

NOTABLE WOMEN IN HEALTH CARE



2018



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2018 NOTABLE WOMEN IN HEALTH CARE

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IN 2017, 50.7% OF MATRICULANTS IN U.S. MEDICAL SCHOOLS WERE WOMEN AND 49.3% WERE MEN. TEN YEARS AGO, WOMEN REPRESENTED 48% OF MATRICULANTS, AND MEN ACCOUNTED FOR 52%.
SOURCE: ASSOCIATION OF AMERICAN MEDICAL COLLEGES

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The Administration, Board of Trustees and Staff of Burke Rehabilitation Hospital

Congratulate the 2018 Crain's Notable Women in Healthcare, Including Our Very Own

MOOYEON OH-PARK, MD
Senior Vice President,
Chief Medical Officer



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WOMEN MAKE UP 76% OF THE HOSPITAL WORKFORCE AND 78.5% OF ALL NON-HOSPITAL HEALTH SERVICES JOBS.

SOURCE: U.S. BUREAU OF LABOR STATISTICS, 2017

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NATIONALLY, 34.6% OF ALL ACTIVE PHYSICIANS IN 2016 WERE WOMEN. NEW YORK RANKED SIXTH HIGHEST AMONG THE STATES IN PERCENTAGE OF FEMALE DOCTORS, AT 37.9%.

SOURCE: ASSOCIATION OF AMERICAN MEDICAL COLLEGES

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Michelle Zettergren

Congratulations, Val!

We are proud to congratulate Valerie Grey, Executive Director, on being named one of *Crain's* Notable Women in Healthcare.

Thank you for your work to help transform care delivery in New York through the Statewide Health Information Network for New York (SHIN-NY).



New York eHealth Collaborative (NYeC) is a non-profit organization working in partnership with the New York State Department of Health to improve healthcare by collaboratively leading, connecting, and integrating health information exchange (HIE) across the state.



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Congratulations to
KAREN NELSON, MD, MPH
 Senior Vice President,
 Integrated Delivery Systems &
 Chief Medical Officer,
 Central Services Organization
 Maimonides Medical Center
**and to the other
 Crain's Notable Women
 in Health Care**



Maimonides
 Medical Center

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MAIMONIDESMED.ORG

New York's #1 Rated Cardiac Program
 is in Brooklyn at Maimonides.*

* New York State Department of Health, 2018 Reports on Outcomes for Percutaneous Coronary Intervention (PCI), Heart Valve Surgery, and Acute Myocardial Infarction (AMI)

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THE NEW YORK ACADEMY OF MEDICINE

The New York Academy of Medicine Board of Trustees congratulates President **Judith A. Salerno, MD, MS** on being recognized as one of *Crain's Notable Women in Health Care* for her distinguished career in health and her visionary leadership of the Academy.

Judith A. Salerno, MD, MS
President

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Meet health care's leading women

Talent abounds in this female-dominated sector

Crain's Custom is honored to present this inaugural section on Notable Women in Health Care to celebrate a history uniquely shaped by women. The health care sector has long had a workforce of so-called pink-collar jobs: nurses, social workers, home health aides and the like. Nationally, women accounted for 76% of the hospital workforce in 2017, and 78.5% of all non-hospital health services jobs.

Women dominate an industry that is a critical economic driver both in New York and nationally. Health care accounts for 10.3% of employment in New York State. Nationally, the sector is a job growth engine that added 156,000 new positions in the first half of 2018 alone. Women also shape the health care industry in another profound way—they make 80% of the health care decisions for their families, according to federal data.

By choice—and somewhat breaking with the tradition of other top-of-their-industry lists—Crain's has not restricted this inaugural list to cancer-curing clinicians or C-suite superstars. We omitted some well-known names in areas—including law, finance, communications, development and human resources—that historically have been career paths for women. And so absent from this first-year list are such trailblazers as New York-Presbyterian's long-time general counsel Maxine Frank and chief financial officer Phyllis Lantos, or Hospital for Special Surgery's finance wiz Stacey Malakoff.

Instead, Crain's list of notable women is inclusive and more reflective of the thousands of talented women in all corners of the industry. Health care is populated by lesser-known department chairs, groundbreaking researchers and women who lead charities that change the lives of millions of patients. We celebrate them all.

Just as women have shaped the health care industry, the industry has presented unique career paths for women. For previous generations, nursing, hospital worker or home health attendant jobs propelled women into the workforce. Today, traditionally female jobs such as nursing are a path to the executive team.

Nurses deeply influence quality metrics and the patient experience, and those are strategic skills that hospitals value. We see more nurses build upon their clinical foundation to veer their careers into the top tier of leadership. Examples include Susan Fox, president and chief executive of White Plains Hospital; Kathleen Gallo, senior vice president and chief learning officer at Northwell Health; Kimberly Glassman, senior vice president of patient care services and chief nursing officer at NYU Langone Health; and Patricia Winston, chief administrative officer and chief operating officer at SUNY Downstate Medical Center/University Hospital of Brooklyn.

"Nurses are the largest single group of providers," said NYU Langone's Glassman. "There are a lot of us, and so a lot of opportunities can open for us."

Glassman also points out that nurses have the advantage of learning leadership skills on the job because that is the nature of their profession. Doctors in private practice, in contrast, traditionally do not work as part of a team as they diagnose and treat patients.

"Nurses learn at an early age how to manage many tasks at once. You have a group of assigned patients, so you have to manage care for a group and prioritize and sequence," said Glassman. "And nurses spend a lot of time with patients, so they have good people skills."

Nurses, she adds, "just have a good blend of operational skills, and we know what it takes to take good care of patients."

White Plains Hospital's Susan Fox is a former pediatric intensive care nurse who knows firsthand how passionate nurses feel about high quality of care. But it is a leader's job to instill that passion into the broader hospital culture.

"As a nurse, I had a unique vantage point," said Fox. "What motivated me to be a leader was the ability to be in a position to influence and change the culture, priorities and how people worked together."

The physicians on the Crain's list also have used their clinical backgrounds to advance up the career ladder. Many are chief medical officers or department heads. One is a former hospital president, another the head of a major nonprofit, two lead schools, while another leads a multispecialty physician practice.

As each of these women change history in their own way, they follow the path of perhaps the most famous female physician in New York. British-born Elizabeth Blackwell was the first woman to graduate from an American medical school, after being rejected by every school until, as an apparent practical joke by the administration, she was admitted by Geneva Medical College in upstate Geneva, N.Y. Blackwell graduated first in her class, despite professors who forced her to sit separately at lectures and excluded her from labs, and townspeople who shunned her as a "bad" woman for defying her gender role, according to the National Women's History Museum. In 1849, Blackwell became the nation's first female doctor.

Discrimination defined Blackwell's early career. When New York City's hospitals refused to hire her, she opened her own hospital instead. In 1857, she founded the New York Infirmary for Women and Children, staffed entirely by women; the facility at 64 Bleecker Street eventually evolved into what is today New York-Presbyterian Lower Manhattan Hospital. Some 10 years later she opened a medical college for women, now part of Weill Cornell Medicine.

Nearly 170 years after Blackwell became a doctor, female physicians still share anecdotes about discrimination and bias. But they also are part of a new chapter in history: women who lead major institutions, prestigious departments and research teams.

We hope the stories of the 78 women on our inaugural list will inspire the next generation of female health care leaders. Crain's also asked our health care luminaries about their experiences with gender bias, pay equity, mentoring and outright gender discrimination. On these pages Crain's chronicles their career war stories, tales of achievement, inspiration and leadership advice, all through the lens of extraordinary women in health care. ■

"As a nurse, I had a unique vantage point. What motivated me to be a leader was the ability to be in a position to influence and change the culture, priorities and how people worked together."

SUSAN FOX

President and CEO

WHITE PLAINS HOSPITAL

The profiles in this report are drawn from submitted nomination materials and Crain's Custom research. No individual paid to be featured. There is an exceptional pool of talented women in health care in the New York City metropolitan area. This year's inaugural list is not comprehensive, and we look forward to a future of exceptional potential honoree nominations as Notable Women in Health Care becomes a new tradition for this area's thriving health care sector. Please join Crain's Custom in congratulating a truly impressive inaugural class.

Mount Sinai Celebrates Notable Women in Health Care

The Mount Sinai Health System and the Icahn School of Medicine at Mount Sinai congratulate our colleagues and all of the talented women recognized by *Crain's* as Notable Women in Health Care in New York City. We salute you on this well-deserved honor and your achievements in the health care field.

Barbara Barnett, MD, MHCDS, FACEP, FACP

Mount Sinai Beth Israel
Downtown

Tracy L. Breen, MD, FACP

Mount Sinai West

Susan B. Bressman, MD

Mount Sinai Beth Israel,
Mount Sinai St. Luke's,
Mount Sinai West

Angela Diaz, MD, PhD, MPH

Icahn School of Medicine at
Mount Sinai

Elizabeth A. Howell, MD, MPP

Icahn School of Medicine at
Mount Sinai

Vicki LoPachin, MD, FACP

Mount Sinai Health System

Barbara T. Murphy, MB, BAO, BCh, FRCPI

Icahn School of Medicine at
Mount Sinai

Margaret Pastuszko

Mount Sinai Health System

Caryn A. Schwab

Mount Sinai Queens

2018 NOTABLE WOMEN IN HEALTH CARE

Tales from the trenches

Women weigh in on gender inequity

In June, Brigham and Women's Hospital removed 31 gold-framed portraits of its former department chairs from the walls of an auditorium at the Harvard Medical School's teaching hospital. Each one depicted a man.

The wall of men simply sent the wrong message to current students at a time when Brigham is implementing broad diversity initiatives. Moreover, of the 1,631 residents and fellows now training at the Boston hospital, 45% are women, reported the *Boston Globe*.

In Boston, as in New York, department chairs are overwhelmingly male. It is a statistic that Mount Sinai Health System's Dr. Barbara Murphy knows well. Murphy, who coincidentally trained at Brigham and Women's, is the first woman to be named chair of the Department of Medicine at an academic medical center in New York City. She was appointed in 2013—incidentally, just five years ago.

"What is remarkable is that this is remarkable," said Murphy dryly.

Before Murphy, Mount Sinai had only one female chair, a woman who had led the Department of Pediatrics since March 2010. There are now six female chairs.

Change is happening, pushed by new diversity initiatives and best practices protocols. There also are shifting cultural norms. Women say they notice a correlation between gender equity and male leaders who have daughters, what researchers have labeled "the daughter effect." One explanation, says Dr. Roberta Gebhard, president-elect of the Schaumburg, IL-based American Medical Women's Association, is that men "don't want their daughters to be put through similar harassment, bullying and pay inequity."

In a survey released in July, 55% of the 635 women who work in health care polled by venture capital firm Rock Health said they believe it will take 25 years or more to achieve gender parity at work. That pessimism was fueled, perhaps, by the slow rate of change. About one-third of all hospital executives are women, a ratio that has been flat since 2015. Also unchanged is the percentage of women on Fortune 500 health care executive teams and boards, hovering around 22%, according to Rock Health.

Until those statistics improve, women in health care face the same challenges as women everywhere, including implicit bias and pay inequity.

In July, the City of New York agreed to settle a gender discrimination complaint by paying \$20.8 million to a group of nearly 1,700 nurses. The settlement is related to the city's former policy of permitting early retirement for municipal workers in "physically taxing" **S8**

occupations, mostly held by men, while excluding nurses and midwives, jobs mostly held by women.

Pay equity among physicians is an issue that many hospitals, medical schools and group practices are addressing. Still, in the New York area, men earned more than women in all but one of the medical specialties surveyed in 2017 by the medical social network Doximity. In obstetrics and gynecology, on average, men earned a whopping \$137,000 more than women. The gender gap for both anesthesiology and ophthalmology was \$123,000.

"There is a pink tax. The struggle is real," said Dr. Tracy Breen, chief medical officer of Mount Sinai West. "There are specialties and subspecialties that lag behind, perhaps because they are traditionally female."

The American Medical Women's Association has a Gender Equity Task Force that is both researching and addressing several forms of inequity: pay, resource allocation, opportunity, and conscious and unconscious bias, as well as sexual harassment in the workplace. The AMWA's Gebhard said the project will

women can share anecdotes about the undermining sting of subtle bias. Phoebe Boyer, who is in charge of a \$137 million operating budget as president and CEO of Children's Aid, has a board that is roughly 50% women. And there are still "biases against women," she said. After she was named president in 2014, she recalls a subtle comment made to her as they were going through the financials: "Oh, you really do understand the numbers."

One catalyst for telling these war stories is the #Me-Too movement, which gave a collective voice to what women had felt were isolated experiences.

"The fact that women are starting to share these stories after all these years feels good," said Dr. Gwen Nichols, chief medical officer of the Leukemia & Lymphoma Society.

A physician and scientific researcher who oversees LLS's scientific research portfolio, Nichols recalls a decades-old anecdote from when she started out as a new Columbia University assistant professor with her own lab. When she went to the lab next door to

"There is a pink tax. The struggle is real... there are specialties and subspecialties that lag behind, perhaps because they are traditionally female"

TRACY BREEN, MD

Chief medical officer

MOUNT SINAI WEST

try to "fix the leaky pipeline" that impedes the flow of female physicians into leadership positions at various stages of the career ladder. Why do women drop out of medical school? Why are they leaving medicine, or not being promoted? To what degree are bullying, sexual harassment, or the work/life juggle contributing to the leaky pipeline?

"When you are being bullied or sexually harassed, you don't shine," said Gebhard. "When you're uncomfortable, you are less likely to speak up and act like a leader."

There is no question that much progress has been made. Dr. Judith Salerno, president of the New York Academy of Medicine, offers a three-decade-old memory of when she was eight months pregnant and a bit slow during rounds to make her way up the stairs. The attending physician turned to her and said, "No one asked you to get knocked up," Salerno recalls. "Of course no one would say that this day and age, but the subtle ways women are viewed in the workplace are still there."

That unconscious bias is a critical issue in a field where there is substantial gender disparity. Many

introduce herself, Nichols cordially commented on the scientist's photo of "his lovely daughters." His response stung. "You aren't one of those women who talks about their children all the time, are you?" The subtext: bench science was no place for work/life balance.

Nichols said she hopes that the stigma "of caring more about your family than science is gone. Balance is really important."

It is a sentiment echoed by many women—and men—who demand flexibility and are driving current policies on work/life balance.

"No one can do it all. There are pretty complicated expectations in an academic setting," said Kathryn Martin, chief operating officer at Memorial Sloan Kettering Cancer Center. "But we're seeing changes. Younger people want flexibility, and that's creating a more flexible environment for everyone."

The number of women in the C-suite and other high-level posts remains low in the health care sector. But as a group, Crain's Notable Women in Health Care are addressing gender inequity and acting as powerful agents of change.

Northwell Health is proud of our six clinicians selected to Crain's "Notable Women in Health Care"



We extend our congratulations to:



Kathleen Gallo, RN, PhD

Senior Vice President
and Chief Learning Officer



Jennifer Mieres, MD

Senior Vice President,
Center for Equity of Care, and
Chief Diversity and Inclusion Officer



Tochi Iroku-Malize, MD

Chair, Family Medicine



Jill Kalman, MD

Executive Director,
Lenox Hill Hospital



Marla Koroly, MD

Senior Vice President,
Medical Affairs and
Chief Medical Officer,
Northern Westchester Hospital



Andrea Vambutas, MD

Chair, Otolaryngology,
North Shore University Hospital and
Long Island Jewish Medical Center

Mark L. Cluster
Chairman, Board of Trustees

Michael J. Dowling
President & CEO



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2018 NOTABLE WOMEN IN HEALTH CARE

MACHELLE ALLEN, MD

Senior vice president and chief medical officer
NYC HEALTH + HOSPITALS



Dr. Mabelle Allen has been associated with the city's public hospital system for more than three decades, first as a resident in obstetrics and gynecology at Jacobi Medical Center, then as an attending physician at Harlem and Bellevue hospitals. At these facilities, she established special prenatal programs for chemically dependent women and women at risk for HIV infection, motivated by her drive to support women who shoulder complex social problems related to drug dependence. Her programs battle both preterm births and maternal transmission of the HIV virus. Allen received her undergraduate degree from Cornell University and her medical degree from the University of California, San Francisco. She became CMO of NYC Health + Hospitals in 2017.

DIANNE AROH

Executive vice president; chief clinical and patient care officer

HACKENSACK MERIDIAN HEALTH HACKENSACK UNIVERSITY MEDICAL CENTER



Dianne Aroh leads all clinical and patient care portfolios at Hackensack University Medical Center, the largest hospital within Hackensack Meridian Health. She is part of an executive team tasked with advancing HUMC's clinical and geographic expansion strategies. Her responsibilities include oversight of the nursing scope of practice, as well as professional standards as they directly relate to patient satisfaction and quality outcomes. A champion of mentoring and empowering staff nurses in the decision-making process, Aroh joined HUMC in 2006. Previously, she was vice president of clinical services and chief nurse executive for Montefiore Medical Center. Aroh has a Master in Nursing Administration from Pace University and became a registered nurse with a Bachelor of Science in Nursing from Northern Caribbean University in Jamaica, West Indies.

BARBARA BARNETT, MD

Senior vice president and chief medical officer
MOUNT SINAI BETH ISRAEL



Dr. Barbara Barnett's goal is to transform the health care delivery model for Mount Sinai Beth Israel. The new model of care will focus on keeping the downtown Manhattan community healthy while serving most patients in an ambulatory care setting. Barnett is board certified in both emergency and internal medicine. She previously was chief medical officer of Glen Cove Hospital. In 2010, she became the associate chair of medicine, director of clinical affairs and section head of hospitalist medicine at Long Island Jewish Medical Center. At LIJ, Barnett also held the position of associate program director of the combined internal medicine and emergency medicine residency program. She received her medical degree from SUNY Downstate Medical Center and has a Master of Health Care Delivery Science from Dartmouth College.

MARY BASSETT, MD

Commissioner

NEW YORK CITY DEPARTMENT OF HEALTH AND MENTAL HYGIENE



Dr. Mary Bassett became New York City's Commissioner of Health in 2014. Her goal is to ensure that every neighborhood supports the health of its residents, with the target of improving population health. She also promotes the adoption of innovative policy tools to reduce smoking, poor eating habits and physical inactivity. A native New Yorker, Bassett lived in Zimbabwe and was on the medical faculty at the University of Zimbabwe for 17 years. In 2009, Bassett became program director for the African Health Initiative and the Child Well-being Program at the Doris Duke Charitable Foundation. A Harvard University graduate, Bassett earned her medical degree from Columbia University's College of Physicians and Surgeons and a master's degree in public health from the University of Washington.

ALICIA BEARDSLEY

Senior director of population health initiatives
CAREMOUNT MEDICAL



More than half a million people are patients at CareMount Medical, and it is Alicia Beardsley's job to set up the foundation for their care coordination. As part of the executive leadership team, she fine tunes clinical workflow, care coordination for high-risk patients and patient engagement programs for CareMount, the largest independent multi-specialty medical group in New York. Beardsley's population health clinical care coordination team is critical to CareMount's success as a Next Generation Accountable Care Organization. Under a value-based care model, CareMount ACO delivers care coordination services in collaboration with some 560 CareMount primary care physicians, specialists and advanced practice professionals. A physician assistant, Beardsley previously spent more than a decade in women's health clinical practice, specializing in reproductive endocrinology and general OB/GYN.

MITRA BEHROOZI

Executive director

1199SEIU BENEFIT AND PENSION FUNDS



Mitra Behroozi is not a health care provider, but the decisions she makes have a direct impact on the health and wellness of many New Yorkers. Behroozi is known for her innovative administration of funds that finance union members' health coverage and retirement benefits. She oversees the self-insured, self-administered benefits for members and retirees of New York's largest union representing health care workers. These funds collectively cover more than 400,000 people and spend more than \$1.8 billion annually on high-quality, low cost health coverage. Under Behroozi's leadership, cost containment programs have saved nearly \$3.3 billion to date, with no negative impact on care quality or access. In addition, Behroozi administers three pension funds with \$12 billion in assets.

THE TIME IS NOW FOR WOMEN IN SCIENCE



The Leukemia & Lymphoma Society (LLS) congratulates **Dr. Gwen Nichols**, LLS Chief Medical Officer, and all the outstanding women recognized by *Crain's* as “**Notable Women in Health Care in NYC.**”

Through our significant investment in cancer research—more than \$1.2 billion since our founding nearly 70 years ago—LLS is proud to fund and support leading female scientists, physicians, social workers and nurses, in our goal to cure blood cancers, including leukemia, lymphoma and myeloma.

2018 NOTABLE WOMEN IN HEALTH CARE

ELISABETH RYDEN BENJAMIN

Vice president, health initiatives

COMMUNITY SERVICE SOCIETY



Known for her exceptional contributions to expanding health coverage for the most vulnerable, Elisabeth Benjamin has long fought for access to care for all New Yorkers regardless of health, immigration or income status. She currently supervises health policy, advocacy and consumer assistance programs that help 100,000 consumers and small businesses annually. Benjamin also co-founded the Health Care for All New York Campaign, a statewide coalition of more than 170 organizations devoted to securing affordable, quality health care for all New Yorkers. Her analytic skills and ability to influence health policy recently were instrumental in the adoption of the Essential Plan in New York, which created an affordable coverage option for low-income residents. Benjamin has degrees from the Harvard School of Public Health and Columbia Law School.

PHOEBE BOYER

President and CEO

CHILDREN'S AID



When Children's Aid named Phoebe Boyer as its new president and CEO in 2014, she made headlines as the first woman to hold the posts in the charity's 161-year-old history. Boyer has since strengthened Children's Aid operations and its programs' impact on children, and last year the charity was recognized for exceptional management practices with a New York Community Trust's Nonprofit Excellence Award. Boyer previously was executive director of the \$1 billion Robertson Foundation, where she oversaw operations and grant-making of more than \$100 million annually. She also served for 12 years as executive director of the Tiger Foundation, dedicated to breaking the cycle of poverty in New York City. A graduate of Wesleyan University, Boyer has an MBA from Columbia Business School.

LINDA BRADY, MD

Executive medical advisor

ONE BROOKLYN HEALTH SYSTEM



In New York City, it takes a tough woman with strong political fortitude to agree to shut down a safety-net hospital. Dr. Linda Brady is such a woman. Brady served as president and chief executive of Kingsbrook Healthcare System from 1999 to 2017. She is now advising One Brooklyn Health System, newly formed by Kingsbrook, Interfaith and Brookdale medical centers to transform the way care is delivered in the borough. That includes reshaping the 300-bed Kingsbrook Jewish Medical Center into a symbol of health care's future. Kingsbrook will no longer provide expensive, inpatient medical-surgical services, a transition funded by a \$664 million state pool dedicated to Brooklyn health care. Instead, it will one day become a medical village with a mix of outpatient, emergency and post-acute-care services.

TRACY BREEN, MD

Chief medical officer

MOUNT SINAI WEST



Endocrinologist Dr. Tracy Breen became chief medical officer of Mount Sinai West in September 2014. She oversees safety, quality and clinical care; manages medical staff issues; and frequently collaborates with Mount Sinai Health System leaders on risk management, legal affairs and quality concerns. Breen also is a faculty member in the division of endocrinology, diabetes and bone diseases at Mount Sinai School of Medicine. As executive sponsor of the Mount Sinai West Diversity Council, Breen supports the ongoing staff training efforts of the Office of Diversity and Inclusion to identify and reduce unconscious bias—including creating a new systemwide women's advocacy group. Previously, Breen was director of diabetes care and chief of endocrinology at Northwell Health. She also served for many years as clinical director of the Mount Sinai Diabetes Center.

SUSAN BRESSMAN, MD

Mirken chair

Professor, Department of Neurology

ICAHN SCHOOL OF MEDICINE AT MOUNT SINAI



A pioneer clinician and researcher in movement disorders, Dr. Susan Bressman's career has been devoted to identifying genes and characterizing phenotypes, including those for dystonia genes, as well as Parkinson's disease genotype phenotype studies. Her work in these areas has led to her appointment as a board member or scientific director for nonprofits dedicated to movement disorders, including the American Academy of Neurology, the Dystonia Medical Research Foundation and the Michael J. Fox Foundation for Parkinson's Research. She serves as president of We Move (Worldwide Education and Awareness of Movement Disorders), an organization that educates both health professionals and the public about movement disorders. Bressman graduated from Columbia's College of Physicians and Surgeons and trained in Neurology and Movement Disorders at Columbia University Medical Center.

LARAY BROWN

CEO

ONE BROOKLYN HEALTH SYSTEM



In January 2018, the state announced it would give a new partnership, One Brooklyn Health System, \$664 million in capital funding to enhance access to health care services in Brooklyn. One Brooklyn Health would combine separate hospitals—Brookdale University Hospital Medical Center, Interfaith Medical Center and Kingsbrook Jewish Medical Center—into a sustainable integrated health system. At the helm is LaRay Brown, a veteran of the city's public health system and Interfaith's president and chief executive. Brown's mission is to transform the health care delivery system in central and northeastern Brooklyn. Under her leadership, One Brooklyn Health will make \$384 million in critical clinical and facility infrastructure improvements and spend \$210 million to develop a 32-site ambulatory care network and \$70 million on technology.



Dianne Aroh
Executive Vice President
Chief Clinical and
Patient Care Officer,
Hackensack University
Medical Center



Nancy R. Corcoran-Davidoff
Executive Vice President
Chief Experience and
Human Resources Officer
Hackensack Meridian *Health*



Bonita Stanton, M.D.
President,
Academic Enterprise
Founding Dean
Hackensack Meridian
School of Medicine
at Seton Hall University

Congratulations

Hackensack Meridian *Health* is proud to recognize
Dianne Aroh, Nancy Corcoran-Davidoff, and Dr. Bonita Stanton
for being named to *Crain's* inaugural list of
Notable Women in Health Care.

Life years ahead



**Hackensack
Meridian *Health***

HackensackMeridianHealth.org

2018 NOTABLE WOMEN IN HEALTH CARE

RUTH BROWNE

President and CEO

RONALD MCDONALD HOUSE NEW YORK



Volunteers are at the heart of the Ronald McDonald House's mission, and this year an estimated 8,000 of them will help Ruth Browne support families dealing with children who have cancer. She joined RMH in September 2016 to lead a \$23.6 million capital expansion initiative that added additional rooms at its Manhattan site, for a total of 95 beds. The charity provides temporary housing and support in partnership with 16 local cancer treatment hospitals. Browne previously was CEO of the Arthur Ashe Institute for Urban Health. She is a graduate of Princeton University and has master's degrees in public health and in public policy from the University of Michigan, as well as a Doctorate in Science from Harvard University School of Public Health.

SUZANNE BRUNDAGE

Project director, Children's Health Initiative

UNITED HOSPITAL FUND



Suzanne Brundage's focus is on informing public policy and advancing new delivery system models that strengthen pediatric primary care. With her strong belief in the value of early childhood interventions, Brundage promotes optimal health and development during the first five years of life, with a special focus on the 40% of New York state children in low-income families. In 2017, she was selected as the inaugural Patricia S. Levinson Fellow at the United Hospital Fund, enabling her to advance the nonprofit group's initiatives for improving health care for vulnerable populations. Brundage's goal is to ensure that all young children have equal access to high-quality health care and a chance to be successful in life. She holds a master's degree from the Harvard T.H. Chan School of Public Health.

PALMIRA CATALIOTTI

Senior vice president and chief financial officer

NYU WINTHROP HOSPITAL



When Palmira Cataliotti was named senior vice president and chief financial officer of NYU Winthrop Hospital in 2008, she became the first woman CFO at a Long Island hospital. Cataliotti develops and implements the annual operating, capital and cash budgets for a hospital that has an annual budget of \$1.7 billion. She also was responsible for overseeing the 2016 conversion of the hospital's electronic health record system, including all financial reporting and patient billing, a massive task that took nearly two years to implement. Cataliotti, a Hofstra University graduate, is a past president of the NY Metro Chapter of the Healthcare Financial Management Association and currently serves on its executive committee. She also is chair of the finance committee for the Nassau-Suffolk Hospital Council.

SOHINI CHOWDHURY

Deputy CEO

MICHAEL J. FOX FOUNDATION



Since 2000, the Michael J. Fox Foundation has invested more than \$750 million into finding a cure for Parkinson's disease and improving therapies for Parkinson's patients. Research partnerships are critical to that mission. Since joining the nonprofit in 2005, Sohini Chowdhury has helped build its role as a change agent in drug development, pushing for treatment breakthroughs and a cure. She created a formal industry strategy, driving innovative research partnerships with pharmaceutical firms and biotechs as well as securing sponsors for the foundation's scientific and educational programs. Chowdhury also led development of programs critical to increasing patient engagement in Parkinson's research, including the clinical trial-matching tool, Fox Trial Finder, and an online longitudinal research study, Fox Insight. She was promoted to deputy CEO in 2017.

LOUISE COHEN

CEO

PRIMARY CARE DEVELOPMENT CORPORATION



The Primary Care Development Corp. plays a key role in expanding and strengthening the primary care safety net. Louise Cohen is a national advocate for the 27 million Americans who rely on federally qualified health centers for their care. Since August 2015 she has led the community-development financial institution, which provides capital and technical assistance to a variety of primary care providers. It advocates for improved primary care access, capacity, quality, reimbursement and capital resources. PCDC's goals are to improve health outcomes, increase health equity and reduce health costs. This June, PCDC announced it has invested \$1 billion in primary care since its founding 25 years ago. Cohen previously was vice president for public health programs at Public Health Solutions and oversaw programs that improved community health.

NANCY CORCORAN-DAVIDOFF

Executive vice president, chief experience officer and chief human resources officer

HACKENSACK MERIDIAN HEALTH



Nancy Corcoran-Davidoff spearheads the human resources and patient experience strategies at Hackensack Meridian Health, New Jersey's largest integrated health network. Corcoran-Davidoff is responsible for the strategic design and monitoring of programs and initiatives that shape a culture of excellence. Under her guidance, the system's Office of Human Experience accelerates the adoption of innovations that focus on the human connection in health care. Its goal is to help improve clinical outcomes and increase patient and team member engagement. Corcoran-Davidoff's mission is to improve service and patient satisfaction as well as to take one step further—emphasizing humanity in the delivery of health care. As chief human resources officer since March, she ensures the network's culture aligns with this mission. Corcoran-Davidoff has undergraduate and master's degrees from Fairleigh Dickinson University.

Congratulations to
Palmira Cataliotti and *Monica Santoro*,
for their outstanding contributions
to the highest standards of health care.



Palmira Cataliotti



Monica Santoro

The administration and staff of NYU Winthrop Hospital applaud the recognition by Crain's Custom of Palmira Cataliotti, Senior Vice President and Chief Financial Officer and Monica Santoro, Senior Vice President – Patient Safety, Quality and Innovation and Chief Quality Officer, as Notable Women in Health Care.

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2018 NOTABLE WOMEN IN HEALTH CARE

LISA DAVID

President and CEO

PUBLIC HEALTH SOLUTIONS



Since taking the helm of Public Health Solutions in 2015, Lisa David has led an organization that provides public health services to underserved families and children, offering grants and management assistance for some 200 community-based organizations. The nonprofit also conducts public health research and program evaluations and guides long-term strategies that address the public health needs of the city's low-income communities. David's background includes six years as executive vice president and chief operating officer of Planned Parenthood, where she worked with affiliates to prepare for the Affordable Care Act and build out digital health services. David previously was vice chair for administration for the department of obstetrics and gynecology at Columbia University's School of Physicians and Surgeons. A Barnard College graduate, she has an MBA from the Wharton School.

EMME DELAND

Senior vice president and chief strategy officer

NEW YORK-PRESBYTERIAN



Emme Deland is responsible for developing clinical and corporate strategies for New York-Presbyterian. As an adviser to NYP's venture fund, she guides strategies for identifying and commercializing new innovations. Deland also serves on the board of the New York-Presbyterian Health Policy Center. She joined the health system in 2000, and previously worked at Mount Sinai Medical Center and Brigham and Women's Hospital. Prior to joining the health care field, she was an international banker at Chemical Bank. Deland graduated magna cum laude from Harvard College, majoring in East Asian Studies, and has an MBA from Columbia University's Graduate School of Business. She is a fellow of the New York Academy of Medicine and is a board member of several nonprofit groups.

ANGELA DIAZ, MD

Jean C. and James W. Crystal Professor, Department of Pediatrics and Department of Environmental Medicine and Public Health

ICAHN SCHOOL OF MEDICINE AT MOUNT SINAI



Under the direction of Dr. Angela Diaz, the Mount Sinai Adolescent Health Center became the country's largest adolescent health center. Each year the center serves more than 10,000 vulnerable and disadvantaged youths, the majority of them uninsured. Diaz's own experience as a poor, young immigrant from the Dominican Republic lit her passion for adolescents whose social circumstances limit their access to health care. She leads a unique program that provides interdisciplinary, integrated medical care, with special attention to young people's sexual and reproductive health as well as mental health needs. After earning her medical degree at Columbia University's College of Physicians and Surgeons, Diaz received a Master in Public Health from Harvard University and a PhD in epidemiology from Columbia.

DEBORAH ESTRIN

Tishman professor of computer science; associate dean

CORNELL TECH



Hired by Cornell Tech for her ability to translate research into practical solutions, Deborah Estrin founded its Health Tech program as a collaboration among faculty, business leaders, tech entrepreneurs and students. Mix them together, and the results have the potential to reinvent health care for the digital age. Estrin's vision for Health Tech is to nurture a new generation of health technologists who understand state-of-the-art digital technologies, including machine learning algorithms, cyber security techniques and Internet of Things data streams, as well as product development and health care. A pioneer in embedded networked sensing, Estrin also directs the Small Data Lab at Cornell Tech, which develops ways for individuals to harvest the small data traces they generate daily, with some applications for health care.

MARKI FLANNERY

President and CEO

VISITING NURSE SERVICE OF NEW YORK



Marki Flannery has been a stable presence at the Visiting Nurse Service of New York since 1982, including 10 years as president of its licensed home care agency, Partners in Care. Under her direction, Partners became the largest agency of its kind in the New York City area. When Flannery's predecessor resigned in April 2018, VNSNY's board immediately chose her for the top spot. She now leads the nation's largest nonprofit home-care organization, with annual revenue of \$2 billion and some 13,000 employees. Flannery is a national expert on the challenges facing the home care industry as more people are aging at home instead of expensive nursing facilities. On any given day, VNSNY has more than 48,500 patients and members in its care.

LAURA FORESE, MD

Executive vice president and chief operating officer

NEW YORK-PRESBYTERIAN



Among the elite leadership of New York-Presbyterian are three extremely talented women: Maxine Frank, Phyllis Lantos and Dr. Laura Forese. The physician-executive of the trio, Forese has overseen NYP's growth into an \$8 billion system with some 40,000 employees. She has ultimate operating responsibility for New York's largest health system, implementing a patient-centered strategic vision and culture across the organization. Forese directed an expansion of the system's regional hospital network, improved key patient experience metrics and launched innovative digital health programs. She has held leadership roles at New York-Presbyterian since 2003. A pediatric orthopedic surgeon, Forese graduated from Princeton University and Columbia University's College of Physicians & Surgeons and holds a Master of Public Health from Columbia's Mailman School of Public Health.



White Plains Hospital
Exceptional, every day.



The Board of Directors and staff of
White Plains Hospital congratulate

Susan Fox

President & CEO

On being named among the
2018 Crain's Notable Women
in Healthcare

Because of Susan's visionary leadership and unwavering focus, White Plains Hospital is
delivering on its promise to be exceptional, every day for our community.

2018 NOTABLE WOMEN IN HEALTH CARE

SUSAN FOX

President and CEO

WHITE PLAINS HOSPITAL



Susan Fox is among the small group of women to head hospitals in New York. Under her leadership, White Plains Hospital has undergone the largest capital transformation and expansion in its 125 year history. When completed, the Westchester community hospital will have renovated or added more than 500,000 square feet. Fox also spearheaded the hospital's expansion of both its physician base and geographic reach. In 2015, she oversaw a strategy critical to the hospital's future—joining the Montefiore Health System. Fox came to White Plains Hospital in 2010 and was named chief executive in May 2015. The first in her family to attend college, she began her career as a pediatric intensive care nurse after receiving a Bachelor of Science in Nursing from Columbia University.

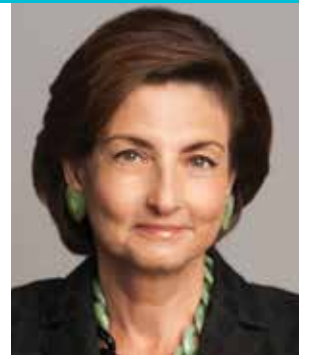
LINDA FRIED, MD

Dean; DeLamar professor of public health; professor of epidemiology and medicine

COLUMBIA UNIVERSITY MAILMAN SCHOOL OF PUBLIC HEALTH

Senior vice president

COLUMBIA UNIVERSITY MEDICAL CENTER



In Dr. Linda Fried's view, we are at a pivotal moment in public health. She sees a world touched by societal and global conditions that affect health, including environmental degradation marked by "climate change, globalization, urbanization, aging populations, and the increasing chronic and communicable disease burden." Fried's mission is to equip a new generation of leaders with the skills needed to address these public health challenges. A geriatrician who specializes in the science of healthy aging, Fried joined Mailman in 2008. She led the creation of the Robert N. Butler Columbia Aging Center, the Lerner Center for Public Health Promotion, and elevated Columbia's leadership in research, policy and programming for healthy cities. Mailman also built the nation's first program on climate and health under her direction.

KATHLEEN GALLO

Senior vice president and chief learning officer

NORTHWELL HEALTH

Dean and professor

HOFSTRA NORTHWELL SCHOOL OF GRADUATE NURSING AND PHYSICIAN ASSISTANT STUDIES



The success of Northwell Health is based on the collective talents of its employees, which is why Kathleen Gallo's role is so critical to the health system's mission. She leads Northwell's corporate university, the Center for Learning and Innovation, and the Patient Safety Institute. Both initiatives were created to transform the health system by strategically focusing on workforce development. Gallo is responsible for leadership development as well as the creation and implementation of a comprehensive learning strategy. Within Northwell, she has also served as system director for emergency medicine and vice president for emergency medical services. The founding dean of the Hofstra Northwell School of Graduate Nursing and Physician Assistant Studies, Gallo has a PhD in nursing from Adelphi University, where she also earned her MBA.

KIMBERLY GLASSMAN

Senior vice president of patient care services; chief nursing officer; and Lerner Director of Health Promotion

NYU LANGONE HEALTH

Associate dean

RORY MEYERS COLLEGE OF NURSING



In 2018, Kimberly Glassman was named the Lerner Director for Health Promotion at NYU Langone. While the newly endowed position in the departments of nursing and patient care services was recognition of Glassman's talents, it also made her one of just four chief nursing officers nationwide to have an endowed title. Glassman helps develop population-level interventions that promote healing and motivate lifelong healthy habits. That applies to NYU Langone staff, too; Glassman promotes health among nurses and other frontline patient care workers. She also teaches and is the associate dean for partnership innovation at the NYU Rory Meyers College of Nursing. Glassman has a nursing degree from Hunter College and a master's degree and doctorate from the NYU College of Nursing.

LISA GOLDSTEIN

Executive vice president and chief operating officer

HOSPITAL FOR SPECIAL SURGERY



In the two decades that Lisa Goldstein has overseen its operational performance, the Hospital for Special Surgery has grown into a national powerhouse. She has smoothed the approval process for an expansion of its Upper East Side campus, sorted out the logistics of a Westchester site and supported a new partnership for advanced orthopedic care in Connecticut. HSS is planning yet another expansion, a 15,000-square-foot clinic at the Hudson Yards complex. With clinical partnerships in Florida and overseas, HSS has long outgrown its roots as a Manhattan specialty hospital. Goldstein became the hospital's EVP and COO in 1997. During the previous decade, she was vice president and COO at Wayne General Hospital. Goldstein earned her undergraduate and master's degrees from Cornell University.

MARIA GOTSCH

President and CEO

PARTNERSHIP FUND FOR NEW YORK CITY



Maria Gotsch leads the investment arm of the Partnership for New York City, which represents the city's business leadership and its largest private sector employers. Gotsch spearheaded the creation of the New York Digital Health Innovation Lab, an annual program for growth-stage companies that have developed health tech products; the program launched in 2013 under its original name, the New York Digital Health Accelerator. She also backed the BioAccelerate Prize NYC, which provided proof-of-concept funding for university-based biomedical research for 20 scientists. With New York City being the home of many of the nation's top medical schools, the city has a keen interest in commercializing biomedical sciences in New York. Gotsch has an MBA from Harvard Business School and a BA from Wellesley College.

How You Move Inspires Us.



Lisa Goldstein
Chief Operating Officer



Catherine H. MacLean, MD, PhD
Chief Value Medical Officer



Hollis Potter, MD
Chair of the Department
of Radiology and Imaging

Crain's Notable Women in Health Care in NYC

HSS

2018 NOTABLE WOMEN IN HEALTH CARE

VALERIE GREY

Executive director

NEW YORK EHEALTH COLLABORATIVE



A gifted collaborator, Valerie Grey knows just about everyone in health care, and expertly facilitates their cooperation. As executive director of the New York eHealth Collaborative (NYeC), she leads a nonprofit that works with the New York State Department of Health to improve health care by collaboratively leading, connecting, and integrating health information exchange statewide. Grey interacts with a diverse group of health professionals, harnessing health information technology to improve patient outcomes and lower health costs. NYeC leads the state's public health information exchange, the Statewide Health Information Network for New York (SHIN-NY), which is made up of eight regional health information organizations. Grey previously was executive vice president for policy at the Healthcare Association of New York State, a trade group.

CAREN HELLER, MD

Chief scientific officer

CROHN'S & COLITIS FOUNDATION



In 2016 alone, Dr. Caren Heller guided investments of more than \$30 million in inflammatory bowel disease research as the chief scientific officer for the Crohn's & Colitis Foundation. She is responsible for a diverse research portfolio, education, and support and advocacy programs. Heller has been instrumental in focusing the foundation on clinical trials, including establishing a new clinical trials initiative and expanding clinical research networks. She joined the nonprofit as its first CSO in 2014, after serving as associate dean for intercampus and industry initiatives at Weill Cornell Medical College. Heller has an undergraduate degree from Harvard University, a medical degree from Columbia University Vagelos College of Physicians and Surgeons and an MBA from the University of Chicago Booth Graduate School of Business.

ELIZABETH HOWELL, MD

System vice chair for research, Department of Obstetrics, Gynecology and Reproductive Science
Director, Blavatnik Family Women's Health Research Institute

MOUNT SINAI HEALTH SYSTEM



Dr. Elizabeth Howell is a leader in women's health care, with a focus on underserved populations, disparities in women's health, infant mortality and postpartum depression. A board-certified obstetrician/gynecologist, she is a researcher on maternal and infant morbidity and mortality, as well as racial and ethnic disparities in maternal and child health. Howell has served on several expert committees for such organizations as the Institute of Medicine, the NIH, the Joint Commission and the American Congress of Obstetricians and Gynecologists. As director of the Blavatnik Family Women's Health Research Institute, she is building a competitive research program around women's health issues. A graduate of Stanford University, Howell has a medical degree from Harvard Medical School and a Master in Public Policy from the Harvard Kennedy School of Government.

DAPHNE HSU, MD

Professor and interim chair, Department of Pediatrics

ALBERT EINSTEIN COLLEGE OF MEDICINE

Interim physician-in-chief; division chief of pediatric cardiology; and co-director, Pediatric Heart Center

CHILDREN'S HOSPITAL AT MONTEFIORE



Dr. Daphne Hsu is a leading expert in children's heart failure and heart transplants. She has treated more than 600 children with heart failure and more than 250 undergoing heart transplants. In addition to her clinical practice, Hsu is interim physician-in-chief for the Children's Hospital at Montefiore. She is also co-director of the Pediatric Heart Center at CHAM, a leader in advanced cardiovascular care for young patients with congenital heart diseases. Hsu is a former director of Pediatric Heart Failure at New York-Presbyterian Hospital. She has written dozens of peer-reviewed cardiologic studies, and is a reviewer of pediatric cardiology-related grants for the Food and Drug Administration and for the National Institutes of Health. A Harvard University graduate, Hsu received her medical degree from Yale University.

KAREN IGNAGNI

President and CEO

EMBLEMHEALTH



Karen Ignagni joined EmblemHealth in September 2015 at a time when underwriting losses at the nonprofit's two insurance units, Group Health Inc. and Health Plan of New York, were mounting. She has since transformed the health plans, which have more than \$8 billion in revenue and provide affordable coverage and administrative services to some 3.1 million members. In addition to upgrading technology, Ignagni has embraced innovative partnerships with local providers, and pursued value-based contracts with health systems and physicians. Before leading EmblemHealth, Ignagni was president and chief executive of America's Health Insurance Plans, a national insurance industry association. At AHIP, Ignagni played a key role in shaping the Affordable Care Act and is still championing affordable health coverage at the national policy level.

TOCHI IROKU-MALIZE, MD

Chair, Department of Family Medicine

NORTHWELL HEALTH

Professor, family medicine

DONALD AND BARBARA ZUCKER SCHOOL OF MEDICINE AT HOFSTRA/NORTHWELL



Board certified in family medicine as well as hospice and palliative medicine, Dr. Tochi Iroku-Malize has chaired Northwell Health's family medicine department since 2011. She previously worked at Southside Hospital as a hospitalist, director of the hospitalist program and director of the family medicine residency program. Certified as a simulation specialist, Iroku-Malize incorporated simulation into Southside's medical education program. She also was instrumental in revising the American Academy of Family Physicians' recommended curriculum guidelines for family medicine residents and has been an active member of the state AAFP chapter since 2001. Iroku-Malize received her medical degree from the University of Nigeria. She has a master's degree from Columbia University Mailman School of Public Health and an MBA from the Isenberg School of Management, UMass Amherst.

MONTEFIORE CELEBRATES ITS NOTABLE WOMEN IN HEALTH CARE



DAPHNE T. HSU, MD,

Professor and Interim Chair of Pediatrics, Albert Einstein College of Medicine;
Division Chief, Cardiology, Co-Director Pediatric Heart Center
and Interim Physician-in-Chief, Children's Hospital at Montefiore

ALLISON MCGUIRE, MPH,

Vice President, Integrated Health Systems and Executive Director,
Montefiore Hudson Valley Collaborative

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2018 NOTABLE WOMEN IN HEALTH CARE

FEYGELE JACOBS

President and CEO

RCHN COMMUNITY HEALTH FOUNDATION



Feygele Jacobs helped launch the RCHN Community Health Foundation (RCHN CHF), a nonprofit that supports community health centers through strategic investments, education and health policy research. RCHN CHF's initiatives aim to address the unique funding and operational challenges faced by community health centers to create a sustainable future for these safety-net providers. Its projects and grants focus on expanding access to care and enhancing health centers' patient capacity and operational strength. Nationally, community health centers are a lifeline for care for many high-need communities in both rural and urban areas. The foundation supports health centers that collectively care for more than seven million people. Jacobs served as executive vice president and chief operating officer at the nonprofit's founding in 2005 and assumed her current role in 2013.

MERIN JOSEPH

Executive vice president and chief information officer

WESTMED MEDICAL GROUP, WESTMED PRACTICE PARTNERS



Merin Joseph is the technology guru for one of the area's largest physician groups, a team of 474 physicians and advanced care providers and 1,500 clinical employees based at multiple offices across Westchester County and Connecticut. She joined the tech team in 2002, just as Westmed was becoming an early adopter of electronic health records. Joseph was tasked with both installing the new technology and teaching physicians and staff how to use the EHR system. As chief information officer, Joseph always searches for the next tech innovation. Software and technology vendors and startups seek her guidance on designing next-generation products that meet the needs of a fast-growing medical enterprise. Joseph has a Master in Information Systems from Pace University and an MBA from the University of Connecticut.

JILL KALMAN, MD

Executive director

LENOX HILL HOSPITAL

Medical director, patient experience

NORTHWELL HEALTH



As executive director of Lenox Hill Hospital, Dr. Jill Kalman is responsible for the hospital's quality of patient care, safety and day-to-day operations. She is also the medical director for the office of patient and customer experience at Northwell Health, where she has oversight for the physician's role in the patient experience. Kalman, an expert in congestive heart failure, began her career at Mount Sinai Hospital, and later developed the Heart Failure Program at Beth Israel Medical Center. She joined Northwell in May 2014 as associate medical director in the Office of the Chief Medical Officer, and as the associate medical director at Long Island Jewish Medical Center. A University of Pennsylvania graduate, Kalman received her medical degree from the Mount Sinai School of Medicine.

MANMEET KAUR

CEO and founder

CITY HEALTH WORKS



Since Manmeet Kaur founded City Health Works in 2013, the nonprofit's community health coaches have taught self-management skills to hundreds of patients with multiple chronic diseases. City Health Works created a business case for integrating local health coaches into a clinical team and is a national example of how to deploy a neighborhood-based care model that improves health, reduces spending and creates jobs for local residents. CHW's training program for coaches has produced exceptional outcomes for patients with diabetes, hypertension and asthma. City Health Works recently added a program addressing congestive heart failure, with the goal of reducing 30-day readmissions. Kaur previously worked on community health and workforce initiatives in South Africa, India, and New York City. A Barnard College graduate, Kaur has an MBA from Columbia University.

RAINU KAUSHAL, MD

Chair, Department of Healthcare Policy and Research

WEILL CORNELL MEDICINE

Physician-in-chief, healthcare policy and research

NEW YORK-PRESBYTERIAN/WEILL CORNELL MEDICAL CENTER



Board certified in both internal medicine and pediatrics, Dr. Rainu Kaushal is an expert in researching the effectiveness and cost-effectiveness of care interventions, payment models and care delivery models. Her research is used to optimize the value of health care services. Kaushal's studies have centered on outcomes for usage, cost, quality, patient safety, provider and consumer perceptions and unintended consequences. In 2005, Kaushal founded HITEC, a consortium of four New York universities that conducted rigorous evaluations of health information technology initiatives. She is the co-principal investigator for a New York City consortium participating in the All of Us Research Program, an NIH-funded national initiative that aims to enroll at least one million volunteers and to oversample communities that have been underrepresented in medical research.

MARLA KOROLY, MD

Senior vice president and chief medical officer

NORTHERN WESTCHESTER HOSPITAL



Dr. Marla Koroly has overseen the quality and delivery of care at Northern Westchester Hospital since 2004. She leads some 650 physicians at the hospital, which is a member of Northwell Health. Koroly joined the hospital's medical staff as an attending physician in 1990. From 1993-2004, she was the medical director of Beth Israel Medical Center's DOCS/Continuum Medical Group, and previously was Beth Israel's associate medical director. She has been the principal investigator in several clinical trials focused on diabetes and hypertension. Koroly received a bachelor's degree from the University of Pennsylvania; she enrolled as a freshman when she was only 16 and went on to graduate summa cum laude. Her medical degree is from New York University School of Medicine.



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New York

Congratulations to Ronald McDonald House New York's

Dr. Ruth C. Browne, SD

President & Chief Executive Officer

We salute you and all those named Notable Women in Health Care for your outstanding efforts to pave the way for the success of women in the Health Care field. Your leadership has made an invaluable impact on our organization while inspiring many people throughout your career.



Ronald McDonald House® New York ("the House") is keeping families close by providing temporary housing for pediatric cancer patients and their families in a strong, supportive and caring environment that encourages and nurtures the development of child-to-child and parent-to-parent support systems. Through its location in Manhattan, the House partners with 16 major hospitals, drawing children and families from across the country and around the world, as well as from the metropolitan New York City area. With the capability to accommodate 95 families, the House has served more than 35,000 families since its founding 39 years ago. Fiscally, the House helps families save more than \$7.4MM each year in accommodation costs when they must travel long distances for their child's medical care.

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2018 NOTABLE WOMEN IN HEALTH CARE

CLAIRE LEVITT

Deputy commissioner, health care cost management

NEW YORK CITY OFFICE OF LABOR RELATIONS



Claire Levitt oversees health care cost management strategy for the 1.2 million employees, dependents and retirees of the City of New York. She manages the city's groundbreaking initiative to save \$3.4 billion in health care costs over its fiscal years 2015 through 2018. Under Levitt's guidance, the project has been meeting its goals through a series of joint labor-management strategies focused on value-based plan design and population health initiatives. In fiscal year 2017, the project exceeded its goal of saving \$1 billion by \$51 million; the city believes the FY 2018 goal of saving \$1.3 billion will be met. Before joining city government in 2014, Levitt previously was president of Alicare Medical Management and executive vice president of Amalgamated Life Insurance Co.

VICKI LOPACHIN, MD

Senior vice president and chief medical officer

MOUNT SINAI HEALTH SYSTEM



Mount Sinai Health System promoted Dr. Vicki LoPachin to chief medical officer in 2014, elevating the internist from her CMO role at Mount Sinai Hospital. LoPachin oversees quality, safety and patient experience initiatives systemwide. She focuses on maximizing patient safety and preventing patient harm; creating collaborative relationships among medical, nursing, and administrative leaders and teams; and guiding the medical staff to improve the patient experience. As CMO of Mount Sinai Hospital, LoPachin implemented initiatives for responding to serious adverse events, reducing hospital-acquired infections and decreasing sepsis mortality, among other quality programs. Previously, she was medical director of North Shore University Hospital. LoPachin has an MBA from the Frank G. Zarb School of Business at Hofstra University and a medical degree from SUNY Stony Brook.

CATHERINE MACLEAN, MD

Chief value medical officer

HOSPITAL FOR SPECIAL SURGERY



All hospitals strive to improve quality, but the Hospital for Special Surgery is always tweaking its formulas for quality and value. It looks beyond quality metrics at the hospital to enhancing a patient's ability to stay healthy after treatment. It is a more holistic definition of value and quality, and falls to Dr. Catherine MacLean to develop strategies to measure, report and improve health care value. A rheumatologist by training, MacLean joined HSS in 2015 to guide hospital practices in defining, measuring, and achieving value. She previously was a staff vice president at WellPoint's Center for Quality Measures and Improvement. After earning a medical degree from Washington University, St. Louis, she obtained a PhD in health services from UCLA's School of Public Health.

KATHRYN MARTIN

Chief operating officer

MEMORIAL SLOAN KETTERING CANCER CENTER



For nearly two decades, Kathryn Martin has kept things running smoothly at one of the nation's leading cancer hospitals. In 2015, Martin was named chief operating officer at Memorial Sloan Kettering Cancer Center, where today she is one of five women on the executive team. Martin has operational leadership across such systemwide functions as technology, legal affairs, human resources and facilities management. She oversees MSK's clinical, research and educational operations, and guides its strategic course. Martin also helps execute expansion strategies, including opening new facilities in locations far from MSK's Manhattan campus. Before joining MSK in 1999, Martin held leadership posts at New York-Presbyterian Hospital, New York Hospital Cornell Medical Center, and the New York City Health and Hospitals Corp.

SUSAN MASCITELLI

Senior vice president for patient services administration; liaison to Board of Trustees

NEW YORK-PRESBYTERIAN HOSPITAL



Over the past 30 years, Susan Mascitelli has held multiple leadership roles for many quality, patient safety and regulatory initiatives at New York-Presbyterian Hospital. A registered nurse, Mascitelli now has overall responsibility for the hospital's patient experience programs and patient-centered care infrastructure. She has administrative oversight of the hospital's patient services program, volunteers, pastoral care and education, interpreter services and administrator-on-call functions. In addition, Mascitelli is the executive sponsor of the hospital's Integrative Health and Wellbeing program, and she acts on behalf of the hospital's president as liaison to the Board of Trustees' more than 80 members. She obtained an undergraduate degree in nursing from the Columbia University School of Nursing and a certificate in executive leadership from Harvard Business School.

ALLISON MCGUIRE

Vice president of integrated health systems

MONTEFIORE HEALTH SYSTEM

Executive director

MONTEFIORE HUDSON VALLEY COLLABORATIVE



For three years, Allison McGuire has guided an ambitious plan to improve health outcomes for the lower Hudson Valley's low-income population. The Montefiore Health System is leading a network of nearly 250 providers, community-based organizations and local government facilities in championing new models of providing care to Medicaid beneficiaries. McGuire heads the Montefiore Hudson Valley Collaborative, a network that serves 250,000 Medicaid members who live in the seven-county region of the lower Hudson Valley. Prior to joining Montefiore, McGuire was the chief of strategic initiatives for Hudson River HealthCare, a network of community health centers and practice sites across Long Island and the Hudson Valley. She is a University of Rochester graduate with a master's degree from Columbia University's Mailman School of Public Health.

The 1199SEIU United Healthcare Workers East
and the League of Voluntary Hospitals and Homes of New York
Congratulate

Mitra Behroozi

for being recognized as one of
Crain's Notable Women in Health Care.



As Executive Director of the 1199SEIU Benefit and Pension Funds, Mitra has demonstrated exemplary leadership in her oversight of the health and pension benefits for the 1199SEIU healthcare workers who care for patients at New York's leading institutions.

**A tireless advocate for quality, affordable healthcare,
Mitra has a proven track record of protecting members' access to care,
and we applaud her passion and her commitment.**



League of Voluntary Hospitals
and Homes of New York

2018 NOTABLE WOMEN IN HEALTH CARE

VICKI MCKINNEY

Chief operating officer

WESTMED PRACTICE PARTNERS



For 25 years, Vicki McKinney has guided the business side of one of the New York area's largest multi-specialty physician practices. The latest of her senior executive roles is as chief operating officer of Westmed Practice Partners, the management-service organization for the Westmed Medical Group, a team of 474 physicians and advanced care providers and 1,500 clinical employees. McKinney is responsible for spearheading all areas of the revenue cycle, process improvement and operational efficiency. She has an eye for spotting best-in-class innovations that improve the bottom line. Recently, McKinney tried out a patient billing system from a Manhattan startup called Cedar. Westmed boosted collections by 32%, while average payments were made in 14 days, a 64% drop compared to mailing bills—yet another example of McKinney's knack for revenue optimization.

DONNA MONTALTO

Chief of staff and senior director of special projects

CAREMOUNT MEDICAL



As chief of staff, Donna Montalto coordinates the complex challenges of running CareMount Medical, the largest independent multi-specialty medical group in New York State. It falls to Montalto to make sure staff work toward meeting the strategic goals of the executive leadership of CareMount, which serves some 550,000 patients at more than 40 locations. CareMount hired Montalto in part for her consensus-building skills, honed during her 21 years as executive director of the local chapter of the American College of Obstetricians and Gynecologists. In that role, she coordinated legislative activities and lobbying efforts, medical education and communications. At CareMount, Montalto's responsibilities include strategic planning, corporate communications, analytics, provider recruitment and coordination of key external relationships. Montalto also directs special projects, managing key deliverables that drive CareMount's growth strategies.

JACLYN MUCARIA

President

NEW YORK-PRESBYTERIAN QUEENS



In August 2016, Jaclyn Mucaria took over the reins at New York-Presbyterian Queens, joining the ranks of women who lead New York City hospitals. She spearheads a clinical transformation of the 535-bed tertiary care facility, a community teaching hospital with an \$800 million operating budget and some 4,500 employees. Mucaria has implemented strategic growth plans to increase specialty services at the hospital. Above all, she aims to improve the patient experience by refashioning the hospital's culture into one of compassion, respect and empathy for patients. As part of her prior role at New York-Presbyterian, she increased patient satisfaction by raising the level of service and creating a culture of hospitality and service throughout the hospital system, especially for food, environmental and transportation services.

JENNIFER MIERES, MD

Senior vice president, Center for Equity of Care
Chief diversity and inclusion officer

NORTHWELL HEALTH

Associate dean, faculty affairs and professor
of cardiology

DONALD AND BARBARA ZUCKER SCHOOL
OF MEDICINE AT HOFSTRA/NORTHWELL



Dr. Jennifer Mieres' mission is to break down barriers that stand in the way of compassionate health care for every patient. Mieres is an expert in nuclear cardiology and cardiovascular disease in women, with a clinical and research focus on eliminating health and gender disparities. She is Northwell Health's first chief diversity and inclusion officer, and is a member of the health system's leadership team. As senior vice president of the health system's Center for Equity of Care, Mieres also has oversight of all diversity and health equity initiatives. An essential part of Northwell's mission is a strong focus on diversity, inclusion and health equity, which Mieres calls "reigniting humanism in health care." Mieres is a graduate of Bennington College and Boston University School of Medicine.

ALINA MORAN

CEO

NYC HEALTH + HOSPITALS/METROPOLITAN



As chief executive of NYC Health + Hospitals/Metropolitan—the East Harlem hospital where she was born in 1971—Alina Moran leads the day-to-day operations of a 338-bed acute care facility that has a \$355 million budget and 2,500 employees. Like her Puerto Rican parents, most of the hospital's patients are Latin American, and Moran ensures that Metropolitan provides quality care to a diverse population. She previously was chief financial officer of NYC Health + Hospitals/Elmhurst, overseeing budgets and more than 450 employees in a range of financial functions. Her tenure at the public health system also includes nine years negotiating and implementing 18 Health + Hospitals managed care contracts. Moran has a Bachelor of Science in mechanical engineering from Brown University and a Master in Public Administration from Baruch College.

BARBARA MURPHY, MD

Murray M. Rosenberg professor of medicine;
chair, Department of Medicine; and dean,
clinical integration and population health

ICAHN SCHOOL OF MEDICINE AT MOUNT SINAI
MOUNT SINAI HEALTH SYSTEM



A world-class physician-scientist known for her innovative research in transplant immunology, Dr. Barbara Murphy became the first woman to serve as chair of medicine at an academic medical center in New York City when she was appointed in 2013. Murphy oversees more than 1,500 faculty members. She is one of the country's leading kidney transplant and immunology researchers, and has consistently been funded by the National Institutes of Health since 1997. Murphy's current focus is on the use of genomics and genetics to understand the immune mechanisms following renal transplantation. A recent study examines gene expression profiles associated with the development of chronic rejection following transplantation. Murphy trained at the Royal College of Surgeons in Dublin. She completed her postdoctoral training at Brigham and Women's Hospital.



We're here
for New Yorkers
because Pat Wang
is here for us

The Healthfirst family thanks you, Pat, for your leadership, your vision,
your commitment, and your heart.

Congratulations on the well-deserved honor of being named among Crain's
2018 Notable Women in Health Care.

No one deserves it more!



2018 NOTABLE WOMEN IN HEALTH CARE

KAREN NELSON, MD

Senior vice president, integrated delivery systems

MAIMONIDES MEDICAL CENTER



Dr. Karen Nelson is transforming the care delivery system for some 620,000 of Brooklyn's Medicaid beneficiaries. She oversees Community Care of Brooklyn, a network of seven hospitals, 4,600 providers and more than 1,000 participating organizations, all dedicated to improving health outcomes and the cost of care for this population. Previously, Nelson was executive director of the Brooklyn Health Home, which provides services to high-risk Medicaid patients. She is the former chief executive and medical director of the Union Health Center, which offers care to immigrant and low-wage union members and their families. A graduate of Yale University, Nelson earned a medical degree from the Mount Sinai School of Medicine and a master's degree in public health from Boston University School of Public Health.

GWEN NICHOLS, MD

Chief medical officer

LEUKEMIA & LYMPHOMA SOCIETY



Dr. Gwen Nichols oversees the scientific research portfolio, patient services, and policy and advocacy initiatives of the Leukemia & Lymphoma Society, the world's largest voluntary health agency dedicated to battling blood cancer. Nichols manages a diverse research grants program that funds nearly 300 projects, and directs the organization's strategic public policy and advocacy agendas at the state and federal levels. A physician and researcher, Nichols previously was oncology site head of the Roche Translational Clinical Research Center, where she worked to develop new cancer therapies, translating them from the laboratory to clinical trials. Nichols received her medical degree from SUNY Buffalo, trained in internal medicine at the University of Chicago and completed post-doctoral research and a hematology-oncology fellowship at Memorial Sloan Kettering Cancer Center.

CHRIS NORWOOD

Founder and executive director

HEALTH PEOPLE: COMMUNITY PREVENTIVE HEALTH INSTITUTE



When Chris Norwood founded Health People in 1990, it started out as a peer educator-driven organization that supported women with AIDS. Today, Health People's community peers help their neighbors navigate such conditions as asthma and diabetes, drawing strength from shared backgrounds that can include incarceration, substance abuse and limited education. The South Bronx nonprofit has men's and family AIDS programs, and offers diabetes self-management and prevention, asthma self-care, smoking cessation and targeted outreach. Before founding Health People, in the early 1980s Norwood wrote about HIV/AIDS before there was wide recognition of the deadly epidemic. A pioneer in using peer education to enable communities to take control of their health, Norwood has been recognized internationally for her work in HIV/AIDS and peer-delivered health education.

MOOYEON OH-PARK, MD

Senior vice president and chief medical officer

BURKE REHABILITATION HOSPITAL



Dr. Mooyeon Oh-Park was named Burke's senior vice president and chief medical officer in March 2018. She oversees the clinical operations of the specialty hospital and plays a key role in strategic planning and aligning care services with the Montefiore Health System. She is a professor in the Department of Physical Medicine and Rehabilitation at Albert Einstein College of Medicine as well as vice chair of administrative and academic affairs for the department. Oh-Park is known internationally as a clinician, educator, and researcher in the field of aging and mobility. She is the recipient of 14 teaching awards and serves in leadership roles on various professional associations and editorial boards. Oh-Park previously was director of geriatric rehabilitation at the Kessler Institute for Rehabilitation.

PAULA PANZER, MD

Chief clinical and medical officer

JEWISH BOARD OF FAMILY AND CHILDREN'S SERVICES



Dr. Paula Panzer has extensive clinical and administrative experience in developing and managing community practice models and trauma-based mental health services. A community psychiatrist, for more than two decades her passion has been to work at the Jewish Board of Family and Children's Services. The agency serves a very diverse population—some 43,000 clients a year from varied religious, ethnic and economic backgrounds—who are referred from community-based programs, residential facilities or day-treatment centers. As chief clinician, Panzer provides leadership for the charity's clinical and medical services division. She oversees health professionals who provide direct services to traumatized New Yorkers, including bereaved youth, caregiving relatives and communities recovering from crises and disasters. A Hamilton College graduate, Panzer has a medical degree from Cornell University Medical College.

MARGARET PASTUSZKO

Executive vice president, chief strategy and integration officer

MOUNT SINAI HEALTH SYSTEM



Margaret Pastuszko is responsible for the development, coordination, and implementation of Mount Sinai's strategic vision. She is one of the four women in top leadership posts at the health system, and is part of the management team responsible for setting institutional priorities and anticipating future market direction. She joined Mount Sinai in 2001 as associate dean of operations for the Mount Sinai School of Medicine. She later was vice president for business planning at Mount Sinai Hospital, where she implemented institution-wide analytical decision support tools that improved investment decisions and strategic choices. Subsequently, she led the effort to create two strategic plans for the institution amid a financial turnaround. Pastuszko earned a bachelor's degree and an MBA from the Wharton School of the University of Pennsylvania.



SUNY DOWNSTATE Medical Center



**Congratulations
to**

PATRICIA A. WINSTON, MS, RN, NEA-BC, FACHE
VP / Chief Administrative-Chief Operating Officer
SUNY Downstate Medical Center • University Hospital of Brooklyn
on being selected among
Crain's inaugural list of
Notable Women in Health Care in NYC

**Notable
women in
Health Care**



2018 NOTABLE WOMEN IN HEALTH CARE

STACEY PETROWER

President

NEW YORK-
PRESBYTERIAN
HUDSON VALLEY
HOSPITAL



When Stacey Petrower was promoted from chief operating officer to president of Hudson Valley Hospital in July 2016, her predecessor had led the Cortlandt Manor facility for nearly 30 years. Now it is Petrower's turn to put her mark on the 128-bed hospital and its satellite locations in Croton and Cold Spring. New York-Presbyterian had been grooming Petrower to take over the helm of one of its community hospitals. She joined the system in 2003. Her leadership roles began in corporate services, and later in operations, at the system's Morgan Stanley Children's Hospital and Weill Cornell Medical Center. Petrower has extensive experience in collaborating with medical staff to improve the patient experience and employee engagement. A Binghamton University graduate, she has a master's degree from Pace University.

HOLLIS POTTER, MD

Chair, Department of
Radiology and Imaging
HOSPITAL FOR SPECIAL
SURGERY



After 22 years at the Hospital for Special Surgery, Dr. Hollis Potter was named chair of the Department of Radiology and Imaging in late 2013. Her department is critical to HHS' excellent surgical outcomes; the hospital's surgeons rely heavily on pre-operative imaging, and many will not even examine a patient without seeing an MRI first. The radiology department is strategically integrated into the patient's care plan. It is a major clinical and scientific collaborator in developing innovative orthopedic applications and implementing new techniques. As a researcher, Potter has worked on basic science imaging projects that have been successfully translated into clinical use. She also co-founded Imagen Technologies, which uses artificial intelligence to interpret diagnostic images. Potter is the author of 236 peer-reviewed articles.

CLARITZA RIOS, MD

Director, palliative care
program
CALL9



Dr. Claritza Rios is a triple board-certified physician in emergency medicine, internal medicine and palliative care. Her specialty is providing palliative care services for high-risk populations, including residents of skilled nursing facilities. Call9 embeds highly skilled first responders on-site at nursing homes and rehab centers, administering emergency care that keeps vulnerable patients from being unnecessarily transferred to a hospital. Over the past 18 months, Rios developed a program at Call9 to provide comprehensive palliative care and advanced-care planning services. The Brooklyn company's end-of-life care program leverages the technology of a telemedicine platform with bedside care. Results are encouraging: in the first quarter of 2018, 98% of patients who received palliative care from Rios' team did not have to be transferred to an emergency department.



Crain's Notable Women in Health Care

The Children's Aid Board of Trustees
and staff congratulate

Phoebe C. Boyer

for her leadership in ensuring children
and youth are strong, healthy, and
ready to thrive—in school and life.



Children's Aid
Every step of the way

www.ChildrensAidNYC.org

NAVARRA RODRIGUEZ, MD

President and chief medical officer

ADVANTAGECARE PHYSICIANS



Dr. Navarra Rodriguez took leadership of AdvantageCare Physicians in 2016, and with that became a rarity: a woman at the helm of a large multispecialty practice in New York. She oversees all medical leadership and health improvement activities for the practice, which has more than 400 providers at 36 locations and serves half a million patients annually. She was promoted to president after serving as AdvantageCare's chief population health officer as well as its chief medical informatics officer. Rodriguez is an expert in quality improvement, population health management, health disparities and informatics initiatives. She is board certified in internal medicine and continues to see patients. Rodriguez has an undergraduate degree from Harvard University and a medical degree from Columbia University's College of Physicians and Surgeons.

JUDITH SALERNO, MD

President

NEW YORK ACADEMY OF MEDICINE



In September 2017, physician-executive Judith Salerno took over the presidency of the New York Academy of Medicine. The institution is dedicated to the health challenges facing the world's rapidly growing urban populations, with an emphasis on healthy aging, disease prevention and eliminating health disparities. Salerno arrived at NYAM after leading the world's largest breast cancer organization, the Susan G. Komen Breast Cancer Foundation. She oversaw global operations, developed a new strategic direction and re-branding for Komen, and directed the launch of an innovative \$27 million, 10-city health equity initiative. Previously, she was executive director and chief operating officer of the National Academy of Medicine. Board-certified in internal medicine, Salerno graduated from Harvard Medical School and has a Master in Health Policy from the Harvard School of Public Health.

CALIE SANTANA, MD

Chief medical officer

WESTMED PRACTICE PARTNERS



Dr. Calie Santana is a physician-leader for Westmed Practice Partners, which manages 474 physicians and advanced care providers and some 1,500 clinical employees at the Westmed Medical Group, spread across multiple offices in Westchester County and Connecticut. Her role is to spearhead the design and measurement of provider metrics, population health workflows and data analytics for payer contracts. She joined Westmed in 2016 and maintains a clinical practice in internal medicine. Previously, Santana was associate professor of medicine and director of quality at Albert Einstein College of Medicine, where she led quality improvement initiatives. She has worked as an internist in diverse settings, including faculty practices at Cornell, Montefiore and Fair Haven Community Health Center. A Puerto Rico native, Santana graduated from Cornell University and Harvard Medical School.



CONGRATULATIONS TO
Mitra Behroozi,

*Executive Director
of the*

1199SEIU Greater New York Benefit and Pension Funds, on being named one of Crain's Notable Women in Health Care. The Greater New York Health Care Facilities Association is proud to partner with Mitra to ensure that 1199SEIU nursing home employees have excellent, cost-effective health coverage and pension benefits in their retirement.

The GNYHCFA is a non-profit trade association serving the needs of the long-term care community in the greater New York metropolitan area and beyond.



GREATER NEW YORK HEALTH CARE FACILITIES ASSOCIATION

2018 NOTABLE WOMEN IN HEALTH CARE

MONICA SANTORO

Senior vice president for patient safety, quality and innovation; chief quality officer
 NYU WINTHROP HOSPITAL



Monica Santoro is responsible for implementing and monitoring NYU Winthrop Hospital's quality and patient safety programs, infection prevention, patient experience and regulatory affairs. She has over 30 years of experience in health care administration, with a focus on quality, patient safety, performance improvement and clinical risk management. A registered nurse, she employs a data-driven approach to supporting a culture of organizational learning and continuous improvement. Santoro joined NYU Winthrop in 2011 as assistant vice president/chief quality officer, after five years as a senior vice president at consulting firm Marsh. Previously, Santoro worked at NYU Winthrop as assistant vice president for risk management and insurance services. She has a nursing degree from Adelphi University and a master's degree in patient safety leadership from the University of Illinois, Chicago.

CARYN SCHWAB

Executive director
 MOUNT SINAI QUEENS



As executive director of Mount Sinai Queens, Caryn Schwab leads initiatives to modernize the hospital with major facility upgrades, program expansions and quality improvements. The culmination of this effort is a new \$175 million, six-story ambulatory care pavilion that has nearly tripled the size of the Mount Sinai Queens campus. The expansion coincides with steady gains over the years in improved patient care metrics. Under her leadership, the hospital has received the prestigious Magnet designation for nursing excellence, the only hospital in Queens to earn this distinction. Prior to joining Mount Sinai Queens in 1999, Schwab was the executive director of Babies and Children's Hospital of New York and the Sloane Hospital for Women. Schwab graduated from Colgate University and has a master's degree in public policy from the New School.

BETH SHAZ, MD

Executive vice president and chief medical and scientific officer
 NEW YORK BLOOD CENTER ENTERPRISE



The New York Blood Center provides a safe supply of blood or stem cell products for more than 2,000 people a day. The nonprofit spends some \$25 million annually on research and development, with 100 scientists conducting studies in the fields of hematology, blood banking and transfusion medicine and cellular therapies. Leading them is Dr. Beth Shaz, who directs all medical activities, hemophilia and transfusion services, the cellular therapy laboratory, bone marrow recruitment and donation, as well as perioperative autologous and apheresis services. Shaz's research interests include the transfusion management of trauma patients, minority blood donation, transfusion-transmitted diseases and the creation of next-generation blood products. She is known for her work in massive transfusion and blood donation in underrepresented minorities.



Congratulations to Alina Moran, MPA, FAB Chief Executive Officer, NYC Health + Hospitals/ Metropolitan on being selected one of Crain's Notable Women in Health Care!

PAG_{NY}

Physician Affiliate Group of New York, PC

NYC HEALTH+ HOSPITALS

Metropolitan

SUSAN SOLOMON

Founder and CEO
NEW YORK STEM CELL
FOUNDATION



Susan Solomon has built the New York Stem Cell Foundation into a global research community of more than 150 research collaborators, dedicated to translating stem cell research into clinical breakthroughs and cures. Since 2005, NYSCF has invested in "tip-ping point" stem cell research, accelerating progress in finding treatments in more than 70 disease areas. In addition to these investments, the organization operates the NYSCF Research Institute, a Manhattan lab that develops pioneering stem cell technologies. A lawyer, Solomon started her career at Debevoise & Plimpton and then held executive positions at several firms before founding her own strategic management consulting firm in 2000. She launched NYSCF after she was motivated as a patient advocate to play a role in curing her young son's Type 1 diabetes.

BONITA STANTON, MD

President, academic
enterprise
HACKENSACK MERIDIAN
HEALTH

Founding dean
HACKENSACK MERIDIAN
SCHOOL OF MEDICINE AT
SETON HALL UNIVERSITY



In March 2016, Dr. Bonita Stanton became the founding dean of the Hackensack Meridian School of Medicine at Seton Hall University. The three-year program matriculated its first class of students on July 9, 2018. More than 2,100 students applied for 60 slots; nearly half of the new class are women. Stanton previously was vice dean for research at Wayne State University School of Medicine and chaired the pediatrics department at Wayne State. Her international career has focused on improving the health of under-represented minorities and disenfranchised populations, including women in Bangladesh, migrant populations in China and rural African youth in Namibia. As a researcher, she has been continuously funded by the National Institutes of Health for 25 years. Stanton has degrees from Wellesley College and the Yale University School of Medicine.

STACEY STEWART

President
MARCH OF DIMES



In January 2017, Stacey Stewart became the fifth president of the March of Dimes, a nonprofit dedicated to the health of mothers and babies. She is responsible for the organization's strategy, vision and operations. Her goals for the March of Dimes are to increase its revenue base, enhance its financial strength and better engage volunteers, employees and philanthropic supporters. As well, she cultivates the nonprofit's focus on advocacy, research and education. Previously, Stewart was U.S. president of United Way Worldwide and provided strategic direction for more than 1,000 local United Ways. Stewart has held numerous senior positions at nonprofits, and also has a background in finance and investment banking. She has a degree in economics from Georgetown University and an MBA from the University of Michigan.



With great pride and admiration,

NYU LANGONE HEALTH

salutes

KIMBERLY S. GLASSMAN, PHD, RN, NEA-BC, FAAN

Senior Vice President, Patient Care Services;
Chief Nursing Officer; and Lerner Director
of Health Promotion, NYU Langone Health
Associate Dean, Rory Meyers College of Nursing

Being named one of this year's Crain's Notable Women in Health Care reflects your leadership, wisdom, and immeasurable impact on patients, colleagues, students, and staff.



2018 NOTABLE WOMEN IN HEALTH CARE

NANCY THORNBERRY
CEO
KALLYOPE



Led by Chief Executive Nancy Thornberry, Kallyope announced a \$66 million Series B financing in February 2018. The funding validated Kallyope's focus on the gut-brain axis, a two-way communication highway, composed of hormonal and neural circuits, that influences physiology and behavior. If Kallyope successfully maps gut-brain circuits, its discoveries may lead to therapeutic treatments of metabolic and gastrointestinal diseases, as well as mood disorders, autism and Parkinson's. A 30-year veteran of pharmaceutical companies, Thornberry formerly was senior vice president and franchise head for diabetes and endocrinology at Merck & Co. In this role, she led discovery and clinical research in diabetes, osteoporosis, fertility and contraception. She co-led the Merck team that developed Type 2 diabetes drug Januvia. A Muhlenberg College graduate, Thornberry is on the boards of Abide Therapeutics and Intarcia Therapeutics.

ANDREA VAMBUSAS, MD
Chair, Department of Otolaryngology, Long Island Jewish Medical Center and North Shore University Hospital
NORTHWELL HEALTH



Dr. Andrea Vambutas oversees otolaryngology programs and services at Northwell Health. She was instrumental in establishing the Apelian Cochlear Implant Center in 2001 and serves as its medical director. She currently is the director of the Center of Hearing & Balance at the New York Head & Neck Institute. In addition, she is vice chair of academic affairs at the Zucker School of Medicine's Department of Otolaryngology, as well as professor of otolaryngology and molecular medicine. A clinician-scientist who studies immune responses and their effect on hearing, Vambutas is an investigator at the Center for Autoimmune and Musculoskeletal Disorders at the Feinstein Institute for Medical Research. A Barnard College graduate, she received her medical degree from the Albert Einstein College of Medicine.

PAT WANG
President and CEO
HEALTHFIRST



One of only two women who lead a New York City health insurer, Pat Wang oversees a nearly \$10 billion company with 4,000 employees. Wang was instrumental to the creation of Healthfirst, which was conceived as a hospital-sponsored insurance company. It was spun off in 1993 from the state's hospital trade group, the Greater New York Hospital Association, where Wang worked for 17 years before conceptualizing and launch Healthfirst. She took the helm in 2008. Since Wang joined the nonprofit insurer, revenue has grown fivefold, membership more than tripled to nearly 1.4 million enrollees and the quality scores of its health plans consistently have ranked among the highest in the state. Wang is a graduate of Princeton University and New York University School of Law.



NYC Health + Hospitals
Is proud to congratulate

Mabelle Allen, MD

Physician leader.
Public health champion.
Advocate for underserved New Yorkers.
Crain's Notable Woman in Health Care.

We love you, Mabelle!



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NYC
HEALTH +
HOSPITALS

PATRICIA WINSTON

*Vice president and chief administrative officer/
chief operating officer*

SUNY DOWNSTATE
MEDICAL CENTER/
UNIVERSITY HOSPITAL
OF BROOKLYN



Patricia Winston is responsible for strategy and day-to-day hospital operations at Brooklyn's only academic medical center for health education, research, and patient care. At University Hospital, the teaching hospital for SUNY Downstate's medical school, she has operational oversight for the 376-bed facility's clinical and non-clinical departments, including outpatient services, pediatrics and adult dialysis. Winston's systemwide responsibilities include hospital and ambulatory perioperative services and ambulatory care. The registered nurse joined Downstate in 2014 after serving as the chief nursing officer at the Brooklyn Hospital Center, where she managed a nursing staff of nearly 600, focusing on quality of care and patient satisfaction. Winston has a master's degree from West Chester University and will begin a doctoral studies program at George Washington University this year.

CYNDI ZAGIEBOYLO

President and CEO

NATIONAL MULTIPLE
SCLEROSIS SOCIETY



Cyndi Zagieboylo began her career with the National Multiple Sclerosis Society in 1985 as a director of support services, working directly with multiple sclerosis patients and health care professionals. She became president and CEO of the influential patient advocacy charity in 2011. She is a founding member of the International Progressive MS Alliance, launched in 2013 to expedite the development of therapies for progressive MS by connecting resources and experts around the world. At the risk of ruffling the feathers of its multi-million dollar donors from the pharmaceutical industry, Zagieboylo has crafted a strong advocacy position on high drug costs. In 2016, the nonprofit launched a campaign to make MS drugs more affordable. The average annual cost for MS medications was \$78,000 at the time.

MICHELLE ZETTERGREN

*President, labor and
public sector*

BRIGHTON HEALTH
PLAN SOLUTIONS



Brighton Health Plan Solutions hired Michelle Zettergren in late 2017 to lead all sales, account management and business development activities for the health plan management company's labor and public sector clients. Brighton Health runs MagnaCare, which has deep ties to New York's labor unions. Zettergren supports a new product called Create, which is a collection of health plans offered to commercial, labor and public sector plan sponsors as an alternative to traditional open access health plans. The Create marketplace lets customers select a single integrated health system to provide all their health care. Zettergren most recently led sales and marketing efforts at HPOne, and previously, at ConnectiCare, a subsidiary of EmblemHealth. She spent more than 10 years managing public sector sales and underwriting at Anthem Blue Cross and Blue Shield.

Congratulations Rainu Kaushal, M.D., M.P.H. Crain's Notable Women in Healthcare Award



Rainu Kaushal, M.D., M.P.H.

*Chair, Department of Healthcare Policy & Research
Nanette Laitman Distinguished Professor
Chair, eMBA/MS in Healthcare Leadership*

Dr. Kaushal is a leader in research, patient care, and education at Weill Cornell Medicine, all geared toward optimizing the delivery of healthcare.



**Weill Cornell
Medicine**

2018 NOTABLE WOMEN IN HEALTH CARE

Mission-motivated: nonprofit leaders make a difference

Among Crain's Notable Women in Health Care there is a commonality of interest in making the world a better place, which is why many of these women have gravitated to the nonprofit world.

"Purpose truly matters. Women want to be in a leadership role where they really make a difference and have an impact," said Katie Bell, senior client partner and global account lead for the health care sector at executive search firm Korn Ferry.

That sentiment rings true for Dr. Gwen Nichols, chief medical officer of the Leukemia & Lymphoma Society. "People who choose to work at a cancer nonprofit do so because you have a connection to cancer medicine," she said. "It changes the type of person you are in the business world."

Women run 10 of the top 25 Crain's New York Business health care nonprofits, ranked by 2016 operating expenses. The previous year, our ranking included only seven women at the helm.

How can nonprofit boards attract female leaders? Korn Ferry's Bell suggests writing leadership job specs so that required skills closely track an organization's mission. "You're going to have a lot more success in meeting diversity goals," she said.

Women want to make a difference, especially the current generation of potential female leaders.

"We're at a really interesting time. There is much more of a social mission-driven element for this generation," said Phoebe Boyer, president and CEO of Children's Aid. She adds that she was attracted to a career in nonprofits and philanthropy because of a "personal motivation to work day-to-day on solving intractable problems."

Such commitments can run deep. "My career, from the minute I entered medicine, was looking at equitable solutions to providing health care," said Dr. Judith Salerno, president of the New York Academy of Medicine. "It was my mission, my motivation, and my passion."

Perhaps because so many women are drawn to nonprofit missions, the sector has a largely female workforce. That both reinforces many CEOs' strong commitment to gender equity, but also the urgency of channeling that female workforce into the pipeline of future leaders.

At Children's Aid, for example, 80% of 1,100 full-time employees are women. "Seeing someone in the leadership role when we are a predominantly female

staff matters. It's about barriers being broken," said Boyer, who in 2014 became the nonprofit's first female president in 160 years. Children's Aid is investing in its leadership pipeline "at all levels, so we have the skills we need—and so that more women will emerge in senior roles," she added.

When Salerno arrived at the New York Academy of Medicine, one of her first tasks was to review the employee handbook. "A few things jumped out as inequitable," she said. Among them: a limit to how often staff could use paid parental leave. The provision essentially dictated the number of children a worker could have.

"We can make a difference," said Salerno. "We have an added responsibility, as leaders of organizations where women dominate, to not only provide civil discourse on workforce issues but also on broader issues."

She said that those broader issues include health care, child care and housing, which also happen to be the mission focus of many nonprofits that draw talented female leaders.



MERIN JOSEPH
Chief Information Officer



VICKI MCKINNEY
Chief Operating Officer



DR. CALIE SANTANA
Chief Medical Officer



CONGRATULATIONS MERIN JOSEPH, VICKI MCKINNEY & DR. CALIE SANTANA

Women are Leading the Way in Healthcare at Westmed

Westmed Practice Partners is honored to congratulate these innovators for their recognition on the 2018 list of Crain's "Notable Women in Health Care".

Your commitment to excellence is what makes it possible for us to achieve our vision of delivering comprehensive, lifelong care to patients every day.

A different kind of health care reform

Institutions tackle gender inequity and cultivate female leaders

Dr. Tracy Breen, chief medical officer of Mount Sinai West, saw a shocking sight in 2014 while attending her very first senior leadership meeting at Mount Sinai—the line to the ladies’ room.

“I’m often one of very few women in the room, and here I am in a line stretching out the door. I’ve never been in such a powerful waiting line,” said Breen, who thought, “wow, this is cool.”

Mount Sinai is among the local health institutions that have implemented robust programs for diversity. “The leadership of Mount Sinai isn’t afraid to be intentional about female leaders and supporting women at the highest levels,” said Breen, who is executive sponsor of the Mount Sinai West Diversity Council.

One effort is the 2017 launch of the Mount Sinai Health System Women’s Advocacy Group by the Office for Diversity and Inclusion. Breen and Caryn Schwab, executive director of Mount Sinai Queens and another of Crain’s “Notable Women,” are founding leaders of the group. Its events facilitate broader discussions around mentoring, but across service lines. That means physicians can mingle with non-clinical leaders, breaking down health care’s traditional hierarchical silos.

The networking group promotes sponsorship as well as mentoring, and there are important distinctions between the two. Mentors offer informal guidance and support. Sponsors are in leadership positions and have the power and influence to advance career development. They can suggest a woman for a key committee, or teach them the skills to chair a committee, or recommend them for jobs that increase their visibility and skill set. (Both genders, note experts, must sponsor women, as female sponsorship candidates outnumber women in leadership positions.)

Sponsorship, said Breen, means making that phone call, submitting a name for an important job opening and “constantly amplifying their voice when they’re not in the room.”

Mentoring also is critical. About five years ago, Memorial Sloan Kettering Cancer Center created Employee Resource Networks, which are voluntary, employee-formed groups organized around a dimension of diversity. Current networks are for women, veterans, minorities, LGBTQ and the disabled. Kathryn Martin, MSK’s chief operating officer, said the networks help identify “people with high potential, even before they become managers.”

At NYU Winthrop Hospital, Chief Financial Officer Palmira Cataliotti had a strong mentor, but she also rose up the career ladder in finance by “accepting a lot of responsibility, coming in early, staying late, and making every minute count.” She never had a plan with a clear objective to be CFO. She labels her success as “incidental, not intentional. Women need to be intentional,” a strategy she teaches to the people she mentors.

For clinical leadership positions, fixing the pipeline requires action on several fronts. Department chairs must

have a professorship on their resume, points out Dr. Barbara Murphy, chair of the Department of Medicine at the Mount Sinai Health System. But female full professors are scarce. In 2015, 51% of instructors with medical degrees were women. Yet by the time they advance to full professors, a mere 20% were women, according to the Association of American Medical Colleges.

a more inclusive leadership culture,” said Dr. Jennifer Mieres, a cardiologist who is senior vice president of Northwell’s Center for Equity of Care and the system’s chief diversity and inclusion officer.

Northwell also assigned its chief people officer and his team to look at strategies to address pay inequity. “There were huge discrepancies,” said Mieres. “In a few

“Having more women in clinical leadership opens the door for reassessment of leadership models and a more inclusive leadership culture”

JENNIFER MIERES, MD

Senior vice president, Center for Equity of Care; Chief diversity and inclusion officer

NORTHWELL HEALTH

Associate dean, faculty affairs and professor of cardiology

DONALD AND BARBARA ZUCKER SCHOOL OF MEDICINE AT HOFSTRA/NORTHWELL

Insisting on diverse candidates for every leadership slot helps counteract such historical trends, said Katie Bell, senior client partner and global account lead for the health care sector at executive search firm Korn Ferry.

“If we don’t have at least two women, there is a 100% chance a woman will not get the final offer,” she said. “To make sure the odds are equal, there should be four to six female candidates.”

To improve that pipeline, Northwell Health has spent the past few years implementing programs to address specific issues identified by a task force that assessed

years, he wants them completely eliminated, and that focus on pay equity will go a long way toward attracting more female leaders.”

As well, the slate of candidates for every Northwell leadership post opening must include women and people from a diverse background. The number of female clinical chairs is rising as a result. But until the national pipeline of female clinical leaders is more robust, meeting diversity goals is a challenge for health systems. In July, for example, Northwell announced the selection of a new department chair—a white male—but Mieres said that three strong female candidates, all non-New Yorkers, passed on the opportunity.

“There’s a small pool of women who are eligible chairs, and there has to be a truly compelling reason to make a move,” said Mieres. “It’s another call to action to build a pipeline of talented women.”

White Plains Hospital’s efforts have dramatically improved the percentage of women in leadership positions, now at almost 70% at the senior level. “We got there by making sure everyone has the same opportunity,” said Susan Fox, the hospital’s president and CEO.

A former nurse, Fox recalls that one of the first steps she took as president was to “bring our nursing leader, who was on a different floor, to the C-suite floor and to make sure she was in on meetings.” With nurses comprising the majority of the hospital’s staff, those actions “inspired her nursing directors and let them know their voices mattered,” she added.

At all local health care organizations, the leadership pipeline will only improve if more of those female voices are heard—and more female leaders are visible.

“When we see female leadership at major institutions, women—whether they are nurses, administrators or physicians—know that those jobs are attainable,” said Mount Sinai’s Murphy. ■

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BARBARA MURPHY, MD

Murray M. Rosenberg professor of medicine; chair, Department of Medicine; and dean, clinical integration and population health

ICAHN SCHOOL OF MEDICINE AT MOUNT SINAI
MOUNT SINAI HEALTH SYSTEM

what guidance and supports were needed to advance the leadership skills of a diverse workforce.

One example is the launch of a two-year physician leadership development program to groom future clinical leaders. It gives younger doctors exposure to Northwell’s top executives, internal and external educational opportunities, business courses and cross-training. In the program’s first year, only two of 14 doctors were women, but by the second, there were six.

“Having more women in clinical leadership opens the door for reassessment of leadership models and

Notable Women in Accounting & Consulting



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