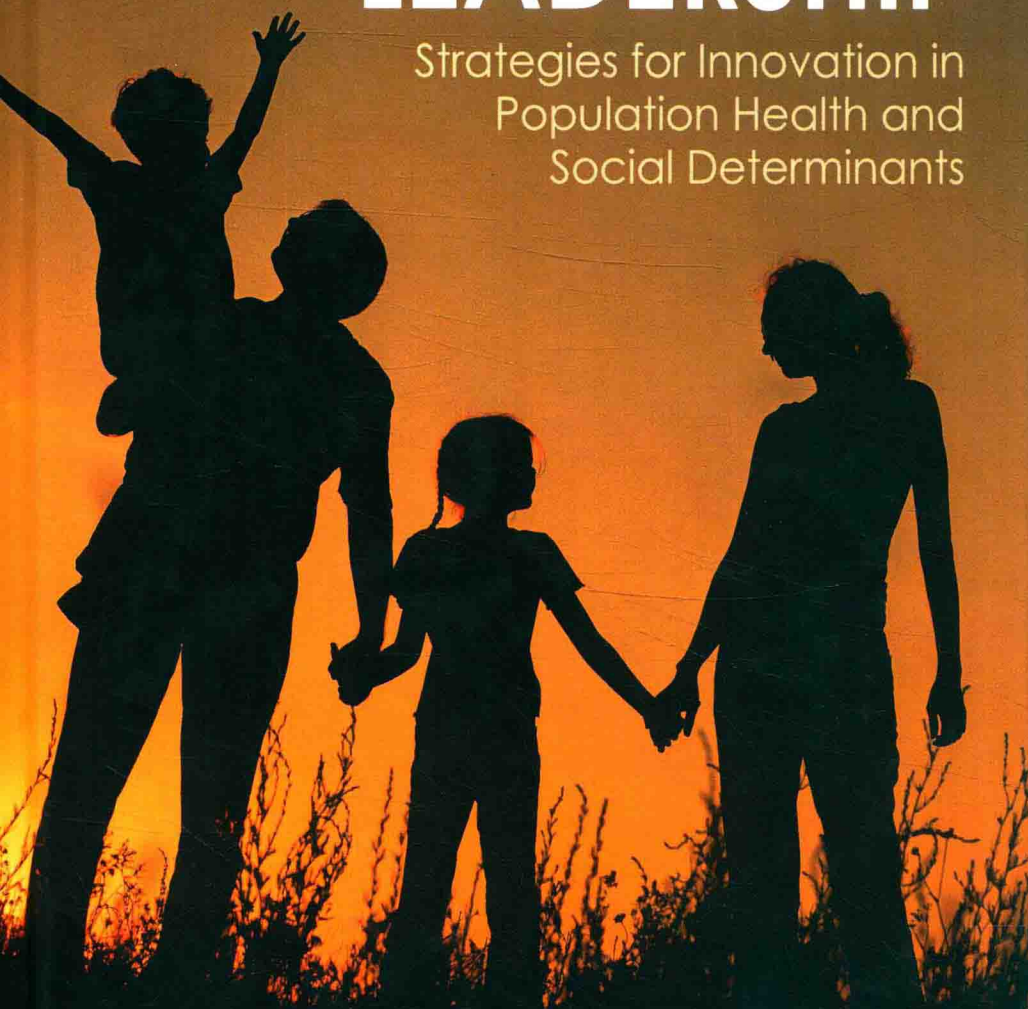


PUBLIC HEALTH LEADERSHIP

Strategies for Innovation in
Population Health and
Social Determinants



Edited by
Richard F. Callahan and Dru Bhattacharya

ROUTLEDGE


Public Health Leadership

Strategies for Innovation in
Population Health and
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Public Health Leadership

Designed for professionals and aspiring professionals in public policy, public health, and related programs, *Public Health Leadership* illustrates the complexity of contemporary issues at the intersection of public health and healthcare and the compelling need to engage numerous public and private stakeholders to effectively advance population health. Offering real-world case studies and cutting-edge topics in public health and healthcare, this book will complement existing primers and introductory books in public health to help students and practitioners bridge concepts and practice.

The work is divided into three parts that focus on the new role of public health departments, emerging challenges and opportunities following the enactment of the Patient Protection and Affordable Care Act (ACA), and recent trends in innovation and investment. Each chapter is practice-oriented to provide insight into the changing landscape of public health while offering practical tips based on the experiences and expertise of leading practitioners. Topics include cross-sector partnership-building, innovations in investment strategies, public health operations, performance management, advances in big data tracking, and more that address the social determinants of health and improve population health. Cases draw on a wide range of perspectives and regions, encouraging the reader, whether a professional or student, to apply the lessons learned to one's local context.

Richard F. Callahan is Professor and former Chair of the Department of Public and Nonprofit Administration at the University of San Francisco, USA.

Dru Bhattacharya is Director of the Master of Public Health Program and Chair of the Department of Population Health Sciences in the School of Nursing and Health Professions at the University of San Francisco, USA.

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About the Editors

Richard F. Callahan, Professor, University of San Francisco.

Dr. Callahan's research, teaching, and practice focus on leadership behaviors and strategies that are effective in complex, demanding, and dynamic environments in the public and nonprofit sectors. At the University of San Francisco Callahan is a Professor, having chaired the Department of Public and Nonprofit Administration. He served three years as the Faculty representative to the USF Board of Trustees, and was Director for the *Change the World From Here* lecture series at USF.

Starting in 2000, Callahan has been Co-Director of the Sierra Health Foundation Leadership program, currently with Dr. Kenneth W. Kizer. Over the past twenty-five years he has worked with the executive team of the Los Angeles County Department of Public Health, as well as elected and appointed officials in state and local government across a range of departments. His recent service includes acting as Executive Producer of the documentary *Solving the Inequality*. He has received a Fulbright Specialist Program grant for lectures and curriculum design in Istanbul, Turkey. He has designed and delivered leadership and training programs internationally, nationally, state-wide, and regionally, as well as being co-designer of the University of Southern California's Executive Master of Leadership degree.

Callahan co-authored a national award-winning article, receiving the Brownlow Award for Best Article from *Public Administration Review*. He has been published in journals including *Public Administration Review*, *Public Management Review*, *Public Manager*, *American Review of Public Administration*, *Government Finance Officers Review*, *The National Civic Review*, and *Journal of Jesuit Business Education*. As a teacher in graduate programs, he was awarded Teacher of the Year 2013 in the USF School of Management, and the University of Southern California School of Policy Graduate Programs Academic Community Teacher of the Year in 2010 and 2007. He received his BA from Georgetown University and a Master's degree and Doctorate from the University of Southern California.

Dru Bhattacharya is Director, Master of the Public Health Program and Chair of the Department of Population Health Sciences in the School of Nursing and Health Professions, University of San Francisco.

“Professor Dru”, as his students refer to him, is an interdisciplinary public health researcher and practitioner. He was the first (and only) J.D. selected to participate in and successfully complete the post-doctoral Global Clinical Scholars Research Training Program through Harvard University Medical School, with advanced training in clinical epidemiology. He received his advanced training in law from Georgetown University Law Center (LL.M., with distinction), and his Master of Public Health in health policy and finance from Johns Hopkins Bloomberg School of Public Health, where he also obtained a Certificate in Maternal and Child Health.

Professor Dru is also the author of two books on domestic and global policy, and has been consulted to inform the creation of doctoral programs in public health policy and advocacy based on his expertise. His textbook, *Public Health Policy: Issues, Theories, and Advocacy*, has also been adopted by institutions with core classes in public health policy, and is notable for distinguishing the fields, and its purpose, from healthcare policy generally, promoting his unique “PEEEL” framework, drawing from the disciplines of politics, epidemiology, ethics, economics, and law to advance public health policy analysis and decision-making.

Professor Dru has delivered over eighty-three invited presentations across the nation and at international conferences. Prior to joining USF he was a founding Director of the public health policy program at Loyola University Chicago, a Fellow at the Centers for the Law and the Public’s Health at Johns Hopkins Bloomberg School of Public Health, and a Congressional staffer serving under former Chairman Henry Waxman of the Committee on Oversight and Government Reform in the U.S. Congress House of Representatives while assisting counsel investigate a global health project gone awry. He has collaborated with local, state, and national partners in conducting multi-state legal assessments of health-related laws, drafting model health legislation, and conducting health policy analyses of existing or proposed interventions to improve healthcare delivery and promote population health.

He is currently collaborating with partners in health departments and private practitioners to explore the role of medical-legal partnerships as a locus of research and intervention to alleviate health disparities among vulnerable populations. He has held over nine editorial positions, was a former Board Member of the Public Health Lawyers Association, and currently serves on the MLP Advisory Committee for the Illinois Supreme Court Access to Justice Commission, conducting research to advance the mission of the Commission to promote the role of the MLPs across Illinois to reduce health disparities. His education includes a Certificate in Clinical Epidemiology from Harvard University Medical School, LLM from Georgetown University Law Center; MPH from Johns Hopkins University, and a BA in Biology from the University of Chicago.

About the Contributors

Jay Bhatt, D.O., MPH, MPA, FRCP, is the Chief Medical Officer of the American Hospital Association, and President and CEO of the Health Research & Educational Trust (HRET), overseeing the American Hospital Association's clinical leadership and health activities. Dr. Bhatt leads the AHA's quality activities in HRET, and the Institute for Diversity in Health Management and Association for Health Improvement, and also directs physician engagement activities and provide leadership on policy issues. Prior to joining the AHA, he served as the Chief Health Officer of the Illinois Hospital Association where he lead activities of the Institute for Innovations Care and Quality to reduce readmissions and patient harms, which resulted in the prevention of 15,887 instances of patient harm for cost savings of \$161 million, and significant reduction in falls, blood clots, early elective deliveries. He also developed physician engagement and alignment strategies that included the Medical Executive Forum, Health Care System Physician Forum, and Physician Leadership Academy, which represents 15,000 physicians and 1000 engaged through learning and action networks. He also served as member of the Executive Leadership Team of the Association helping manage budget of \$50 million and 150 employees. Dr. Bhatt is also a Clinical Fellow in Medicine with Harvard Medical School.

Jonathan Freedman is Managing Principal of Health Management Associates, a leading independent national research and consulting firm. He was previously Chief Strategy Officer, L.A. Care Health Plan, the largest publicly operated health plan in the nation. Prior to joining L.A. Care Health Plan, Mr. Freedman held a variety of management and leadership roles for more than twenty-five years with the County of Los Angeles, most recently as Chief Deputy Director of the Los Angeles County Department of Public Health (DPH). Other roles included managing Los Angeles County's state and federal legislative programs, directing the Medicaid Demonstration Project for Los Angeles County, and serving as an Assistant Deputy for health, welfare

and environmental issues to Supervisor Ed Edelman, a former member of the Los Angeles County Board of Supervisors.

Mr. Freedman has extensive experience in public health, safety net health care, and public policy. He has led many high-profile initiatives, including the public health response to the 1994 Northridge earthquake, Los Angeles County's Master Tobacco Settlement negotiation, solutions to funding crises in the Los Angeles County safety net, and the 2010 H1N1 influenza response.

Mr. Freedman has received outstanding leadership awards from California State Association of Counties and Los Angeles County. His work has been published in *Health Affairs*, and he is a contributor to *Public Health Practice: What Works* published by Oxford University Press. Mr. Freedman holds a Bachelor's degree in Political Science and a Master's degree in Public Health from UCLA.

Chet P. Hewitt is the President and CEO of Sierra Health Foundation and its independent operating unit, the Center for Health Program Management, which he founded in 2012. Since beginning his tenure at the foundation in 2007, Chet has focused foundation investments in four areas: health disparities, social determinants of health, health care access, and the well-being of vulnerable youth populations. Known for his collaborative leadership style, innovative approach to program design and management, and willingness to take thoughtful risk, Chet has increased the foundation's influence, reach and impact.

Prior to joining the foundation, Chet served for five years as the Director of Alameda County's Social Services Agency where he achieved national recognition for transforming its failing child welfare system into a national model and using technology to improve the management and accessibility of human service programs. Previously he served as Associate Director for the Rockefeller Foundation in New York, where he oversaw its national employment and community building initiatives, and Program Director for the Center on Juvenile and Criminal Justice in San Francisco where he founded its highly regarded Detention Diversion Advocacy Program. Chet has received several awards for his work, including the Robert T. Matsui Community Service Award, the Grantland Johnson Intergovernmental Cooperation Award, the Annie E. Casey Foundation Child and Family Leaders Fellowship, and the Black Administrators in Child Welfare's Child Welfare Administrator of the Year.

Chet is a frequent lecturer on philanthropy and public sector leadership, and has advised jurisdictions around the country on issues related to the transformation of public systems. Most recently he helped found and currently serves as a co-chair of the California Executives' Alliance, a consortium of twenty-two foundations focused on improving the life chances of boys and young men of color in

California, and launched the San Joaquin Valley Fund to spur health and well-being investment in one of California's most underfunded regions. Chet serves on several boards, including the Roberts Enterprise Development Fund, the Public Policy Institute of California, Valley Vision, and Sacramento Steps Forward. Born and raised in New York City, Chet credits life experience as the primary source of his commitment to serve those less fortunate than himself. He is driven by his desire to ensure that his two young sons, and all children, have every opportunity to grow up healthy, safe, and prepared for their roles as vital members of their communities.

Dr. Anthony Iton believes that reinvigorating democracy in California's underserved communities is the first step in improving residents' health. As Senior Vice President of the *Building Healthy Communities* program, Iton is leading an effort to empower residents in fourteen cities with the worst health outcomes across California to fight for changes in their communities that will help them lead healthier lives. When residents are engaged in holding elected officials accountable for fair educational opportunities, good jobs and more green space, Dr. Iton believes that good health can thrive. This place-based approach is founded on the idea that residents can't be asked to eat healthier food, exercise more, regularly visit the doctor, or get a better job if those opportunities aren't available in the communities where they live. The BHC model attacks the root causes of health inequities by convening and supporting community partners on the ground. By building resiliency and advocacy among residents, his work has made significant and sustainable advances in public health for thousands of Californians.

Prior to his appointment at the Endowment, Iton served as the director and County Health Officer for the Alameda County Public Health Department. Under his leadership, Alameda County launched an innovative plan to improve the health and lifespan of low-income communities by focusing on the poverty, racism, and discrimination that prevented residents from getting good housing, better jobs, and quality healthcare and educational opportunities. By inserting a public health perspective into conversations about community and economic development, he led the department's efforts to improve community engagement and galvanize equity-driven policy solutions aimed at improving residents' health.

Iton's dedication to improving the quality of people's lives was founded during his contrasted experiences growing up in Montreal, Canada and attending medical school in East Baltimore, Maryland. The health inequities that he witnessed in Baltimore were almost unimaginable in Montreal, inspiring Iton to pursue a career at the intersection of public health and social justice.

Published in numerous public health and medical publications, Iton is a regular public health lecturer and keynote speaker at conferences across the nation. He earned his B.S. in Neurophysiology, with honors, from McGill University in Montreal, Quebec, his J.D. at the University of California, Berkeley's Boalt Hall School of Law, and his medical degree from Johns Hopkins University School of Medicine.

The Honorable Kenneth W. Kizer, MD, MPH is a Distinguished Professor and Director of the Institute for Population Health Improvement at the University of California Davis. He is an internationally respected healthcare leader who has the very rare distinction of having been elected to the National Academy of Medicine and to the National Academy of Public Administration.

Dr. Kizer is a highly seasoned physician executive whose diverse professional experience includes senior positions in the public and private sectors, academia, and philanthropy. Among his previous positions are: founding CEO and President of the National Quality Forum, a Washington DC-based quality improvement and consensus standards-setting body that has been called the nation's premier health care quality improvement organization; Chairman, CEO and President of Medsphere Systems Corporation, a leading commercial provider of open source health information technology; Under Secretary for Health, U.S. Department of Veterans Affairs and chief executive officer of the nation's largest healthcare system, in which capacity he engineered the internationally acclaimed transformation of the Veterans Healthcare System in the late 1990s; Director of California Department of Health Services; and Director of California Emergency Medical Services Authority, where he was the architect of the state's EMS and trauma care systems in the early 1980s. During his record tenure as California's top health official he oversaw the state's response to the HIV/AIDS epidemic, pioneered Medicaid managed care, engineered California's famed Tobacco Control Program and the '5-a-Day' for Better Nutrition Program, restructured many of the state's public health programs, launched initiatives to improve the quality of nursing homes, and oversaw a dramatically enlarged toxic substances control program and the genesis of the California Environmental Protection Agency.

He has served on the U.S. Preventive Services Task Force and as Chairman of the California Wellness Foundation, the nation's largest philanthropic organization devoted exclusively to health promotion and disease prevention, as well as on the governing boards of a number of managed care and health IT companies, foundations, professional associations, and non-profit organizations. He has been an advisor to numerous foreign countries on health matters.

Dr. Kizer is an honors graduate of Stanford University and UCLA, the recipient of two honorary doctorates, and a fellow or distinguished fellow of eleven professional societies. He is board-certified in six medical specialties and/or subspecialties, and has authored over four hundred original articles, book chapters, and other reports. He is a Fellow National of the international Explorer's Club, a founding member and architect of the international Wilderness Medical Society, a former Navy diving medical officer, and a recognized expert on aquatic sports and wilderness medicine.

His accomplishments have been recognized with dozens of awards, and he has been selected as one of the '100 Most Powerful People in Healthcare' by *Modern Healthcare* magazine on several occasions. His work has been featured in *Time*, *BusinessWeek*, *Fortune*, the *Wall Street Journal*, *New York Times*, and numerous other magazines, newspapers, and national television shows.

Lavonna Blair Lewis, PhD, MPH is a Teaching Professor of Public Policy, the Diversity Liaison at the USC Sol Price School of Public Policy, and the Director of the USC Diversity in Healthcare Leadership Initiative. Dr. Lewis joined the USC faculty in 1996 from Rice University where she received her PhD in Political Science. Dr. Lewis' areas of research and professional interests consistently focus on cultural competency and health disparities, targeting both the health status and healthcare needs of underrepresented groups. As such, she feels she has a two-fold mission in life—to make the invisible visible (if people are blind or unaware of problems for a particular group or in a particular community, you have to find ways to get these problems onto their radar) and to make people uncomfortable (she believes that if people are always comfortable, they aren't being challenged or they have quit learning and growing).

She is currently involved in multiple projects that address racial and ethnic health disparities in cardiovascular disease (CVD), diabetes, and infant mortality. Her work has appeared in the *American Journal of Public Health*, *Family and Community Health*, the *Journal of General Internal Medicine*, and other health management and policy journals. All of the work to date has employed a community-based participatory research framework that partners with the relevant stakeholder groups in developing the research questions.

Robert K. Ross, M.D. is President and Chief Executive Officer of the California Endowment, a private, statewide health foundation established in 1996 to address the health needs of Californians. Prior to his appointment in July 2000, Dr. Ross served as director of the Health and Human Services Agency for the County of San Diego from 1993 to 2000.

Dr. Ross has an extensive background in health philanthropy, as a public health administrator, and as a clinician. His service includes: Commissioner of the Philadelphia Department of Public Health; medical director for the LINK School-Based Clinic Program, Camden, New Jersey; instructor of clinical medicine, Children's Hospital of Philadelphia; and faculty member at San Diego State University's School of Public Health.

Dr. Ross has been actively involved in community and professional activities at both the local and national level. He is a member of the President's Advisory Commission on Educational Excellence for African Americans, Co-Chair of the Diversity in Philanthropy Coalition, and has served as a member of the California Health Benefit Exchange Board, the Rockefeller Philanthropy Advisors Board, the National Vaccine Advisory Committee, and on the boards of Grantmakers in Health, the National Marrow Donor Program, San Diego United Way, and Jackie Robinson YMCA. He is a Diplomate of the American Academy of Pediatrics, served on the President's Summit for America's Future and as chairman of the national Boost for Kids Initiative, and was honored by the Council on Foundations as the Distinguished Grantmaker of the Year for 2008. Dr. Ross received his undergraduate and Master's degrees in Public Administration and medical degrees from the University of Pennsylvania in Philadelphia.

The California Endowment makes grants to organizations and institutions that directly benefit the health and well-being of the people of California. For more information, visit our website at www.calendow.org.

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Part I

Public Health Departments

Scope, Systems, and Standards

