists them in developing forward-moving action plans geared to accomplish their specific objectives.

He is a skilled interviewer and compelling presenter. Having spent years working with people from all walks of life, Andy brings to coaching both compassion and a unique perspective that empowers individuals and organizations to maximize their potential and to reach goals without compromising personal or professional integrity.

Andy received his training as a professional coach from the Coaches Training Institute (CTI), and he holds a bachelor's in psychology in addition to his law degree. He also teaches public advocacy at SUNY Empire State College in New York, and does pro-bono coaching on behalf of Stand Beside Them ("SBT"), a non-profit organization that provides pro-bono coaching for veterans and their families.



## Rita D. Markle



Rita Markle is the chief learning officer at Performance Management Partners Inc., a talent management firm based in upstate New York. The firm helps clients make better people decisions by aligning their people practices with their business strategies to improve bottom-line performance. Performance Management Partners is a business partner with BlessingWhite, a global research and consulting firm dedicated to creating sustainable high-performance organizations. Their services include employee engagement surveys, talent assessments, executive coaching, succession planning, team building, leadership development, career transition and executive search.

Clients represent all industry sectors on a national and global basis, with significant experience in Financial Services, Healthcare, Manufacturing and Higher Education.

Rita has over 20 years of senior management experience in both large and small companies, including a Fortune 500 company. She is an experienced leadership and organizational development professional with an ability to develop and implement performance strategies to help organizations reach business and performance goals. Rita has been an advocate of emotional intelligence as a manager, consultant, and coach. This allows her to connect with clients and understand their business and people needs on a deeper level. Rita is certified in programs from BlessingWhite, Ken Blanchard Companies and Development Dimensions International (DDI). In addition, she is qualified to administer a wide variety of behavioral assessment tools.

Rita holds an associate degree in retail management from Bryant & Stratton College, and a bachelor's degree in business, management and economics with a minor in organizational development from SUNY-Empire State College. She also holds a master's in organizational communication and development from Canisius College. Rita is a Leadership Buffalo Class of 2000 graduate. She is a member of the International Society for Performance Improvement (ISPI), Association for Talent Development (ATD), Society for Human Resource Management (SHRM) and the Organizational Development Network of WNY. Rita is currently on the Leadership Buffalo Board.

## Maureen Millane



Maureen Millane is president of Transformation Consultants. Her expertise is in facilitating board retreats, strategic planning, team building workshops and executive coaching.

Maureen also serves as associate vice president of community engagement, creativity and career development at Daemen College overseeing the Departments of Entrepreneurship, Service Learning, Career Services, Global Programs and The Center for Civic Engagement and Sustainable Communities. Previously, she was associate dean of the Canisius College Wehle School of Business where she was responsible for the Center for Professional Development, Amherst Center and received a \$1.5 million (\$750,000 matching) grant to create a Women's Business Center.

Maureen is an honors graduate from Cornell University. She received her master's degree in business administration from Canisius College, and her doctorate in Educational Leadership and Policy from the State University of New York at Buffalo. Maureen also completed the Executive Education program in performance metrics for nonprofit organizations at Harvard.

Clients have included: The John R. Oishei Foundation, Health Foundation for Western & Central New York, Explore & More Children's Museum, Child Care Resource Network, Healthy Community Alliance, Buffalo Prenatal-Perinatal Network, WNY Grantmakers, Rochester Grantmakers Forum, Mental Health Association of Erie County & Compeer Buffalo, St. Mary's School for the Deaf, Allegany Western Steuben Rural Health Network, Young Audiences of WNY, Buffalo & Erie County Naval Park, SPCA of Erie County, CEPA, Just Buffalo Literary Center, Buffalo Arts Studio & Hallwalls, Amherst Chamber of Commerce, People, Inc., Shakespeare in Delaware Park, Kaleida Health, Elmwood Village, Hilbert College, BISSNET, King Urban Life Center and Youth Service America. She currently provides executive coaching for 10 other organizations. She was the facilitator that resulted in the creation of the WNY Service Learning Coalition.

Honors include: NYS Council for the Humanities Scholar Facilitator, NYS Women Inc. Buffalo Chapter Women in Leadership Award, Business First Bizwomen Mentor, CIP Community Award for supporting young adults with Asperger's and other Learning Differences, Every Women Opportunity Center Award of Excellence, I. Joan Lorch Award, Buffalo Spree Magazine Western New York's Most Powerful, The Rev. Thomas E. Fleming, S.J. Distinguished Service Award, Di Gamma Award, Paul Harris Fellow, YWCA Management Award, and the Amherst Chamber of Commerce Excellence in Education Award.

Current community involvement includes serving on the Amherst Senior Citizens Foundation Board of Directors, Chair of The Women's Group, National Board of Directors for the Washington Internship Institute, a member of Leadership Buffalo, and a docent at the Albright Knox Art Gallery. Previously, Maureen served as Chair of the Governance Committee, and Secretary for the P<sub>2</sub> Collaborative of WNY Board of Directors, on the President's Council of Cornell Women, the Board of Directors for the Buffalo Chapter of the American Red Cross, Better Business Bureau of Upstate New York Board of Directors, PBS WNED-TV Buffalo/Toronto Advisory Board (Your Life, Your Money) and was president of the Buffalo Rotary Foundation.

## Gwen Webber-McLeod



Gwendolyn (Gwen) Webber-McLeod, M.S., is President/CEO of Gwen, Inc. She has more than 30 years experience in leadership development, facilitation, strategic planning and the development of effective coalitions/collaborations. In addition, Gwen is a frequently sought after lecturer and conference keynote speaker on the topic of leadership. Her clients are CEOs, executive and mid-level managers, and leadership teams in public, private, health care and education businesses and organizations. Gwen, Inc. exists for the sole purpose of helping leaders deliver consistent personal and organizational outcomes by focusing on the competencies of confidence, competence, courage and calm.

Gwen is a cum laude graduate of SUNY Potsdam University, and holds a Master of Science in Management from Keuka College where she graduated Magna Cum Laude. Gwen takes pride in being a serial entrepreneur who created two businesses prior to Gwen, Inc; Treble Associates, a full service marketing, communications, and project management company, and Gwen Webber-McLeod, Inspiring People to New Levels of Leadership, a consulting practice specializing in facilitation, professional mentoring and coaching for executive leaders.

In 2008, she incorporated what she considers her “legacy building” business, Gwen, Inc., which houses her consulting practice and three divisions - Her national speaking/lecture service; You Can’t Fail, a conference, workshops and executive coaching services for professional women of color and Gwen, Inc.’s hallmark division - The Leadership Connection®: A Resource Centered on Great Leadership which opened as a resource center for leaders in January 2009. The resource center is unique in that its sole resource is access to a team of talented leaders positioned to provide direct support to emerging and established leaders and leadership teams. This team provides support through leadership education, facilitated work sessions, technical assistance, and professional mentoring/coaching.

She has been director of communications for Wells College; communications/development director of the Seven Lakes Girl Scout Council; executive director of the National Women’s Hall of Fame in Seneca Falls; executive director of the Booker T. Washington Community Center in Auburn, and coordinator of human services for the Cayuga/Seneca Community Action Agency. Gwen is a recognized and awarded professional leader with a very active civic life. She takes great pride in serving on boards of directors that enhance and improve the lives of people at the local, state, and national level. Her success is attributed to the support of her loving family and striving daily to simply do - **Be a Servant Leader.**

## Evaluators

### Deborah Meehan



Deborah Meehan is the founder and executive director of the Leadership Learning Community (LLC). In 1991, Meehan received a Kellogg National Leadership fellowship. She was also a 1991 Salzburg Fellow and returned to Salzburg in 2007 as a member of the Global Youth Leadership faculty. Deborah also conducts an annual Women’s Leadership Seminar for women law fellows. She has served as a consultant for the W.K. Kellogg Foundation to build an alumni association for the 700 leadership alumni of the Kellogg program.

She serves as a board member for the International Leadership Association and the Blue Cross Blue Shield Foundation of Minnesota.

Deborah has created a consulting services arm of LLC and conducted evaluations for national and international leadership programs and produced leadership scans, literature reviews and made program recommendations on behalf of 30 foundations that include a broad range of small, large, regional, state and prominent national foundations.

## Tracy Enright Patterson



Tracy serves as director of the Center for Creative Leadership's Evaluation Center, which supports CCL and the field through the development of new knowledge, methods and approaches to the evaluation of leadership development.

In this role, Patterson partners with CCL staff, clients, and external evaluators to identify organizational and leader needs, articulate program outcomes, and evaluate initiatives for improvement and impact. Her evaluation work includes CCL's custom initiatives, open-enrollment programs, executive coaching, new product development, and external evaluations of leadership development programs.

Patterson has more than 25 years of experience in program design, management, and evaluation with an emphasis in the government, nonprofit, and health sectors.

Since she joined CCL in 2003, she has designed and implemented evaluations of leadership development programs for a wide range of organizations including those in public health, healthcare, pharmaceuticals, food and beverage, finance, retail and government.

Prior to joining CCL, Patterson combined her interest in addressing complex social problems with her management skills to contribute to a variety of public health initiatives. As a research associate at Wake Forest University School of Medicine, she played a key role in a variety of complex, multi-site program evaluations at the national level. She also served as a manager and program designer with government and non-profit organizations including the Department of Health and Human Services in Raleigh, N.C., the Guilford County Health Department in Greensboro, N.C., and the Pan American Health Organization in Washington, D.C.

She has a bachelor's degree in government from the University of Notre Dame and a master's degree in public policy from Duke University. She also spent a year conducting graduate studies in Caracas, Venezuela as a Rotary Fellow.

## Staff

### Program Adviser - Virginia Purcell Oehler



Virginia Purcell Oehler has been program adviser on leadership to the Health Foundation for Western and Central New York since 2004.

Oehler's 45-year career in health and human services includes time as a social worker, training specialist for New York State and agency administrator. She served as chief administrator for Our Lady of Victory Infant Home (Baker Victory Services), executive director of United Cerebral Palsy of Western New York (Aspire), executive director of the Care Management Coalition of Western New York and president of VCPurcell and Associates.

Oehler has served on national, state and local committees and boards of directors of non-profit organizations, government entities and private companies. She received a bachelor's degree in sociology and social work from D'Youville College, and her master's degree from Canisius College.

Oehler is a recipient of the Athena Award for professional excellence by the Buffalo Niagara Partnership as well as the National United Cerebral Palsy Association's award for Excellence in Leadership. She is a graduate of Leadership Buffalo, University of Buffalo's Center for Entrepreneurial Leadership and Harvard's Executive Education series on Non-Profit Strategic Management. Oehler is founder of the writing enterprise: "Gods and Goddesses: A Gateway to Creativity" and is a painter. She and her husband have 5 children, 15 grandchildren and one great-grandchild.

### Program Director – Nancy Blaschak



Nancy Blaschak retired from a 35-year career with the American Red Cross in November 2014. While with that organization she worked in various management positions and served as executive director of the Greater Buffalo Chapter for more than 23 years. In April 2013 she was named the CEO of the combined Western New York and Finger Lakes Regions.

Nancy earned a bachelor's degree in business administration with honors from the University at Buffalo, a Master of Business Administration degree from Canisius College and completed post graduate studies at the Hauser Center for Not for Profit Organizations at the John F. Kennedy School of Government at Harvard University.

Nancy is also Director of the Health Foundation of Western and Central New York's Fellows Action Network. She serves as a member of the Boards of Housing Opportunities Made Equal and Consumer Credit Counseling Service of WNY.

Nancy is a graduate of the Charter Class of Leadership Buffalo and the Health Foundation of Western and Central New York's Fellowship Program. She has received the Distinguished MBA Alumni award from Canisius College, the Leadership Buffalo Service Award, the Business First - 40 Under 40 Award, the D'Youville College - Center for Women in Management - Manager of the Year Award, Leadership Buffalo Service Award, Girl Scouts Woman of Distinction Award and the Social Services Award from the National Conference of Just Communities.

Nancy and her husband John live in Eden, N.Y. along with their two children, Stephen and Elizabeth.

### Office Manager – Steve Copps



Steve Copps came to the Health Foundation for Western and Central New York in 2015 as administrative assistant, and was promoted to office manager a few months later.

Prior to joining the Foundation, Steve spent four years based in New York City where he traveled the country performing in regional theatres. In 2012, he transitioned from land to sea, providing guest enrichment and performing in fully staged productions aboard the five-star Oceania Regatta cruise ship.

Upon his return to Buffalo, Steve was the business manager for the Historic Palace Theatre in Lockport, NY, where he oversaw Box Office production and ticket sales as well as maintained donor relations with corporate and show sponsorships, gifts and donations.

Steve graduated cum laude with a bachelor's degree in fine arts, musical theatre from SUNY Fredonia.

## Health Leadership Fellows, Class of 2015-2017

### Paul Allan

Director of Information Services, Mid-Erie Counseling & Treatment Services



Paul Allan has 16 years of not-for-profit experience in western New York and is currently serving as director of information systems at Mid-Erie Counseling and Treatment Services. Paul has worked to modernize Mid-Erie's technical infrastructure in order to prepare the organization for the future, and has sought to place Information Systems in a leadership role, with an eye to using data to improve client outcomes and business functions.

His role within the organization recently expanded to encompass aspects of operations and marketing. Paul has taken a leadership role in Mid-Erie's current rebranding efforts and is overseeing production of an expanded agency website.

### Amy Bamrick

Director of Clinical Services, Buffalo Hearing & Speech Center



Amy Bamrick is the director of clinical services for Buffalo Hearing & Speech Center, a not-for-profit diagnostic, treatment and educational center for individuals with communication and learning difficulties. Amy oversees administration and programs for children and adults in four outpatient clinic sites in Erie and Niagara counties.

A licensed speech-language pathologist and a certified member of the American Speech-Language Hearing Association, Amy earned a master's degree in speech language pathology from State University of New York College at Buffalo, where she also served as an adjunct clinic supervisor in 2003-2004.

Amy is a certified LEAN Professional, and recipient of Business First's "40 under 40" Award.

### Chima Chionuma

Chief Medical Officer, Syracuse Community Health Center, Inc.



Chima Chionuma, M.D., is the chief medical officer for Syracuse Community Health Center, an organization that provides comprehensive, patient-centered health care services at five main clinical sites and a school-based health program with eight centers located in Syracuse City Schools.

Chima joined SCHC as a staff pediatrician in 2007, and assumed her current role in December 2009. In her position as CMO, she provides guidance for all clinical services at SCHC. Additionally Chima leads and supervises more than 70 physicians and non-physician health care providers.

She is a diplomat of the American Board of Pediatrics and a Fellow of the American Academy of Pediatrics.

### Brian Coleman

Rural Health Network Coordinator, Oswego County Opportunities, Inc.



Brian Coleman is the coordinator of the Rural Health Network of Oswego County, a program of Oswego County Opportunities. The Rural Health Network is a partnership of 35 member organizations seeking collaborative opportunities to improve the health and well-being of Oswego County residents.

Brian has served in the health and human services field for more than 12 years, and has experience managing residential and care management services for homeless and dually diagnosed consumers. Relatively new to health-related programs, he has long seen a need for collaboration between service providers.

He lives in Syracuse, NY with his wife and four children.

**Christopher M. Curry**

Associate Director, Catholic Charities of Onondaga County



Christopher M. Curry began his career at Catholic Charities of Onondaga County in 1996, and has served in various roles throughout the agency during his tenure.

As an associate director and a member of the executive leadership team since 2011, Chris oversees numerous programs including emergency assistance, homeless shelters for men and women, housing initiatives, services for older adults, health outreach and case management, refugee resettlement, and Project Joseph, a property management social enterprise.

He earned his bachelor’s degree from Tulane University, a Master of Public Administration degree and a Certificate of Advanced Study in Health Services Management and Policy from Syracuse University’s Maxwell School of Citizenship and Public Affairs.

**Gary Damon, Jr.**

Deputy Commissioner of Erie County Youth Services, Erie Department of Social Services



Gary Damon Jr. serves as deputy commissioner of Erie County Youth Services Division. In this role Gary oversees and provides leadership support at the Erie County Secure Detention Center, Non-secure contracts, Youth Detention Office in Family Court, Youth Bureau, Juvenile Detention Alternatives Initiative and fiscal. He is also a resident assistant at St. Francis High School in Athol Springs, NY where he supports and provides mentoring and guidance to the International population.

Gary has been an Adjunct Professor, College of Education, at Niagara University and a Site Facilitator for Say Yes to Education Buffalo. Gary earned a Bachelor of Arts Degree in Secondary Education and English from Niagara University and received his Masters of Arts in Organizational Leadership from Medaille College. Currently, he is a Doctoral Candidate in Executive Leadership at St. John Fisher College and is working vigorously towards earning his Ed.D. by the summer of 2017.

**Shajuana Day**

Diabetes Program Director, Jericho Road Community Health Center



Shajuana Day is a physician assistant and a Certified Diabetes Educator. Shajuana is currently the director of the diabetes education and support program at Jericho Road Community Health Center in Buffalo.

In 2008 she enrolled in a diabetes training program at Jericho Road Ministries, which was designed to increase the number of minority certified diabetes educators in western New York. Shajuana completed the certification in 2010, and at the time of her certification she was thought to be only one of two minority Certified Diabetes Educators in the western New York area.

**Kelly Dryja**

Assistant Director for Child & Family Services, Wyoming County Department of Mental Health



Kelly Dryja is the assistant director for child and family services at the Wyoming County Mental Health Department. In this role, Kelly is responsible for overseeing the mental health services delivery system for high-risk and/or high need children and their families, and coordinates the Children’s Single Point of Access committee meetings. Her previous experience includes providing individual and family counseling, multi-systemic therapy and supervising a preventive services program.

Kelly holds a bachelor’s degree in sociology from St. Bonaventure University. She is a licensed clinical social worker, and has a master’s degree from the State University of New York at Buffalo.

**Melinda DuBois**

Regional Director of Patient Services, Planned Parenthood of Western & Central New York



As the regional director of patient services for Planned Parenthood of Western & Central New York, Melinda DuBois provides oversight to five health centers and the mobile outreach unit.

She recently joined the Planned Parenthood team after serving five years as the administrative director of health and counseling at SUNY Geneseo, where she was also the Deputy Title IX Coordinator for students experiencing sexual assault. In addition, she spent 15 years as the executive director of Buffalo WomenServices.

Melinda is a licensed master social worker, receiving her Master of Social Work degree from the University of Buffalo. She is also a certified yoga instructor, with additional training in trauma sensitive yoga. Melinda lives in East Aurora, NY with her family and two dogs.

**Hope Fisher**

Physician, TeamHealth Urgent Care



Hope Fisher, M.D. is a board certified emergency medicine physician. A practitioner at TeamHealth Urgent Care, she is an affiliate attending several hospitals within the Catholic Health System, and also serves as a sexual assault forensic examiner.

A Buffalo native, Hope received both her bachelor’s degree and Doctor of Medicine degree at Howard University. She completed her residency at Metropolitan Hospital in New York City, and practiced at Queens Hospital Center for 12 years before returning to Buffalo.

A mother of two with a passion for people, Hope’s interests include women’s health, socioeconomic disparities in medicine and public health education.

**Kenneth M. Genewick**

Director, Niagara County Office for the Aging



Ken Genewick has been the director for the Niagara County Office for the Aging for the past four years. In his role, he leads the organization’s work to promote independence and quality of life through directly and collaboratively providing community-based services to older adults and caregivers living in Niagara County.

Ken’s diverse private and public sector professional health and long term care experience allows him to bring a unique perspective on aging and its dual impact on both the system and the individual. He has a Master of Business Administration degree with a concentration in Health Systems Administration from the State University of New York at Buffalo.

**Pei C. Grant**

Director of Research, The Center for Hospice & Palliative Care



Dr. Pei Grant is the director of research at the Center for Hospice & Palliative Care in Cheektowaga. The department performs clinical research that translates into tangible quality-of-life improvements for patients and families. Research interests range from end-of-life dreams and visions to the progression of delirium to other psychosocial interventions.

The research team’s published works on end-of-life dreams and visions have gained national attention, appearing in “Scientific American Mind”, “Psychology Today,” “Medscape” and “McKnight Long-Term Care News.” Pei also works alongside clinicians, insurance companies and other community partners to develop and evaluate programs that deliver better patient and family care.

**Lisa Green Mills**

Project Director, Syracuse Healthy Start, Onondaga Health Department



As project director for Syracuse Healthy Start, Lisa Green Mills focuses on reducing health disparities and infant mortality across Syracuse. Lisa’s past work as a pediatric nurse and coordinator of community based participatory research bring a unique perspective to her current role in engaging communities to find creative and empowering strategies to improve the health and wellbeing of families.

She received her bachelor’s degree in nursing from Binghamton University, and earned her Master of Public Health degree from the University at Albany.

**Christine Kemp**

Administrative Director, SNAPCAP



Christine Kemp is administrative director of the Safety Net Association of Primary Care-Affiliated Providers of WNY, which is responsible for growing the emerging organization to support members in pursuit of providing healthcare to those in need. She previously served as the program and policy analysis manager at the P<sub>2</sub> Collaborative of WNY, which allowed her to build upon her experience in public health research, communications and public policy.

Christine earned her Master of Public Health from the University at Buffalo, and a bachelor’s degree in psychology from SUNY Geneseo. She is a graduate of the Harvard Business School Club of Buffalo’s nonprofit management program.

**Rachel Leidenfrost**

Chief Communications Officer, Meals on Wheels WNY



Rachel Leidenfrost is the chief communications officer for Meals on Wheels WNY. Rachel is responsible for public relations, internal communications, brand development, marketing, advertising, social media, community engagement and government affairs. She also oversees the Volunteer Recruitment and Support Services departments.

Prior to her time at Meals on Wheels, she spent eight years with M&T Bank. After several jobs with the bank, she left as vice president of internal communications.

Rachel has her bachelor’s degree in public communications from Buffalo State College and her Master of Business Administration degree from Canisius College. Rachel is an active community volunteer and a member of Leadership Buffalo’s class of 2011.

**Lenny Liguori**

Executive Director/CEO, Directions in Independent Living, Inc.



Lenny Liguori has served as executive director of Directions In Independent Living for 15 years. He is a person that is very self-driven and is one who always finds himself at the center of everything but not comfortable with the spotlight.

Although Lenny excels at interfacing with other people, he is also not very comfortable around others and he enjoys a lot of alone time. In spite of Lenny’s perceived shortcomings, he insists on being the best at his job.

As someone living with a disability, Lenny has also come to the realization that he is a role model for disabled. When he was growing up, his disability was often downplayed or hidden. Lenny believes the very purpose of his job is to celebrate disabilities.

He holds a bachelor’s degree in sociology and a master’s degree in counseling from St. Bonaventure University.

**Megan MacDavey**

Program Officer, The Peter and Elizabeth C. Tower Foundation



Megan MacDavey joined the Peter and Elizabeth C. Tower Foundation as program officer in January 2015. Prior to this role, Megan managed a care transitions initiative at P<sub>2</sub> Collaborative, in which she partnered with offices for the aging and hospitals across western New York.

She has extensive experience with grant writing, community organizing, communications and fundraising from past positions and volunteer experiences including her work at Cleveland’s Healthcare for the Homeless. Megan has a master’s degree in social administration with a focus on community development from Case Western Reserve University Mandel School of Applied Social Sciences and a bachelor’s degree in sociology from SUNY Geneseo.



**Christopher Marcello**

Budget and Housing Coordinator, New York State Office of Mental Health



Chris Marcello is the coordinator of budget and housing services for the New York State Office of Mental Health field office, located in Buffalo, NY. Chris directs two major functions for the 19-county western region.

As budget coordinator, he manages fiscal matters related to the design and operation of community mental health services. As housing coordinator, Chris oversees the development of the Office of Mental Health community housing. Chris has been with the Office of Mental Health since 2004. Previously he worked for the New York State Division of Budget and the City of Buffalo’s Budget Office.

Chris holds a Master of Public Administration degree from the University of Pittsburgh.

**Antara Mitra**

Program Director, Maternal and Infant Community Health Collaborative, REACH CNY, Inc.



Antara Mitra is program director at REACH CNY, and has been responsible for the implementation and execution of the Maternal and Infant Community Health Collaborative in Oswego County. As program director, Antara works closely with various community partners to improve birth outcomes and reduce health disparities. Prior to this she worked in county government as well as in hospital administration.

Antara received her Master of Business Administration from the University of Miami, and a Master of Public Health degree from Syracuse University and SUNY Upstate Medical University. She is an award-winning published author.

**Tak Nobumoto**

Senior Director of Project Management, Mount St. Mary’s Hospital



Tak Nobumoto currently serves as senior director of project management at Mount St. Mary’s Hospital. In that role, he leads information technology related projects to deploy clinical, business and support systems throughout the hospital. Tak is also responsible for the daily operations of IT systems that include delivering support for all end users.

As Mount St. Mary’s merges with the Catholic Health System of Buffalo, he will be responsible for leading the transition of IT systems and services to the CHS systems. Prior to working in the hospital setting, Tak worked for the UBMD Practice Plans as director of operations.

**Tamara Owen**

President and CEO, Olmstead Center for Sight



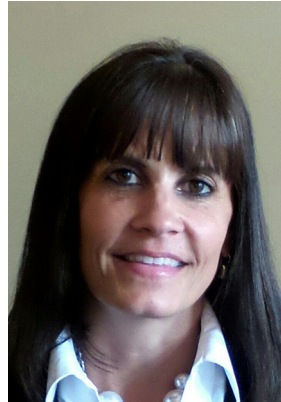
Tamara Owen is president and chief executive officer of Olmsted Center for Sight, a non-profit agency serving individuals who are blind. Prior to April 2013, Tammy was a senior executive at Kaleida Health for 23 years, most recently serving as president of Buffalo General Medical Center & Gates Vascular Institute.

A native of Boston, Mass., Tamara earned her Master of Business Administration and an Executive MBA from the University at Buffalo. She also received a Bachelor of Science in physical therapy from University at Buffalo; a Master of Science in sports medicine/education from Springfield College in Springfield, Massachusetts; and a Bachelor of Science in physical education/athletic training from Springfield College.

An active member of the Buffalo community, she has served on numerous local boards and held adjunct faculty positions at the University at Buffalo, D’Youville College and Daemen College.

**Kim Osborne**

Vice President of Operations, Family Health Network of Central New York



Kim Osborne is the vice president of operations at Family Health Network, a network of Article 28 and Federally Qualified Health care facilities serving rural communities in central New York.

Kim directs the daily operations of all locations, including the development and oversight of quality improvement initiatives, personnel management, regulatory compliance and business development. She received the Rosemarie Fostner Award from the Community Health Care Association of New York State, recognizing her exemplary work and dedication to ensure high quality care for all.

Kim received her bachelor’s degree in nursing from the State University of New York at Buffalo.

**Kimberly Palermo**

Director of Habitation Services, Community Services for the Developmentally Disabled, Inc.



Kimberly Palermo is passionate about her work with not-for-profit organizations in the health and human services industry. She has spent more than 25 years supporting men, women and children faced with poverty, addiction, mental health diagnosis and/or a developmental disability.

In her current role serving as a director at Community Services for the Developmentally Disabled, Inc., Kimberly has been instrumental in developing and executing the agencies mission and strategic goals. She is known for her vision, motivational leadership, team development, creative problem solving and influence in the field. Kimberly has

personal mission to enhance the lives of others.

**Paul A. Pettit**

Public Health Director, Genesee & Orleans County Health Departments



Paul Pettit was appointed the public health director of the Genesee and Orleans County Health Departments in January of 2008.

Working in the public health sector for 16 years, Paul became the director for Genesee County through a collaborative pilot project focusing on shared services between Genesee and Orleans counties. This shared service relationship has been recognized as a best practice and a model for public health delivery in New York State.

He has a bachelor’s degree from the University of Rochester and a master’s degree from Roberts Wesleyan College.

**Brian Pilarski**

Executive Director, Seneca-Babcock Community Association



Brian Pilarski is the executive director of the Seneca-Babcock Community Association, which has the reputation as one of the most respected community centers in Buffalo. During Brian’s tenure, which began in 2006, the SBCA has tripled in capacity.

Brian developed a strong sense of devotion for the nonprofit sector at an early age. A beneficiary of a youth program at the Buffalo Boys and Girls Club nearly 20 years ago, his experience gave him a deep appreciation for how nonprofits seek to improve the quality of life for the community.

Brian’s career in human services started when he served as a commissioned Officer with the United States Army. He is currently a Maryvale School Board of Education member.

**Lynn Pullano**

Chief Executive Officer, Child Care Resource Network



Lynn Pullano has 30 years of experience in nonprofit management, strategic marketing, education and research. Lynn is the chief executive officer of the Child Care Resource Network, an organization that supports families, child care providers and the community by developing and advocating for high quality, accessible and affordable child care for all children. In addition to her role as CEO, Lynn serves as project director for Help Me Grow WNY, an early childhood developmental screening/support initiative.

She founded the Erie/Niagara Birth-8 Coalition and was instrumental in creating the Children’s Center for Success, which is a unique, trauma-informed approach to child care.

Lynn holds a bachelor’s degree in marketing/management from Canisius College and a Master of Education degree from the University at Buffalo.

She resides in Hamburg, NY with her husband and two daughters.

**Debra A. Riter**

Assistant Director of Social Work – Behavioral Health, Erie County Medical Center



Debra A. Riter is an assistant director of social work at Erie County Medical Center. Throughout her 25-year career, Debra has held many leadership roles, with a particular interest in program development. She is a licensed clinical social worker and a credentialed alcohol and substance abuse counselor.

Debra received her master’s degree in social work from the State University of New York at Buffalo in 2006. Her focus has primarily been in mental health and chemical dependency. Because of Debra’s efforts, Erie County Medical Center has been designated a New York State Education Department site that is able to provide continuing education to social worker’s throughout western New York.

Debra resides with her family in Hamburg, NY.

**Anne Ryan**

Executive Director, Read to Succeed



Anne Ryan is a results-focused professional with 25 years of experience in not-for-profit and government service. Anne has expertise in early childhood/public education, organizational leadership and development. Prior to Read to Succeed, she served as director of resource and project development with Catholic Charities, and vice president of community impact for early childhood/youth programs at United Way.

As the first executive director of Success By 6, Anne was also responsible for the early implementation of the program, which is the United Way’s flagship early childhood initiative that works with child care and other early childhood professionals to help them deliver the best possible learning experience.

In 2006, she was awarded the NYS Association for the Education of Young Children’s Champion for Children award. She is a 1999 graduate of Leadership Buffalo.

**Christine Schuyler**

Director of Health & Human Services, Chautauqua County



Christine Schuyler, Chautauqua County director of health and human services, has 25 years of progressively responsible experience in various health and human service roles. As public health director and social services commissioner, Christine recognized the need to address the social determinants of health, streamline services and increase efficiencies to improve overall health and well-being. This vision resulted in the integrated Department of Health and Human Services in 2012.

Christine has 25 years of experience in various health and human service roles, including nursing, sales, physician relations and hospital administration. She holds a bachelor’s degree in nursing from Gannon University, and a master’s degree in health care administration from Bellevue University.

**Sandra Schwartz**

Director of Outpatient and Community Based Services, The Centers at St. Camillus



Born in Aubonito, Puerto Rico, Sandra Schwartz moved to Middletown, NY with her family at the age of six. Sandra has built her career in health care, working in developmental disabilities and child welfare before becoming the director of outpatient and community based services at the The Centers at St. Camillus.

She is married and has two grown children. Sandra is an avid reader and writes poetry.

**Bonnie Slocum**

Executive Director, Madison County Rural Health Council, Inc.



Bonnie Slocum serves as executive director of the non-profit Madison County Rural Health Council, Inc., which convenes partners and coordinates efforts to improve health and access to healthcare in Madison County, NY.

She has had a career in human services with county, private and grassroots organizations and has been a board/advisory board member for a library, food pantry, Time Bank and the Office for the Aging. Bonnie particularly delights in collaborating to develop innovative projects.

She holds a master’s degree in health services management from the New School for Social Research.

**Chandra Smith**

Director of Day Care and Education Services at the Salvation Army, Syracuse



Chandra Smith has worked in early education for more than 22 years. She began her career as a toddler teacher for a day care center and has been in her current position for 7 years. Her professional goal is to provide quality child care for children in a safe and thriving environment.

Chandra is compassionate about meeting children and family needs. This passion is what drives Chandra to seek out partnerships and supports in the community. Chandra is dedicated to supporting children development and providing child care experiences that are impactful. Chandra strives to ensure children are socially and emotionally ready to learn.

Chandra received a bachelor’s degree in English with a minor in education from LeMoyne College.

**Jessica Soule**

Executive Director, Cayuga Community Health Network



Jessica Soule began working for the Cayuga Community Health Network in February 2014, later joining the staff as the program coordinator for the Healthy Neighborhoods Program. Jessica was named the executive director in May 2015.

She interned for Cayuga County Health Department in 2013 while finishing her Master of Public Health degree from SUNY Upstate Medical and Syracuse University. Jessica has worked in substance abuse prevention, coalition building and chronic disease.

She worked as a newspaper reporter for 10 years in Michigan and New York, and was editor of The Skaneateles Journal from 2008 to 2013.

Jessica earned her bachelor’s degree from Central Michigan University.

**Christine Steinman-Reale**

Director of Patient Services, St. Camillus Home Care Agency



Christine Steinman-Reale has worked in home care since 1995. Currently the director of patient services for St. Camillus Home Care, Christine has prior experience in case management, intake coordination, quality assurance and as a nursing supervisor.

She received her bachelor’s degree from the College of Nursing at SUNY Upstate Medical University, and is currently pursuing her Master of Science in nursing education. She most recently achieved her certification in case management and earned her Six Sigma yellow belt.

Christine resides in Syracuse, NY with her husband and four teenage children.

**Kelly D. Whitman**

Program Director, Lake Shore Behavioral Health



A native of Farrell, Pa., Kelly Whitman has 14 years of experience in management in the human services field. During this time Kelly has served various populations including the homeless, developmentally disabled, severely mentally ill and youth. She is currently the director of The Lighthouse, a residential substance abuse treatment facility for pregnant and parenting women.

A licensed clinical social worker, Kelly completed her undergraduate degree in psychology and English at Emory University in Atlanta, Ga. She completed her master’s degree in social work at the State University of New York at Buffalo. Kelly enjoys singing, reading and spending time with her two children, Denise and Dennis.

**Robyn Wiktorski-Reynolds**

Advocate Program Director, Crisis Services



Robyn Wiktorski-Reynolds has worked in the domestic violence and sexual assault field since 1999. As a manager with Crisis Services for 11 years, Robyn has been serving in her current role as director of the advocate program since 2006. She oversees operations of this 24-hour program, as well as the rape crisis center for Erie County and a state approved domestic violence victim service provider. Robyn’s experience includes direct victim services, program management and multidisciplinary collaborations.

She received her bachelor’s degree in English and women’s studies from Buffalo State College, and in 2001 Robyn received her master’s degree in social work from the University of Texas at Austin.

**Ann Marie Zimmerman**

Medical Director, Universal Primary Care Southern Tier Community Health Center Network, Inc.



Ann Marie Zimmerman grew up on the west coast before completing her bachelor’s and master’s degrees at Wesleyan University in Middletown, Conn. She graduated from the University of Washington School of Medicine in 1988, and completed her Family Practice Residency and a one year Obstetrical Fellowship Program at Cleveland MetroHealth in 1992.

After two years of practicing emergency and obstetrical medicine in American Samoa, Ann Marie returned to the United States, eventually settling in the Olean area in 1998 where she joined the Universal Primary Care Southern Tier Community Health Center Network, Inc. Under her medical directorship, Universal Primary Care has achieved financial stability by converting into a federal grant supported community health center.