



Center for  
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# From Roadmap to Reality: Implementation Strategies for Upstream Investments in Community Health

## September 22: Day 1

11-11:50 A.M. ET **WELCOME AND OPENING PLENARY**

### How Health Systems Can Use their Assets to Improve Community Health: Lessons from the Field

#### Speakers:

- Robin Hacke, Executive Director, Center for Community Investment
- Tim Robinson, Chief Executive Officer, Nationwide Children's Hospital

#### Learning Objectives:

- Hear how leading hospitals and health systems are investing upstream in the social determinants of health.
- Learn about the strategic, economic, and mission motivations driving community investment by health institutions.
- Discover lessons learned and emerging ideas about how health systems can leverage their assets, work in collaboration with other stakeholders, and develop effective approaches to improving health equity and outcomes in their communities.

NOON-12:45 P.M. ET **BREAKOUT SESSION ONE**

### *Track: Getting Started in Community Investment*

#### Setting the Course: Six Steps for Investing in Community Health

#### Speaker:

- Robin Hacke, Executive Director, Center for Community Investment

#### Learning Objectives:

- Learn how health institutions can develop and implement a community investment approach centered on community priorities and appropriate for local context.
- Explore the range of strategies hospitals and health systems are using to deploy their assets (e.g., land, investment portfolios, etc.) to advance health equity in the communities they serve.

### *Track: Partnerships*

#### Putting the Community in the Driver's Seat: Strategies for Authentic Engagement to Identify Priorities for Community Investment

#### Speakers:

- David Perlstein, MD, President and Chief Executive Officer, SBH Health System (Bronx, NY)
- Patrice Allen Brady, MCRP, Project Manager, Nationwide Children's Hospital – Healthy Homes (Columbus, OH)
- Matthew Madia, Director of Real Estate Services, Neighborhood Allies (Pittsburgh, PA)
- **Moderator:** Chris Kabel, MPH, Senior Health Fellow, Kresge Foundation

**Learning Objectives:**

- Explore best practices to ensure that community voice and priorities determine all stages of developing and implementing a community investment strategy.
- Hear examples of how community members are influencing other community investment stakeholders (e.g., banks, local governments, etc.) to deepen and accelerate investment in community priorities.

**Track: Measurement****From CHNAs to Measuring Health Impacts: Approaches and Lessons Learned****Speakers:**

- Stephany DeScisciolo, PhD, Vice President of Knowledge, Impact & Strategy, Enterprise Community Partners
- Maggie Super Church, MSc, MCP, Vice President: Healthy and Resilient Communities, Conservation Law Foundation
- **Moderator:** Indu Spugnardi, Director, Advocacy and Resource Development, The Catholic Health Association of the United States

**Learning Objectives:**

- Find out what has been learned about assessing community health with a focus on the root causes of health inequities.
- Understand different approaches to designing and measuring upstream interventions and their effects on health.

**1-1:40 P.M. ET PLENARY ONE****Structural Racism as a Public Health Crisis: Focusing on Racial Equity to Shape Upstream Investments****Speakers:**

- Kelly Kelleher, MD, Principal Investigator and VP of Community Health, Nationwide Children's Hospital
- Kendra Smith, AICP, MSUS, Vice President of Community Health, Bon Secours Mercy Health
- Thea James, MD, Vice President of Mission, Boston Medical Center
- **Moderator:** Melissa Jones, Executive Director, Bay Area Regional Health Inequities Initiative (BARHI)

**Learning Objectives:**

- Identify the links between structural racism and public health.
- Explore how upstream investment can reduce health inequities.
- Discover how hospitals and health systems are centering equity in responding to the disproportionate impact of the COVID-19 pandemic on people with low incomes and communities of color.

**2-2:45 P.M. ET BREAKOUT SESSION TWO****Track: Getting Started in Community Investment****Mobilizing Health System Assets for Community Investment****Speakers:**

- Patty McClimon, Senior Vice President and Chief Strategy Officer, Nationwide Children's Hospital
- John Vu, MPH, Vice President of Strategy, Kaiser Permanente
- Kevin Progar, Project Director, UPMC Health Plan
- **Moderator:** Nora Bloch, Senior Advisor, Community Investment, Center for Community Investment

**Learning Objectives:**

- Learn the sources (e.g., insurance reserves, grants, impact investment set asides) of funds that health institutions are using to finance their investments in the social determinants.
- Hear how health sector investment can unlock capital from other investors (e.g., banks, local governments, etc.) to advance community priorities.

- Review different structures and products (e.g., equity, loans, guarantees, loss reserves, etc.) that hospitals and health systems are using to deploy capital.

### **Track: Partnerships**

#### **Partnering with Local Government: Leveraging Public Resources for Community**

##### **Speakers:**

- Lindsay Powell, MPP, Assistant Chief of Staff to the Mayor, City of Pittsburgh
- Aspasia Xypolia, Director, Prince George's County Department of Housing and Community Development
- **Moderator:** Alyia Gaskins, MPH, MUP, Senior Program Officer, Melville Charitable Trust

##### **Learning Objectives:**

- Explore new strategies for working with local government to improve your local community investment system through advocacy and policy change.
- Hear how health institutions and local governments are aligning public and private resources to make a greater impact on community health with an explicit focus on equity.

### **Track: Measurement**

#### **The Evidence for Housing as a Determinant of Health**

##### **Speakers:**

- Deena Chisolm, Ph.D., Director, Child Health Equity and Outcomes Research at the Abigail Wexner Research Institute at Nationwide Children's Hospital
- Megan Sandel, MD, MPH, Co-Lead Principal Investigator, Children's Health Watch, Co-Director of the GROW Clinic at Boston Medical Center
- Romi Hall, MPH, Director of Healthy Homes and Communities, NeighborWorks America
- **Moderator:** Vedette Gavin, MPH, MPA, Principal, Verge Impact Partners

##### **Learning Objectives:**

- Explore existing and emerging evidence on the connection between housing and health and the disproportionate impacts of housing discrimination on communities of color.
- Hear from leading researchers what additional evidence is needed to help make the case for deeper investments in housing by health institutions.

### **3-4 P.M. ET ASK AN EXPERT**

#### **Office Hours to Address Additional Questions and Concepts with Experts in the Field**

##### **Experts:**

- Luke Brown, Sr. Vice President and Chief Financial Officer, Nationwide Children's Hospital
- Kendra Smith, AICP MSUS, Vice President, Community Health, Bon Secours Mercy Health
- Romi Hall, MPH, Director of Healthy Homes and Communities, NeighborWorks America
- Dannielle Glaros, Councilmember, District 3, Prince George's County, Maryland and Sheila Somashekhar, Director, Purple Line Coalition, Prince George's County, Maryland
- Vedette Gavin, MPH, MPA, Principal, Verge Impact Partners

##### **Learning Objectives:**

- Explore solutions, hear examples, and get feedback from leaders who play different roles in community investment on particular challenges and opportunities you may be facing
- Topical expertise includes public and private collaboration, partnerships with developers, and institutional strategies for upstream investment

## September 23: Day 2

11-11:50 A.M. ET **OPENING PLENARY**

### Recognizing the Centrality of Affordable Housing as a Foundation for Health: Recovery and Beyond

#### Speakers:

- Abbey Cofsky, MPH, Managing Director, Healthy Communities, Robert Wood Johnson Foundation
- Arthur Jemison, Principal Deputy Assistant Secretary, Office of Community Planning and Development, US Department of Housing and Urban Development

NOON-12:45 P.M. ET **BREAKOUT SESSION ONE**

#### *Track: Getting Started in Community Investment*

### Mobilizing the Institution: How Different Departments at a Health System Come Together to Move the Needle on Upstream Investments

#### Speakers:

- Ray Prushnok, Executive Director, UPMC Center for Social Impact, AVP, Government Programs
- Kate Sommerfeld, President, Social Determinants of Health Institute & Vice President, Community Relations and Social Investment, ProMedica
- **Moderator:** Thomas Yee, MUP, Advisor, Community Investment, Center for Community Investment

#### Learning Objectives:

- Identify the resources and skills that different departments within health systems (investments, clinical, real estate, community benefit, foundation, government relations) bring to upstream investment
- Examine best practices for facilitating collaboration between departments that don't often work together so that they can move the needle on upstream investments.

#### *Track: Partnerships*

### Partnering with Developers and Financial Institutions

#### Speakers:

- Mercedeh Mortazavi, Vice President, Global Philanthropy, JPMorgan Chase Foundation
- Dawn Seckler, PhD, Director of Development, Bridgeway Capital
- Andrew Spofford, MUP, Chief of Staff, Preservation of Affordable Housing (POAH) POAH
- **Moderator:** Adriane Harris, MUP, Director, Connecting Capital and Community, Center for Community Investment

#### Learning Objectives:

- Learn how developers and financial institutions can collaborate with health institutions to deploy current investment approaches more effectively in the community, identify gaps in the system, and co-create opportunities to make a deeper impact on community health.
- Hear lessons learned and emerging best practices from existing partnerships between developers, financial institutions and health institutions.

#### *Track: Measurement*

### Social Return on Investment: The Data Behind Eliminating Disparities

#### Speakers:

- Nancy Andrews, MUP, Former CEO, Low Income Investment Fund
- Emmanuel Fulgence Drabo, PhD, Assistant Professor, Health Policy and Management, Johns Hopkins Bloomberg School of Public Health

#### Learning Objectives:

- Examine the latest data on the stark racial health disparities that exist in communities and why.
- Explore new tools for collecting data to make the case for and evaluate the impact of investments on eliminating health disparities.

## 1-1:45 P.M. ET **PLENARY TWO**

### **Partnering for Better Health: The Nationwide Children's Story**

#### **Speakers:**

- Jonathan Welty, President, Ohio Capital Finance Corporation
- Rev. John Edgar, Executive Director and Pastor Emeritus, Community Development for All People
- Carla Williams-Scott, Director, City of Columbus Department of Neighborhoods
- Gretchen West, MCRP, Executive Director, Healthy Homes

#### **Learning Objectives:**

- Deepen understanding of the key elements of Nationwide's approach, impact, and progress in Columbus.
- Highlight perspectives from the hospital, community partners/residents, and financing on the power of partnership and the different roles partners can play.

## 2-3 P.M. ET **HEALTHY NEIGHBORHOODS HEALTHY FAMILIES: IMMERSION TOURS**

- **Eliminating Vacant, Blighted Properties and Increasing Homeownership in Columbus**
  - Gretchen West, MCRP, Executive Director, Healthy Homes, Nationwide Children's Hospital
  - John Turner, Administrator, Land Redevelopment Division and Columbus Land Bank Program, City of Columbus
- **Investing in Columbus Schools: Strategies to Support School Readiness & High School Graduation**
  - Marcie Rehmar, Director, Community Education, Nationwide Children's Hospital
  - Ed Miner, Project Manager, Healthy Neighborhoods, Healthy Families, Nationwide Children's Hospital
- **Improving Health Care Access through Community and School-based Services**
  - Dr. Akua Amponsah, Pediatrician, Nationwide Children's Hospital
  - Mary Kay Irwin, Senior Director, School Health, Nationwide Children's Hospital
  - Nakeia Hudson, Program Manager, School-Based Behavioral Health Services, Nationwide Children's Hospital
- **Partnering to Promote Neighborhood Safety & Community Engagement**
  - Carla Fountaine, Community Relations Project Manager, Nationwide Children's Hospital
  - Nick Jones, Director, Healthy Neighborhoods Healthy Families, Nationwide Children's Hospital
  - Adam Troy, Director of Missions, New Salem Baptist Church, Chief Engagement Officer of Community of Caring Development Fund
- **Expanding Employment Opportunities and Workforce Development for South Side Residents**
  - Ramani Hunter, Career Advancement and Retention Navigator Nationwide Children's Hospital
  - Jenifer Garey, Director, Workforce Development and Learning, Goodwill Columbus

#### **Learning Objectives:**

- Hear how a hospital works with private and public partners to create programs to reduce social determinants of health, particularly around housing, workforce and economic development, health care and education
- Explore best practices in starting these programs and the integral role a community plays
- Learn about potential new programs to implement in your community
- Learn how hospital is implementing programs in local neighborhoods, the South Side and Linden

## 3 P.M. ET **SUMMIT CONCLUDES**



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*When your child needs a hospital, everything matters.*

# **From Roadmap to Reality: Implementation Strategies for Upstream Investments in Community Health**

## **About Our Presenters**



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## From Roadmap to Reality: Implementation Strategies for Upstream Investments in Community Health

PATRICE ALLEN BRADY, MCRP

Project Manager

NATIONWIDE CHILDREN'S HOSPITAL



Patrice Allen Brady is a Project Manager in the Healthy Homes division of the Healthy Neighborhoods Healthy Families initiative at Nationwide Children's Hospital. Previously, she served as a Neighborhood Integration Manager on Mayor Andrew Ginther's initiative, CelebrateOne. In this role, she worked to help more babies celebrate their first birthday by engaging stakeholders, partners, and residents to align strategies and resources that impact infant vitality for families in Columbus. She also served as the CelebrateOne Community Programs Manager and Inaugural Senior Planner, where she was recognized with the 2017 Mayor's Award of Excellence for her unwavering commitment to establishing relationships in three high priority communities.

Brady is a purposeful city planner that is passionate about positively impacting the social determinants of health for families that need it the most. She holds a BA in Business Administration from Otterbein University and a Master of City & Regional Planning from The Ohio State University Knowlton School of Architecture.



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AKUA AMPONSAH

Pediatrician

NATIONWIDE CHILDREN'S HOSPITAL



Akua Amponsah is a clinical assistant professor in pediatrics with The Ohio State University/Nationwide Children's Hospital. She currently serves as the lead physician for the Linden Primary Care Center. She earned her medical degree from Wayne State University in 2003 and completed her residency and chief residency year at Children's Hospital of Michigan in 2007.

Dr. Amponsah has spent her training and professional years serving in underserved communities in Detroit and now in the Linden area of Columbus, Ohio. She is involved in several projects in the Linden area including kindergarten readiness, obesity prevention, infant mortality, and education. She continues to see patients in a busy clinic and is actively engaged in pediatric medical education for family practice residents. She has been recognized by the AAFP and the OSU School of Medicine for these teaching achievements.





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NANCY ANDREWS

Former Chief Executive Officer

LOW INCOME INVESTMENT FUND



Nancy O. Andrews was most recently the President and Chief Executive Officer of the Low Income Investment Fund (LIIF). LIIF is a Community Development Financial Institution (CDFI) that has invested \$2.2 billion in community projects serving more than 2 million people. LIIF's investments have leveraged \$10.8 billion in private capital for poor communities in 31 states across the U.S. and generated \$57 billion in benefits for families and society. Previously, Andrews served as the Deputy Director of the Ford Foundation's Office of Program Related Investments, where she assisted in the management of a \$130 million social investment portfolio. She also designed and launched the foundation's housing policy program, which focused on national housing and capital market issues. Andrews holds an M.S. in Urban Planning with a concentration in Real Estate Finance from Columbia University.



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NORA BLOCH

Senior Advisor, Community Investment

CENTER FOR COMMUNITY INVESTMENT



Nora Bloch is a Senior Advisor of Community Investment at the Center for Community Investment (CCI) and is an alumna of the inaugural cohort of CCI's Fulcrum Fellows. Previously, she was a senior lender at BlueHub Capital (formerly Boston Community Capital), where she developed and implemented loan products to meet evolving community needs for affordable housing, community facilities, commercial revitalization projects, and healthy food financing. Prior to joining BlueHub, Nora worked on Wainwright Bank's Community Development Lending team and more recently at Eastern Bank. She is a graduate of Grinnell College and holds a Master's degree in Public and Private Management from Yale University, with a specialization in finance and nonprofit management. Nora lives with her spouse and two children in the Jamaica Plain neighborhood of Boston.



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LUKE BROWN

Senior Vice President and Chief Financial Officer

NATIONWIDE CHILDREN'S HOSPITAL



Luke Brown serves as Chief Financial Officer at Nationwide Children's Hospital where he oversees treasury operations, budgeting and cost accounting, financial reporting and revenue cycle. Brown was named CFO in 2020 after previously serving as Vice President of Finance and Controller. He first joined the hospital in 1997 after most recently serving as Audit Manager for Borden Inc., which at one time was the largest U.S. producer of dairy and pasta products.

Brown's tenure at Nationwide Children's Hospital has been a time of significant growth in the hospital's patient volume, campus size and national rankings. His work focuses on combining careful financial management with an understanding and appreciation for the hospital's mission, values and culture to ensure the sustainability and strength of the hospital's clinical, research, educational and community population health efforts.

In addition to serving as Chief Financial Officer at Nationwide Children's Hospital, Mr. Brown is a Board of Trustees member and current Treasurer and Finance Committee Chair for Alvis Inc., a non-profit addiction treatment organization, and is a member of the Healthcare Financial Managers Association. Mr. Brown holds a Bachelor of Science in Accounting from The Ohio State University.



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DEENA CHISOLM, PHD

Director, Center for Innovation in Pediatric Practice

Vice President, Health Services Research

NATIONWIDE CHILDREN'S HOSPITAL



Dr. Deena Chisolm is the Nationwide Foundation Endowed Chair in Health Equity Research, Director of the Center for Child Health Equity and Outcomes Research, and Vice-President for Health Services Research in the Abigail Wexner Research Institute at Nationwide Children's Hospital. She is also a Professor of Pediatrics and Public Health at The Ohio State University. Her research focuses on improving health and healthcare for children and families, with over 100 peer-reviewed publications on pediatric health services, outcomes, and disparities. Her current projects explore how health literacy, health policy, and social factors influence the health of at-risk adolescents transitioning to adulthood. Her research is funded by agencies including the National Institute on Minority Health and Health Disparities and the National Institute on Drug Abuse. Dr. Chisolm is the immediate past Chairman of the Ohio Commission on Minority Health and serves as a Board member for the Health Policy Institute of Ohio. She holds a BS in Biological Science Education from Miami University, MS in Preventive Medicine, and Doctorate in Public Health from The Ohio State University.



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ABBIE COFSKY, MPH

Managing Director, Healthy Communities

ROBERT WOOD JOHNSON FOUNDATION



Abbey Cofsky is Managing Director for the Robert Wood Johnson Foundation's work to promote healthy, more equitable communities. In this role, she oversees efforts to build healthier environments, catalyze local efforts to prevent disease, promote health, and address the social determinants of health. She views her work as an opportunity to advance sustainable changes that engage all sectors of a community, from government and policymakers, to businesses and civic groups, to parents and volunteers. As she describes it, "We want to put better health within everyone's reach. Across America, these changes are happening, and communities are transforming themselves in ways that close gaps and ensure that everyone has the same opportunity to better health."

Cofsky holds an MPH from the George Washington University School of Public Health and Health Services and a BA from Boston College. She lives outside of Philadelphia with her husband, Jon, and their three boys, William, Samuel, and Jacob.



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## From Roadmap to Reality: Implementation Strategies for Upstream Investments in Community Health

STEPHANY DESCISCILO, PHD

Vice President of Knowledge, Impact, and Strategy

ENTERPRISE COMMUNITY PARTNERS



Stephany De Scisciolo, Ph.D., is the Vice President of Knowledge, Impact and Strategy at Enterprise Community Partners. She leads a multi-disciplinary team of quantitative and qualitative researchers to support data-driven decision making and demonstrate meaningful impact through Enterprise's programs and investment. An expert in evaluation and impact assessment, De Scisciolo has led numerous studies of program effectiveness, collective impact, and organizational capacity building. De Scisciolo's professional interests focus on addressing societal inequities using affordable housing as a platform for better life outcomes.

De Scisciolo began her career at the U.S. Environmental Protection Agency, where she played a critical role in the development of the agency's Indoor Environments program, for which she was awarded a Gold Medal. A published author and frequent speaker, she has appeared on numerous panels and served as an adjunct professor at Queens University of Charlotte. Stephany holds a doctorate in public policy with a concentration in health policy, from the University of North Carolina and a BS in political science from Wellesley College.





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EMMANUEL FULGENCE DRABO, PHD

Assistant Professor, Health Policy and Management

JOHNS HOPKINS BLOOMBERG SCHOOL OF PUBLIC HEALTH



Dr. Emmanuel F. Drabo, PhD, is an Assistant Professor of Health Policy and Management within the Bloomberg School of Public Health. Dr. Drabo is a health economist, modeler, and health services researcher. His research primarily exploits economic epidemiology, economic evaluation, health services research, and systems science methods to estimate the impact of health interventions and public health policy changes on morbidity and mortality from infectious diseases (e.g., HIV/AIDS and vaccine-preventable diseases) and major chronic conditions (e.g., cardiovascular diseases, dementias), as well as the broader social value of these interventions. His interest lies in the value assessment of interventions aimed at improving population health. He holds a doctoral degree in Health Economics from the University of Southern California. He also completed a postdoctoral fellowship in Primary Care and Outcomes Research within the Basu Lab at Stanford University.



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JOHN EDGAR

Executive Director and Pastor Emeritus

COMMUNITY DEVELOPMENT FOR ALL PEOPLE



Rev. John Edgar is the Executive Director of Community Development for All People (CD4AP), a faith-based organization launched in 2003. CD4AP is a multifaceted community development corporation with the mission of improving the quality of life of persons living on the Southside of Columbus, Ohio. Over the past 15 years, CD4AP has developed \$100 million worth of affordable housing. CD4AP operates a variety of health and wellness initiatives and is deeply involved in youth development programming.

Rev. Edgar is the founding pastor of the United Methodist Church for All People, a diverse congregation comprised primarily of low income persons. An ordained pastor for 44 years, Rev. Edgar has previously served as a District Superintendent and Dean of the Cabinet in the West Ohio Conference of the United Methodist Church. Rev. Edgar holds a Master of Divinity degree, cum laude from Harvard University and a BA in sociology, magna cum laude from Miami University. He is an adjunct faculty member at the Methodist Theological School in Ohio.





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CARLA FOUNTAINE

Community Relations Project Manager

NATIONWIDE CHILDREN'S HOSPITAL



Carla D. Fountaine, MHA is a Community Relations Project Manager for Nationwide Children's Hospital (NCH). As a member of the community relations team for the past 17 years, she is responsible for cultivating and managing an open line of communication between NCH and its neighbors and constituents through the hospital's Good Neighbor Agreement. Fountaine also serves within the community as a bridge for various non-profit organizations in Central Ohio to establish significant partnerships supporting their respective causes. She works closely with various departments within the hospital and other organizations externally to assist with programming related to the Healthy Neighborhoods Healthy Families (HNHF) initiative established by NCH.

Fountaine received a Bachelor of Arts degree in Mass Communication and Social Issues with a double minor in African-American Studies and Women's Studies from The Ohio State University. She completed studies and achieved a Master of Science degree in Health Administration from Central Michigan University. She currently sits on the Executive Board of the Parsons Area Merchants Association and the boards of the Parsons Avenue Redevelopment Corporation and All People Arts where she enjoys being able to continue her work in community relations. As a board member for the Rickenbacker Woods Foundation, she also participates in the development of programs focused on the mentorship of students through the teachings of science and technology. She is a lifelong resident of the Central Ohio area and currently resides in Galloway.



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JENIFER GAREY

Director of Workforce Development and Learning

GOODWILL COLUMBUS



Jenifer Garey, Director of Workforce Development- Jenifer has over 25 years of non-profit management and public administration experience. She has a proven record of cultivating strategic relationships, leading marketing and public relations campaigns, coordinating statewide initiatives, and has been on the forefront of developing innovative education strategies and learning tools.

In addition to her role at Goodwill Columbus, she currently serves as an adjunct professor at Franklin University teaching Interpersonal Communications and Pop Culture. As Director of Workforce Development at Goodwill Columbus she provides strategic and administrative leadership for all workforce training programs and personnel. She holds a bachelor's degree from Rio Grande University in Public Relations/Communications (1990) and a Master of Arts with a concentration in Public Administration from Ohio University (1998).



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ALYIA GASKINS, MPH, MUP

Senior Program Officer

MELVILLE CHARITABLE TRUST



Alyia Gaskins serves as a Senior Program Officer at the Melville Charitable Trust and candidate for Alexandria City Council. She also helps communities create places that promote the physical, social, and economic health of people through her consulting business, CitiesRX. Previously, she was Assistant Director of Programs (Health) at the Center for Community Investment. She has also served as Senior Associate at the National League of Cities, where she helped hundreds of municipalities pass policies to help children grow up healthier and thrive through former First Lady Michelle Obama's Let's Move! Cities, Towns, and Counties initiative.

Recognized for her creativity and leadership, Gaskins was honored as a Next City Vanguard and as one of the Alexandria Chamber of Commerce's 40 Under 40 honorees. Gaskins graduated from Vanderbilt University with a Bachelor's degree in Medicine, Health, and Society and earned Master's degrees in Public Health and Urban Planning from the University of Pittsburgh and Georgetown University, respectively.



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VEDETTE GAVIN, MPH, MPA

Principal

VERGE IMPACT PARTNERS



Vedette R. Gavin, MPH, MPA is a health equity futurist. She has committed her career to cultivating the research, strategy, and leadership in communities and institutions to create conditions where people and communities of color are well and thriving. She has two decades of experience in public health research, public engagement, and systems change strategy. She is currently the Founder and Principal at Verge Impact Partners (a health equity consulting firm) and is the Co-Principal Investigator of the Healthy Neighborhoods Study (the nation's largest community-based participatory action research study on neighborhoods and health). She serves as the Vice-Chair of the Black Women's Health Imperative. She is a founding Board Member of the Center for Achieving Equity. She holds a Bachelor of Science in Biology from the University of Maryland, College Park, a Master of Public Health from The Ohio State University, and a Master of Public Administration from the Harvard Kennedy School of Government where she was an inaugural Sheila C. Johnson Leadership Fellow.



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DANNIELLE GLAROS

Councilmember, District 3

PRINCE GEORGE'S COUNTY, MARYLAND



Dannielle M. Glaros (D-District 3) was elected to her first four-year term on the Prince George's County Council in the 2014 General Election and was re-elected in 2018. Glaros represents the municipalities of Landover Hills, Riverdale Park, University Park, New Carrollton, Berwyn Heights and portions of College Park. She also represents the communities East Pines, Glenn Dale, Glenridge, Lanham, Riverdale Heights and Hills, Seabrook, Templeton Knolls, West Lanham Hills, and Woodlawn.

After serving for two years as Vice Chair of the Council, Glaros was elected by her colleagues to serve as Council Chair for the 2018 Legislative Year. She is a member of the Council's Planning, Zoning and Economic Development (PZED) Committee. Chair Glaros serves as the Chair for the Metropolitan Washington Council of Government's Region Forward Coalition and is the Council's representative on the National Capital Region Transportation Planning Board (TPB).

Prior to her election, Glaros served as Chief of Staff for Prince George's County Council Member Eric Olson, District 3, for eight years. Glaros also served as associate director for Smart Growth America and deputy chief of staff, under Governor Parris Glendening, for the Governor's Office of Smart Growth, two organizations focused on building stronger, more sustainable communities.

Vice Chair Glaros holds a Master's degree from the University of Maryland School of Public Policy with a focus on environmental policy. She earned her undergraduate degree in economics and geography from Bucknell University.



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ROBIN HACKE

Executive Director

CENTER FOR COMMUNITY INVESTMENT



Robin Hacke is Executive Director and Co-Founder of the Center for Community Investment (CCI), which is dedicated to overcoming disinvestment so that everyone has a fair chance to lead a healthy and productive life. CCI has developed a framework that leading health systems have used to accelerate investments in affordable housing in their communities.

CCI was incubated during Hacke's tenure as a Senior Fellow at The Kresge Foundation. Previously, she served as Director of Capital Innovation at Living Cities. A former venture capitalist and investment banker, Hacke holds an MBA from Harvard Business School and a BA from Harvard-Radcliffe College.





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ROMI HALL, MPH

Director of Healthy Homes and Communities

NEIGHBORWORKS AMERICA



Romi Hall is the Director of Healthy Homes and Communities at NeighborWorks America, a position that she comes to with more than 10 years of experience working at the intersection of health, housing and community development. She's spent much of her career with two NeighborWorks organizations: Beyond Housing and the East Bay Asian Local Development Corp. (EBALDC). Most recently, Hall was Director of Neighborhood Collaborations at EBALDC, where she led partnerships to generate a pipeline of nearly 400 units, attracted a full-service grocery store, secured more than \$5 million from arts and culture and health/hospital funders, supported resident-led placemaking projects, and launched two new collaboratives. During her time at Beyond Housing, she helped plan and launch the 24:1 initiative. She also has prior experience in early childhood development and faith-based organizing. In 2019, she was named a Fulcrum Fellow with the Center for Community Investment, where she honed skills in capital absorption and community investment. She received her master's in public health from Drexel University and an undergraduate degree from the University of Nevada, Reno.



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## From Roadmap to Reality: Implementation Strategies for Upstream Investments in Community Health

ADRIANE BOND HARRIS, MUP

Director, Connecting Capital and Community

CENTER FOR COMMUNITY INVESTMENT



Adriane Bond Harris is the Director of Connecting Capital and Community at the Center for Community Investment (CCI). Prior to joining CCI, Harris was Chief of Staff with the Green & Healthy Homes Initiative, a national organization focused on using innovative multi-sector financing to preserve healthy, safe, and energy efficient homes for families, children, and older adults. Harris worked in the affordable housing and community development field in Nashville, Tennessee, for over fifteen years, including directing the Mayor's Office of Housing, where she focused on countywide housing policy and initiatives. Through her consulting firm and as a program manager for a local community development financial institution, she has direct experience consulting with governments, nonprofit organizations, and small businesses in expanding funding and programming. Harris holds a Master of Urban and Regional Planning from the University of Tennessee-Knoxville and a B.S. from Middle Tennessee State University. Harris is also a CCI Field Catalyst and a proud alum of CCI's inaugural class of Fulcrum Fellows.





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## From Roadmap to Reality: Implementation Strategies for Upstream Investments in Community Health

NAKEIA HUDSON

Program Manager, School-Based Behavioral Health Services

NATIONWIDE CHILDREN'S HOSPITAL



Nakeia, a native of Youngstown, OH, relocated to Columbus at the age of 18 to start her academic journey at The Ohio State University where she earned her Master of Social Work degree and later returned to earn her Master of Business Administration degree. She is a licensed Independent Social Worker, with Supervision Designation in the State of Ohio and currently serves as the Program Manager for School-Based Behavioral Health Services at Nationwide Children's Hospital. She has acquired approximately twelve years of clinical experience working with youth and families across various settings including outpatient, schools, and the community. For the last seven years, she has held leadership positions in strategic planning, business operations, project management, program development, and training and development. She is also a member of the Columbus Association of Black Social Workers.

As a change agent, Nakeia is dedicated to reducing the stigma of mental illness and breaking down barriers to treatment in communities of color. She has a special interest in school mental health as it relates to the intersectionality with social determinants of health and the impact on student success. She believes in the transformative nature of helping individuals and teams build trust, show vulnerability, be authentic and embrace change. She has an appreciation for the arts and self-expression, as well as balanced living through traveling, walking trails, meditation, yoga, healthy eating, and fellowship. She enjoys listening to Reggae and Afrobeat and believes she was an island "gal" in her past life!



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## From Roadmap to Reality: Implementation Strategies for Upstream Investments in Community Health

RAMÁNI HUNTER

Career Advancement and Retention Navigator

NATIONWIDE CHILDREN'S HOSPITAL



Ramáni Hunter is originally from Columbus, Ohio. Graduating from Xavier University (Cincinnati, Ohio) with a Bachelor of Science concentration in Business Management, Ramáni developed her passion for serving others while working in Volunteer Services with the City of Dublin. Her career continued as a Sports Administrator working at the University of Illinois (Champaign, Illinois). After 2 ½ years in Champaign, Ramáni decided to move closer to home to continue her education and continued Athletic career, with stints at the City of Columbus Recreation & Parks Department and Columbus City Schools.

Ramáni began her work in nonprofit administration and workforce development in 2010 developing business strategies and employment pathways for the unserved populations, recently working with the justice involved population. In the span of one year, while employed with CEO Works, Ramáni developed over 300 employment partners and helped employ close to 50 restored citizens. Employed since October 2018, Ramáni works with Nationwide Children's Hospital Healthy Neighborhoods Healthy Families Workforce Development and manages the job readiness training partnership at the Residences at Career Gateway Training Center. To date, there have been over 100 individuals trained; 80 hires at Nationwide Children's Hospital with a starting wage of \$15.00/hour.



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## From Roadmap to Reality: Implementation Strategies for Upstream Investments in Community Health

MARY KAY IRWIN

Senior Director, School Health

NATIONWIDE CHILDREN'S HOSPITAL



Dr. Mary Kay Irwin is the Senior Director of School Health Services at Nationwide Children's Hospital and an adjunct faculty member in the Department of Pediatrics at The Ohio State University. Dr. Irwin is responsible for leading and assuring the development, implementation, and evaluation of school health services delivered by the hospital. Dr. Irwin's research and expertise focuses on the intersection between health and education inclusive of interventions to eliminate health status as a barrier to learning for children and adolescents experiencing chronicity and for those experiencing health inequities. With a focus on population health management, Dr. Irwin is also engaged in local, state and national collaboratives designed to shape interventions, policies, funding and research to ensure better healthcare outcomes for communities.



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## From Roadmap to Reality: Implementation Strategies for Upstream Investments in Community Health

THEA JAMES, MD

Vice President of Mission

BOSTON MEDICAL CENTER



Thea James, MD, is Vice President of Mission and Associate Chief Medical Officer at Boston Medical Center. She is an Associate Professor of Emergency Medicine and Director of the Violence Intervention Advocacy Program at BMC. Dr. James is a founding member of the National Network of Hospital-Based Violence Intervention Advocacy Programs. In 2011 she was appointed to Attorney General Eric Holder's National Task Force on Children Exposed to Violence. Dr. James served on the Massachusetts Board of Registration in Medicine (2009-2012), where she served as chair of the Licensing Committee. She has received the Boston Public Health Commission's Mulligan Award for public service, the Suffolk County District Attorney's Role Model Award, The Boston Business Journal Healthcare Hero award (twice), the Schwartz Center Compassionate Care Award, and the Boston Chamber of Commerce Pinnacle Award, which honors women in business and the professions.



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ARTHUR JEMISON

Principal Deputy Assistant Secretary

OFFICE OF COMMUNITY PLANNING & DEVELOPMENT AT U.S. DEPT OF HOUSING AND URBAN DEVELOPMENT



As Principal Deputy Assistant Secretary, Arthur Jemison is the leader of the Office of Community Planning and Development (CPD), the policy lead and HUD partner for American Cities, Counties, States and other local units of government. To advance this partnership, CPD administers the Community Development Block Grant (CDBG) and CDBG - Disaster Recovery Funds, as well as the HOME Partnership program, Homelessness Assistance Grants (HAG) and the Emergency Solutions Grant (ESG), among other funds.

Mr. Jemison joined HUD from the City of Detroit, where he was Group Executive for Planning, Housing & Development, leading the City's efforts toward equitable growth, working in partnership with Directors of the Housing & Revitalization Department, the Planning & Development Department, the Detroit Land Bank Authority, Detroit Housing Commission, and the Bridging Neighborhoods program.

Before coming to Detroit, Mr. Jemison served as Deputy Undersecretary and Deputy Director for the Department of Housing and Community Development (DHCD) for the Commonwealth of Massachusetts under Governor Deval Patrick. Prior to that, Mr. Jemison held a variety of public- and private-sector positions, all related to city planning and urban development, primarily in Massachusetts and the District of Columbia. Locally, this includes his role in the Office of Deputy Mayor for Planning & Economic Development in the District of Columbia, as the City recovered from Control Board management during the first term of Mayor Anthony Williams.



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MELISSA JONES

Executive Director

BAY AREA REGIONAL HEALTH INEQUITIES INITIATIVE



Melissa Jones is the Executive Director of the Bay Area Regional Health Inequities Initiative (BARHII). Before joining BARHII, Jones served as Senior Program Officer at Boston Local Initiative Support Corporation, where she launched and ran their Resilient Communities Resilient Families Initiative, which engaged several thousand residents and non-profits in neighborhood planning in Boston's Roxbury, Dorchester, and Mattapan neighborhoods.

Jones has additional experience funding and implementing programs focused on community economic development, family financial stability, education, and civic empowerment. She has served in youth empowerment organizations, as Program Specialist for the City of Alameda, and as Program Analyst for the City of Oakland's Oakland Fund for Children and Youth. Early in her career, she served as Director of Professional Development for Partners in School Innovation where she trained staff to support school reform efforts in San Francisco Unified, San Jose Unified, and Oak Grove Unified school districts. Jones also serves on the Association of Bay Area Government's Regional Planning Committee, which advises on regional planning issues.





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NICK JONES

Director, Healthy Neighborhoods, Healthy Families

NATIONWIDE CHILDREN'S HOSPITAL



Nick Jones is Director for Healthy Neighborhoods Healthy Families/Wellness Initiatives. He is most interested in building multi-disciplinary partnerships that ensure every family has the opportunity and choice to realize their hopes, dreams, and aspirations. In his role at NCH, Nick is responsible for strategy development and program implementation, and provides support for program evaluation. Prior to NCH, Nick has served in a variety of senior leadership and direct service roles in several community-based organizations in Columbus. He holds a JD and MBA. He is most proud to serve the roles of loving father, husband, son, and brother.



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## From Roadmap to Reality: Implementation Strategies for Upstream Investments in Community Health

CHRIS KABEL, MPH

Senior Health Fellow

KRESGE FOUNDATION



As a senior fellow on Kresge's Health Program, Chris Kabel helps develop and implement grantmaking and investment strategies that promote health equity by addressing conditions that contribute to inequitable health outcomes. His work involves sectors and fields as diverse as housing, food systems, climate change and community investment. Chris also manages grants to advance the foundation's racial justice, democracy and non-profit leadership objectives.

Prior to joining The Kresge Foundation in 2013, Chris worked for eight years as a senior program officer at the Northwest Health Foundation, a regional grantmaker based in Portland, Oregon. Earlier, Chris raised philanthropic resources for Doernbecher Children's Hospital and Oregon Health & Science University. Chris holds a BA in journalism from the University of Southern California and an MPH from Portland State University.





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KELLY KELLEHER, MD

Principal Investigator and VP of Community Health

NATIONWIDE CHILDREN'S HOSPITAL



Dr. Kelly Kelleher is Distinguished Professor of Pediatrics and Public Health and ADS/Chlapaty Endowed Chair for Innovation in Pediatric Practice in the Colleges of Medicine and Public Health at The Ohio State University. He is also Vice President of Community Health at Nationwide Children's Hospital. He is a pediatrician and health services researcher focused on improving and measuring the quality of pediatric care for high-risk children affected by social determinants of health, violence, neglect, alcohol, drug use or mental disorders. He has been continuously funded by NIH since shortly after completing his training in 1990 and is now the PI on projects from NIMH, AHRQ, and CMS/CMMI. He is involved in strategy development for the Nationwide Children's Healthy Neighborhoods Healthy Families zone focusing on neighborhood leaders, community agencies and related partnerships to improve housing, employment, schools, and safety on the Near South Side of Columbus.



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MATTHEW MADIA

Director of Real Estate Services

NEIGHBORHOOD ALLIES



As the Director of Real Estate Services, Matt leads Neighborhood Allies' Centralized Real Estate Accelerator. The Accelerator is a new, comprehensive, and community-based real estate model aimed at increasing the flow of capital to development projects in low-income neighborhoods and creating wealth-building opportunities for traditionally underserved residents. Prior to joining Neighborhood Allies, Matt served as Chief Strategy and Development Officer at Bridgeway Capital where he underwrote and structured community development and small business transactions and worked with community and regional leaders to direct additional resources to underserved neighborhoods. Matt brings with him a decade of financial tool development in the development sector and has raised nearly \$25M in grants and \$40M in structured debt. Previously, he spent six years as a policy analyst at a Washington DC-based public interest group, analyzing and lobbying for regulations and legislation more protective of consumer health, worker safety, and the environment.



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PATTY MCCLIMON

Senior Vice President and Chief Strategy Officer

NATIONWIDE CHILDREN'S HOSPITAL



Patricia J. "Patty" McClimon is the Senior Vice President and Chief Strategy Officer at Nationwide Children's Hospital. In this capacity, she is responsible for the development and tracking of Nationwide Children's long range strategic plan and its related master facilities plan. Patty oversees NCH's main campus and ambulatory expansion strategies, population health initiatives, budget projection planning and business development efforts. Included in her scope of responsibilities are capital construction, project coordination and oversight of the Engineering, Planning, Regional Development, Community Wellness Initiatives and Data Resources Departments.

Ms. McClimon serves as the Chairman of the Board of Healthy New Albany, as well as the Board of Trustees for Ronald McDonald House Charities. She also served for three years as Board Chairman for Rebuilding Together Columbus. Patty is active in the Notre Dame Club of Columbus, where she graduated Phi Beta Kappa with a Bachelor of Arts in the Program of Liberal Studies. She received her Master's in Health Administration from The Ohio State University. She and her husband Matt are the proud parents of 3 boys, ages 20, 18 and 12.



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ED MINER

Project Manager, Healthy Neighborhoods, Healthy Families

NATIONWIDE CHILDREN'S HOSPITAL



Ed Miner, M. Div., LSW is a Project Manager in the Healthy Neighborhoods, Healthy Families (HNHF) program at Nationwide Children's Hospital. Miner works on a variety of population health projects including a Low- and Moderate-Income Tax Filing Service, student mentoring programs in local schools, and PlayStreets, a set of recreational "block parties" for children in target HNHF neighborhoods. Prior to joining the HNHF team, Miner served as a social worker in several different settings including community mental health, foster care, and human services training. Just before joining Nationwide Children's, Miner was the Executive Director of Bikes for All People, a social enterprise bicycling program and retail shop on the South Side of Columbus.



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MERCEDEH MORTAZAVI

Vice President, Global Philanthropy

JPMORGAN CHASE FOUNDATION



Mercedeh Mortazavi is a Vice President at JPMorgan Chase & Co.'s Global Philanthropy department, where she is responsible for helping establish and execute the firm's national philanthropic strategies on neighborhood development, a \$400 million over five years portfolio focused on affordable housing. Mortzavi also manages large-scale national initiatives, including the PRO Neighborhoods Competition and AdvancingCities Challenge aimed at advancing solutions that tackle major social and economic challenges across the country.

Prior to this role, Mortzavi managed the Greater Washington, D.C. region strategic initiatives in Corporate Responsibility by working across lines of business to implement business, community, and employee strategies to increase brand awareness, revenue, and impactful philanthropic and business initiatives. Mortzavi holds a Bachelor's of Science in Business Management and International Business from the Pennsylvania State University's Smeal College of Business. She also studied International Business at Università Cattolica del Sacro Cuore in Milan.



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## From Roadmap to Reality: Implementation Strategies for Upstream Investments in Community Health

DAVID PERLSTEIN, MD

President and Chief Executive Officer

SBH HEALTH SYSTEM



Dr. Perlstein is the President and CEO of SBH Health System. During his tenure at SBH, he has also served as Executive Vice President and Chief Medical Officer of the Hospital and Vice-Chairman of the Department of Pediatrics. He continues to be clinically active and has spent the majority of his career promoting better health and better healthcare in the Bronx. He currently serves as a member of the Executive Committee of Health First, the Board of Governors of the Greater New York Hospital Association, the Board of Directors of the League of Voluntary Hospitals and Homes, the board of the Healthcare Association of New York State as well as the Executive Advisory Committee for the CUNY School of Medicine.

Dr. Perlstein received his medical degree from the University of Cincinnati and completed his internship and residency in pediatrics at The New York Hospital, Cornell Medical Center in New York City. After serving an additional year as chief pediatric resident and working as a private practitioner, he joined SBH as Director of Ambulatory Pediatrics. He holds an MBA from the University of Massachusetts at Amherst Isenberg School of Management and academic appointments at both the Albert Einstein College of Medicine and the CUNY School of Medicine.





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LINDSAY POWELL, MPP

Assistant Chief of Staff to the Mayor

CITY OF PITTSBURG



Lindsay Powell currently serves as the Assistant Chief of Staff to Mayor Peduto, where she works largely on issues of equity and inclusion. She is an alumna of the Pittsburgh Chapter of the New Leaders Council, a former mentor with Big Brothers Big Sisters of Greater Pittsburgh, and a Board Member of both NeighborWorksSWPA and the YWCA of Greater Pittsburgh. Passionate about social justice initiatives and addressing inequality, Powell is a dedicated advocate and community servant. She has worked for progressive leaders such as Senator Chuck Schumer (D-NY), Representative Hakeem Jeffries (D-NY-08), and former President Barack Obama in the White House Office of Legislative Affairs, where she worked on issues of criminal justice reform, labor and education.

Lindsay holds a BA in Sociology from Wheaton College and an MS in Public Policy and Management from Heinz College at Carnegie Mellon University. She is a proud recipient of the CMU Otto A. Davis Award, given to the student that exemplifies the College's commitment to social justice and racial equality.



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KEVIN PROGAR

Project Director

UPMC HEALTH PLAN



Kevin Progar serves as the Project Director of Homeward at the UPMC Center for Social Impact. Homeward is UPMC Health Plan's comprehensive strategy to move all the constituents of the UPMC community further along the pathway to housing stability, financial security, and wellbeing. This portfolio currently aligns over \$30,000,000 of resources ranging from charitable giving, in-kind services, state tax credits, value-based purchasing agreements, land donations, and mission related investments to address housing needs.

Progar leads the scaling of UPMC for You's nationally recognized permanent supportive housing program, Cultivating Health for Success, the deepening of investments in affordable housing through supporting the deployment of \$15 million in program related investments, and increased coordination with housing efforts across UPMC's integrated delivery and finance system. Milestones since 2020 include 120% increase in CHFS enrollment, capital support for 281 affordable units, and the execution of a land lease to enable the development of an affordable LGBTQ+ senior community.

Before joining UPMC, Progar helped members of the Healthcare Council of Western Pennsylvania navigate the post-ACA health care landscape by advocating for a greater understanding of health literacy and tackling community health needs through multisector approaches. Progar holds a Bachelor's degree in Urban Studies from the University of Pittsburgh.





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RAY PRUSHNOK

Executive Director

UPMC CENTER FOR SOCIAL IMPACT



Ray Prushnok joined UPMC in 2011 where he presently leads UPMC Health Plan's Center for Social Impact. The Center was established in 2019 to align resources and focus on social determinants of health, aiming to meet social needs that can be shown to impact health, quality, and cost. Current programs focus on employment, housing, and collaboration with human services.

Previously, Prushnok led the proposal, implementation, and operations for UPMC Community HealthChoices, Pennsylvania's Medicaid Managed Care for dual eligibles and people with long-term services and supports. Prushnok began his UPMC career with responsibility for Medicare and D-SNP product strategy, finance, and analytics.

Before joining UPMC Health Plan, Prushnok served in various capacities at the Pennsylvania Department of Aging and Office Long-Term Living from 2005 to 2011 including Acting Secretary, Deputy Secretary with oversight of Policy, Finance, and Quality, and as Director of Policy and Legislative Affairs. Prior to his work in Harrisburg, Prushnok worked as a consumer advocate for New Mexico Public Interest Research Group in Albuquerque, NM.

Prushnok holds a Bachelor's degree in Economics and International Relations from Bucknell University.



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MARCIE REHMAR

Director, Community Education

NATIONWIDE CHILDREN'S HOSPITAL



Marcie Rehmar serves as Director of Community Education at Nationwide Children's Hospital. In that role, she oversees the health-related educational needs of patients and families as well as the general public. During her tenure, the hospital has mobilized community resources by raising awareness, supporting new initiatives for prevention and intervention, increasing and enhancing community education, and expanding access to health-literate patient education materials.

Rehmar serves as an advisor to the Ohio Amblyope Registry, Biosciences at Eastland-Fairfield Career Center, Ft. Hayes Career Center of Columbus City Schools and Columbus Parent Magazine. She also served over ten years as a National Trustee for the Leukemia and Lymphoma Society, including two years on the Executive Committee. She has served on the Board of Columbus Collegiate Academy, Council on Health Information, and on multiple United Way Impact Councils.

In 1996, she received a "40 under 40" award, and in 2007 received the National Leadership Award from the Leukemia and Lymphoma Society. She was a 2007 Manager of the Year at Nationwide Children's Hospital, was part of the team at Nationwide Children's that won the 2020 Hearst Health Prize for Excellence in Population Health, and received the National Kidney Foundation's 2020 Mission Impact Award. Rehman holds a Master's degree from The Ohio State University.



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TIM ROBINSON

Chief Executive Officer

NATIONWIDE CHILDREN'S HOSPITAL



Tim Robinson is CEO of Nationwide Children's Hospital. Robinson first joined Nationwide Children's in 1995. His innovative approach to navigating complex economic, regulatory, and business challenges has helped the hospital transform from an important regional children's health care system into a preeminent academic medical center. Nationwide Children's now appears annually on the U.S. News & World Report list of top ten children's hospitals and is one of the National Institutes of Health's top funded freestanding pediatric research facilities.



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MEGAN SANDEL, MD, MPH

Co-Lead Principal Investigator, Children's Health Watch

Co-Director of the GROW Clinic

BOSTON MEDICAL CENTER



Dr. Megan Sandel, MD MPH, is the Associate Director of the GROW Clinic at Boston Medical Center, a Principal Investigator with Children's Health Watch, and an Associate Professor of Pediatrics at the Boston University Schools of Medicine and Public Health. She is the former pediatric medical director of Boston Healthcare for the Homeless program and a nationally recognized expert on housing and child health. In 1998, Dr. Sandel published the DOC4Kids report with other doctors at Boston Medical Center, the first of its kind national report on how housing affected child health. Over the course of her career, Dr. Sandel has written numerous peer-reviewed scientific articles and papers on this subject. In 2001, she became the first Medical Director of the founding site for medical-legal partnerships, Medical-Legal Partnership- Boston, and from 2007-2016 she served as the Medical Director of the National Center for Medical-Legal Partnership. Dr. Sandel has served as a Principal Investigator for numerous National Institutes of Health, U.S. Department of Housing and Urban Development, and foundation grants, working with the Boston Public Health Commission and the Massachusetts Department of Public Health to improve the health of vulnerable children, particularly children with asthma. She has served on many national boards, including Enterprise Community Partners, and national advisory committees at American Academy of Pediatrics and the Center for Disease Control's Advisory Committee for Childhood Lead Poisoning Prevention.



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DAWN SECKLER, PHD

Director of Development

BRIDGEWAY CAPITAL



Dawn Seckler is Director of Development at Bridgeway Capital, a Community Development Financial Institution that serves western Pennsylvania. In this role, she supports Bridgeway's social impact investing. Bridgeway lends to small businesses, nonprofits, and real estate projects, both commercial and residential, and provides the business development services entrepreneurs need to thrive. Bridgeway aims to combat injustices and advance opportunities by building capacity, investing capital, and developing underserved areas to grow businesses and revitalize places.

Seckler joined Bridgeway in 2018. Since then, she has successfully raised \$18.5 million in grants and program related investments from government and philanthropic funders.



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KENDRA SMITH, AICP, MSUS

Vice President of Community Health

BON SECOURS MERCY HEALTH



Kendra Smith, AICP serves as Vice President, Community Health with Bon Secours Mercy Health (BSMH). As an experienced thought and practice leader in community development, affordable housing development, urban planning, and social determinants of health, she provides direction and oversight on collaborative community health priorities and efforts that address social determinants of health and health inequities in BSMH Ohio and Kentucky markets. Previously, Smith has served in executive and leadership roles with ProMedica, Preferred Properties, Inc. and the Chicago Metropolitan Agency for Planning. She serves on the board of the Toledo Area Regional Transit Authority, the Rotary Club of Toledo, holds a seat on the Federal Reserve Board Community Action Council, and is a proud member of Delta Sigma Theta Sorority, Inc. Kendra is a 2017 recipient of Toledo's 20 Under 40 Leadership Award and an alumna of Leadership Ohio Class of 2020.

Smith is currently completing a Master of Public Health from Kent State University and holds an MA in urban studies with a focus on neighborhood and community development from Cleveland State University with additional degrees and certifications from Ohio University, Harvard University Kennedy School of Government and La Universidad Pública de Navarra in Pamplona, Spain. She is also a member of the American Institute of Certified Planners (AICP).





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SHEILA SOMASHEKHAR

Director, Purple Line Coalition

PRINCE GEORGE'S COUNTY, MARYLAND



Sheila Somashekhar joined the National Center for Smart Growth at the University of Maryland in 2020 as Director of the Purple Line Corridor Coalition. As Director, she mobilizes coalition partners to realize the vision of an equitable transit corridor. She brings over 15 years of experience in community organizing and engagement, specializing in economic strategy, social justice, affordable housing, neighborhood asset building and workforce development.

She most recently served as Director of Community Impact and Engagement for United Way of the National Capital Area. At United Way she oversaw multiple stakeholder collaboratives and established a new set of community-centered programs, including the launch of one-stop financial service centers across the Washington, D.C. area. She also helped raise over \$1M in support of that work. Prior to that she spent six years in New York City, working on neighborhood planning and economic opportunity initiatives in nonprofit and public sector roles.

She holds a Master of Urban Planning and Master of Public Health from the University of Michigan, and a bachelor's degree in biology from University of Maryland, College Park.



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KATE SOMMERFELD

**President, Social Determinants of Health Institute**

**Vice President, Community Relations and Social Investment**

PROMEDICA



Kate Sommerfeld is the President of the Social Determinants of Health Institute for ProMedica, a mission-driven, not-for-profit, health care system based in Toledo, Ohio. ProMedica is the 15th largest hospital system in the country, serving communities in 28 states.

Kate is responsible for shaping and leading ProMedica's work in the Social Determinants of Health (SDOH), including clinical integration, medical education and training, and strategic community initiatives. Under Kate's leadership, the work of the SDOH Institute has grown in ways that have impacted thousands of lives in ProMedica's service area, while also positioning ProMedica as a clear industry leader in SDOH.

Prior to joining ProMedica, Kate worked for various community-based and nonprofit organizations including in the United Way system leading both rural and urban change. Kate has Bachelors of Arts degrees in Political Science and Child Psychology from Purdue University and a Master of Public Administration degree from Bowling Green State University.



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ANDREW SPOFFORD, MUP

Chief of Staff

PRESERVATION OF AFFORDABLE HOUSING



Andrew Spofford is Chief of Staff/Senior Vice President at POAH, responsible for coordinating and promoting the CEO's internal agenda, and formulating and advancing POAH's external public policy agenda. In addition, he supports the CFO's financial planning and risk management roles and serves as lead staff for POAH's strategic planning efforts.

Andrew has previously served in a range of roles at POAH, including as a Project Manager in Development and as Vice President for Policy and Strategic Planning. He was instrumental in POAH's receiving a \$30.5 million grant under HUD's Choice Neighborhoods Initiative to support the revitalization of the Grove Parc Plaza Apartments and the surrounding Woodlawn community on the South Side of Chicago.

He joined POAH in 2006 while pursuing a Master's degree in Urban Planning from Harvard's Graduate School of Design with a concentration in Real Estate Development. He holds a Bachelor's degree in Social Studies from Harvard College. Previously, he worked for National Strategies, a public affairs consulting firm in Washington, DC.



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INDU SPUGNARDI

Director, Advocacy and Resource Development

THE CATHOLIC HEALTH ASSOCIATION OF THE UNITED STATES



Indu Spugnardi is director of advocacy and resource development at the Catholic Health Association of the United States, the national leadership organization for Catholic health care in the United States. She is based in CHA's Washington, DC office.

Spugnardi helps carry out CHA's programmatic and advocacy activities related to community benefit/health improvement, tax-exemption, environmental responsibility, and health equity. For almost 10 years she was CHA's representative on the Supportive Care Coalition, a national coalition of Catholic health care organizations working to increase access to high quality palliative care, before it was integrated into CHA in 2020.



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MAGGIE SUPER CHURCH, MSC, MCP

**Vice President: Healthy and Resilient Communities**

CONSERVATION LAW FOUNDATION



Maggie Super Church is Conservation Law Foundation (CLF)'s Vice President for Market Innovation and Impact. Before joining in 2018, she served as a consultant and adviser to CLF on the Healthy Neighborhoods Equity Fund and the Healthy Neighborhoods Study. For more than 20 years, Maggie has been a consultant and nonprofit leader on both the state and national level in urban planning, real estate and community development, and environmental protection. At CLF, she is leading the creation and evaluation of market-based solutions to environmental, community and public health challenges, and the integration of Ventures with core CLF programs. Maggie earned her master's degree in City Planning at MIT, where she was the recipient of the Wallace Floyd Award for City Design and Development and the MIT/DUSP Excellence in Public Service Award. She is a 1994 Truman Scholar and holds a master's degree in Urban Design from the Edinburgh College of Art and a BA in Architecture from Yale University. She is a member of RWJF's County Health Rankings Scientific Advisory Committee, and a Corporator and CRA Committee member at The Savings Bank.



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ADAM TROY

Chief Engagement Officer

COMMUNITY OF CARING DEVELOPMENT FUND



Adam Troy is CEO of the New Salem Church Community of Caring Development Foundation in North Linden, Ohio. In his role, he works to align government and private sector interests with those of the community to improve their overall quality of life. His expertise is in creating profitable real estate projects involving multiple partnerships among corporations, government, faith-based entities, and community groups. Troy also serves as an advisor to a wide range of business, religious, and political leaders. He has developed a legacy of community service within several organizations and served as an Advisory Board member of the Real Estate Center at the Fisher College of Business.

He holds a BA in Banking & Finance from Morehouse College in Atlanta, Georgia. He is also a graduate of the Summer Leadership Institute at Harvard University Divinity School's Center for Church-based Community and Economic Development Study.





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JOHN TURNER

Administrator, Land Redevelopment Division and Columbus Land Bank Program

CITY OF COLUMBUS



John Turner has worked with the Columbus Land Bank since 2007 and became the Division's Administrator in 2011. Turner has over 20 years' experience in planning, community development, and real estate. The land bank program has experienced enormous growth under John's leadership, including the acquisition and demolition of blighted structures and the number of properties repurposed for various community development initiatives. In 2019, the land bank partnered with the Franklin County Land Bank (COCIC) to create the Central Ohio Community Land Trust. Turner is a former development manager for a local community development corporation, Planner with the City of Columbus, zoning consultant, and project manager for a small development company.



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JOHN VU, MPH

Vice President of Strategy

KAISER PERMANENTE



John is the National Vice President of Strategy for Community Health at Kaiser Permanente responsible for the development and implementation of key strategies to ensure Kaiser Permanente's commitment to improving the health of communities.

John has been with Kaiser Permanente for over 20 years, having previously been a director in national strategic planning.

He was a Fellow in America's Health Insurance Plan's Executive Leadership Program and was named a DiversityMBA Top 100 Under 50 Diverse Executive Leader in 2013. He graduated from executive leadership programs at Harvard Business School and the Kellogg School of Management at Northwestern University.



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## From Roadmap to Reality: Implementation Strategies for Upstream Investments in Community Health

JONATHAN WELTY

President

OHIO CAPITAL FINANCE CORPORATION



Jonathan Welty joined the Ohio Capital Corporation for Housing (OCCH) in 2000. Welty serves as an Investor Relations contact for OCCH, where he assists in establishing and closing the Ohio Equity Funds as well as assisting the investors in the due diligence and closing process. Since 2010, Mr. Welty has been President of the Ohio Capital Finance Corporation, an affiliate of OCCH and a certified CDFI entity, where he directs the activities of the collective \$140M+ of loan capital dedicated to affordable housing lending. He was instrumental in the development, and implementation of five loan funds which have provided over \$700M of capital to over 675 borrowers. Welty serves as a Member Director on the Board of the Federal Home Loan Bank of Cincinnati, as the Secretary/Treasurer and Board Member for the Community Development Collaborative of Greater Columbus, is a Trustee of the Community Shelter Board, and is a member of the Columbus and Franklin County Continuum of Care.



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GRETCHEN WEST, MCRP

Executive Director, Healthy Homes

NATIONWIDE CHILDREN'S HOSPITAL



Gretchen West serves as the Executive Director of Healthy Homes, a nonprofit housing organization and innovative collaboration between Community Development for All People and Nationwide Children's Hospital. The mission of Healthy Homes is to provide and preserve affordable housing through the provision of homeownership, rental, and home repair services in two Columbus communities. Over 400 affordable housing units have been added or improved since Healthy Homes began, representing an investment of nearly \$39 million. Gretchen has worked on the Healthy Homes initiative since its inception in 2008, first as an AmeriCorps VISTA worker and later as Project Director. Gretchen holds a Master of City & Regional Planning degree from The Ohio State University.



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CARLA WILLIAMS-SCOTT

Director

CITY OF COLUMBUS DEPARTMENT OF NEIGHBORHOODS



Carla Williams-Scott is the first Director of the Department of Neighborhoods, a role which she has filled since 2016. In this position, Williams-Scott implements a foundation for devoted residents, committed neighborhood leaders, and dedicated City workforce to resolve community concerns and tap into neighborhood potential, helping to build a stronger, more equitable Columbus. Williams-Scott has a passion for working with cross-cultural groups that empower individuals to have their voices heard so that they can advocate for themselves and others as well as for working with groups that promote literacy, education, health, and wellness.



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ASPASIA XYPOLIA

Director

PRINCE GEORGE'S COUNTY DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT



Aspasia Xypolia serves as the Director of the Department of Housing and Community Development (DHCD) in Prince George's County, a position she has held since January 2021. In her current role, Xypolia guides the Department's efforts to create and preserve healthy and inclusive communities where access to opportunity for all County residents is increased. Through the use of new programs and financial instruments, DHCD works to preserve and produce rental and homeownership opportunities for County residents and helps to revitalize underserved neighborhoods across the County.

Prior to joining DHCD, Xypolia worked with non-profit development organizations where she collaborated and negotiated with diverse stakeholders, built consensus around common goals, and identified implementation strategies that resulted in the execution of successful development projects. This work led to the formation of strategic partnerships with government entities, private funders, and public lenders. Coupling these relationships with the analysis of regulatory requirements and programmatic objectives of federal and local subsidy programs led to the implementation of affordable, mixed-income, mixed-use, urban, and transit-oriented development projects in Massachusetts, Maryland, and the District of Columbia.

Aspasia holds a master's degree in City Planning from Massachusetts Institute of Technology, a master's in landscape architecture from Louisiana State University and a Bachelor of Science from Athens University of Agriculture in Greece.





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THOMAS YEE, MUP

Advisor, Community Investment

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Thomas Yee is an Advisor, Community Investment at the Center for Community Investment. Previously, he was with the Low Income Investment Fund as the Initiative Officer for the LA THRIVES collaborative, focused on supporting equitable transit-oriented development and related cross-sector strategic efforts in Los Angeles County. Thomas had spent over a decade at the Little Tokyo Service Center, where he helped to launch the Sustainable Little Tokyo initiative and also developed over 200 units of affordable housing for low-income and special needs households. Thomas completed a Masters in Urban Planning from the University of Southern California. In 2018, Thomas was nominated for the UCLA Pritzker Emerging Environmental Genius Award.