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Local universities embrace flexibility as another COVID school year approaches.



# ROCHESTER BUSINESS JOURNAL

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ROCHESTER BUSINESS JOURNAL

# POWER

# 30

# Health Care

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## Growth remains a goal for The Bonadio Group

By KEVIN OKLOBZIJA

From the outside looking in, the growth goal laid out within The Bonadio Group's five-year strategic plan would appear to be quite ambitious.

"It is quite ambitious from the inside looking out, too," CEO Bruce Zicari admitted.



Zicari

Still, two years into that five-year plan — launched in 2019 not long after Zicari took over as CEO — the firm is well on its way to hitting its

target of \$225 million in annual revenue by 2024.

Organic growth of 9 percent each of the past two years in its core sectors of accounting and consulting, carefully pinpointed acquisitions, widening reliance on its outsourced accounting practice and client gains within its cybersecurity and IT consulting practice are contributing to increases in revenue.

"Growth allows you to stay competitive," Zicari said. "When you grow, you provide tremendous opportunity to all of your people, you provide more in-depth resources to all of your clients and you're able to keep up with technology and change within the industry."

Cybersecurity services are likely to continue to gain traction. Nothing is of greater concern to accounting firms than protecting data and client privacy.

"That's the one thing CPA firms worry about most, keeping their information safe and secure," Zicari said. "We've built a world-class practice, we've built some phenomenal resources that can compete with anyone on a national basis."

Who would know more about the needs of an accounting and consulting firm than an accounting and consulting firm?

"When we go to pitch our services, we have credibility," Zicari said. "They've heard of us, they know us and we certainly understand their business

## Elm Ridge Center reborn thanks to Wegman Cos. Inc.

By KEVIN OKLOBZIJA

As Jay Wegman would pull into Elmridge Center on his way to Red Fedele's Brook House in recent years, he'd gaze at what once was a vibrant shopping plaza and wonder if there could ever be a revival.

A quick-trip shopping hub in the 1990s and into the 2000s, Elmridge provided a lot of life's essentials in one place.

But a downward spiral to bank foreclosure began when Tops Friendly Markets bolted from its anchor location in 2012. The downfall then accelerated rapidly when Sam's Club pulled the plug to start 2018, and when Office Max shuttered operations in 2019, just one anchor tenant, Walmart, remained.

Over that same time span, smaller businesses, no longer the beneficiary of traffic lured in by the anchor tenants,

closed their doors. And with income from tenant leases disappearing far too rapidly, the plaza ended up in receivership with the lender.

Wegman said he would always have two prevailing thoughts as he looked at the vacant storefronts and dodged potholes:

- 1) "What a shame," and
- 2) "Is somebody ever going to try to bring it back?"

Finally, after years of asking that question, he found his answer when he looked in the mirror.

Tired of seeing the remnants of what once was, and believing his family's development firm could recreate the plaza as a destination for retail, dining, recreation and even light manufacturing, Wegman Cos. Inc. (no relation to the supermarket chain) bought a significant portion of the shopping center in February and slightly altered the name

to Elm Ridge Center.

A Dallas real estate investment firm, Tabani Acquisitions, had purchased the 468,000-square-foot plaza but sold 350,000 square feet to Wegman Cos., keeping only the Walmart building and the outparcels along West Ridge Road.

"We're very happy to see Elm Ridge Center coming back to life," said Scott Copey, director of planning and economic development for the town of Greece.

Redevelopment of the plaza had been a priority for the town for years. The vast nothingness wasn't exactly an advertisement for economic vitality, and the disappearance of commerce meant fewer tax dollars were being collected.

So to enhance a rebirth, the town changed zoning, Copey said, to allow a finite amount of light manufacturing

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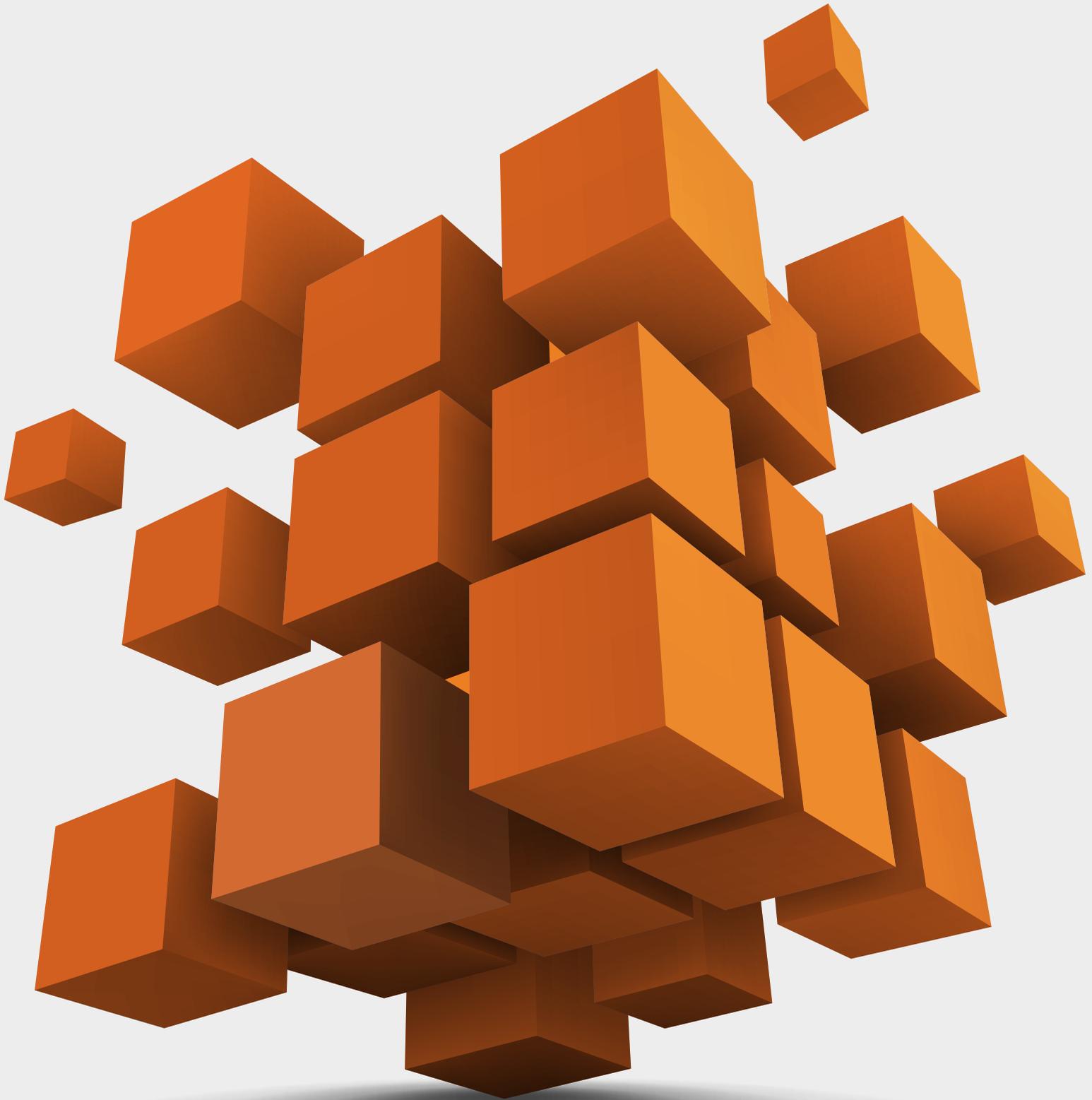


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**POWER**

**30**

**Health Care**



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Thank you for your hard work, dedication, and commitment to our industry, and congratulations to all this year's honorees.



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Presenting the Power 30 Health Care



The Rochester Business Journal's inaugural Power List program continues this week with our Power 30 Health Care.

The list includes individuals who have spent the past 18 months protecting the Rochester community in the face of a deadly pandemic.

The people on this list have helped Rochester's health care community reimagine itself rapidly to keep patients and staff safe. They have pushed innovation

forward to deal with the challenges of COVID-19. They have kept up with ever-changing protocols, requirements and recommendations and have led the way through a period of tremendous uncertainty.

As with our previous Power Lists, this one is presented in alphabetical order. And again, rather than tell you about all of these power players' accomplishments and accolades, we decided to give them a chance to tell you more about themselves through their answers to a few different questions.

I welcome any feedback you have at bjacobs@bridgetowermedia.com.

—Ben Jacobs, Associate Publisher and Editor



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"To my dedicated and hardworking staff, at all 13 Hurlbut Care Communities, I would like to say THANK YOU. This recognition belongs to all of us."

Robert W. Hurlbut, President of Hurlbut Care Communities

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## JOSE ACEVEDO

PRESIDENT & CEO, FINGER LAKES HEALTH  
YEARS IN CURRENT ROLE: 11



### What do you enjoy most about your role?

As a physician leader, to increase access to services in our four counties and bring superb staff to pursue our mission of preventive care and wellness is something that I most enjoy. I take so much pride in it. We have established and grown so many primary care practices and specialty care services including dermatology, cardiology, orthopedic surgery and so many others.

### What has been the biggest challenge you've dealt with over the past year?

Without a doubt, the uncertainty of finding a cure for the coronavirus, then getting a vaccine that works and procuring enough vaccines for our entire

community has been the biggest professional challenge. In addition, not being able to have families visit patients and residents for such a prolonged period of time.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

The biggest changes in health care, in the near term future, involve the entry of large, private, for-profit corporations (such as Amazon and others) into the health care industry competing for limited health care resources and dollars with hospitals.

### What community organizations do you support as a volunteer and why?

For several years, I have advocated to increase the graduation rates at our local high schools. I believe that so many social determinants of health could be solved if we provide more education. We know the first step is to complete high school.

### What are you most looking forward to doing as COVID restrictions ease?

As COVID-19 restrictions ease, I am most looking forward to visiting family and friends, not only in the United States, but also in Puerto Rico and Spain.

## MARCO C. ALTIERI

CEO, ALL-AMERICAN HOME CARE  
YEARS IN CURRENT ROLE: 6



### What do you enjoy most about your role?

Being trusted with the opportunity to assist the most vulnerable members of our community to ensure their health and safety.

### What has been the biggest challenge you've dealt with over the past year?

Continuous operation without pause during the pandemic.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

Costuming to provide services to people in a challenging climate and addressing all the needs of the aging population.

### What community organizations do you support

#### as a volunteer and why?

ARC of Monroe — I am deeply passionate about serving people with developmental disabilities. NYS DECA — I believe in the development of young entrepreneurs.

### What are you most looking forward to doing as COVID restrictions ease?

The ability to reconnect with clients and staff face-to-face.

## MICHAEL JOHN APOSTOLAKOS

CHIEF MEDICAL OFFICER, UNIVERSITY OF ROCHESTER MEDICAL CENTER  
YEARS IN CURRENT ROLE: 4



### What do you enjoy most about your role?

What I enjoy most about my role is that the major responsibility of a Chief Medical Officer is to assure the highest quality care for all of our patients. It's a challenging and critical responsibility. It's a privilege and an honor to do so.

### What has been the biggest challenge you've dealt with over the past year?

The biggest challenge in the past year has been the unprecedented COVID-19 pandemic. Assuring patient, faculty and staff safety remained a priority while providing care for critically ill COVID-19 patients while at the same time caring

for patients with non-COVID-19 illness. Our faculty and staff did an outstanding and remarkably selfless job caring for our patients and community. I couldn't be more proud.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

The biggest changes in health care will include more telemedicine and patient convenient care, as well as having a focus on reducing health disparities and assuring health care equity for all.

### What community organizations do you support as a volunteer and why?

I volunteer on the board of the Monroe County Medical Society in order to regularly meet with other leaders to help assure the best health care for our county.

### What are you most looking forward to doing as COVID restrictions ease?

Spending more time with friends and family in person!

## KEVIN CASEY

PRESIDENT, ROCHESTER GENERAL HOSPITAL  
YEARS IN CURRENT ROLE: 3.5



### What do you enjoy most about your role?

The people. Rochester General has been a part of my life since I was 6 years old when I used to come to work with my father, physician and former medical director at RGH. I am privileged to work for the people who work here. I love to hear their stories, the notes from patients and how these people impact lives.

### What has been the biggest challenge you've dealt with over the past year?

Facing down the barrel of a surge we knew was coming and knowing that it would strain us. Facing uncertainty, facing fears and the incredible people who met that challenge — the toll it took on them,

their emotional and physical fatigue, their pain, both personal losses and professional losses.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

Health care experienced monumental changes in 2020, so recovering from 2020-2021 will be about rebuilding better — using the lessons we learned through the pandemic to deliver better; expanding access to communities where social disparities historically received less care; delivering care the ways that patients want it, virtually or in person, in patient homes rather than hospitals or skilled nursing facilities; focusing on access to mental health care and addressing drug addiction and dependency.

### What community organizations do you support as a volunteer and why?

My wife, a pediatrician, and I are supporters of Intervol — an exceptional charity that connects unused medical supplies to the neediest and provides volunteer opportunities for medical professionals. Whether in Haiti, Jamaica, Belize or Western New York, Intervol has provided medical humanitarian relief.

## CATHERINE (KATE) CERULLI

PROFESSOR OF PSYCHIATRY, UNIVERSITY OF ROCHESTER; DIRECTOR, LABORATORY OF INTERPERSONAL VIOLENCE AND VICTIMIZATION & THE SUSAN B. ANTHONY CENTER



### What do you enjoy most about your role?

I enjoy being part of teams that try to find solutions to difficult problems. Often people approach problems seeking simple solutions. In reality, people face problems within the context of social determinant of health challenges. It is not simply that a patient doesn't show for an appointment, it is that the patient missed the appointment because of a lack of child care, transportation and a job that is not easy to take time off from during 9-5. It is hard, but we must find creative solutions.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

Many of my colleagues have been on the front lines fighting COVID-19 at great expense to themselves and their families. Those that don't provide medical care have been also working hard addressing COVID's impact on other social determinants of health. The need for mental health treatment has escalated during COVID and will likely continue to increase. We need to grow the pool of trained mental health providers, increase the diversity of mental health professionals and deliver the care outside hospital and clinic walls where patients work and live. Employee Assistance Programs are one such example of helping people where they are.

### What community organizations do you support as a volunteer and why?

I have been involved in the Crisis Nursery, housed at the Center for Youth, since 1999 providing care to families for emergency overnight child care — 24/7, free and no questions asked. Families come to us for all kinds of reasons: parental or sibling illness, mental health challenges or simply needing a respite from parenting. We fill the gap in care extended families used to.

## AMY CRAIB

EXECUTIVE VICE PRESIDENT, CHIEF SERVICE LINE OFFICER, ROCHESTER REGIONAL HEALTH  
YEARS IN CURRENT ROLE: 3



### What do you enjoy most about your role?

I truly value the impact my work has on the community at large and on each member of the community. Our community is fortunate to have excellent health care and I enjoy being a part of it and helping to ensure we continue to offer the very best care to the region.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

The health care industry is rapidly changing. Over the next 3-5 years I think we can expect to see growing telemedicine and other digital transformation enabled by interoperable data. I also believe health care will continue to migrate toward sustaining well-being rather than responding to illness.

### What are you most looking forward to doing as COVID restrictions ease?

My family lives across the country and we have not gotten to spend time together as a result of COVID. I am very much looking forward to spending time with them again.



**Michael S. King**  
President and CEO

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to Michael King  
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## ANDREA DEMEO

PRESIDENT & CEO, TRILLIUM HEALTH  
YEARS IN CURRENT ROLE: 7



### What do you enjoy most about your role?

I most enjoy seeing the difference our team members are making in the thousands of lives they touch each year. Our direct patient care team, pharmacy, program staff and our support staff who keep our lights on and doors open enrich and save lives with the work they do. Every day, our team upholds Trillium Health's mission to provide extraordinary care for all — always. I'm honored and humbled to lead our team who ensures the essential needs of our patients and clients are met, all while providing health care and supportive services that instill dignity, courage and hope.

### What has been the biggest challenge you've dealt with over the past year?

COVID-19. At the beginning of the pandemic, we quickly ensured we could continue providing care to our patients while keeping our staff safe. Our team's innovation enabled us to turnkey operations to ensure our patients continued to receive medications, health care and essential services. We proudly responded to community need and launched onsite COVID-19 testing to address the lack of access to testing disproportionately affecting communities of color, and partnered with organizations such as the Urban League of Rochester, Father Tracy Advocacy Center, Rochester Housing Authority and RTS to bring testing and vaccinations into our community through our mobile access clinic.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

Health care will continue to change with the consumer-led environment we've seen accelerated by COVID-19. The regulatory and reimbursement environment must keep pace with health care models that improve access to care for all that is efficient, high-quality and cost-effective.

## STEVEN GOLDSTEIN

PRESIDENT AND CEO, STRONG MEMORIAL HOSPITAL AND HIGHLAND HOSPITAL



Goldstein has been at Strong Memorial Hospital since 1996, after leaving his role as president and CEO of Rochester General Hospital to join the University of Rochester's flagship medical facility. He took over stewardship of Highland Hospital as well soon after that.

Goldstein directs all aspects of the hospitals' operations and he has helped grow Strong into an award-winning hospital with more than 39,000 annual admissions.

Between them, Strong and Highland hospitals employ more than 16,000 people and had more than 53,000 admissions in 2019.

Goldstein has served on the American Hospital Association's board of trustees. When the country was shaping health care reform, he took part in determining efforts hospitals could take to find savings in the health care delivery system.

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Power 30 Health Care Leader

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## JANICE HARBIN

PRESIDENT AND CEO, ANTHONY L. JORDAN HEALTH CORP. (JORDAN HEALTH)  
YEARS IN CURRENT ROLE: 8.5



### What do you enjoy most about your role?

I have been in community health care for nearly 40 years. Community is the heart and passion that drives all we do at Jordan Health. The fulfillment and joy you receive daily from your patients, teammates and community is immeasurable. It's been life-changing to ensure that quality health care is available for the patients who enter through Jordan doors.

### What has been the biggest challenge you've dealt with over the past year?

Over the past year with the pandemic, we were challenged on how to navigate in-person care for some of our complex patients and move forward significantly with a telemedicine model for others.

We continue to find the balance between in-person and telehealth, especially since telephones are the primary avenue for telemedicine for a significant number of the patients we serve.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

Connectivity. Both urban and rural underserved communities must be prioritized to ensure that the patients served in community health centers, like Jordan Health, have the technology to navigate innovation care.

### What community organizations do you support as a volunteer and why?

I am a Rochester Rotarian and a member of our School #8 Scholarship Program. Helping students to navigate the world of opportunities enabled me to grow with them.

## JOSEPH HART

EXECUTIVE DIRECTOR, ROCHESTER SITE OPERATIONS, BAUSCH + LOMB  
YEARS IN CURRENT ROLE: 20



### What do you enjoy most about your role?

I am surrounded by an incredibly talented group of professionals at Bausch + Lomb, many of whom I consider friends. I believe it is because of the wide-ranging talent, and the strong relationships that we have as a team, that have allowed us to accomplish many wonderful achievements over the years.

Additionally, as the site lead, I strive to offer an environment that enables our Rochester team to grow, thrive and be recognized for their work. Celebrating our accomplishments is important as it demonstrates our continued progression in delivering our company's mission and vision together.

### What has been the biggest challenge you've dealt

with over the past year?

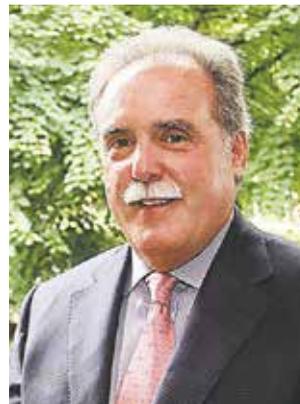
Navigating the ever-evolving COVID-19 pandemic was not only the greatest challenge of the past year, but I think it could quite possibly be one of the greatest challenges of my career. Since the onset of the pandemic, we have been doing all we can to help ensure the safety and well-being of our customers, patients and employees. We have also continued to review and take all necessary measures to ensure the stability and consistency of our product supply to ensure we can continue to provide patients with the eye health products and services they need.

### What are you most looking forward to doing as COVID restrictions ease?

Since 2018, the Bausch + Lomb Rochester facility has been working on a building expansion that will contain new production lines to support the manufacture of our latest Bausch + Lomb INFUSE® contact lens. The construction of the new building is complete, and I look forward to starting up production lines later this year. I also look forward to having more face-to-face meetings and our annual employee picnic.

## ROBERT W. HURLBUT

PRESIDENT, HURLBUT CARE COMMUNITIES  
YEARS IN CURRENT ROLE: 31



### What do you enjoy most about your role?

The enjoyment I get from my role as president of Hurlbut Care Communities comes from taking care of the elderly. I've always felt that we in the United States don't treat our aging population with the same respect as other cultures. The contributions this generation has made to our society, and all that they have endured; I just really feel that they deserve the very best care in their community, when they need it. Overseeing 13 homes, employing over 1,400 staff, and knowing that seniors will be well taken care of in our facilities. That really what it's all about for me.

### What has been the biggest challenge you've

dealt with over the past year?

The biggest challenge was, and is, the pandemic and how it was handled. The nursing home industry was unfairly vilified by politicians and the media. Having said that, during the second wave of COVID-19 in 2020 we partnered with the University of Rochester Medical system, and my staff helped to save over 160 residents that we took directly from the hospitals, assisted living facilities and home. These residents are alive today because of the care that we provided in our nursing homes.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

I really hope that it's funding, legislation and employment incentives. The nursing home industry has not seen a Medicaid rate increase in the past 14 years. The fact that we have to go to court to stop the NYSDOH and the governor from reducing our Medicaid rates is a perplexing problem. These governing bodies need to increase the Medicaid rates to our state's nursing homes.

## MICHAEL KING

PRESIDENT/CEO, JEWISH SENIOR LIFE  
YEARS IN CURRENT ROLE: 6 (16 YEARS WITH JSL)



### What do you enjoy most about your role?

I love being part of a collaborative, forward-looking organization. I enjoy spending time with our elders and learning about their lives and experiences. I love that our culture inspires passion for our elders, patients and clients. Our dedicated and caring staff is also something that I love about my role. Being able to lead such an impressive and committed team of heroes during the pandemic is something I will always remember and never forget.

### What has been the biggest challenge you've dealt with over the past year?

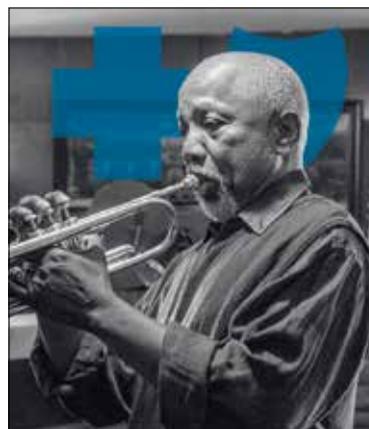
Obviously fighting the battle against COVID-19 was our biggest challenge. Our entire focus from board members and leadership team, to our front line heroes was keeping all the elders at JSL safe, healthy and engaged. We all worked together in our successful fight against the nasty virus with this singular focus on our elders and patients.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

I believe the biggest challenge facing health care over the next 3-5 years will be the workforce struggles many are facing. Our community and state must focus attention of how we can staff our hospitals, senior living communities and nursing homes so that the Rochester area can continue to be known nationally for the collaborative, innovative and high quality of health care services.

### What community organizations do you support as a volunteer and why?

I am a board member of both the Mary Cariola Center and the Rochester Chapter of the Alzheimer's Association. I love both organizations and their missions.



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## JEFF MARKIN

CEO, EHEALTH TECHNOLOGIES



Markin spent 26 years at Eastman Kodak Co., holding positions in manufacturing, R&D, product-line management, regional general management and divisional general management. That included leading Kodak's health care information technology group as a corporate officer.

Markin served as vice president and chief operating officer of Bio-Optronics before joining eHealth Technologies. His responsibilities at Bio-Optronics, a leading health care information technology company that focuses on workflow optimization, included building the support and services team as well as directing the roadmap and commercialization of their flagship CTMS

product.

Markin also served as president and CEO of VirtualScopics for eight years. He is a member of the Dean's Advisory Board for the College of Engineering and the Chairman's Advisory Board for the Department of Biomedical Engineering at the State University of New York at Buffalo. He received his MBA from the University of Rochester, William E. Simon Graduate School of Business, and holds a Bachelor of Applied Science in Industrial Engineering from the State University of New York at Buffalo. In his spare time, he enjoys spending time with his family and is an avid runner.

## ROBERT MAYO

CHIEF MEDICAL OFFICER, ROCHESTER REGIONAL HEALTH  
YEARS IN CURRENT ROLE: 8



**What do you enjoy most about your role?**

It is gratifying to find systemic solutions that improve the work of employees and providers while improving the quality of care of patients.

**What has been the biggest challenge you've dealt with over the past year?**

Certainly the pace of change during the COVID-19 pandemic was very challenging. Keeping the entire health system moving in a coordinated fashion required significant effort by leaders at all levels throughout the organization.

**What do you see as the biggest changes in the health care industry in the next 3-5 years?**

The broader use of technology will continue to grow. This will likely take several forms such as: telehealth; advanced home care options; electronic patient education; and patient interfaces with the electronic medical record.

**What community organizations do you support as a volunteer and why?**

I am a firm believer in giving back to the community. I am a United Way volunteer because of the United Way's commitment to serving a broad scope of needs across the community. They are an amazing organization that does a great deal of good through mobilizing thousands of volunteers and donors for the greater good. During the past 18 months, I have volunteered on the city of Rochester's Race Equity and Leadership COVID-19 Rapid Response Team. I support this effort because of their commitment to eliminating many community inequities. I also spend a great deal of time volunteering in The Church of Jesus Christ of Latter-day Saints. I believe in the church's emphasis on service and compassion.

**What are you most looking forward to doing as COVID restrictions ease?**

I look forward to spending more time with family and friends.

## MICHAEL MCRAE

PRESIDENT/CEO, ST. ANN'S COMMUNITY  
YEARS IN CURRENT ROLE: 7



**What do you enjoy most about your role?**

I love working with our team who is so passionate and dedicated to serving older people. The roads we drive on and the buildings we work in were built by the people that we care for — they provided us the foundation of everything we enjoy today. To be able to directly impact the lives of those we serve, while joining with community members to help shape services for the future, is very gratifying. When I say we are "Caring For the Most Important People On Earth," I truly mean it. Working with older people is a privilege that I am thankful for every single day.

**What has been the biggest challenge you've dealt with over the past year?**

The biggest challenge our organization has dealt with over the past year is the COVID-19 pandemic and its effects on the most vulnerable population: our elders. At the height of the pandemic, balancing the well-being of our residents, alongside our direct care workers and their safety, posed its obstacles. This intensified direct care workforce challenges, however, with trust in the vaccine, and remaining vigilant on everyday safety precautions, I'm confident that St. Ann's Community will continue to be the employer of choice for the Greater Rochester area.

**What do you see as the biggest changes in the health care industry in the next 3-5 years?**

As the age of our population continues to grow, so does the need for health care. Over the next 3-5 years we will see a large influx of Baby Boomers needing care — one of the largest generational groups to date. That said, the number of elderly in our society is on pace to exceed the number of direct care workers who would be available to care for them. To stay ahead of this, health care employers need to build up their skilled workforce by attracting new segments of the working population with a model that values both retention and growth to create life long careers.

## MICHAEL MENDOZA

COMMISSIONER OF PUBLIC HEALTH, MONROE COUNTY  
YEARS IN CURRENT ROLE: 5



**What do you enjoy most about your role?**

I enjoy the privilege and responsibility of serving Monroe County, providing education and guidance to help people and families lead a healthy life and supporting the development of systems and services that enhance public health.

**What has been the biggest challenge you've dealt with over the past year?**

The COVID-19 pandemic has been the greatest challenge for many of us, and the same is true for myself and my team at the Health Department. My team has risen to the occasion, working long hours amidst a constantly changing pandemic, and I am extremely grateful for their time and

service.

**What do you see as the biggest changes in the health care industry in the next 3-5 years?**

How we emerge from this pandemic will be our legacy in health care. We have long needed a stronger and more integrated mental and behavioral health system, and if we do not set our sights on that in the wake of this pandemic it will be the greatest missed opportunity of our generation.

**What community organizations do you support as a volunteer and why?**

I am fortunate to serve a number of community organizations, but serving as Vice Chair of the Board of Willow Domestic Violence Center of Rochester has stood out for me as among my most meaningful commitments, especially during the pandemic. The last 20 months have been challenging for everyone, and this is especially true in homes and families that are impacted by domestic violence and threats to safety.

## WADE NORWOOD

CEO, COMMON GROUND HEALTH  
YEARS IN CURRENT ROLE: 3



### What do you enjoy most about your role?

As the leader of the health research and planning organization for the nine-county Rochester-Finger Lakes region, I have the privilege of working with a staff that finds powerful ways to leverage our data, analytics, community engagement and convening to find common ground on complex health issues. I greatly enjoy helping foster collaboration that results in real solutions to improve health care and health equity — and to control medical costs — in our region.

### What has been the biggest challenge you've dealt with over the past year?

Like everyone else, dealing with the impact of COVID-19 has been my greatest challenge. Responding to this public health emergency — and getting vaccines in people's arms — has been a full-court press at Common Ground, as the pandemic has shone a bright light on health inequities and how urgently we need to reinforce our commitment to addressing housing, education, employment, transportation and other social determinants of health.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

The health care industry needs to address racism as a public health crisis. Common Ground's recent report "The Color of Health" documents how structural racism is behind the higher rates of COVID mortality for Black people; behind higher rates of heart disease, diabetes and asthma; and behind more Black mothers dying in childbirth. To address such unfair and preventable disparities, we need to develop health interventions through a racial-equity lens, invest in pipeline programs to increase the number of Black doctors and health care professionals, and advocate for anti-racist policies and practices.

## KATHY PARRINELLO

CHIEF OPERATING OFFICER AND EXECUTIVE VICE PRESIDENT, UPMC, STRONG MEMORIAL HOSPITAL  
YEARS IN CURRENT ROLE: 21



### What do you enjoy most about your role?

What I enjoy most about my job is the opportunity to work with really talented and capable people who care deeply about their work and the patients they care for. Helping them develop programs, recruit faculty and employees and innovate to find solutions to problems is a true privilege. I have worked in health care for 46 years and believe it has provided me with a lifetime career filled with opportunities to help others while personally benefiting from work that is always interesting and rewarding!

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

I believe that the next 3-5 years will bring significant change in the degree of consumerism we will see in health care. Increasingly people want to be involved in their health care, which is a positive trend. They want convenient and ready access to providers when they need health care and the ability to get appointments and medical advice electronically when convenient for them. In the face of this type of demand, it will also be important for us to continue our efforts in finding ways to better meet the needs of vulnerable populations who struggle with significant barriers related to the social determinants of health.

### What community organizations do you support as a volunteer and why?

I avidly support the YWCA as I am strongly committed to their goals of empowering women and eliminating racism. In addition I am the board chair of the Finger Lakes Performing Provider System (FLPPS) and have been deeply committed to all of their initiatives in improving services for Medicaid recipients. I also support our Golisano Children's Hospital and the Ronald McDonald House Charities of Rochester.

## LOREN J. RANALETTA

PRESIDENT/CEO, EPISCOPAL SENIORLIFE COMMUNITIES  
YEARS IN CURRENT ROLE: 37



### What do you enjoy most about your role?

The people! I am fueled by being around others — whether it's the residents, their families or our dedicated staff — they energize me. I got into long-term care 37 years ago to help seniors live better lives and that remains my commitment today.

### What has been the biggest challenge you've dealt with over the past year?

In the face of this national health and social crisis, ESLC has dealt with frequently changing guidelines and regulations, seen the impact of separation on families, felt fear first-hand, and of course, experienced loss. Yet through it all,

we have remained dedicated to ESLC's mission, and working together with our residents, families and staff members — all who have been amazing through COVID-19 while supporting each other — and for that I am extremely thankful.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

Consumer expectations and needs are evolving; costs are increasing while the workforce is shrinking. Senior care leaders/organizations need to be agile and innovative. COVID-19 has shocked our industry but there have been advancements that will enhance our programs such as virtual communication/programming and telemedicine — technology will continue to play a key role in service delivery. We must invest in our staff and view senior care holistically by blending clinical care and overall wellness. ESLC is interested in building programs that address the social determinants of health including affordable living options with adaptable supports, and partnering with other providers to design cohesive, sustainable programs that address the important needs and expectations of this growing and deserving population.

# Even Heroes Need Heroes

Finger Lakes Health salutes our  
President and CEO,  
**Jose Acevedo, MD, MBA,**  
and all those recognized for  
providing innovative healthcare  
leadership when we need it most.



**Finger Lakes Health**

## JAMES R. REED

PRESIDENT AND CEO, EXCELLUS BLUECROSS BLUESHIELD  
YEARS IN CURRENT ROLE: APPOINTED CEO IN MAY 2021



### What do you enjoy most about your role?

I truly enjoy interacting with colleagues, customers and co-workers on a daily basis.

### What has been the biggest challenge you've dealt with over the past year?

I'm proud of how our health plan and our employees responded, delivering on our mission of providing access to affordable health care and caring for our communities. We committed more than \$220 million in unbudgeted spending to address food insecurity, increase access to health care, expand telehealth services, support our physician and hospital partners and community-based organizations in response to the pandemic.

At the same time, we are committed to diversity, equity, and inclusion, and in particular health equity. We provided more than \$1.4 million in community health initiatives and engagement, focusing on health disparities, social determinants of health, and community engagement. We funded an important study that recognized structural racism as a barrier to health equity.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

Two of the major trends facing health care and the financing of health care are affordability and increased use of services. As medicine can do more, it is expected to do more. We all expect the best care. But the new drugs, the new procedures, the new technology all comes with a price. The second major trend is the aging population. Baby boomers are turning 65 at the rate of 10,000 people per day nationwide which is why there is going to be such an emphasis on Medicare and Medicare Advantage products in the years to come.

## CHARLIE RUNYON

PRESIDENT/CEO, ST. JOHN'S  
YEARS IN CURRENT ROLE: 20



### What do you enjoy most about your role?

The opportunity to help residents and families work through a very difficult time of transition in their lives. I also am very fortunate to work with a very talented and committed group of people who have made an impossible situation bearable.

### What has been the biggest challenge you've dealt with over the past year?

Where to start! Obviously the pandemic has created both short- and long-term challenges throughout our organization. We spent most of the year building the plane while were trying to fly it. Constantly changing rules and regulations as well as conflicting directives and regulations from state

and federal agencies resulted in decisions being made and needing to be updated and changed on very short notice. Dealing with the unintended consequences of those decisions made it necessary to have timely and accurate communication to our residents, families and staff.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

The labor market. There was already great concern about the labor market for long-term care and the pandemic and extremely tight labor market looks like it be an issue for us indefinitely. The reimbursement rate we receive from Medicaid does not allow us to compete with almost every other business who are able to increase the salary and benefits offered to potential employees.

## SANKAR SEWNAUTH

PRESIDENT/CEO, CDS LIFE TRANSITIONS  
YEARS IN CURRENT ROLE: 23



### What do you enjoy most about your role?

Helping people.

### What has been the biggest challenge you've dealt with over the past year?

Medicaid funding.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

Recruitment and retention of the workforce. There is a tremendous shortage.

### What community organizations do you support as a volunteer and why?

Roberts Wesleyan College: Faith based educational institution. Great values.

### What are you most looking forward to doing as COVID restrictions ease?

Travel.

## DOUGLAS STEWART

PRESIDENT, UNITY HOSPITAL, ROCHESTER REGIONAL HEALTH  
YEARS IN CURRENT ROLE: 8



### What do you enjoy most about your role?

Unity is a special place, with outstanding team members who come to work each day with the intention of doing their absolute best for our patients and their partners in care. I am so fortunate to work with trusted colleagues that share an unwavering commitment to quality and safety. Supporting the amazing Unity and Rochester Regional Health team and nurturing our collaborative culture are two of the things I enjoy most about my role.

### What has been the biggest challenge you've dealt with over the past year?

Trying to help our team members manage the incredible demands of their work in the face of the stress and challenges the pandemic created in their personal lives. We asked so much of our team and I am so grateful for how selflessly they responded — again and again — to ever-changing needs and requirements.

### What community organizations do you support as a volunteer and why?

I am a member of the Board of Trustees for the Ronald McDonald House Charities (RMHC) of Rochester. Inclusive of lodging and related support they provide to families whose children are receiving medical care, RMHC's impactful health and wellness programs and community partnerships have a significant and lasting impact.

## ALYSSA TALLO

EXECUTIVE HEALTH DIRECTOR, MONROE COMMUNITY HOSPITAL  
YEARS IN CURRENT ROLE: 1



### What has been the biggest challenge you've dealt with over the past year?

Skilled nursing is arguably one of the industries most impacted by COVID-19. The long-term care industry was already navigating through many changes and challenges, and COVID-19 accelerated these challenges in skilled nursing especially. Looking ahead and determining the best path forward for Monroe Community Hospital, knowing the landscape of the industry is inevitably going to change as a result of the pandemic, is the biggest challenge I have faced in my current position and will continue to face in the near future.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

I think changes as a result of COVID-19 are yet to be discovered and fully appreciated! In our region (and nationwide), workforce, community need, and skilled nursing sustainability in the face of ever-increasing regulations will play a role in not only how skilled nursing changes, but the impact those changes will have on the entire continuum of care.

### What are you most looking forward to doing as COVID restrictions ease?

The better question is, what am I not looking forward to! Taking my son to the zoo, being able to have a date night at a movie or restaurant, being with my family for holidays, seeing faces without masks ... I think this list could go on and on! Since skilled nursing is still impacted by COVID-19 restrictions, I have an even greater appreciation of all of the things that are happening in the community, and am eager and hopeful we will continue to see these restrictions lessen at facilities like Monroe Community Hospital.

## MARK TAUBMAN

CEO, UNIVERSITY OF ROCHESTER MEDICAL CENTER; DEAN, SCHOOL OF MEDICINE & DENTISTRY



Taubman served as acting CEO of the health system in 2009 while CEO Bradford Berk recovered from a spinal injury sustained in a bicycle accident. He then took the CEO position permanently in 2015 when Berk stepped down and also became dean of the School of Medicine and Dentistry, the first UR leader to hold both positions.

Under Taubman's leadership, the health system in recent years has sought unique ways to expand its services, including an agreement to offer services at local YMCA sites; a first-of-its-kind initiative to innovate connections between health and the arts; and a planned orthopedic center at

The Marketplace Mall.

In response to criticism of URM's treatment in the Daniel Prude case, the health system rolled out a five-year Equity & Anti-Racism Action Plan that outlines strategies to strengthen diversity across the system.

"It's more imperative than ever, that we act now and attack this problem," Taubman said in announcing the plan.

Taubman is a member of the American Heart Association, the American Society of Hypertension, the Association of University Cardiologists, and the Association of American Medical Colleges.



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## Congratulations Jim Reed RBJ Power 30 Leader in Health Care 2021

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# POWER 30: HEALTH CARE

## LORI VANAUKEN

EXECUTIVE DIRECTOR, CATHOLIC CHARITIES COMMUNITY SERVICES  
YEARS IN CURRENT ROLE: 8



### What do you enjoy most about your role?

I love seeing the passion and compassion of our staff extended to the people who we have the privilege of serving — those of all abilities and the most vulnerable in our communities. I most enjoy making certain that staff have the tools they need to ensure our clients' success.

### What has been the biggest challenge you've dealt with over the past year?

Planning and co-leading a merger during a pandemic has been a big mountain to climb this year. Catholic Charities Community Services and Catholic Family Center will be combining in January 2022 to form Catholic Charities Family

and Community Services. Both organizations are in positions of strength and are strategically aligning to better serve our clients throughout the region. Though this is a challenging time, I am most fortunate for the support of both boards, wonderful colleagues, talented staff and the United Way's Synergy Fund which has helped us make the merger possible.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

COVID has certainly accelerated the use of telemedicine and so we can expect to see more utilization of that valuable tool which increases access to medical and mental health care for so many. It has been exciting to see that social determinants of health such as housing, food security, and employment are more widely accepted as critical components to health care, along with behavioral health. I think we will see even more strategic partnerships between community-based organizations and the medical field.

## JERRY WARNER

EVP - PRESIDENT AMERICAS AND GLOBAL COMMERCIAL FUNCTIONS, COOPERVISION  
YEARS IN CURRENT ROLE: 2 (9 YEARS WITH COMPANY)



### What has been the biggest challenge you've dealt with over the past year?

The biggest challenge has been to navigate, sometimes daily, the impact of COVID-19 on our teams and our customers. Safety and health is the starting point and we can't compromise this principle, but then making sure our teams have/had the tools they needed to support our customers quickly followed. However, the needs of our customers also moved throughout the pandemic, so we needed to be very nimble to react accurately. I am incredibly proud of the work done by CooperVision employees over this difficult time,

### What community organizations do you support as a volunteer and why?

I was introduced to the Villa of Hope more than five years ago, and Julie (my wife) and I were immediately hooked. At its core the Villa works with individuals and families with a focus on Behavioral Health, Education, Workforce Development and Care Coordination. This is beyond just the focus on youth and residential services that folks may remember as part of the Villa's mission in the past. By focusing on improving social foundations, there is a direct impact to improving physical health and life expectancy — critical to our community. In other words, addressing the environmental conditions, not just a specific situation, thereby increasing the chance of successful individual and community outcomes!

### What are you most looking forward to doing as COVID restrictions ease?

Being social! Personally connecting again with family and friends, going to concerts, and sporting events. Professionally, it's about connecting in person with colleagues and customers.



St. Ann's Community at Chapel Oaks



St. Ann's Community at Cherry Ridge



St. Ann's Irondequoit



St. Ann's Community at The Greens



St. Ann's Community Partner Quail Summit



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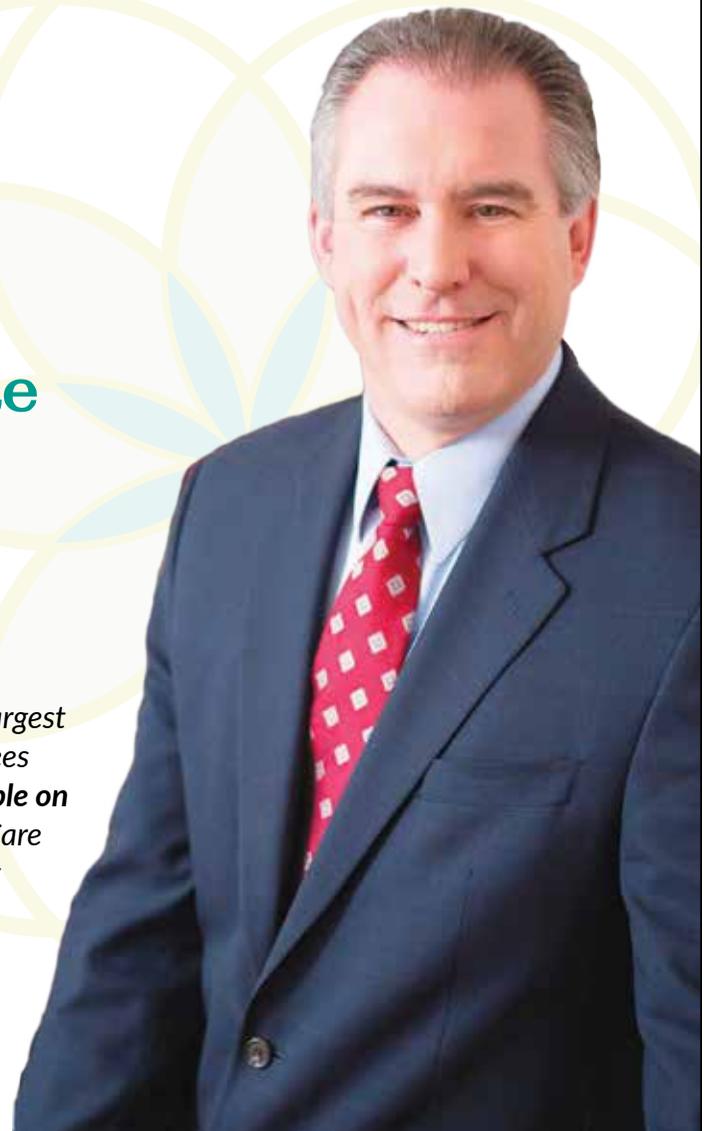
**Michael E. McRae**

and fellow honorees  
on being named to the

**RBJ Power 30  
Health Care List.**

*St. Ann's Community is one of Rochester's largest private employers, with over 1,200 employees who are caring for the most important people on earth. Our philosophy of Person-Centered Care means that each member of our community experiences life fully in a place filled with warmth, compassion and love.*

[StAnnsCommunity.com](http://StAnnsCommunity.com)



## DAVID C. WESTGATE

PRESIDENT AND CEO, CARESTREAM  
YEARS IN CURRENT ROLE: 3



### What do you enjoy most about your role?

At Carestream we do work that matters and that could not be done without our global team of dedicated and talented individuals. I really love connecting with our people and I feel incredibly fortunate to help lead a great organization that is innovative, engaged and committed to succeed.

### What has been the biggest challenge you've dealt with over the past year?

I am very proud of our people who went above and beyond in responding to the X-ray equipment needs of health care providers around the world — from major medical centers to community hospitals and clinics — all while dealing with an

unprecedented global pandemic.

We have been successful in keeping our people safe — our No. 1 priority — and our facilities remained fully operational in the face of significant business challenges. Our teams really stepped up to make good things happen for customers around the world.

### What are you most looking forward to doing as COVID restrictions ease?

We have a global network of employees dedicated to providing the best customer experiences in the market and we are well positioned to build a much more successful company. We will do this by listening to customers to understand their needs and develop innovative products and systems to help improve the delivery of patient care.

Through trust, respect and integrity, we focus our energy on improving the customer experience — and the better we are at that, more organizations will choose to place their trust in us and do business with us. Carestream is committed to delivering breakthrough innovations to health care providers around the world.

## BRIDGETTE WIEFLING

EVP PHYSICIAN ENTERPRISE, ROCHESTER REGIONAL HEALTH  
YEARS IN CURRENT ROLE: 9 YEARS



### What do you enjoy most about your role?

It is my privilege to ensure our strategies address our communities' needs and my honor to ensure our physicians have the right resources to make our collective vision possible.

### What has been the biggest challenge you've dealt with over the past year?

COVID of course. It was challenging leading teams in the dismantling of traditional health care services in order to build new models of care that would allow delivery of services to patients safely, while simultaneously keeping our health care workforce safe. The hardest part was asking our health care team to rise above their fears and

be brave, to put their own health and that of their families on the line to ensure the greater wellbeing of patients. That said, our physicians, nurses and all of the support teams leaned in, they volunteered to do incredible things, to deliver care under strenuous circumstances and they led with their heads high and hearts extended to keep our community safe. It was a powerful experience that has changed all of us.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

First, I believe workforce pressures will continue to drive innovative models that require top of license performance, as well as continued investments in educational pipelines. Second, payers and employers will need to partner with the health care providers in more meaningful ways to adjust to for-profit national corporations which have the potential to threaten local stability of critical health care services. Lastly, the use of new technology that allows for convenience and more services to be delivered in the home will be more prevalent and acceptable.

## LOUISE WOERNER

CEO, HCR HOME CARE  
YEARS IN CURRENT ROLE: 43



### What do you enjoy most about your role?

Being able to represent our extraordinary team in many venues where their commitment, caring, and quality are recognized is an honor.

### What has been the biggest challenge you've dealt with over the past year?

Helping our staff dealing with the exceeding stress of being an essential worker in this pandemic has been a focus of my leadership.

### What do you see as the biggest changes in the health care industry in the next 3-5 years?

Health care will continue to move from facility-based to community-based care which is best able to deal with population health.

### What community organizations do you support as a volunteer and why?

HCR Cares because of their innovation and ground breaking work related to fostering independence. Garth Fagan Dance because they are leaders and educators in the dance world, and an under-appreciated community asset. The Strong National Museum of Play because of how it's evolved from Margaret Strong's generous gift to our community. The Susan B. Anthony House and Museum because of the invaluable collection of Anthony museum pieces.

### What are you most looking forward to doing as COVID restrictions ease?

I look forward to resuming travel.



## congratulations

to our President & CEO

**Andrea DeMeo**

on being named to the

"Power 30" List for Health Care!

We are deeply proud of you and all that you do on behalf of our patients, staff & community.



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you lead, *success*  
*will follow.*

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**HCR**  
Home Care

HCRhealth.com

**Congratulations**  
to Louise Woerner,  
Chairwoman and CEO of HCR  
Home Care, for being an honoree  
of the 2021 RBJ Power 30 List  
for Healthcare.

