Preparing for our Future:

From doing good things…
To taking accountability for outcomes.

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Today’s Themes

- Health of people, health of places
- On being investment and policy advisors
- Co-benefit strategies for ‘impact at scale’
- Boundary-crossing leadership: from contribution to accountability
- Implications for action
What will it be?
Place Matters: Obesity

Source: Kaiser Permanente
Male life expectancy in Hough & Lyndhurst OH:

8 miles = 24 years

Source: Democracy Collaborative
Triple Aim: Dimensions of Value

Source: Institute for Healthcare Improvement
Health Across the Lifespan

Source: Tyler Norris
Many Factors Shape Health

- Health is driven by multiple factors that are intricately linked – of which medical care is one component.

Drivers of Health

- Personal Behaviors 40%
- Family History and Genetics 30%
- Environmental and Social Factors 20%
- Medical Care 10%

Source: Determinants of Health and Their Contribution to Premature Death, JAMA 1993
Determinants of Health (disparities)

Source: Dahlgren & Whitehead
An Integrated Approach to Diseases and Risk Factors

4 Diseases, 4 Risk Factors* ➔ 4 Kaiser Permanente Actions

- Support Individuals
- Encourage Groups
- Change Communities
- Track Outcomes

*RISK FACTORS

- Unhealthy Diet
- Inactivity
- Tobacco
- Harmful use of Alcohol

- Diabetes
- Cardiovascular Disease
- Cancer
- Chronic Respiratory Disease

Source: Kaiser Permanente

*Aligns with World Health Organization’s framework for monitoring non-communicable diseases
“It is unreasonable to expect that people will change their behavior easily when so many forces in the social, cultural, and physical environment conspire against such change”

_Institute of Medicine_
We Have to Disrupt Current Defaults…
Kaiser Permanente’s Community Health Initiatives focuses on the key health needs identified below. These thematic focus areas have emerged both from our experience working in communities where residents encounter these issues as barriers to engaging in health-promoting behaviors, and from our Community Health Needs Assessments, in which community needs were systematically assessed and documented across our regions.
Policy, Systems, Environmental Change Strategies

Neighborhoods
- Parks, trails and other active public spaces
- General Plan / Complete Street ordinances
- Corner store conversion efforts
- Farmers markets and community gardens
- Multi-modal transit

Schools (+ child care, pre-, after- summer-)
- Nutrition standards / Cafeteria reforms
- Campus-wide PE and recess; + after school
- Joint Use Agreements
- Safe routes to school
- Screen time policies

Healthcare
- BMI as a vital sign
- Breastfeeding promotion
- Hospital cafeterias

Worksites
- Stairwell prompts
- Lactation support
- Worksite wellness programs

Source: Tyler Norris and Loel Solomon
Focusing on Dose

Intensity Deconstructed:
- Exposure
- Potency

What It Looks Like:
50% healthy vending slots → vending ban → whole school reform → school + corner stores
Walk to school day → walk to school year → complete streets → streets + school PA

Source: Kaiser Permanente
Collective Impact: The Five Conditions of Success

- Common Agenda
- Shared Measurement Systems
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Support Organizations
An innovative initiative to increase access to healthy, fresh, affordable food…

Source: The Food Trust
Pennsylvania Success Story

Approved Projects: 83

Variety of projects:
• Supermarkets
• Farmers markets
• Coops
• Public markets

In different places:
2/3rds rural, small towns
1/3 urban

One-time Loans and Grants

$190 million
Total Est. Project Costs for Approved Applicants

1.7 million sq. ft.
Total Est. Sq. Ft. Developed/Refreshed for Approved Applicants

5,000 new jobs
Total Est. Jobs Created/Retained for Approved Applicants

400,000 people with access to healthy food

Source: The Food Trust
Access to Healthy Food in Underserved Communities

- Revitalizes neighborhoods
- Leverages private capital
- Increases local taxes

- Creates jobs with career paths
- Lowers the cost of food

- Provides healthy food which can change diets and contribute to reduced rates of diabetes & obesity

- Grow rural/urban linkages
- Enhance safety/placemaking
- Build food security
- Reduce food miles
- Demand for organics has ecological & health benefits

Source: Convergence Partnership + Norris
Health in All Policies: Co-benefits

Source: Leadership for Healthy Communities
A brisk walk in the park keeps Merry II in shape between dog shows. His owner, Columbus resident Cathy Stumbo, got up early to give her 3-year-old Doberman his regular workout. They typically log 13 miles in Berliner Park.
社區健走步道導覽圖—環繞社區中庭及公園全長1000公尺
Forms of Capital ~ Wealth of Communities & Nations
Healthy People, Healthy Places, Healthy Economy
**Accountability**

- **Do Good Things**
  - Assure access
  - Support community organizations
  - Educate

- **Make an Impact**
  - Address determinants of health in physical, social, natural environments
  - Measure impacts

- **Be Accountable for All Our Impacts**
  - Understand our social, ecological and economic footprint, and its impact on community health
  - Leverage all our assets

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“**What Counts**”

“**Making It Count**”

“**Being Accountable**”

Hand Printing: the good an organization does minus its footprint, accounting for positive actions to help drive an organization or individual to be net-positive

Source: Tyler Norris, Kaiser Permanente 2016
Total Health Impact: An Anchor for the Communities We Serve

Deploying Kaiser Permanente Assets for Total Health

Bringing together our mission, brand, knowledge and capabilities.

Physical and Mental Health Care
“Body, Mind and Spirit”

Individual / Family

Home / School / Worksite

Neighborhood / Community

Society

Clinical Prevention

Research and Technology

Purchasing and Employment Practices

Community Health Initiatives

Environmental Stewardship

Public Information

Living Wage Payroll

Health Education

Walking Promotion

Access to Social and Economical Supports

Worksite/Workforce Wellness

Public Policy

Facilities

Source: Kaiser Permanente
Applying all KP’s resources to improve member and community health.

Each region and core national function will be increasingly accountable for, and effective in, using all our assets to deliver measurable impacts on member and population health status. Improved health will address the preventable demand-side drivers of utilization and cost, therefore contributing to long-term affordability.

More than Corporate Social Responsibility and more than being an “anchor institution,” being a Total Health Organization helps us be the pacesetting leader in the field of improving health and creating social value.

ALL IN = Care + Coverage + Community + Enterprise

Source: Kaiser Permanente
Creating Total Health Impact by Addressing Health at all Levels

Leveraging KP’s Multiple Assets as a Community Anchor / Total Health Organization

Physical & Mental Health
“Body, Mind and Spirit”

*Individual/Family*
*Home/School/Worksite*
*Neighborhood/Community*
*Society*

Source: Kaiser Permanente
Radical Inclusion (Equity Is the Frontier)
It’s all connected

Source: Otto Scharmer, MIT
Boundary Crossing Leadership

- trans-partisan (values, perspectives)
- trans-issue (systems convergence)
- trans-sector (interest/benefits)
- trans-jurisdiction (authority, inclusion)
- trans-generation (ages)
- transformational leadership
Working in the Nexus

Healthy People

Healthy Environments

Thriving Local Economies
Don’t ask what the world needs. Ask what makes you come alive, and go do it. Because what the world needs is people who have come alive.

Howard Thurman