



STATE OF NEW YORK  
**EXECUTIVE CHAMBER**  
ALBANY 12224

**ANDREW M. CUOMO**  
GOVERNOR

September 23, 2016

Dear Friends:

It is an honor to share my thoughts with all who have gathered for this memorial ceremony to honor Elizabeth H. Swain and her life and legacy of contribution to New York State and its people.

All New Yorkers are grateful for those individuals whose lifetime of dedicated work has improved the health, well-being, and quality of life for others. As a tireless advocate for the community health center movement, Elizabeth Swain brought invaluable expertise and experience to her role as President and CEO of the Community Health Care Association of New York State (CHCANYS) where she served from 2005 until her passing a few short months ago – and we mourn such a great loss for her family, friends, and colleagues.

During her tenure, Elizabeth transformed CHCANYS into one of the nation's leading primary care associations, implementing numerous programs to improve the quality and comprehensiveness of services provided by New York State's Federally Qualified Health Centers, which have become an important component in the restructuring of our health care delivery system. Thanks to Elizabeth's tireless advocacy, resourcefulness, and drive to strengthen public policy supportive of the primary care sector, today more New Yorkers have access to primary care resources, especially those in underserved communities.

Elizabeth consistently emphasized the notion that increased access to high-quality primary care at the community level is critical to improving health outcomes and streamlining costs, particularly within New York's Medicaid program. As one of the original members of the 2011 Medicaid Redesign Team, Elizabeth's work helped shape discussions that guided Medicaid policy over the last five years and will continue to influence its future.

We all will remember Elizabeth with tremendous respect and admiration, knowing that with ardent devotion and passion for her work, she significantly improved public health care for countless people. I humbly join to pay solemn tribute to such a fine woman and accomplished professional for her commitment to public service and her leadership in building a better, more caring and compassionate New York State for people today and in the future.

With my warmest regards to all.

Sincerely,

ANDREW M. CUOMO

**WE WORK FOR THE PEOPLE**  
PERFORMANCE ★ INTEGRITY ★ PRIDE