Gratitude Report 2022

A Transformational Year for NMF
TABLE OF CONTENTS

Impact | 04
Leadership | 05
Thought Leadership | 08
Alumni | 14
Scholarships | 20
Service-Learning | 24
Diversity in Clinical Research | 29
Philanthropy | 34
Communications | 40
Donors and Partners | 43
Financials | 47
In Memoriam | 55
Board of Directors | 57
Team | 58

ABOUT NMF

National Medical Fellowships (NMF) is disrupting systemic and structural racism in medicine to achieve lasting health equity.

By providing access to scholarships, mentorship, and career development opportunities to students of color, NMF is nurturing health care, clinical research, and behavioral health leaders who are laser-focused on eliminating preventable health disparities.

NMF scholars and alumni visionaries are at the forefront of thought leadership and the fight to deliver the highest quality of care to communities of color because everyone deserves the care they need to survive, thrive, and live long, fulfilling lives.

NMF’s vision is to build a diverse health care workforce which will have the leadership, commitment, and cultural competency to achieve health equity.

NMF’s mission is to provide scholarships and support for underrepresented minority students in medicine and the health professions.

Learn more about NMF’s work!
Website: nmfonline.org

@NMFonline
LEADERSHIP

New and enduring partnerships will help make health equity and justice possible.

National Medical Fellowships (NMF) is grateful for the extraordinary support and collaboration of its funders, donors, alumni, scholars, friends, and partner organizations who, together, are ushering in a more just and equitable future in health care.

Building upon the collaborative work done to prepare NMF’s strategic framework, board and management completed an organizational assessment and restructuring to improve capacity to recruit top talent and leadership. Not only has NMF’s team grown and deepened its skills and capacity, but also the NMF Board of Directors now includes global and national multi-sector industry leaders steering the organization. NMF also initiated a Global Advisory Council in 2022 to assist its international engagement.

2022 was a record-breaking year for philanthropy, ushered in by a $12 million gift from MacKenzie Scott. The organization also secured more than $1,035,000 in gifts at its 75th anniversary gala, the organization’s first national event held in Miami, Florida in November. This amount constituted the most raised at any single event in NMF’s history.

NMF likewise welcomed a rise in individual giving from returning and new donors. For example, Dr. Vick Williams and Dorothy Williams were new donors who established the Dorothy and Vick Williams Endowed Scholarship.

IMPACT

Every year, National Medical Fellowships opens the doors of medical education for students of color and provides career-transforming opportunities that help to diversify clinical research.

$3M Scholarship, Service-Learning, and Post-Graduate Awards

333 Scholarship Recipients

195 Service-Learning Program Participants

71 NMF Diversity in Clinical Trials Research Enrolled Emerging Investigators

The organization also seeded new service-learning programs, including the ALLIANT Health Solutions/NMF Research Program, the Food Allergy Research and Education Diversity Scholars Program, and the Health Equity Leaders Program. With investment from the Brave of Heart Fund, planning is underway for a Health Equity Institute to build research partnerships and develop infrastructure and systems to support research activities. NMF also has continued to grow its Diversity in Clinical Trials Research program, in partnership with Johnson & Johnson, Merck, and AstraZeneca.

In service of its scholars, NMF awarded more than $2.3 million in need-based, emergency, and merit scholarships.
Communications and alumni engagement efforts were also robust, including launching a new website, building an enhanced social media presence, revisioning and launching the Alumni Alliance with new leadership, offering new programming for alumni, and engaging in the national and global health justice discourses. NMF has been proudly covered by noted publications such as “Afrotech,” “Essence,” “Yahoo! Finance,” “Becker’s Hospital Review,” and “Modern Healthcare.” To further expand its voice and reach, NMF partnered with the International Black Women’s Public Policy Institute to present a panel during the Congressional Black Caucus Annual Leadership Conference entitled “Saving Black Women from Racism in Medicine.”

As vocal ambassadors of the organization as well, NMF’s Board Members also took to the stage at the highly regarded The Root Cause Coalition’s Annual National Summit on the Social Determinants of Health Conference as a featured closing plenary panel. Additionally, NMF served as a host committee member for the Africa-America Institute’s gathering of global thought leaders and change makers in Accra, Ghana.

Looking forward, NMF has a hopeful future with an ambitious agenda and welcomes your continued partnership. To raise brand awareness and expand its reach, NMF has undertaken a comprehensive rebranding. The team will work to grow the scale and scope of organizational partnerships and diversify its funding portfolio. Moreover, NMF will engage in innovative thought leadership efforts to advance impactful policy. It will also revamp its scholarship and service-learning application processes by removing unnecessary structural barriers and expanding the use of technology to facilitate scholar onboarding and to create a deeper sense of community. Additionally, through collaboration, NMF will forge the pathway for future clinicians by reaching them earlier in their academic careers. NMF will also introduce more Emerging Investigators to Research and Development career pathways and enhance its educational resources and post-development training in clinical research.

NMF is grateful to its many partners committed to ensuring that the next generation of diverse health care leaders is ready to reimagine and rebuild health care, clinical research, and behavioral health. Together, we will ensure that the health care system serves everyone with dignity, equity, cultural humility, and the highest quality standards of culturally competent care. As always, NMF stands ready to explore new ways to partner to make transformational change.

Yours in health and justice,
Sandra B. Nichols, M.D.,
FAAFP, MHCDS, M.S.
Chair

Michellene Davis, Esq.
President & CEO
In 2022, National Medical Fellowships (NMF) took center stage in national health equity conferences, podcast interviews, and award recognitions. Thought leadership is a critical pillar of NMF’s strategic framework, and the organization continues to expand its presence as a leader and convener of critical conversations around health justice, racism in medicine, diversifying the health care workforce, and more. What follows are but a few highlights from engagements during 2022.

NMF partnered with the International Black Women’s Public Policy Institute to present a panel during the Congressional Black Caucus Annual Leadership Conference at the National Press Club in Washington, DC. The event’s theme was “The Intersection of Racism and Health in Black Women.” The event was a forthright conversation featuring NMF President and CEO Michellene Davis, Esq., Black Lives Matter Global Network Foundation Board of Directors Chair Cicely Gay, and Princeton Perinatal Institute Founder and Medical Director Myriam Modestin-Sorrentino.

The Root Cause Coalition’s Annual National Summit on the Social Determinants of Health Conference — themed “Achieving Health Equity: What Are You Prepared to Do?” — featured an NMF plenary session comprised of NMF board members. Davis moderated the panel that included NMF Board Chair Sandra B. Nichols, M.D., FAAFP, MHGDS, M.S., and board members Bryan J. Baugh, M.D.; Cedric Bright, M.D., FACP; and Carmen Villar, MSW. Panelists discussed the urgent imperative to recruit, retain, and matriculate more physician leaders of health care.

Davis was also frequently invited to speak before a wide variety of audiences, which proved to be excellent opportunities to raise awareness of NMF’s work. 2022 speaking engagements included:

- American Cancer Society Cancer Action Network
- Albert Einstein College of Medicine
- Association of American Medical Colleges
- Health Equity Innovations Summit
- Modern Healthcare ESG Summit
- National Academies of Science, Engineering, and Medicine
- National Association for the Advancement of Colored People National Convention
- National Association of Women Lawyers
- National Council for Mental Wellbeing
- New York Federal Reserve
- Student National Medical Association
- Weill Cornell Medicine

Podcasts and webinars also were areas of communications growth in 2022. NMF Chair-Elect and Global Medical Affairs Leader, Infectious Diseases and Vaccines, Janssen Pharmaceutical Companies Bryan Baugh, M.D., and NMF President and CEO Michellene Davis, Esq. discussed the next generation of medical professionals, the challenges and opportunities for creating a diverse and inclusive pathway to medicine, and the benefits that come as a result for patients on Johnson and Johnson’s “ID Viewpoints” podcast. Moreover, the podcast “Women Physicians Lead” with Dr. Lisa Herbert offered an NMF 75th anniversary series hosting the following NMF leaders:

- Board and Global Advisory Council Member Kweku Awotwi, M.B.A., DSc
- NMF scholar Joel Bervell
- President and CEO Michellene Davis, Esq.
- NMF alumna Valerie Montgomery-Rice, M.D., FACOG
- Alumni Alliance President Omondi Nyong’o, M.D.
- Board Treasurer Efrain Talamantes, M.D., M.B.A., M.Sc., FACP
- Board Member Carmen Villar, MSW
Numerous organizations also recognized NMF President and CEO Michellene Davis for her career dedication to health equity and social justice. Among other awards, she received the New Jersey Culture of Health Award and was recognized as one of Becker’s Healthcare’s “Top African Americans in Healthcare.” Finally, as an extension of NMF’s global focus, NMF served as a host committee member for the Africa-America Institute’s gathering of thought leaders and world change makers.

**NMF Strategic Pillars**

NMF is dismantling the systemic racism that drives health disparities and committing itself to advancing an agenda for lasting change. This strategy is founded on seven pillars.

---

**The Challenge of Advancing Public Health in America**

National Medical Fellowships’ (NMF) alumna Dr. Aletha Maybank believes the “renaissance” of public health is a double-edged sword.

“Attention is being paid to the issue now since COVID-19 and the public murder of George Floyd, with people at least talking openly about racism and its link to inequities,” she said. “But the reality is, we’re still the country that spends the most [on health care] and has the worst health outcomes — do we care enough as a country to change that?”

Currently the inaugural Chief Health Equity Officer and Senior Vice President at the American Medical Association (AMA), Dr. Maybank has spent her 20+ year career analyzing and discussing the broader issues of public health — including health equity, organizational change management, and advocacy — to advance racial justice.

Though she earned her undergraduate degree in natural science and public health from Johns Hopkins University, attended the Lewis Katz School of Medicine at Temple University, completed a residency in pediatrics, and worked as a hospitalist, physician, and clinical instructor in New York City, Maybank said it took earning her master’s degree in public health from Columbia University while completing a preventive medicine residency to gear her more toward the holistic field of governmental public health.

“Valuing human dignity is an American challenge still playing out in every single system today.”
“I was very disenfranchised by medicine in general,” she said. “I didn’t like the culture — very ethnocentric — and I didn’t like getting told social work can’t focus on the problems in patients or that I didn’t have to worry about it.”

While founding the Office of Minority Health in Suffolk County’s Department of Health Services and serving as the deputy commissioner/founding director of the NYC Health Department’s Center for Health Equity, Maybank said she was more freely able to focus on the root causes of health inequities.

“All of my work was and will continue to be in regard to the disparate outcomes between patients and the recognition and explanation of why not everyone has the power or resources to have optimal health,”

Dr. Maybank frequently serves as a medical expert for media outlets such as NPR, MSNBC, EBONY Media, HuffPost, and ARISE News.

Under her leadership, the AMA and Association of American Medical Colleges (AAMC) created the “Advancing Health Equity: A Guide to Language, Narrative, and Concepts,” a document to build transparency and trust between patients and health care professionals by better utilizing equity-focused and person-first language without reinforcing labels, objectification, stigmatization, and marginalization.

The guide also seeks to clarify how systemic and institutional racism results in poorer social, political, and economic determinants of health for minoritized communities; however, the document still became the subject of backlash.

“When you start to name injustice, you’ll be met with organized resistance,” Maybank said.

“Tensions are starting to boil over to the point of complete instability and chaos, with our country headed in a direction that, in many ways, we’ve already been.

“With increased, intentional tactics and strategies commonly associated with white supremacy, patriarchy, and colonialism having global impacts, there [have] to be big decisions made about how we’ll move forward, with different people standing up in different ways.

“The question is, who will rise above? The faith and the hope are that, as Martin Luther King, Jr., said, ‘the arc of the moral universe is long, but it bends toward justice’.

Maybank admitted she is unsure of when the day of reckoning will come for this country or what it will look like, but we need more than “half the country to support human rights and treating people of all skin colors and genders equally.”

Though Maybank isn’t surprised by the current American climate, she gets even more frustrated when people make commitments, including hires to advance equity work, and then draw back or avoid them entirely in response. “If we truly want to change things for the better, we have to march in solidarity,” she said.

“We must look deeper into our common desires and beliefs that equity is foundational to our survival and growth as a nation.

“And, we have to create a more proximate society — statistics and facts don’t work to change human minds and spirits — the chance to connect with another’s humanity and way of life is critical.”

That’s why Dr. Maybank is highly supportive of NMF’s work to increase diversity in both medicine and clinical research.

“We need more leaders of color who equate to the representation of race and ethnicity in this country,” she said. “It’s the bottom line.”

She, too, believes salvation for America now lies in the hands of its youth.

“Generation Z, in their highly formative years, has experienced what protesting is since Ferguson and Black Lives Matter,” Maybank said. “They and the generation after have a higher level of critical consciousness and awareness of the structures and systems in place that contribute to racism — and, because they are young, they’re more likely to have the courage to speak their truth.

“Young people right now are our greatest hope as the leaders of the future.”
A collaborative approach engages a network of health care leaders.

National Medical Fellowships (NMF) has been undertaking a thoughtful strategy to connect with and support all generations of its alumni. NMF has reconstituted its National Alumni Council as the NMF Alumni Alliance. The Alumni Alliance efforts are now aligned with NMF’s strategic framework, Disrupting Racism in Medicine to Achieve Lasting Health Equity. NMF is delighted to have Omondi Nyong’o, M.D., serve as its president; Pamela Payne-Foster, M.D., M.P.H., as vice-president; and Stacey Gambrell Hunt, M.D., FAAD, as secretary. The Young Leadership Council continues to provide an opportunity for young alumni and current scholars to serve and is led by Tania Gennell, M.D., as president; Aerial Petty, D.O., as vice-president; Joel Burt-Miller (M.D./M.P.H. candidate) as secretary; and Caylon Pettis (M.D./M.P.H. candidate) as treasurer. These leaders also serve on an intergenerational advisory committee to the NMF Board of Directors to provide insight on alumni and emerging alumni initiatives and interests.

Alumni who are members of these two groups support and contribute to NMF’s ambitious strategy to disrupt racism in medicine. Members serve as partners and ambassadors of the organization to ensure that NMF and its alumni are at the forefront of the conversation around advancing health equity.

As an element of the NMF’s strategic pillar to expand its focus on behavioral health and wellbeing, NMF is standing up racial trauma supports for its alumni. In partnership with the Association of Black Psychologists (ABPs), NMF provides a culturally grounded, rapid-response program of Sawubona Healing Circles to interrupt stress and trauma responses. Sawubona is Zulu for “I see you,” “We see you,” and the Sawubona Healing Circles are virtual and safe African- and African-descendent-centric spaces that draw upon culturally grounded wellness strategies for coping with anti-Black racial trauma/stress and community violence. NMF piloted three Sawubona Healing Circles in 2022.

Although Sawubona Healing Circles were birthed with Africans and African descendants in mind, NMF is partnering with ABPs to connect with other affinity-based psychological associations to offer similar circles to our Latine and People of Color alumni, to ensure NMF is inclusive of all the communities it serves.

NMF’s strategic pillar to launch a robust mentorship network is furthered by The Journey Matters series. These programs are designed as a set of one-hour mentorship sessions of intimate and candid discussions to provide scholars and early-career alumni the opportunity to learn about a featured mentor’s journey and ask relevant, necessary, and vulnerable questions to inform their own journeys in medicine. NMF alumni Chiemeaka Onyima, M.D.; Pamela Payne-Foster, M.D., M.P.H.; Christian Hernandez, M.D.; Tania Gennell, M.D.; and Denise Powell, M.D., volunteered to lead these conversations.
Failing Retirement; Changing Lives

“My father was a World War II Army combat veteran. He was a kind, good man but often disassociated from fatherly duties. My mother was amazing, alone, and lonely most of the time but relentless in her pursuit of knowledge and caring for and empowering her children. And I am my mother’s son.”

Carmona recalled that although his mother worked nights, she taught him and his siblings about democracy and the world in multiple languages throughout the day, holding court at a table beneath a single exposed lightbulb in a roach-infested, unhealthy tenement apartment.

“She’d say, ‘You have to learn about other cultures if you want to be successful,’” Carmona said. “‘You need an education because that’s one thing they can’t take away from you, and you need it to be a leader.’

“She understood discrimination, injustice, inequality and was trying to teach her kids about the world they lived in,” he said. “She said the world would be a safer, healthier, and more secure place when women had an equal seat at the table of leadership, but until then, it would be tougher. She also acknowledged the challenge of being ethnically and culturally different but said, ‘We’d have to work harder to show people we earned the right to make decisions and lead.’”

Though he credits her now for his successful career and fatherhood, Carmona said it took him years to take his mother’s lessons to heart, and, as he has aged, his mother’s advice has begun to seem smarter.

Carmona skipped school to work in a mailroom or to sell hot dogs and peanuts at Yankee and Shea stadiums. When he wasn’t working, he’d read about science and medicine at libraries but wouldn’t academically pursue these interests.

“I was a truant,” he said. “Growing up in our ‘hood’ was more about survival than it was worrying about finishing school or a future career.”

Then he met a local U.S. Army Green Beret home on leave.

“He made me realize there was no way out of here unless I pulled myself out, otherwise you will be another sad statistic,” Carmona said. Of note, this advice mirrored what his mother and grandmother (“abuela”) also told him repeatedly.

Carmona dropped out of school but eventually joined the U.S. Army at the age of 17 based on his conversations with the Green Beret and because his father was a World War II combat veteran in the Army.

“It completely changed my life,” he said. “Because the only easy day was yesterday. The Army gave me purpose and taught me responsibility, accountability, and how to complete a mission.”
Carmona served as a U.S. Army Special Forces combat-decorated medic and weapons specialist in Vietnam. He also passed his Army General Educational Development (GED) test and later returned home to attend the City University of New York (CUNY) Bronx Community College in an open-enrollment program for combat veterans. He then went on to the University of California, San Francisco, to earn his undergraduate and medical school degrees where he graduated with honors at the top of his class.

“I never planned for academic distinction, for no one in my family had ever graduated from high school, but given this extraordinary opportunity, I thrived and was inadvertently able to send a message of hope to others with similar challenged backgrounds,” he said.

Carmona served as an ocean lifeguard, paramedic, and registered nurse while in college. Upon completion of medical school and his surgical residency, he completed a fellowship in trauma, burns, and critical care sponsored by the National Institutes of Health, and he then became the founding director of Arizona’s first certified regional level-one trauma care system and a university professor.

Carmona also served as chairman of Arizona’s Southern Regional Emergency Medical System; spent nearly four decades with the Pima County Sheriff’s Department as a department surgeon, highly decorated deputy sheriff, and SWAT team leader; and ultimately earned his master’s degree in public health with honors from the University of Arizona before accepting his presidential nomination as U.S. Surgeon General, where he was confirmed unanimously by the U.S. Senate. As surgeon general, he focused on community health, prevention, emergency preparedness, and health disparities.

“My parents were both smokers, had alcohol problems, and died prematurely from preventable causes,” he said. His childhood experiences informed a great deal of his work as surgeon general to include the landmark Surgeon General’s report on secondhand smoke and many other official communications.

At the end of his statutory four-year term as United States Surgeon General, Carmona then returned to academics in 2006 to become a distinguished professor at the University of Arizona and Ohio State University, vice chairman of Canyon Ranch, and president of the Canyon Ranch Institute, the non-profit research arm of the renowned wellness center. Over the years, he continued to work with local, state, and federal governments as well as became a director of several large corporate boards. When COVID-19 struck, he was pulled back into government to serve as the Arizona governor’s COVID-19 senior policy advisor and the University of Arizona incident commander.

Early in the pandemic, he noticed that people of color and the poor were dying sooner.

“We already knew about the inequitable quality of care and access, as well as the disproportionate preventable disease and economic burden in vulnerable populations.”

It also became evident that the minority population, often invisible while harvesting our food or working in low-paying jobs, were indeed “essential employees.”

“The injustices simply became more exposed.”

“Now is certainly not the time to stop working or retire; the ‘mission’ continues,” Carmona said.

“In Special Forces, we had a saying: ‘The only easy day was yesterday, and if this was easy, everyone would be doing it!’”

“Salvation is in the education of our youth,” he said. “And it’s a leader’s responsibility to ensure continuation — and improvement — of the path they’ve walked themselves.”
2022 was a banner year for the National Medical Fellowships (NMF) scholarships program and the scholars it serves. The organization embarked on a deliberate effort to increase the size and number of scholarships it offers. With an eye toward providing more critical financial support in 2022, the organization awarded a total of $2,353,268 to more than 300 scholars.

NMF’s new partner, the National Board of Medical Examiners, will offer 10 scholarships of $10,000 each through NMF for the next three years. Established in 2022, scholarships will be open to students in all four years of medical school and will welcome applications from dual-degree students.

Moreover, NMF’s longstanding partner United Health Foundation is launching a new program to provide 50 scholarships through NMF of $5,000 each for the next four years, commencing in 2022. United Health Foundation has been a valued partner, and NMF welcomes the opportunity to design this new phase of their investment in health equity.

Additionally, the NMF Emergency Scholarship Fund provided $61,768 to 14 scholars. This fund serves to provide financial support to second-, third-, or fourth-year underrepresented medical students who, given the racial wealth gap in the United States, may experience financial crises that prevent them from continuing their medical education or that create major obstacles to achieving their medical education goals. The Emergency Scholarship Fund is designed to address instances when “life happens” to students given historical disinvestment and wealth inequality.

NMF seeks to offer more value to its scholars than simply needed financial support. NMF also offers a strong, supportive community of scholars, alumni, and partners. NMF additionally aims to further enhance the academic and professional experience for scholars and is in the preliminary stages of establishing a formally structured mentorship program to connect scholars with NMF alumni for mentoring relationships.

Resiliency & Advocacy: Becoming a Change-Maker

Deborah Fadoju, the recipient of NMF’s Sylvia B. Kelly Medical Scholarship for Health Equity in 2022-23, said the honor is as much a win for her community as it is for her.

“Receiving this scholarship for work that is my breath and life has been incredibly affirming and energizing,” said the fourth-year Ohio State University College of Medicine (OSUCOM) student.

Established in 2021 by the Association for Community Affiliated Plans, the $25,000 scholarship is awarded to a medical student who has demonstrated interest in promoting health equity through reducing the maternal mortality gap.

Fadoju has gone above and beyond in her commitment.

Growing up in west Baltimore, she experienced how systemically racist policies contribute to generational poverty and inequitable social determinants of health.

“Low-income students are consigned to high-poverty, low-quality schools,” Fadoju said.

Fadoju worked hard to receive scholarships that would fund her undergraduate years at Howard University and summers abroad with medical clinics and leadership initiatives focused on providing health care, education, and infrastructure for populations in need.
“Howard poured into me an understanding that I’m truly capable of and responsible for being a change-maker wherever I go,” she said.

After graduating magna cum laude, Fadoju served in AmeriCorps as a middle school teacher in Bridgeport, Connecticut, a low-income neighborhood with high crime and poor education.

“Any attempts to address my students’ academic needs without first addressing their socio-emotional needs — safety and structure — would be futile,” she said.

Fadoju therefore founded a step team to use dance to improve focus and, in the process, discovered a passion for helping empower vulnerable girls and women.

“I realized the field of obstetrics and gynecology would not only allow me to be an educator, but also would provide me the high acuity of being the calming voice in the midst of chaos,” she said.

As a medical student during the throes of the global COVID-19 pandemic, Fadoju also realized that advocacy was inherently built into the fabric of her selected specialty. “I didn’t want this newly created movement to become a moment,” she said. “And while I had been expecting difficult discussions on the impact of race and racism in health care, especially in endocrinology and reproductive care, the curriculum did not address it.”

Thus, while studying for her first board exam, Fadoju took it upon herself to co-create a lecture on the history of medical racism, its impact on present-day health disparities, and the importance of mitigating implicit biases. Her team’s lecture now serves as a mandatory component of the first-year curriculum at OSUCOM.

Impressed with her dedication and fortitude, the leaders of the OSUCOM Equity and Anti-Racism Task Force asked her to join to provide formal requests and recommendations to the university on how recruitment, admissions, financial aid, and curricula could be changed to better support diverse students. As a result, new scholarships and formal mentorships were created, and the institution reexamined how it used or misused race across all lectures.

“It was a tough balance to give 100% to my academics while engaging in advocacy, but my intention had always been to leave a system better than I’d experienced it,” Fadoju said.

Fadoju also founded OSUCOM’s chapters of White Coats 4 Black Lives and Black Women in Medicine, served as president of OSUCOM’s chapter of the Student National Medical Association, organized and led demonstrations with health care workers in solidarity with those affected by police brutality and systemic racism, and mobilized students to provide testimony for the Ohio Senate’s Concurrent Resolution 14 to declare racism a public health crisis.

“Were it not for my support system of mentors, peers, family, and community, I couldn’t have done it,” she said. “I’m truly a product of the people who kept showing up to remind me the work I was doing was necessary.

“My goal now is to become an outspoken leader in medicine who advocates for collaborative academic, institutional, and legislative change to achieve equity in obstetrical and gynecological care.”

“Broken systems require change, and change does not come easily.”
Although the benefits of service-learning are well documented, and service is the core of the medical profession, many medical schools do not have formal programs. Service-learning programs provide invaluable training to emerging physicians committed to improving the health of communities of color that are harmed by lack of access to health care services. These communities are further burdened by social and political determinants of health that manifest as a lack of access to safe and affordable housing, low-pollutant environments, socioeconomic opportunity, quality education, nutritious food, public safety, and more.

Accelerated efforts meet community needs and enhance medical education.

As NMF advanced its mission to provide ever more opportunities to scholars of health care, the organization launched two new service-learning programs in 2022:

- With the generous support of the Brave of Heart Fund, the NMF Health Equity Leaders Program (HELP) provides opportunities for students underrepresented in health care, medicine, and allied health to explore health equity service, scholarship, leadership, and advocacy. Through self-led research projects, scholars work to examine and disrupt the systems and structures of historical racism that lead to health disparities that disproportionately impact communities of color. HELP provides $10,000 each to 30 scholars. As part of the program, scholars conduct a self-directed health equity research project over a 10-month period and identify a community-based organization where they can gain exposure and training in primary care, health equity research, service, leadership, and advocacy.

- Food Allergy Research and Education (FARE) has partnered with NMF to develop the FARE Diversity Scholars Program. This program provides students from underrepresented backgrounds with opportunities to deeply engage in food allergy research to build the pathway for diverse physicians and researchers who are committed to investigating, evaluating, and addressing the socioeconomic factors that impact health care access for food allergy patients. The program offered $10,000 each to six scholars, with an option to renew once. Scholars complete 200 service hours over a 10-month program and work with an assigned FARE Clinical Network site or other partnering institution to participate in a research/data-analysis project related to food allergy prevention, management, or understanding barriers to accessing food allergy care and safe foods. This includes volunteering for at least 20 hours with a local community partner engaging in community access work in food allergies and receiving mentorship regarding food allergy research and career pathways.

NMF continues to offer these well-established programs in 2022:

- Johnson & Johnson/NMF Alliance for Inclusion in Medicine (AIM) is a three-year service-learning program designed to provide high-performing but underrepresented medical students with analytical skill sets that will prepare them to become future clinicians and research leaders. During 2022, 20 new scholars enrolled in the program, bringing the total number participating in the program to 40 scholars.

- NMF Primary Care Leadership Program has provided 697 future health care professionals with the opportunity to experience the challenges and rewards of primary care practice in community health centers around the country since it launched in 2012. In 2022, 63 scholars participated in the program that was generously supported by the GE Foundation, LA Care Foundation, Children’s Hospital Los Angeles, California Health Care Foundation, AltaMed Health Services, RIZE MA, and Gilead.

- United Health Foundation/NMF Diverse Medical Scholars Program is designed to increase the number of qualified medical providers who have a commitment to improving access to quality health care in medically underserved communities. In 2022, the program served 56 scholars.
Intending to Make Immeasurable Impact

Aseal Birir, a college footballer turned Harvard medical and business student, had neither an easy nor privileged path to follow.

“I lived in a variety of diverse communities, moving around a lot through various socioeconomic situations,” he said.

“That certainly impacts how I interact with the world and was definitely part of my consideration to pursue medicine as a career.”

With his mother and brother, Birir emigrated from England to the Bay area in California so his mother could remarry.

“When her marriage ended rather abruptly, we faced many financial and housing insecurities associated with wealth and race,” he said.

This included needing to live in a shelter in Oakland.

“I have a much broader understanding of how one’s housing, environment, and social dynamics can provide or severely limit opportunities, including educational and health care quality,” Birir said.

While his mother found work with a housing authority and her children attended school, Birir began to foster a deep interest in science — and football.

“My coach was also my chemistry teacher,” he said. “That’s the subject in which I did best because things just made sense to me.”

Birir went on to play football at Pomona College while earning his bachelor’s degree in chemistry. He also mentored Black and Latine high school students from low-income areas, volunteered at Pomona Valley Hospital Medical Center’s emergency room, and participated as a colorectal cancer research associate at the University of California San Francisco (UCSF) Medical Center.

“I began to see medicine as the perfect way to apply science and interact with people from all walks of life,” he said.

Today, Birir is part of a dual-degree program at Harvard University, set to earn both his doctorate in medicine and M.B.A. in 2024. He is also the co-founder of a medical technology incubator out of Mass General Hospital.

In support of his exemplary commitment, Birir was awarded the 2021 National Medical Fellowships (NMF)/Johnson & Johnson Alliance for Inclusion in Medicine Scholarship, a three-year service-learning program intended to equip underrepresented medical students with additional skills needed to become clinicians and research leaders who can address health inequities that disproportionately affect communities of color.

The program pairs each recipient with a mentor at Johnson & Johnson who serves as a networking resource and sponsor as they progress through their research projects and pursue their goals.

“My impact, in that sense, could be more scalable.”

As Birir plans to integrate his interests in oncology, internal medicine, and the broader context of health care as a business, representation in medicine is always of primary concern for him.

“For many patients, it is a much more comfortable and safer experience for them if they share the same background as their provider.”
“And while there is a real problem with equity in medicine today, there isn’t a lack of conversation about it.

“It’s a very interesting and encouraging time to be in the field.”

On the other hand, the COVID-19 pandemic and the concurrent protests against police brutality have made being an underrepresented medical student more challenging.

“Given the rigorous curriculum required, the school needed to adjust to account for external events, making sure the issues surrounding health and social inequities for underrepresented populations were sufficiently addressed within our clinical studies,” Birir said. “And we need to continue to shine more light on this wherever we can.”

Understanding the magnitude of how certain conditions and diseases fall along racial and poverty lines has encouraged Birir to pursue additional clinical research opportunities.

“Medicine and treatments can have some of the biggest effects on those most marginalized — if they are able to access them,” he said.

Clinical trials centralized in cities and academic medical centers, for example, may greatly benefit from virtual applications while longer structural solutions are implemented to incentivize research in more rural areas to broaden recruitment and applicability.

“Bottom line, we need better data from a more diverse, broader pool of participants while also maintaining strict protocols for studying new treatments,” Birir said.

Birir credits his acceptance into the Alliance for Inclusion in Medicine program for his ability to contemplate future career paths addressing these issues.

“When you can somewhat separate finances from your interests, you feel freer to explore larger possibilities.”

“This is why the National Medical Fellowships Diversity in Clinical Trials Research (NMF Dctr) program is so urgently needed. It works to increase the number of clinicians of color who become principal investigators (PIs) as part of the strategy to increase patient diversity in clinical trials.

Originally a partnership between NMF and Johnson & Johnson, the program has garnered additional support from Merck and AstraZeneca and continues to seek new partners. The NMF Dctr program is a comprehensive program that features a robust curriculum to provide medical professionals with the knowledge, skills, and competencies to engage in and lead clinical research. The program has also expanded post-training support (including mentoring and networking) to bridge the gap between training and practice. After participating in NMF Dctr, emerging investigators (EIs) are equipped with the tools and support needed to participate in and lead clinical research teams.

In 2022, the NMF team completed quality assessments and a strategic realignment with partners for optimal collaboration. The program served 71 EIs enrolled in 2022 and a total of 97 EIs since the program’s launch in 2021. The program also hosted an inaugural virtual post-training networking event for EIs that was well received and attended by 89 individuals.
A market analysis shed new light on specific therapeutics and clinical research experiences of NMF Dctr EIs. Among these EIs, 32% have previous clinical research experience. Results show that primary care is the dominant therapeutic area of clinical research, but all therapeutic areas evaluated have been of great interest to NMF Dctr EIs. Advancements in innovation and artificial intelligence continue to emphasize the importance of diversity in clinical research, and NMF is primed to offer a solution.

The program continues to enroll new cohorts at a brisk pace and looks to further refine program services in the months ahead.

Transforming Headaches into Research Opportunities

Hope O’Brien, M.D., M.B.A., FAHS, FAAN, a board-certified neurologist and headache specialist practicing in Cincinnati, Ohio, connected with National Medical Fellowships over a common interest: increasing the number of clinicians underrepresented in medicine who serve as principal investigators.

“No one talks about the difference being involved in research as a solo provider, let alone a Black provider or person of color wanting greater access to patients of color in clinical trials,” O’Brien said. “I wanted to remain active and involved even though I now operate outside of an academic institution.” As one of the first providers to complete NMF’s Diversity in Clinical Trials Research program supported by Johnson & Johnson, Merck, and AstraZeneca, O’Brien is well on her way to achieving her goal, having already secured two clinical trials with a third underway.

“It’s been fantastic because not only am I able to spend more time with these patients, but they’re also doing great, with their headaches lessening significantly in both frequency and severity corresponding to improvement of function,” she said.

O’Brien’s interest in neurology started in high school after a visit to a university lab where she saw an animal’s brain preserved in a glass jar.

Upon graduating from the University of Rochester with an undergraduate degree in neuroscience, O’Brien worked in a research laboratory,
identifying and enrolling patients with Alzheimer’s disease into clinical trials.

During her neurology residency at the University of Cincinnati College of Medicine, she continued her involvement in research by helping the attending primary investigator perform exams on patients with multiple sclerosis.

“After completing my education as the first headache medicine fellow at Cincinnati Children’s Hospital Medical Center, I proved the program could be expanded to educate those treating headaches in both children and adults,” O’Brien said. “A need that wasn’t being addressed was research on how to prevent refractory headaches in adults, especially in those whose symptoms began in childhood.”

O’Brien eventually became an associate professor — and the only Black faculty member in neurology — while practicing for over a decade as a neurologist at the Cincinnati Children’s Hospital Medical Center and various local hospitals.

“When I went into academics, I wanted to reach medical students, residents, and fellows with the art of neurology and headache medicine,” she said.

“But health care is complicated. I felt there was more emphasis on the business than most physicians had been educated on. For instance, why were decisions being made about how patients should be seen and managed without our input?”

As it became necessary to see more patients — and spend less time with them — O’Brien decided to obtain her executive M.B.A. from the Williams College of Business at Xavier University.

“If I wanted to participate in health care the way I felt it needed to be done, I needed information and knowledge about the business of medicine to provide the highest quality care at a lower cost to the health care system,” she said. “I needed to create that business model.”

O’Brien opened the Headache Center of Hope in June 2021.

“There was no place like it in the area,” she said. “Patients with migraines either went to a loud, chaotic emergency room, or they waited days to weeks to see their primary care physicians for maybe 10 minutes, or they went to an urgent care, where they often received medicine for pain that can make [a] migraine worse.”

O’Brien’s private practice offers same-day appointments to both children and adults whenever possible, IV treatments in a relaxing setting, and on-site massage therapy, physical therapy, and acupuncture.

“Best of all, I’m now able to spend at least one hour with each patient,” she said.

As an out-of-network provider, all costs associated with her practice are fixed and transparent. “When a patient receives a procedure for a headache, they’re typically charged the doctor’s fee, the facility fee, a nursing fee, the cost of medications, and overhead, with the insurance only paying so much,” O’Brien said.

“When they come see me, I’m able to offer better care at a fraction of the cost.”

O’Brien says she now sees patients of all demographics and socioeconomic status, including adolescent patients whose parents want them to be able to access telehealth appointments with Dr. O’Brien when they’re away at college.

“The goal is to provide more accessible care and research for all individuals,” she said. “Especially because Black and Latine patients suffering from headaches, including migraine, are less likely to be diagnosed or receive appropriate treatment, and more likely to have chronic disease.”

O’Brien said her training with NMF was key to being able to continue to offer clinical research trial opportunities to her patients as options.

“The education and post-training support to participate in and lead research teams was invaluable,” she said. “I encourage more providers to join the program and help diversify clinical research because no practice is too small to get involved and our patients deserve options that best fit their needs.”

“With NMF’s Diversity in Clinical Trials Research program, I received in-depth education and experience in research that I never got in medical school.”
PHILANTHROPY

Generosity accelerates an impactful mission.

National Medical Fellowships (NMF) enjoyed a record-breaking year in 2022, thanks to several acts of generosity, foremost of which was a $12 million gift from philanthropist MacKenzie Scott—the single largest gift in the organization’s 76-year history. The gift was particularly timely as the COVID-19 pandemic took a disproportionate toll on communities of color and laid bare the human cost of health inequity. NMF is deeply grateful that MacKenzie Scott recognized the impactful work the organization has been doing for more than 75 years to advance health equity. With this gift, NMF received nearly $19 million in philanthropic support in 2022.

Philanthropic investment made it possible for NMF to launch three exciting new service-learning programs: ALLIANT Health Solutions/NMF Research Program, the Food Allergy Research and Education Diversity Scholars Program, and the Health Equity Leaders Program (made possible by the Brave of Heart Fund). These service-learning programs offer scholarship support and valuable opportunities for NMF’s diverse scholars to gain clinical experience, conduct research, and prepare them to become future health care and research leaders.

The Brave of Heart Fund’s generous grant has also seeded the NMF Health Equity Institute to build research partnerships and develop infrastructure and systems to support research activities, including, but not limited to, a health equity certification program for institutions.

United Health Foundation made a significant commitment to provide 50 scholarships in the amount of $5,000 each for the next four years, commencing in 2022. The foundation has been a longstanding partner, and NMF is grateful for its ongoing generosity.

NMF’s first national event, Reimagining Health Care: Celebrating Equity Change Agents, honored people and organizations advancing health equity and diversity in health care and clinical research through their leadership and philanthropy. The event also raised more than $1,035,000 to advance NMF’s mission, the largest amount NMF has raised from a single event.

During the gala, NMF celebrated dedicated supporters and esteemed partners as equity change agents:

- Executive Vice President for Global Affairs Vanessa Broadhurst accepted the NMF Corporate Imagineer Award on behalf of Johnson & Johnson,
- President and Chief Executive Officer of Morehouse School of Medicine Valerie Montgomery Rice, M.D., FACOG, accepted the NMF National Alumni Lifetime Achievement Award,
- Vice President of Social Business Innovation Carmen Villar accepted the NMF Corporate Innovation Award on behalf of Merck, and
- President & Chief Executive Officer of Children’s Hospital Los Angeles Paul Viviano accepted the NMF Visionary Award.

The evening also included a surprise for NMF’s Board Chair with the presentation to her of an inaugural namesake award, the NMF Dr. Sandra B. Nichols Vanguard Award. This is the organization’s highest award and honors her determination to achieve health equity and her enduring passion for NMF’s mission. The award recognizes individuals and organizations who have achieved outstanding distinction in their life’s work in health care through their stalwart commitment to improving the health and lives of intentionally marginalized communities.

Surrounded by her family, Dr. Nichols shared how she suffered a massive myocardial infarction, incurred a severe burn injury, and technically died three times in 2019, but was blessed to receive a heart transplant donated by an amazing family. During her long recovery, Dr. Nichols continued to guide NMF as Board Chair and even served as interim CEO for a time. This moment cemented the theme of gratitude that was present throughout the celebration.
Giving Tuesday, a global day of giving, is held each year on the Tuesday after the United States holiday of Thanksgiving. NMF raised a record $14,705 during the campaign, thanks in part to a partnership with Namesake, a skincare line specifically developed for the care of melanin-rich skin. National media attention in “Allure” magazine supported this achievement. Founded by Davlyn Mosley, the daughter of NMF alumna Dr. Lynn McKinley-Grant, Namesake donated 10% of its proceeds on Black Friday, the day after Thanksgiving, to NMF’s Giving Tuesday campaign.

The generous support of NMF’s alumni, corporate and foundation partners, and friends is deeply appreciated and makes it possible for NMF to build a more just and equitable future in health care.

For his decades-long work as a physician, entrepreneur, and trusted philanthropist, Dr. J. Mario Molina has been featured in “Time Magazine” and “Modern Healthcare” as one of the most influential people in health care.

Much of Molina’s career has addressed the issue that although the country has grown more diverse, the physicians who care for the population have not.

“I worry that students who are considering careers in medicine and know how expensive the education can be are too often dissuaded from applying — especially since students of color often end up owing more debt,” he said. “We need to address the high cost of medical education so as not to scare off qualified students into other fields of study.

“I also believe we need to start mentorship and pipeline programs as early as middle school to introduce the idea of medicine as a viable career for minority students, to help them better prepare academically throughout high school.”

Molina was interested in medicine by the time he was 15. He earned his associate’s degree in physical science from Long Beach City College, his bachelor’s degree in chemistry from California State University in Long Beach, and ultimately attended medical school at the University of Southern California (USC) in Los Angeles.

“When I completed my residency in internal medicine at Johns Hopkins Hospital in east Baltimore, the patient population was primarily Black, and during a fellowship in endocrinology at [the] University of California-San Diego, at least half of the patients we saw were Latino,” he said.

Molina worked as an associate investigator for the San Diego Veterans’ Administration (V.A.) health care system and an assistant professor of medicine at USC before joining his father’s medical group, Molina Healthcare, which had grown into a Fortune 500 company under his leadership.

“Because we provided health care for low-income individuals receiving benefits through government programs such as Medicaid and Medicare, we served very diverse patient populations, from Latino, Black, and Asian to Middle Eastern and Eastern European,” he said.
Molina began his 26-year career as a medical director, working with providers and clinics overseeing medical and risk-management issues. Then, as vice president, he was responsible for provider contracting, member services, and quality assurance. Molina ultimately became the chairman and CEO of Molina Healthcare for nearly two decades.

“In that time, it became obvious that in order to take care of our patients, we needed more doctors who would understand their cultures and speak their languages,” he said. “But in many communities, it’s difficult to find diverse practitioners.”

Molina said he experienced similar issues while serving as president and CEO of Golden Shore Medical, a network of community medical clinics in California.

“Lots of special interest groups come together to talk about health care policy, but patients don’t have a strong voice,” he said. “Conversations going on in state capitals and Washington, D.C., are done in a vacuum among those who have very different views and experiences with health care than their constituents.”

To better address low-income patients’ needs and concerns, Molina co-founded the United States of Care to bring information directly to policy makers. He currently serves as board chair.

“One of the things we learned from the [COVID-19] pandemic was that the traditional way of providing health care has broken down,” he said.

For example, further deregulation and adoption of telemedicine would help improve access to quality care for many patients.

“And, in order to practice medicine in the U.S., you have to have completed a residency,” Molina added. “However, the number of residencies has not increased because Medicare funding for a large portion of graduate medical education hasn’t either.

“So, again, at a time when our population is growing and becoming more diverse, we have not created the supply we need.”

In addition to serving on multiple non-profit boards, investing in startup health care companies, and working as the vice chair for the National Museum of the American Latino, Molina is also a trustee of Johns Hopkins Medical School to help support students studying science and medicine with multiple scholarships in his family’s name.
**COMMUNICATIONS**

Intensive work raises brand awareness to engage new audiences.

National Medical Fellowships (NMF) began investing in communications in late 2021, and a multi-channel communications strategy bore fruit in 2022 across digital and print communications, mass media, social media, and storytelling.

NMF also launched its new website at nmfonline.org. The site includes a clean design aesthetic, enhanced functionality, specialized search tools to enhance users’ ability to search for scholarships, and a nimble structure to elevate important news and moments to the homepage.

Published and distributed in May, Disrupting Racism in Medicine to Achieve Lasting Health Equity is NMF’s strategic framework that communicates the organization’s bold new agenda for transformational change. While ushering in a new visual identity for the organization, the framework document underpins the strategic planning and deployment of measurements of achievement at the programmatic level.

The year was an opportunity to undertake a sustained public relations effort that resulted in national media coverage by the following outlets: “Afrotech,” “Essence,” “Yahoo! Finance,” “Becker’s Hospital Review,” and “Allure.” Coverage resulted from wire releases about MacKenzie Scott’s $12 million gift, the organization’s national gala, and a social media partnership with Namesake Skincare.

With so many alumni and scholars doing exceptional work in health care, NMF took the opportunity to tell more of their stories. Alumni news, scholar profiles, service-learning program highlights, mentorship stories, news releases, and more can be found on NMF’s website at nmfonline.org/news. Stories and announcements are also shared with followers on social media. In addition, NMF published a commentary on the Dobbs decision to overturn Roe v. Wade.

When we compared the same nine-month period (March through December) of 2021 and 2022, impressions rose a remarkable 723% on Instagram, 152% on Twitter, and 100% on Facebook. Further, the increasing volume of people who saw NMF’s content on social media made it a leading channel for engaging the organization’s audiences.
NMF is exceedingly grateful for the more than 500 donors that gave generously in 2022. With your support, NMF provided need- and merit-based scholarships, research and service-learning opportunities to medical and other health professions students and post-graduates. Your generosity also made possible thought leadership and other partnerships to advance health equity more broadly. Thank you for standing together with NMF to champion health equity and justice in medicine.

$1,000,000 or more
e4e Relief
National Philanthropic Trust

$500,000 or more
Johnson & Johnson Family of Companies
United Health Foundation

$100,000 or more
Association of American Medical Colleges
Bristol-Myers Squibb Company

$50,000 or more
AltaMed Health Services Corporation
AstraZeneca Pharmaceuticals
California Healthcare Foundation
Genentech, Inc.
Icahn School of Medicine at Mount Sinai
Princeton Area Community Foundation
The Smidt Family Foundation Trust

$25,000 or more
CommonSpirit Health
Don Levin Trust
Dr. Felecia G. Williams
Kaiser Permanente
Kaiser Permanente Northern California
Mayo Clinic
Merck & Co., Inc.
Mount Sinai School of Medicine
NewYork-Presbyterian Hospital

Children's Hospital Los Angeles Medical Group
FARE
Gilead Sciences, Inc.
L.A. Care Health Plan
Ms. Michellene Davis, Esq.
Mr. Ronnie A. and Dr. Sandra B. Nichols
Dr. Vick Williams

$1,000,000 or more
National Philanthropic Trust

$500,000 or more
Johnson & Johnson Family of Companies
United Health Foundation

$100,000 or more
Association of American Medical Colleges
Bristol-Myers Squibb Company

$50,000 or more
AltaMed Health Services Corporation
AstraZeneca Pharmaceuticals
California Healthcare Foundation
Genentech, Inc.
Icahn School of Medicine at Mount Sinai
Princeton Area Community Foundation
The Smidt Family Foundation Trust

$25,000 or more
CommonSpirit Health
Don Levin Trust
Dr. Felecia G. Williams
Kaiser Permanente
Kaiser Permanente Northern California
Mayo Clinic
Merck & Co., Inc.
Mount Sinai School of Medicine
NewYork-Presbyterian Hospital

Children's Hospital Los Angeles Medical Group
FARE
Gilead Sciences, Inc.
L.A. Care Health Plan
Ms. Michellene Davis, Esq.
Mr. Ronnie A. and Dr. Sandra B. Nichols
Dr. Vick Williams
Dr. Omondi Nyong’o
The Chicago Community Trust
The Josiah Macy, Jr. Foundation
The Tina and Calvin Tyler Foundation, Inc
University of California Davis
University of California Davis School of Medicine

$10,000 or more

Alliant Health Solutions
Blue Shield of California
Drs. Ludlow and Ruth V. Creary
Ms. Anne E. Estabrook
David Geffen School of Medicine, UCLA
Dr. Elder Granger
Dr. Herman B. Gray, Jr.
Grifols
Kaiser Permanente Bernard J. Tyson School of Medicine
Keck Medical School of USC
Loeb Enterprises, LLC
Morgan Stanley Private Wealth Management
Ms. Jennifer M. Schlinter-Thomas
PricewaterhouseCoopers
Dr. Reed V. Tuckson and Mrs. Marjorie M. Tuckson
Rush University Medical Center
Stanford University
SUNY Downstate College of Medicine

$5,000 or more

Arkansas Medical, Dental & Pharmaceutical Association, Inc.
Dr. David Ansell
Dr. Charles Baker
Ms. Melissa Bradley
Charles R. Drew University of Medicine & Science
Columbia University
Dana-Farber Cancer Institute
Dryst, Incorporated
Ms. Lauren DeGeorge
Dr. Samuel Hawgood
Dr. Marc Keshishian
Dr. Eurgia C. Land
Ms. Dee C. Marshall
Dr. Emily D. Smith
Dr. Dennis J. Tanner
Dr. Efrain Talamantes
Ms. Evonne Taylor
Dr. Jan N. Roberts
Dr. John H. Vassall
Mr. Larry Quinlan

Computers, Inc.
Drs. Ludlow and Ruth V. Creary
Ms. Anne E. Estabrook
David Geffen School of Medicine, UCLA
Dr. Elder Granger
Dr. Herman B. Gray, Jr.
Grifols
Kaiser Permanente Bernard J. Tyson School of Medicine
Keck Medical School of USC
Loeb Enterprises, LLC
Morgan Stanley Private Wealth Management
Ms. Jennifer M. Schlinter-Thomas
PricewaterhouseCoopers
Dr. Reed V. Tuckson and Mrs. Marjorie M. Tuckson
Rush University Medical Center
Stanford University
SUNY Downstate College of Medicine

$1,000 or more

Dr. Nanaefua Afoh-Manin
Ms. Sylvia B. Allen
Dr. Laura G. Andima
Dr. Martha R. Andrews
Dr. Gloria E. Akan
Dr. Kathryn M. Anastos
Anthem Inc.
Dr. Corrie T. Anderson
Dr. Alfonso F. Banuelos
Ms. Linda Baraka
Dr. Bryan P. Baugh
Becker’s Healthcare
Dr. Robert E. Bellamy
Dr. Ray A. Blackwell
Dr. Cedric M. Bright
Dr. Carol L. Brown
Dr. Claude D. Brunson

Lincoln Memorial University
NYU Langone Medical Center
Pasadena Community Foundation
PSEG
Dr. Ronnie D. Shade
Dr. Toussaint Smith
Dr. Robert M. White, Jr.
Dr. Dennis L. White
Ms. Margaret Wilson
Ms. Diedre Windsor

Dr. Steve L. Caddle
Dr. John M. Carethers
Dr. David M. Carlisle
Dr. Melody C. Carter
Dr. Maurice L. Chaplin
Dr. Blondell Chism
Mr. Gil Chu
Cocreative Consulting, LLC
Ms. Tumaini Coker
Dr. Brian A. Cole
Mr. Ulysses M. Currie
Dr. C.S. Cutter
Ms. Trisha Daly
Dr. Sandra C. Darden
Ms. Becky Davis
Dr. Cheryl A. Dickson
Mrs. Mary-Eлизiee Merrill
Empower the Village
Mrs. Dianne M. Engram
Dr. Jay M. Evans
Dr. Thomas L. Fisher
Dr. Jasmine Franklin
Ms. Camie Hackson
Ms. Zenola Harper
Dr. Cornelius L. Hopper
Included Health
Ms. Mary Gamba
Dr. Jorge A. Garza
Dr. Mirian M. Graddick-Weir
NMF boosted its growth in assets by $9.3 million to a total of $16.9 million. The 122% increase in assets observed in 2022 extends NMF’s streak to five consecutive years of growth reporting total assets seven-times larger than 2018, when total assets were $2.3 million.

The increase in assets is mostly comprised of cash and cash equivalents and investments reporting balances of $9.5 million and $6.2 million, respectively. An additional element of the increase is related to the adoption of the new accounting guidance related to leases which added approximately $370,000 of right-of-use assets for office space to the statement of financial position. The effects of this increase are more noticeable when the balance of total liabilities remained consistent with the liabilities of 2021. The liquidation of deferred compensation plan liabilities and the use of best practices for cash and project management helped NMF leadership mitigate the addition of the right-of-use liability tied to the new guidance.

Total revenues for 2022 were $17.9 million – exceeding the budgeted revenue by $7.7 million
During the year ended December 31, 2022, NMF recorded the highest revenue in over 10 years. The increase in revenue was mainly due to increased support from foundations and efficiencies met in project management leading to higher realization of revenue from refundable advances during the year. In addition, contributions received for the national gala added about $1 million to revenues in 2022.

Total operating expenses increased $3.4 million or 77% in 2022 for a total of $7.8 million. This increase relates to increases in scholarships and stipends issued to scholars, mentors, and sites in the amount of $1.1 million, approximately $817,000 in salaries and fringe benefits, and increases in professional services by $1 million to ensure the continuity of operating activities during a restructuring of the organization. Nonetheless, total expenses in 2022 were $1.3 million under the budgeted amounts. These expenses served as an investment in the organization’s foundation and infrastructure to sustain the growth expected in coming years.

The change in net assets for 2022 was $10.1 million. The composition of net assets also maintains a positive trend. Net assets without donor restrictions represented 80% of the total, increasing from 47% in 2021.
## Statements of Financial Position as of December 31

<table>
<thead>
<tr>
<th>Assets</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$9,501,403</td>
<td>$4,233,814</td>
<td>$2,125,372</td>
</tr>
<tr>
<td>Investments, at fair value</td>
<td>6,191,893</td>
<td>1,305,919</td>
<td>868,715</td>
</tr>
<tr>
<td>Receivables and pledges</td>
<td>662,895</td>
<td>1,657,966</td>
<td>1,306,097</td>
</tr>
<tr>
<td>Deferred compensation plan assets</td>
<td>-</td>
<td>307,217</td>
<td>573,987</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>133,673</td>
<td>91,871</td>
<td>95,583</td>
</tr>
<tr>
<td>Furniture and equipment, net</td>
<td>22,006</td>
<td>19,897</td>
<td>15,778</td>
</tr>
<tr>
<td>Right of use assets, net</td>
<td>370,714</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$16,882,584</strong></td>
<td><strong>$7,616,684</strong></td>
<td><strong>$4,985,532</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$853,880</td>
<td>$646,713</td>
<td>$207,023</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>-</td>
<td>5,128</td>
<td>11,590</td>
</tr>
<tr>
<td>Refundable grant advances</td>
<td>1,718,976</td>
<td>2,001,687</td>
<td>910,000</td>
</tr>
<tr>
<td>Deferred rent expenses</td>
<td>-</td>
<td>9,199</td>
<td>-</td>
</tr>
<tr>
<td>Deferred compensation plan liability</td>
<td>-</td>
<td>307,217</td>
<td>573,987</td>
</tr>
<tr>
<td>Loan Payable</td>
<td>-</td>
<td>-</td>
<td>173,869</td>
</tr>
<tr>
<td>Right of use liability</td>
<td>370,714</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$2,943,570</strong></td>
<td><strong>$2,969,944</strong></td>
<td><strong>$1,876,469</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net assets</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets without restrictions</td>
<td>$11,089,617</td>
<td>$1,985,956</td>
<td>$645,199</td>
</tr>
<tr>
<td>Net assets with restrictions</td>
<td>2,849,397</td>
<td>2,661,084</td>
<td>2,463,870</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$13,939,014</strong></td>
<td><strong>$4,647,040</strong></td>
<td><strong>$3,109,069</strong></td>
</tr>
</tbody>
</table>
### Revenue

<table>
<thead>
<tr>
<th>Categories</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions and grants</td>
<td>-</td>
<td>$3,620,283</td>
<td>$2,230,046</td>
</tr>
<tr>
<td>Contributions from corporations</td>
<td>684,184</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Contributions from individuals</td>
<td>498,230</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Contributions from foundations</td>
<td>12,226,842</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Grant revenue</td>
<td>3,437,069</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Events</td>
<td>955,489</td>
<td>2,087,830</td>
<td>1,337,474</td>
</tr>
<tr>
<td>Investment return, net</td>
<td>6,307</td>
<td>40,816</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>173,863</td>
<td>45,675</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>$17,808,121</td>
<td>$5,922,792</td>
<td>$3,613,195</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Categories</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarships and stipends</td>
<td>$3,045,172</td>
<td>$1,909,627</td>
<td>$1,597,762</td>
</tr>
<tr>
<td>Salaries and fringe benefits</td>
<td>2,535,543</td>
<td>1,718,637</td>
<td>1,152,312</td>
</tr>
<tr>
<td>Travel, promotion and seminars</td>
<td>320,842</td>
<td>31,718</td>
<td>17,043</td>
</tr>
<tr>
<td>Professional fees</td>
<td>1,424,677</td>
<td>424,860</td>
<td>479,518</td>
</tr>
<tr>
<td>Marketing and advertising</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>10,936</td>
<td>5,376</td>
<td>30,471</td>
</tr>
<tr>
<td>Information technology</td>
<td>33,915</td>
<td>7,558</td>
<td>9,085</td>
</tr>
<tr>
<td>Printing, postage and delivery</td>
<td>15,058</td>
<td>7,890</td>
<td>6,065</td>
</tr>
<tr>
<td>Equipment, repairs and maintenance</td>
<td>18,906</td>
<td>32,958</td>
<td>24,520</td>
</tr>
<tr>
<td>Office supplies</td>
<td>4,954</td>
<td>6,519</td>
<td>46,371</td>
</tr>
<tr>
<td>Equipment and leases</td>
<td>-</td>
<td>13,424</td>
<td>7,916</td>
</tr>
<tr>
<td>Occupancy</td>
<td>86,209</td>
<td>61,826</td>
<td>88,088</td>
</tr>
<tr>
<td>Insurance</td>
<td>16,026</td>
<td>13,980</td>
<td>20,310</td>
</tr>
<tr>
<td>Subscriptions, licenses and warranties</td>
<td>152,888</td>
<td>71,349</td>
<td>53,842</td>
</tr>
<tr>
<td>Bank, administration and merchant fees</td>
<td>43,518</td>
<td>43,218</td>
<td>39,090</td>
</tr>
<tr>
<td>Interest expense</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>-</td>
<td>-</td>
<td>41,297</td>
</tr>
<tr>
<td>Bad debt expense</td>
<td>61,807</td>
<td>26,110</td>
<td>31,371</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>10,183</td>
<td>9,771</td>
<td>47,927</td>
</tr>
<tr>
<td><strong>Total expense (natural categories)</strong></td>
<td><strong>$7,780,634</strong></td>
<td><strong>$4,384,821</strong></td>
<td><strong>$3,692,988</strong></td>
</tr>
</tbody>
</table>
It is with deep appreciation that National Medical Fellowships (NMF) pays homage to these doctors and their extraordinary legacies through the continuance of their efforts to advance health equity.

Dr. Robert Tranquada
Serving with distinction on NMF’s Board of Directors for more than 30 years, Dr. Robert “Bob” Tranquada was a deeply transformative champion of the organization’s mission to provide scholarships to diverse medical students. His tremendous career in medicine, academics, and public health as a diabetes researcher, seasoned professor, policy advocate, and medical executive was crucial to increasing access to health care for underserved communities. A devoted philanthropist, Dr. Tranquada also served as a board chair, founding member, and trustee for multiple medical institutions and foundations, including what is now the National Academy of Medicine, the nation’s largest publicly operated health plan and one of the country’s first community health centers. NMF honored Dr. Tranquada with its Lifetime Achievement Award in 2005 for his steadfast commitment to achieving lasting health equity.
Dr. Frederick Douglass Parrott, Jr.

Avid philanthropist and mentor Dr. Frederick “Fred” Douglass Parrott, Jr., fostered the development of many medical professionals of color at NMF. Dr. Parrott served in the Medical Service Corps of the U.S. Army prior to his lengthy career in obstetrics and gynecology. He continued to create intentional community impact through numerous affiliations, including as a prolific member and sponsor of 100 Black Men of Los Angeles’ Young Black Scholars program. In 1984, Dr. Parrott founded the Real Men Cook Foundation to raise more than $3 million for four Historically Black College and University (HBCU) medical schools. When he was diagnosed and treated for prostate cancer in 1994, he founded the Real Men Cook Foundation for the Early Detection of Prostate Cancer in African American Men to increase awareness and free preventative services for communities of color. NMF honored Dr. Parrott with its Legacy Award in 2020 for his passion and dedication to improving health disparities in under-resourced areas.
NMF TEAM 2022

Office of the President & CEO
Michellene Davis, Esq.,
President and CEO
Gizelle Clemens, M.P.A.,
Alumni & Donor Engagement Director
Carlos Colón, C.P.A.,
Controller and Finance Director
Kadeen Menzie, M.B.A.,
Senior Executive Assistant
Brian Rahmer, Ph.D., M.S.,
Senior Impact Policy Advisor/
Special Assistant to the CEO

Communications
Christy Law Blanchard, M.S.,
Assistant Vice President,
Strategic Communications
Adora Waldron, M.S.,
Assistant Director of
Digital Engagement

Development
Gina Lee Gossett
Special Events &
Development Manager
James Han
Database Manager
Alex Rios
Development Coordinator

Operations
Rosa De Los Santos
Operations Coordinator

Programs
Qunoot Almecci, M.S.,
Director
Service-Learning Programs and Scholarships
Laveina Dash,
Director
Diversity in Clinical Research
Keona Davis, M.A.,
Senior Program Manager,
Diversity in Clinical Research
Roman Meza
Program Assistant,
Diversity in Clinical Research
Antonia Molina
Program Manager,
Scholarships & Awards
Tracey Newman, CDM, CCDM
Assistant Vice President, Global Programs and Diversity in Clinical Research
Ebony Panaccione
Program Manager,
Diversity in Clinical Research
Kori Richardson, M.P.P.A.,
Senior Program Manager, Scholarship and Service-Learning Programs
Amber Riste
Program Assistant, Scholarships & Service-Learning Programs
Vanika Spencer, M.A.
Program Manager, Service-Learning Programs
Laura Uzzell, M.S.,
Program Manager, Service-Learning Programs

NMF President and CEO Michellene Davis, Esq. and NMF Board Chair Dr. Sandra B. Nichols (front center) with NMF team members at its national gala in November 2022.