

## ANN MORSE ABDELLA

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### EXPERIENCED AND SUCCESSFUL LEADER/TRANSFORMATION AND RESULTS

Results-oriented senior executive with diverse leadership experience in not-for-profit, government, and for-profit environments. Proven track record of success using creative approaches to innovation, community-building, systems change, collaboration, and performance improvement. Experienced in planning and data analytics, program development, public policy advocacy, population health improvement, clinical integration, health care reform, consumer engagement, contracting, and governance. An effective communicator who is well-spoken and recognized for strong ethics, integrity, perseverance, commitment, and respect for persons. A team player who gets things done based on a unique blend of experience as an executive director, operations leader, health planner, funder, entrepreneur, educator, marketer, cable television show host, grant writer, volunteer coordinator, webmaster, and consultant.

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#### *Areas of proficiency include:*

- Knowledge and understanding of public health, health care, and philanthropy
- Policy development, analysis, and advocacy
- Funds and proposal development
- Contracting and grants management
- Coalition building and collaboration including use of the Collective Impact framework
- Strategic and outcome based planning
- Program and system innovation
- Motivating staff, volunteers, and other stakeholders
- Identification and implementation of best practices; scaling and replicating programs/projects
- Corporation start-up
- Resource management and building financial reserves
- Organizational development and capacity building
- Report writing
- Data systems and health assessment
- Data driven evaluation cycles
- Population health planning: NYSDOH Prevention Agenda and Population Health Improvement Program
- Clinical transformation related to Affordable Care Act (ACA), Medicare Access and CHIP Reauthorization Act (MACRA), Delivery System Incentive Payment Program (DSRIP), and State Innovation Model (SIM)
- Value Based Payment: Health insurance payment and payer based strategies - Medicaid, Medicare, commercial, self-insured
- Integration of Social Determinants of Health into the health care delivery system
- Governance and board management
- Creative problem solving
- Managing multiple priorities
- Media and public relations
- Public speaking

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## EMPLOYMENT HISTORY AND KEY ACCOMPLISHMENTS

### **A<sup>2</sup> Associates, LLC, Jamestown, New York**

*Founder and President*

**2019 to present**

- Provides consulting and contracted rural health planning and evaluation services.
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### **Chautauqua County Health Network (CCHN), Jamestown, New York**

*Executive Director and Program Administrator,*

**2004 - 2018**

### **Chautauqua Integrated Delivery System, IPA, LLC (IDS), Jamestown, New York**

*Executive Director and Senior Policy Analyst*

**2004 - 2018**

### **Chautauqua Region Associated Medical Partners, LLC (AMP), Jamestown, New York**

*Executive Director and Organizer*

**2012 - 2018**

- Directed three health care network corporations with cumulative operating budgets totaling over \$2.5 million annually, with a shared staff roster of 11 full time equivalent staff and a variety of consultants. The shared networks assisted in the utilization management of over \$150 million in medical expenses annually for Medicare, Medicaid, and commercial insurances.
- Partnered with three boards of directors and their respective officers in establishing and guiding vision, mission, values, strategic directions and planning; development and management of policies and procedures; updating and enforcement of by-laws/operating agreements; coordination of operating committees; evaluation of each organization's annual performance; maintenance of corporate compliance; and management oversight for all staff, finances, and contracts. The three boards were comprised of 37 individuals; the boards range in size from 13-15 directors.
- Grew and diversified CCHN funding by 380% over the last eleven years, managing between 7-10 contracts each year. Cumulatively, CCHN was awarded and successfully managed over 30 federal, state, and foundation grants or subcontracts yielding direct investments of over \$7 million into the community. Initiated and led the transition to an outcome based contracting process for all subcontractors. Finished all eleven fiscal years well within program budget projections; all have received clean audits/financial compilations every year 2008-2017.
- Led the formation of two successful corporations that have created over 60 new full-time positions in the Chautauqua region.
  - Organized the community, planned for the development, and co-founded The Chautauqua Center, Inc., a New Access Point Federally Qualified Health Center between 2006 and 2012 when it opened as a self-sustaining enterprise that is currently generating nearly \$3 million annually in federal investment in the county.
  - Organized one of the first rural Medicare Shared Savings Program Accountable Care Organizations in the country (July 2012 start), achieved shared savings with consistently high quality scores, and returned \$3 million in earned savings in two years to the community. The partnership was unique nationally for its community health

approach and inclusion of skilled nursing facilities as members as well as service integration with key community based organizations.

- Created and provided on-going management of the Stan Lundine Health Care Professional Endowment since 2008.
- Participated actively in 8 national and state advisory committees/councils and nearly 20 regional and local coalitions focused on issues such as end-of-life care, long-term care, education, early childhood development, food security, transportation, health reform, health care policy, community health, chronic disease management, health information, workforce development, equity and disparities.
- Participated in various advocacy efforts including legislative visits in Washington and Albany either individually or through different associations, as well as engaging in local policy discussions. Experienced in drafting of comments, letters, white papers, etc.
- Structured and managed a Citizen Advisory Board made up of over twenty health serving agencies in the county charged with making recommendations to the boards concerning policies, practices and program initiatives based upon the advice of various committees and community based coalitions. This provided a mechanism for grassroots initiatives to reach organizational decision-makers and local policy-making bodies.
- Initiated and advocated for system and policy changes to the built environment, food security, workforce development, access to health care and insurance, population health management, consumer engagement, technology adoption, and clinical transformation. Efforts were immersed in the Social Determinants of Health and engaged over 70 local schools, churches, businesses, and municipalities in building Accountable Care Communities.
- Fostered three county-wide initiatives with partners using the Collective Impact Model as a framework for multi-sector planning, alignment, and change. Initiatives have included: clinical integration, Million Hearts®, and STEM education.
- Initiated county-wide health planning efforts that included assisting the County Department of Health in the development of five Chautauqua County Health Assessments and Community Health Improvement Plans, hosting several Community Conversations to inform those plans, advising NYSDOH on development of the *Prevention Agenda 2013-17 and 2018-2022*, leading the NYSDOH HEAL NY Phase 9 local health planning initiative, facilitating the preparation of 9 Health Professional Shortage Area renewal applications in partnership with NYSDOH, chairing the County Comprehensive Plan 2020 THRIVE Healthcare Focus Group, participating in the Western New York Population Health Improvement Program (PHIP) Steering Committee, and assisting with special projects such as development of the 2011 Long Term Care Needs Assessment and Strategic Plan and 2018 update.
- Maintained active involvement in the New York State Health Department Delivery System Incentive Payment (DSRIP) Program. Bridged the work locally of both regional Performing Provider Systems (PPS) by facilitating education, communication, technical assistance, planning, and provider engagement among 25-30 agencies across 15 different domain projects.
- Facilitated innovations in advance care planning through the Chautauqua Cares Coalition that CCHN created in 2004. This included development and maintenance of the first health care proxy registry in New York State that currently houses over 27,000 proxies as well as the integration of Palliative Care/Hospice services into the network.
- Led the creation and promotion of the Get Covered HelpLine health insurance information service from 2004-2013 which was converted to a Certified Application Counseling service for the *NY State of Health*, Health Benefit Exchange through 2017.

- Assembled and managed a suite of clinical transformation support services to assist 14 Primary Care Practices to advance toward achieving Meaningful Use criteria as well as various National Committee for Quality Assurance (NCQA) designations through the use of technology, informatics, and quality improvement tools. This included contracts for targeted federal, state, and foundation grants including the DHHS National Office of the Coordinator Regional Extension Center, Beacon and Federal Office of Rural Health Policy Quality Improvement and Outreach Programs; NYSDOH HEAL 10, EP2, Office of Rural Health; and Robert Wood Johnson Foundation Aligning Forces For Quality and New York State Health Foundation Meeting the Mark - generally meeting and often exceeding deliverable targets.
- Facilitated the clinical integration of an Independent Practice Association of 100 physicians and four community hospitals which expanded value-based contracting to include approximately 21,000 lives being managed; worked to promote provider engagement and align projects and quality measures among the local Medicaid Delivery System Reform Incentive Program (DSRIP) Performing Provider Systems, State Innovations Model (commercial contracts), and Medicare.
- Managed the establishment and maintenance of a local health information exchange in 2014 inclusive of population health management tools, secure messaging and referral, and maintained a close partnership with the Western New York Regional Health Information Organization HEALTHeLINK.

### **Chautauqua County Success By 6, Jamestown, New York**

*Director*

**2000-2004**

- Achieved principal objective of the Board of Directors and the Gebbie Foundation to turn the initiative around programmatically and financially, and to institutionalize it within the community as an initiative of the United Way of Southern Chautauqua County.
- Administered \$1.5 million in project and funding awards to community based organizations.
- Directed the strategic planning, restructuring, and realignment of initiative activities.
- Leveraged finances to support operations three years beyond donor expectations.
- Led local early childhood public policy education and advocacy efforts including expansion of Universal Pre-Kindergarten, expansion of prenatal home visitation program, and securing member item funding for the creation of the dental hygiene training program at Jamestown Community College.
- Facilitated the completion and dissemination of the *“Community Early Childhood Asset Assessment and Analysis for Chautauqua County”* in 2001.
- Administered a three-year community education campaign *“Read, Sing Play...a Child’s Mind Under Construction Won’t Wait”*.
- Partnered with the University at Buffalo School of Dental Medicine to promote children’s dental health and helped to build a sustainable outreach and utilization plan for the Success By 6 Mobile Dental Unit which targeted pregnant women, infants, toddlers, and school aged children with prevention education, screening and treatment services.
- Initiated a countywide advocacy and recognition program to encourage public playgrounds to provide developmentally appropriate play spaces for young children and those with disabilities.
- Produced profits from the *Young Child* magazine for reinvestment in the community.
- Improved communications within the early childhood community through the creation of an interactive website, list serves, conference calls, mailings, and meetings.

- Successfully managed over 100 volunteers to accomplish the work of the organization.
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**Chautauqua County Health Department, Mayville, New York**

*Senior Health Planner and Public Health Educator*

**1990-2000**

- Retained a 94% funding rate for grant requests during tenure.
  - Attained and administered between \$1-\$2 million in project and funding awards annually.
  - Co-facilitated the creation of the Investors' Support Group for public and private funders of human services in the county to coordinate funding strategies.
  - Led successful grassroots advocacy effort for Chautauqua County to become the second county in New York to ban point-of-purchase tobacco displays.
  - Created the "Kids First" mini-grant process that was embedded for several years at both the Northern Chautauqua and Chautauqua Region Community Foundations.
  - Created and coordinated the "Don't Make Decisions About Me Without Me" youth empowerment mini-grant program to incent targeted communities to engage their youth in local service and activity planning as a way of reducing teen pregnancies and other risky behaviors.
  - Expanded the Health Education division within the department from 1 to 5 FTEs in 3 years.
  - Earned 4 State and National Health Education awards for the department.
  - Researched, analyzed, wrote and published 3 county-wide Community Health Assessments and Municipal Health Service Plans.
  - Facilitated the creation of 9 health related coalitions and advisory committees.
  - Served on the leadership team dealing with a nationally recognized HIV crisis in 1997 by coordinating all press, public education, and community planning efforts.
  - Provided local oversight for the jointly funded Robert Wood Johnson and Kellogg Foundation planning initiative *Turning Point: Collaborating for a New Century in Public Health* 1998-1999.
  - Co-led the creation of Household Hazardous Waste collection events that are ongoing.
  - Received recognition from the CDC for the development of Project S.A.N.D. - Safe Accessible Needle Disposal program.
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**Seneca Nation of Indians, Salamanca, New York**

*Health Educator, Wellness Director, and Health Planner*

**1986-1990**

- Maintained reporting systems and supervised data retrieval to develop and evaluate over \$8 million worth of health plans and project proposals.
  - Developed and oversaw a strategy to rationalize unspent funding obligations in the Contract Health Insurance program and recouped over \$1 million.
  - Created a comprehensive health education and wellness program including weight loss, physical fitness, children's camps, after school programming, diabetes clinics and education, home visiting, childbirth education, stress management, injury control, and substance abuse programming for employees and the community's 8,000 people.
  - Created a staff development series with Jamestown Community College to train in organizational behavior, group facilitation, time management, presentation planning, and public speaking.
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## OTHER PROFESSIONAL EXPERIENCE

### **Time Warner Cable, Jamestown, New York**

*Cable Show Host*

1997 – 2008

Produced and hosted a 30-minute monthly health education television series called “The Women’s Health Show” featuring interviews with local health care professionals.

### **Robert H. Jackson Center, Jamestown, New York**

*Webmaster*

2003-2004

Redesigned and managed website content including photo and document archives, video streaming, and simulcasts.

### **Jamestown Community College, Jamestown, New York**

*Adjunct Professor*

2003

Taught credit bearing course in early childhood health and development.

### **Western New York Physical Therapy, Jamestown, New York**

*Exercise Specialist*

1985-1986

Evaluated patient fitness, prescribed exercises, designed specialized programs, and oversaw patient billing.

### **Virginia Farm Bureau, Richmond, Virginia**

*Wellness Director*

1984-1985

Created, coordinated, and promoted all activities pertaining to the “Life-Line” Wellness Program serving 250 in-house employees and over 20,000 farmers and agri-business members throughout the 88 counties in Virginia.

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## EDUCATION

College of William and Mary, Williamsburg, Virginia (B. A.)

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## PROFESSIONAL AND CIVIC AFFILIATIONS

Jamestown Empire State Poverty Reduction Initiative (ESPRI) Steering and Evaluation Committees, 2016 to present

Health Resources and Services Administration, Federal Office of Rural Health Policy Care Coordination Policy Workgroup, July 2016 to December 2018

Rural Policy Research Institute Rural Health Value Care Redesign Learning Action Network member, January 2016 to December 2018

National Rural Health Association, Special Interest Advisory Group dedicated to Advance Payment Model and Delivery System Redesign, October 2015 to present

National Rural Assistance Center Advisory Board member, July 2015 to present

National Quality Forum’s Rural Health Expert Panel for the Quality and Cost Efficiency Measurement Efforts Directed at Small-Practice and Low-Volume Providers Project, 2015

Patient-Centered Outcomes Research Institute Pipeline to Proposal Tier 1 Application Reviewer, 2015  
New York State Rural Health Council Member, appointed 2014 to 2017  
New York State Assemblyman Andrew Goodell, Assembly District 150, local advisor regarding  
Health Committee Legislation, 2016-2017  
Chautauqua County Education Coalition, 2013 to present; Executive Committee 2014 to present;  
current Treasurer  
New York State Health Improvement Plan Ad Hoc Committee, 2012 to 2018  
Univera Community Health Advisory Committee, 2012 to 2015; committee transitioned to Your Care,  
2015 to 2018  
School of Public Health and Health Professions at the University of Buffalo, Dean's Community  
Advisory Council, 2012 to 2016  
P<sup>2</sup> Collaborative of WNY Public Policy Committee, 2012 to 2014  
WNY Regional Economic Development Council Workgroup on Health, 2011-2012  
National Rural Health Association member 2010-present  
The Chautauqua Center Board Member 2010 to 2015; Secretary/Treasurer, 2010-2013; Finance  
Committee 2010-2018  
Chautauqua County Chamber of Commerce Board Member, 2010-2018; Treasurer 2014 to 2016;  
Secretary 2017 to 2018  
Northern Chautauqua Local Economic Development Health Cluster, 2015 to 2018  
Jamestown City Council Health Care Action Team, 2010 to 2018  
New York State Association for Rural Health Board Member 2009-2015; Co-chair Legislative  
Advocacy and Conference Committees 2013-2015; Finance Committee 2013 - 2015; Policy  
Committee Member 2013 to present; Association Member 2007-present  
Western New York Community Health Planning Institute Steering Committee, 2009-2012  
Chautauqua County Long Term Care Council, 2009 to 2015; 2017-2018  
Health Foundation of Western & Central New York Fellows Action Network 2008-present  
Oishei Foundation Leaders Network, 2008-present  
Chautauqua County Partners for Prevention Coalition, 1994 - 2011; Co-founder in 1994;  
Co-Chair 2006-2011  
Maternal & Child Health, Inc. Board Member, 2004-2014  
Jamestown Audubon Society Board, 2003 to 2010; Board Chair, 2007-2009;  
Chair of Development Committee, 2005-2007; Strategic Planning Committee 2008 to present  
Chautauqua Region Community Foundation Member, 2000 to 2017  
Chautauqua Leadership Network Member, 1998 to present  
Chautauqua County Traffic Safety Board, 1997 to 2010  
Chautauqua County Chapter of the American Red Cross Public Relations Committee, 2006 to 2008  
Chautauqua County Association for the Education of Young Children Board, 2000 to 2004  
Robert H. Jackson Center, Education Committee Chair, 2002-2003  
Chautauqua County Health Association, Secretary, 1989-1999  
American Cancer Society Board, 1987-2000

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### PROFESSIONAL AWARDS

2018 Health Resources & Services Administration, "*Rural Health Impact Champion*" and "*Rural Health Innovations in Health Care Delivery Honorable Mention*" Awards for leading Million Hearts® and CHQ 250-*Doing Our Part to Save Hearts*" for Chautauqua County (on behalf of CCHN)

2016 National Association of Area Agencies on Aging (n4a), *"Aging Achievement"* Award for *Chautauqua Health Connects*, in partnership with Chautauqua County Office for the Aging  
2015 P<sup>2</sup> Collaborative of Western New York, *"Spotlight on Population Health Improvement (SOPHI)"* Award for Chautauqua County (on behalf of CCHN)  
2014 P<sup>2</sup> Collaborative of Western New York, *"Western New York County Health Rankings Spotlight Recognition"* (on behalf of CCHN)  
2013 Jamestown Chamber of Commerce, *"Service to Humanity"* Award (on behalf of CCHN)  
2009 Chautauqua County Home Care Association, *"Home Care Recognition"* Award  
2007 Jamestown Chapter of Zonta, *"Women in Leadership"* Award  
1998 National Organization of Adolescent Pregnancy Parenting and Prevention, Inc. (NOAPP) *"Innovative Programs"* Award  
1995 New York State Department of Health, Health Education Award - *"Project SAND"*  
1995 New York State Department of Health, Health Education Award of Excellence - *"5 A Day Basket Exchange"*  
1994 New York State Department of Health, Health Education Award - *"Paint Exchange Program"*  
1993 American Cancer Society *"Life Saver"* Award  
1991 American Cancer Society *Volunteer of the Year*, Chautauqua County Unit

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#### PROFESSIONAL PRESENTATIONS

Understanding the Rural Landscape: Learning Institute, Centers for Disease Control and Prevention, Atlanta, GA, 2017  
Sustainable Network Model: Strengthening Your Core, Federal Office of Rural Health Policy Rural Health Network Development Planning Webinar, 2017  
Accountable Care 2.0: Identified Policy Gaps for Rural Networks panelist, National Rural Health Association Accountable Care Policy Summit, Washington, DC, 2017  
Strategies for Leveraging Community-Level Resources and Addressing Beneficiaries' Social Needs, panelist CMS Medicare Shared Savings Program ACO Learning System, webinar, 2016  
Accountable Care Organizations (ACO): Not Just for Urban Anymore, National Rural Health Association Annual Conference, Minneapolis, MN, 2016  
ACO Lessons Learned-One Year Later, panelist National Rural Accountable Care Consortium Rural ACO Summit, Washington, DC, 2016  
Panel on Insights and Reflections from Three Successful Medicare ACOs, CMS Region II In-Person Learning Collaborative, Princeton, NJ, 2015  
The Strength of Federal Office of Rural Health Policy Funding: Leveraging Funds to Create Change, National Rural Health Association Annual Conference, Philadelphia, PA, 2015  
Experience From The Field: Challenges, Opportunities and Lessons Learned about Forming and Participating in an ACO, panelist, National Rural Accountable Care Consortium Rural ACO Summit, Washington, DC, 2015  
Spotlight Talk-Success of the Rural Extension Model in Clinical Transformation, Align: A Summit on Increasing the Value in Health Care, Robert Wood Johnson Foundation Aligning Forces for Quality, Washington, DC, 2014  
Chautauqua County: A Transitioning Rural Medical Neighborhood, New York State Bar Association Health Law Section Fall Meeting, Albany, NY, 2014



Advancing Accountable Care Organizations in Medicaid: A Learning Collaborative – Phase Two- Engaging Rural Providers, Center for Health Care Strategies, Inc. State Medicaid Directors’ Learning Collaborative webinar, 2014

Chautauqua Region’s Emerging ACO, New York State Leading Age Annual Conference, Saratoga, NY, 2014

County Health Rankings & Roadmaps video Spotlight for Western New York, Robert Wood Johnson Foundation, Washington, DC, 2014

Gain Insight from 250 Hospital Executives and One Highly Successful ACO, HIMSS13 Conference & Exhibition, New Orleans, LA, 2013

Chautauqua Region’s Rural ACO: A Transitioning Medical Neighborhood, State Hospital Improvement Program Technical Assistance webinar, Rural Hospital Participation in Accountable Care Organizations (ACOs) and Patient-Centered Medical Care Homes, National Rural Health Resource Center, webinar, 2013

Accountable Care Communities: Evolving Solutions for Integrated Health and Human Services, The Stewards of Change 8<sup>th</sup> Annual Symposium, Baltimore, MD, 2013

Evolving to ACOs through Clinical Integration Programs: Chautauqua Region’s Emerging ACO, New York State Association for Rural Health Annual Conference, Ellicottville, NY, 2013

Chautauqua’s Emerging ACO, New York State Rural Health Council October Meeting, 2013

Primary Care Access in Rural New York – New Partnerships for Action, Healthcare Association for New York State Rural Hospital Conference, Syracuse, NY, 2012

Improving Outcomes through Innovative Care Transition Programs, HRSA Office of Rural Health Policy Rural Health Care Services Outreach Annual Grantee Meeting, Washington, DC, 2012

Sustainability Planning: Leadership Panel, HRSA Office of Rural Health Policy Small Health Care Provider Quality Improvement Program Grantee Meeting, Washington, DC, 2012

Engaging Practices in Ambulatory Quality Improvement: Core Strategies for Sustained Improvement Panel, Robert Wood Johnson Foundation Aligning Forces for Quality National Meeting, Washington, DC, 2010

Improving Access to Dental Care for Children, Children’s Defense Fund Annual Conference, New York City, 2001

Community Building For Youth, Turning Point Conference, Robert Wood Johnson/Kellogg Foundations, Chicago, Illinois, 1999

Tobacco Control and Women’s Health, National Women’s Rights Historic Park Memorial Sesquicentennial Celebration, Seneca Falls, New York, 1998

Debriefing on Community Crisis Management Following Nationally Recognized HIV Incident, Centers for Disease Control and Prevention, Atlanta, Georgia, 1997

Executive in Residence, Health Service Administration Program, Alfred University, Alfred, New York, 1997