

Supporting Academic Medical Center Professionals

# EnvisionEDHC

VOL 1 • ISSUE 1

# CONNECTED TO CARE

HOW THE  
UNIVERSITY  
OF MIAMI IS  
STREAMLINING  
ITS OPERATIONS  
THROUGH  
INTEROPERABILITY

SPONSORED BY CANON U.S.A., INC.

# CHANGE DOESN'T NEED TO BE DIFFICULT

## HOW CANON CAN MAKE CHANGE SIMPLE— THE CHANGE-IT APPROACH

Nothing truly changes until behavior changes. People need to know what is coming and how it will impact them. At Canon, our approach to change is leader-led and fit-for-purpose. We work with you to scale the effort to match the scope of the change involved.



### 1 CLARIFY/IT

**GOAL:** Align leadership and make the case for change.



#### LEADERSHIP ALIGNMENT

Ensures that the leadership team is unified in vision and commitment.



#### CASE FOR CHANGE

Clearly articulates the “why” behind the change, creating urgency and setting the tone for stakeholders.

### 3 REALIZE/IT

**GOAL:** Execute the plan while supporting teams through change.



#### FAQS & SUPPORT MATERIALS

Address concerns and clarify confusion.



#### DASHBOARD

Provides real-time progress tracking.



#### LEADERSHIP TIPS & COACHING

Equips leaders to support their teams through transition.

### 2 PLAN/IT

**GOAL:** Develop the roadmap and communication strategy.



#### ROADMAP & PLANNING

Identifies goals, milestones, and tactical steps.



#### COMMUNICATION PLAN

Outlines how and when stakeholders will be informed.



#### TRAINING STRATEGY

Prepares staff with the skills and understanding needed for success.

### 4 SUSTAIN/IT

**GOAL:** Ensure long-term adoption and improvement.



#### FEEDBACK & ENGAGEMENT

Ongoing dialogue to address issues and gather input.



#### REINFORCEMENT TOOLS

Embed change into daily operations through policy, tools, and training.



#### PERFORMANCE MONITORING

Tracks effectiveness and identifies improvement opportunities.



**Canon**

## THE COMMON GOOD

*Inaugural Issue of EnvisionED HC*

At Canon, we live by the philosophy of *Kyosei*—a commitment to living and working together for the common good. That spirit is especially vital in healthcare, where lives are touched by every administrative decision, IT upgrade, and leadership initiative. With the launch of *EnvisionED HC*, we are proud to support the academic medical institutions and healthcare leaders who are shaping a more sustainable, secure, and connected future.

*EnvisionED HC* is more than a publication. It's a platform—built to foster collaboration among hospital systems, academic institutions, and leading associations serving healthcare. We aim to explore the intersection of healthcare leadership and innovation, offering a closer look at the strategies, technologies, and partnerships powering meaningful change.

***“We also recognize that behind every system and strategy are people—leaders who guide with resilience and purpose.”***

In this inaugural edition, we explore two major forces reshaping healthcare operations: interoperability and sustainability. In “Connected to Care,” we look at how the University of Miami is streamlining its operations through interoperable systems, creating a more cohesive, efficient, and patient-centered healthcare environment. In “Fit Check,”

we spotlight sustainability best practices for healthcare schools, sharing strategies that reduce environmental impact while upholding high standards of care and operational excellence.

We also recognize that behind every system and strategy are people—leaders who guide with resilience and purpose. At Canon, we are committed to amplifying their voices and creating opportunities for meaningful dialogue. This magazine is one step in that journey.

Thank you for joining us on this important path. We invite you to read, reflect, and contribute—because *EnvisionED HC* is built for you. Together, let's advance healthcare leadership, one issue at a time.

Warm regards,  
**Paul Murphy**  
*Vice President, Major Accounts  
& Vertical Markets*  
Canon U.S.A., Inc.

### 02 **CONNECTED TO CARE**

How the University of Miami is streamlining its operations through interoperability

### 06 **FIT CHECK**

Sustainability best practices

### 10 **KYOSEI CORNER**

New Trends, Perspectives and Insight into Healthcare

### 12 **LEADING WITH PURPOSE**

Zachary Almer and Darren H.P. Deoraj on advancing healthcare leadership and community impact

**Publisher**  
Canon U.S.A., Inc.

**Managing Editor**  
Sarah Militano

**Editorial &  
Creative Direction**  
Conduit, Inc.



# CONNECTED TO CARE

HOW THE UNIVERSITY  
OF MIAMI IS  
STREAMLINING ITS  
OPERATIONS THROUGH  
INTEROPERABILITY

**T**he process of interoperability is one that James Lindgren takes to heart. It is more than a buzzword referring to the protocols and mechanisms that allow data to flow seamlessly between diverse systems with minimal human intervention. For the University of Miami, interoperability is a strategic imperative that drives meaningful change across its healthcare and business operations.

As UM's Associate VP of Business and Revenue Cycle Applications, Lindgren says the university's push for interoperability wasn't a case of technology for technology's sake; it was about doing what was right for its patients. By enabling seamless data exchange between once-siloed systems, the university has created a unified digital infrastructure that connects everything from patient records and clinical workflows to administrative processes and financial systems.

"First and foremost, we pursued interoperability because it's the right thing to do for our community," Lindgren says. "By

building a more inclusive and diverse database, we can elevate the quality of care across all of our clinics—not only by delivering best-of-class services, but also by leveraging the power of big data to inform and enhance how we operate."

**"Interoperability allows providers to access data regardless of platform. That leads to smarter care and more efficient delivery."**

— James Lindgren, Associate VP of Business and Revenue Cycle Applications, University of Miami

At its core, interoperability is about breaking down barriers between healthcare systems—giving providers access to vital information, no matter where it lives. For the University of Miami Health System, that means faster, more accurate diagnoses, better coordination across departments and fewer delays for patients. The integration empowers care teams with real-time access to critical information, improving coordination and outcomes for patients while significantly reducing duplication and inefficiencies.

On the business side, interoperability supports smarter decision-making, faster scaling of services and more efficient resource allocation. This allows university staff to deliver on both its mission of excellence in healthcare and its commitment to operational innovation. “Interoperability allows providers to access data regardless of platform,” Lindgren explains. “That leads to smarter care and more efficient delivery.”

### AT THE STRATEGY’S HEART

The university’s strategy centers around its longtime use of the Epic Systems platform, which supports everything from EHR to billing and telemedicine. It is the digital backbone of the university’s healthcare infrastructure, connecting to tools like CareEverywhere and CareQuality to enable broad data sharing across institutions. “We designed our systems with Epic at the core,” Lindgren says. “Everything stores back to a single database that can communicate through standardized interoperability frameworks.”

Of course, connecting so many systems securely requires more than just the right software—it takes a strong commitment to data privacy. That’s why the university enforces enterprise-wide safeguards like multi-factor authentication, network access controls, and device-level protections to ensure patient and institutional data remains safe.

But getting to this level of integration hasn’t been without its challenges. Occasionally, new technologies lack standard frameworks like FHIR APIs or HL7. “That’s why we evaluate every new procurement early,” Lindgren says. “It helps us decide whether to proceed or develop a custom integration.”

For Lindgren and his team, trust is just as important as the technology itself. “We don’t build systems in silos. End

# 6 BENEFITS OF INTEROPERABILITY IN HEALTHCARE

## 1 EASIER SCALABILITY

Interoperability allows institutions to scale quickly by connecting systems through flexible, unified platforms. This enables automation, reduces manual work, and supports the adoption of new tools to meet evolving needs.

## 2 COST REDUCTION

Cloud-based integration eliminates expensive hardware and reduces the cost of managing new systems. Institutions can leverage modern technologies immediately, minimizing maintenance and upgrade expenses.

## 3 UNIFIED IT ARCHITECTURE

A hub-and-spoke model streamlines system integration across departments, supporting hybrid IT environments. This approach eases maintenance and gives institutions freedom to choose best-fit applications without compromising compatibility.

users are directly involved in design, testing, and configuration. That collaboration is what builds trust.” Ensuring diverse, representative data for AI systems is another step the university takes to reduce bias and further build confidence in its solutions.

The payoff is clear. With integrated systems, the University of Miami has eliminated redundant processes, automated data exchange, and reduced administrative burdens. “It saves time, cuts costs, and helps everyone—from staff to patients—get what they need faster,” Lindgren says.



## 4 DATA SECURITY

Interoperable platforms enhance data protection by supporting encryption, identity management, and flexible security configurations. This ensures safe data flow even when integrating with third-party services.

## 5 INSTITUTION-WIDE VISIBILITY & BETTER DECISION-MAKING

When data flows freely across campus systems, leaders can access real-time insights to make informed decisions. Interoperability supports data consolidation for everything from course planning to student success tracking.

## 6 SIMPLIFIED MANAGEMENT

Cloud-based, interoperable tools reduce the burden on small IT teams and make remote work more manageable. With easier access and vendor-managed infrastructure, institutions can focus on strategy rather than system upkeep.

Source: Ellucian

Steven G. Ullmann, Ph.D., Director of the Center for Health Management and Policy at the Miami Herbert Business School, says the integration across the university's healthcare enterprise was a critical step in its success. "To allow different parts of our healthcare systems to easily communicate with each other, we create efficiencies, reduce duplication, and ultimately improve quality outcomes. Interoperability is fundamentally about process assessment and process improvement."

Dr. Ullmann says that the university's Business and Healthcare program prepares future leaders to meet these

challenges head-on. "Our programs incorporate interoperability and digital transformation through a series of courses. From streamlining processes with LEAN-Six Sigma in Management Science to deep dives into EHRs, Telehealth and Population Health in our Business Technology course, we ensure students understand the full landscape—from foundational systems to future-forward solutions like AI, blockchain, and wearables."

These innovations are then woven into broader strategy discussions, allowing students to analyze how integrated systems can drive smarter, more cohesive healthcare delivery. The result is a next generation of healthcare leaders who are ready to bridge the gap between departments, systems, and institutions—with interoperability at the heart of their mission.

**"To allow different parts of our healthcare systems to easily communicate with each other, we create efficiencies, reduce duplication, and ultimately improve quality outcomes."**

— Steven G. Ullmann, Ph.D., Director/Center for Health Management and Policy, University of Miami Herbert Business School

The University of Miami's approach is more than just technical—it is a cultural shift, rooted in collaboration and driven by purpose. "Start with collaboration," Lindgren says. "Build security into everything. Keep your data diverse. And always be transparent. That's how you move beyond silos and into a truly connected future."

By putting interoperability at the heart of its healthcare strategy, the University of Miami is not only enhancing care delivery and operational efficiency—it's also creating a model for the future of connected health. Through thoughtful integration of systems and a forward-thinking academic approach, the university is ensuring that both its patients and future leaders are better connected, informed and empowered. ■

# FIT CHECK



# SUSTAINABILITY BEST PRACTICES

**S**ince 1968, the Commission on Accreditation of Healthcare Management Education (CAHME) has actively promoted the continuous improvement in the preparation of future healthcare leaders by developing measurable, competency-based criteria for excellence in healthcare management. As part of a focus on sustainability which was jump started with Canon in 2017, CAHME has expanded its recognition programs with other accreditors such as The Joint Commission, and highlighted innovation in sustainability from leading graduate programs that link sustainability to leadership and revised its core standards to be accredited to include sustainability.

Under the umbrella of its work, 158 academic programs have been accredited in healthcare management covering areas such as healthcare leadership, quality and safety, and population health. CAHME President and CEO Anthony Stanowski credits the organization's success with the partnerships it has forged with leading academic and healthcare institutions, which work in unison to ensure that graduates possess the necessary competencies and practical experiences to excel in the healthcare field and grow into future leaders.

"We view sustainability not only as an operational concern, but as a leadership competency," says Stanowski, DHA, FACHE. "As the accreditor for graduate healthcare management education, sustainability is embedded into our revised accreditation standards and promoted through recognition programs."

One of its key partners is Canon U.S.A. Through initiatives like the "CAHME/Canon Award for Sustainability in Healthcare Management Education and Practice," CAHME honors programs that lead in this area—demonstrating how sustainability aligns with value-based care, resource stewardship and organizational ethics (see sidebar, "Sustainability in Action"). "By championing the work of visionary academic programs, we are proud to support a generation of healthcare leaders who will leave the world better than they found it," Stanowski says.

**"Both Rush University and RUSH define sustainability within the context of the environment. Our leadership recognizes you can't have healthy people on a sick planet."**

— Andrew N. Garman, PsyD, Professor & Associate Chair, Department of Health Systems Management, Rush University

As a fully virtual organization, CAHME worked to minimize its own carbon footprint by eliminating the need for physical office space and paper-based processes. More importantly, the organization uses its global platform to spotlight programs that implement sustainability strategies—such as those investing in LEED-certified buildings, energy-efficient infrastructure or renewable energy partnerships. Through recognition awards and case studies, CAHME helps programs scale these practices across the field.

“We encourage sustainability best practices through our accreditation standards,” Stanowski says. “We are seeing programs phasing out paper-based syllabi, shifting simulations and exams to digital formats and integrating reusable materials. We amplify these efforts by recognizing institutions that model circular practices in operations and teaching. Additionally, we have moved accreditation reviews, training sessions, and reports to secure digital platforms, eliminating reliance on paper submissions.”

More than anything, it is CAHME’s leadership—and work to promote building other leaders—that continues to set a standard of excellence. That is why its accreditation standards and partnerships with leaders like Canon help ensure graduate healthcare management programs prepare leaders to tackle the environmental, financial and social dimensions of healthcare delivery. For example, many accredited programs now incorporate sustainability into courses on health policy, operations and strategic management.

CAHME-accredited programs have moved to provide experiential learning opportunities focused on green hospital design, waste management and climate impact mitigation. Its award-winning programs serve as models for how sustainability is embedded into the DNA of future healthcare leaders. “Our programs go beyond theoretical understanding,” Stanowski says. “They create environments where students apply what they learn in real-world settings, whether through community-based partnerships, policy analysis or green infrastructure planning.”

From an accretor’s standpoint, CAHME advocates for innovation through example and through expectation. Internally, the organization has implemented fully digital workflows, cloud-based evaluation tools and virtual site

visits where appropriate—all of which reduce travel and material consumption. It also gathers and shares leading practices from accredited programs that implement smart lab designs, eco-conscious simulation centers and digital curriculum delivery. “Most of our meetings are virtual,” Stanowski says. “The Board only meets once a year in person and the Accreditation Council only meets once in person. This ecosystem approach helps foster a culture of continuous, tech-enabled environmental improvement.”

## **TEACH. LEAD. REPEAT.**

Rush University, which is integrated within Rush University System for Health (RUSH) in Chicago, hosts an interprofessional education program that most students take as part of their core curriculum. The teaching team leading the course currently is working on formally incorporating planetary health topics that will be offered in fall 2025.

Andrew Garman, PsyD, says further measuring RUSH’s performance—and gaps—around integrating these topics into its programs will enable students to lead an exhaustive Planetary Health Report Card survey every year to identify opportunities for improvement in the College of Medicine, College of Nursing and Health Systems Management graduate program.

**“We view sustainability not only as an operational concern, but as a critical leadership competency. As the accretor for graduate healthcare management education, we prioritize sustainability.”**

**— Anthony C. Stanowski, DHA, FACHE,  
President & CEO, CAHME**

As Professor and Associate Chair in the Department of Health Systems Management, Garman teaches classes in organizational analysis and change, leadership and other topics in the master’s and PhD programs, and he conducts research on topics including healthcare leadership and U.S. trends in global health activities. “Both Rush University and RUSH define sustainability within the context of the environment. Our leadership recognizes ‘you can’t have healthy people on a sick planet.’” It is about striving to be a leader in preserving environmental health through its tripartite mission of research, education and service.

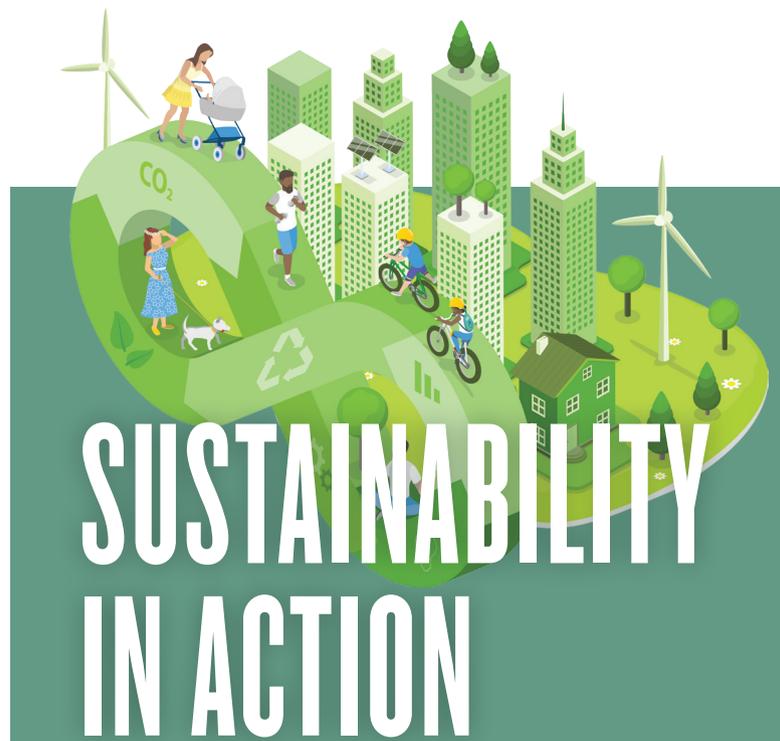
This type of leadership is on display via myriad innovative technologies and practices. For example, five labs at RUSH have pursued MyGreenLabs certification and conducted baseline assessments, while the Office of Environmental Sustainability supports additional labs pursuing certification by funding their certification and assessment fees.

RUSH also recently completed a full lighting upgrade for the entire Armour Academic Center building to install hundreds of new LED lights, dimming switches and motion sensors. Total savings realized by the project are 612,753 kWh per year—enough electricity to power 85 homes per year. In addition, RushU’s West Side Food Hall brings in local vendors to spotlight their food and support the Chicago-land community. Late last year, the Food Hall began composting from the preparatory side of the kitchen, diverting approximately 1,200 pounds of food scraps from the landfill.

The Office of Environmental Sustainability hosts a twice-weekly “Green Exchange Open House” (GEOH) where students, faculty and staff can bring hard to recycle items like batteries, printer cartridges, textiles, Styrofoam, and more, for recycling. GEOH visitors also can “shop” in person for free surplus office supplies, furniture and other items to keep those items out of the landfill and avoid the costs of purchasing new items. RUSH also hosts a digital reuse marketplace that facilitates users creating awareness about excess office supplies and equipment so that other departments can use them instead of purchasing new equipment.

“Our school’s goals are aligned with the systems’ goals, which involve reducing greenhouse gas emissions 50% by 2030 and to net zero by 2050,” Garman says. “Emissions are estimated and reported on annually by the Office of Environmental Sustainability. We have made commitments to reducing greenhouse gas emissions through a multi-pronged approach, including enhancing energy efficiency, supporting renewable energy use, reducing non-essential anesthesia emissions, reducing food waste, and reusing office supplies and furniture. These actions are supporting our short- and long-term goals of minimizing greenhouse gas emissions.”

As healthcare schools strive to reduce their environmental impact, sustainability is becoming not just a practice, but a core principle. By embedding eco-conscious strategies into both operations and education, these institutions are shaping a greener future—one student, and one best practice, at a time. ■



# SUSTAINABILITY IN ACTION

Since 2017, eleven standout programs have earned the CAHME/Canon Award for Sustainability in Healthcare Management Education and Practice, setting the standard for how sustainability can be integrated into the fabric of healthcare education. Here are a few leading examples:

Rush University (2025, 2019) helped launch the Planetary Health Report Card for healthcare administration, a student-driven initiative assessing how well programs embed sustainability in curriculum, operations, and community engagement.

Florida International University (2025) embedded sustainability in its Healthcare MBA through experiential projects, sustainability-focused coursework, and partnerships that promote community health.

Boise State University (2024) reimagined sustainability economically, blending actuarial science with value-based care in its Population and Health Systems Management program.

University of Minnesota (2022) introduced a Climate Change in Healthcare course and EcoHealth Quest retreats to immerse students in environmental health.

University of Washington (2021) integrated sustainability into leadership training and fostered a student-led network exploring climate-conscious healthcare innovation.

# EFFECT OF EMERGING TRENDS ON HEALTH SYSTEM ORGANIZATIONS

Percent of senior health system executives saying the following emerging trends will have a “significant impact” on their organization:

- 51%** Federal & state regulations
- 46%** Technological advancements
- 36%** Payment reform
- 28%** Emerging drug therapies
- 25%** Private equity & venture capital investment in healthcare
- 23%** Rise in consumerism
- 23%** M&A/consolidation
- 8%** Fortune 10 investment in healthcare

Source: *Chartis, Pressures and promise: US health system priorities 2025–2030, February 2025* - <https://tinyurl.com/USHealthSystemPressures>



# CANON AND CAHME

## A SHARED VISION FOR A SUSTAINABLE HEALTHCARE FUTURE



Left to right: Debra Gillmeister (Executive Healthcare Business Development, Strategic Accounts – Vertical Markets, Canon U.S.A., Inc.), Cindy Watts (Virginia Commonwealth University), Alexander Negron Price (RUSH University Student), Ireland Miller (Virginia Commonwealth University Student), Karen Born (University of Toronto), Nathan Shimamoto (University of Minnesota Student), Anthony Stanowski (CAHME President & CEO)

For the past seven years, Canon and the Commission on Accreditation of Healthcare Management Education (CAHME) have partnered to recognize academic programs that exemplify a deep commitment to sustainability and social responsibility in healthcare management education. This collaboration is rooted in Canon’s corporate philosophy of Kyosei—the belief that all people, regardless of background, should harmoniously live and work together for a better future.

**“We’re proud to support an initiative that prepares future leaders to think broadly about sustainability—not just environmentally, but in terms of access, community impact, and long-term systemic change.”**

— Paul Murphy, Vice President, Major Accounts & Vertical Markets at Canon

At the 2025 ACHE Congress in Houston, Canon and CAHME proudly honored two exceptional recipients with the CAHME/Canon Award for Excellence in Sustainability in Healthcare Management Education and Practice. Florida International University’s Healthcare MBA Program was

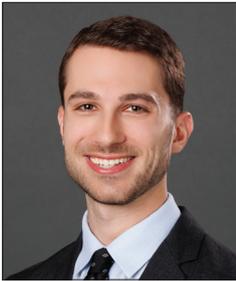
recognized for its robust integration of sustainability principles into its curriculum and community engagement efforts. In a groundbreaking collaborative effort, the award was also presented to the Healthcare Management Consortium for Planetary Health—an alliance of programs from RUSH University, University of Minnesota, Virginia Commonwealth University, and University of Toronto. Their joint application highlighted cross-institutional innovation in promoting environmental health, equity, and experiential learning.



Left to right: Debra Gillmeister (Executive Healthcare Business Development, Strategic Accounts – Vertical Markets, Canon U.S.A., Inc.), Miriam Weismann (Florida International University), Anthony Stanowski (CAHME President & CEO)

“Healthcare and education are priorities for the Canon team,” said Paul Murphy, Vice President, Major Accounts & Vertical Markets at Canon. “We’re proud to support an initiative that prepares future leaders to think broadly about sustainability—not just environmentally, but in terms of access, community impact, and long-term systemic change.”

As CAHME continues to shape the future of healthcare education across 145 accredited programs in North America and beyond, its partnership with Canon remains a powerful reminder that sustainability is not just a goal—it’s a responsibility. Together, they are inspiring tomorrow’s leaders to reimagine healthcare as a force for good. ■



## Leading with Purpose

### *Zachary Almer and Darren H.P. Deoraj on Advancing Healthcare Leadership and Community Impact*

At the forefront of healthcare innovation and leadership development stand Zachary Almer and Darren H.P. Deoraj—two mission-driven professionals shaping the future of healthcare in New York. Almer, Director of Strategic Project Management in the Office of the President at LiveOnNY, oversees high-priority initiatives that drive clinical, operational, and strategic transformation for one of the nation’s leading organ procurement organizations. Deoraj, President of Healthcare Leaders of New York (HLNY) and System Director, Department of Urology at Mount Sinai Health System, brings over a decade of experience—beginning at The Icahn School of Medicine at Mount Sinai—where he focused on academic administration and business operations. Together, through their leadership roles at HLNY, the local chapter of the American College of Healthcare Executives, they are united by a shared commitment to fostering ethical standards, professional growth, and meaningful community engagement across the region’s healthcare ecosystem.



### What are the pressing challenges currently facing healthcare organizations in New York and beyond?

**Almer:** Hospitals have ongoing challenges like financial pressures, workforce shortages, and political pressures creating gaps in health equity which continue to affect patient care not only in New York but also across the country. As an example of how these interplay into so many sectors, let’s focus on the unique landscape that Organ Procurement Organizations (OPOs) like LiveOnNY navigate every day.

Our company, LiveOnNY, is one of 56 federally designated Organ Procurement Organizations (OPOs) in the U.S., working closely with over 100 donor hospitals and 11 transplant centers throughout the

New York Metro Area. Our mission is to honor, change, and transform lives through organ and tissue donation. Since 2022, we’ve seen a 70% increase in organ donation, an incredible milestone that has saved thousands of lives.

The number of registered organ donors in our region is much lower than other major cities. This is a big opportunity to raise awareness with our communities to make organ donation more widely understood and embraced. This is why we engage with professional organizations like HLNY to develop models for collaboration.

Operationally, we’ve increased referrals by five times since 2021; however, ensuring those happen quickly and accurately continues to be a top

priority. Strong, ongoing relationships with our partner hospitals are essential to increasing donation. At the same time, the OPO industry faces growing oversight, and staying aligned with performance standards and compliance requirements is key to keeping the public’s trust and continuing to scale our impact.

### Why is it so critical right now for healthcare professionals to stay connected and engaged within their communities?

**Almer:** At LiveOnNY, Community building is at the heart of our success and in my role on the Board of HLNY. In a city as diverse as New York, connecting with people in meaningful ways is key to developing culture, dispelling myths and misconceptions, and changing how communities view organ donation.

Recognizing this, LiveOnNY's leadership team prioritized a grassroots approach. Our teams were in neighborhoods across the New York Metro area, working with community leaders, and aligning with elected officials to raise awareness and highlight the impact of donation.

It worked. By the end of 2024, LiveOnNY became the number one OPO in the nation for honoring Black organ donor heroes and organ donors over the age of 65 years old. Nearly 60% of all life-saving gifts facilitated by LiveOnNY that year came from Black, Hispanic, or Asian donors, representing the communities we serve and our census. These results reflect the hypothesis that real connections lead to real results.

For healthcare professionals, staying connected and involved is more important than ever. Whether it's through outreach or getting involved in groups like HLNY, we need to keep listening, learning, and growing.

#### How do collaborations with professional associations elevate awareness and drive innovation in healthcare delivery?

**Almer:** At LiveOnNY, working with professional associations has been crucial to raising awareness, strengthening our connection with the community, and extending our reach to better support those we serve.

By teaming up with associations that represent different healthcare disciplines, we've been able to connect with groups that might not be easily

reached through their day-to-day jobs. These professionals play a major role in advancing our mission, so meeting them through events, webinars, and digital platforms has helped us share our message more effectively. LiveOnNY annually honors hundreds of healthcare professionals and community leaders across the New York Metro region with certificates, donor hero medals, and other awards, through our engagement with these associations.

These partnerships also help spark new ideas and drive improvement. They open the door for cross-discipline conversations, highlight what's working, and help us all get better at what we do.

#### “Since its roots in 1969, HLNY has been shaping healthcare leadership through connection, education, and community.”

— Darren Deoraj, President, HLNY, & System Director, Department of Urology at Mount Sinai Health System

#### How does HLNY foster meaningful development opportunities for both early-career professionals and senior executives alike?

**Deoraj:** HLNY supports professionals at every stage—from students to seasoned executives—through a broad mix of education, service, networking, and leadership development programs. As the largest chapter of the American College of Healthcare Executives, our 2,100+ members reflect every facet of the healthcare system, and our commitment is to walk alongside

them throughout their journey. We create value for our members through panel discussions and networking events, which offer real opportunities to learn from peers and build meaningful relationships. HLNY hosts over 20 annual events—both virtual and in-person—including panel discussions, service initiatives, mixers, and certificate-driven programs that address timely industry issues and leadership topics. Our goal is to provide resources, mentoring, and community to help professionals grow, connect, and lead with purpose. HLNY is more than a chapter—it's a career-long partner and a people-first community committed to developing the next generation of leaders.

#### What role do you see HLNY playing in shaping the next generation of healthcare leaders?

**Deoraj:** Since its roots in 1969, HLNY has been shaping healthcare leadership through connection, education, and community. In 2025, our theme—Back to Basics: Adding Value at Every Step—reinforces that leadership is about people, relationships, and showing up with purpose. HLNY will continue to evolve as a vital connector across the care continuum, providing tools and inspiration for leaders to make a meaningful difference. For those looking to get involved, my advice is simple: take the first step. Come to an event, bring a friend, reach out to a board member—whatever makes you feel comfortable. Leadership starts with action, and once you begin, HLNY will be there to support your growth every step of the way. ■

# EnvisionED HC

