All In For Impact:

From doing good things…
To being accountable for outcomes

**8th Annual St Clair County
HEALTH POLICY SUMMIT
March 2, 2017
Fairview Heights, IL**

together
WE BUILD A BRIGHTER FUTURE

**Tyler Norris
Chief Executive, Institute for Mental Health and Wellness
(Formerly Vice President, Total Health, Kaiser Permanente)**

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
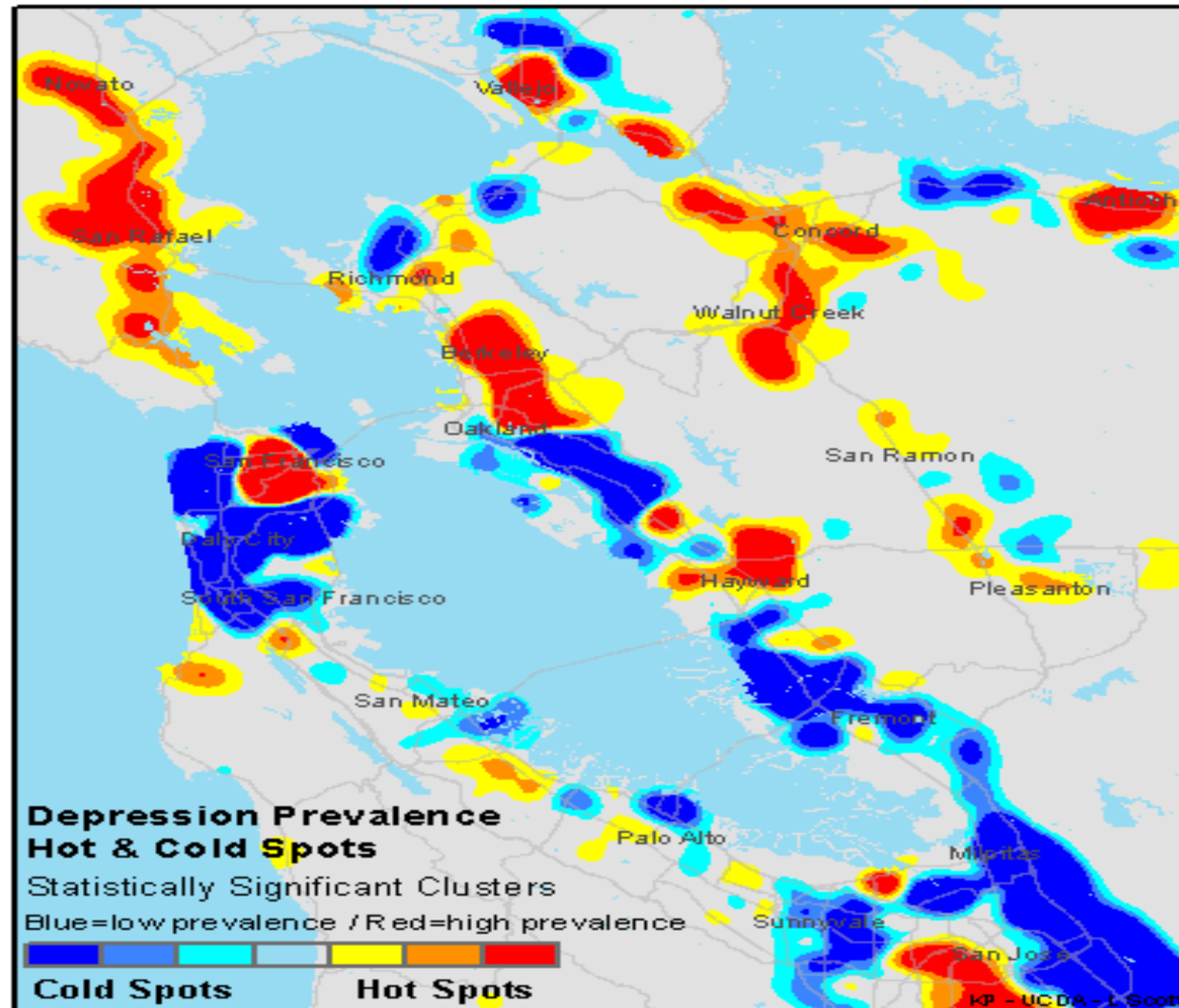
- ➢ *Implications for action*
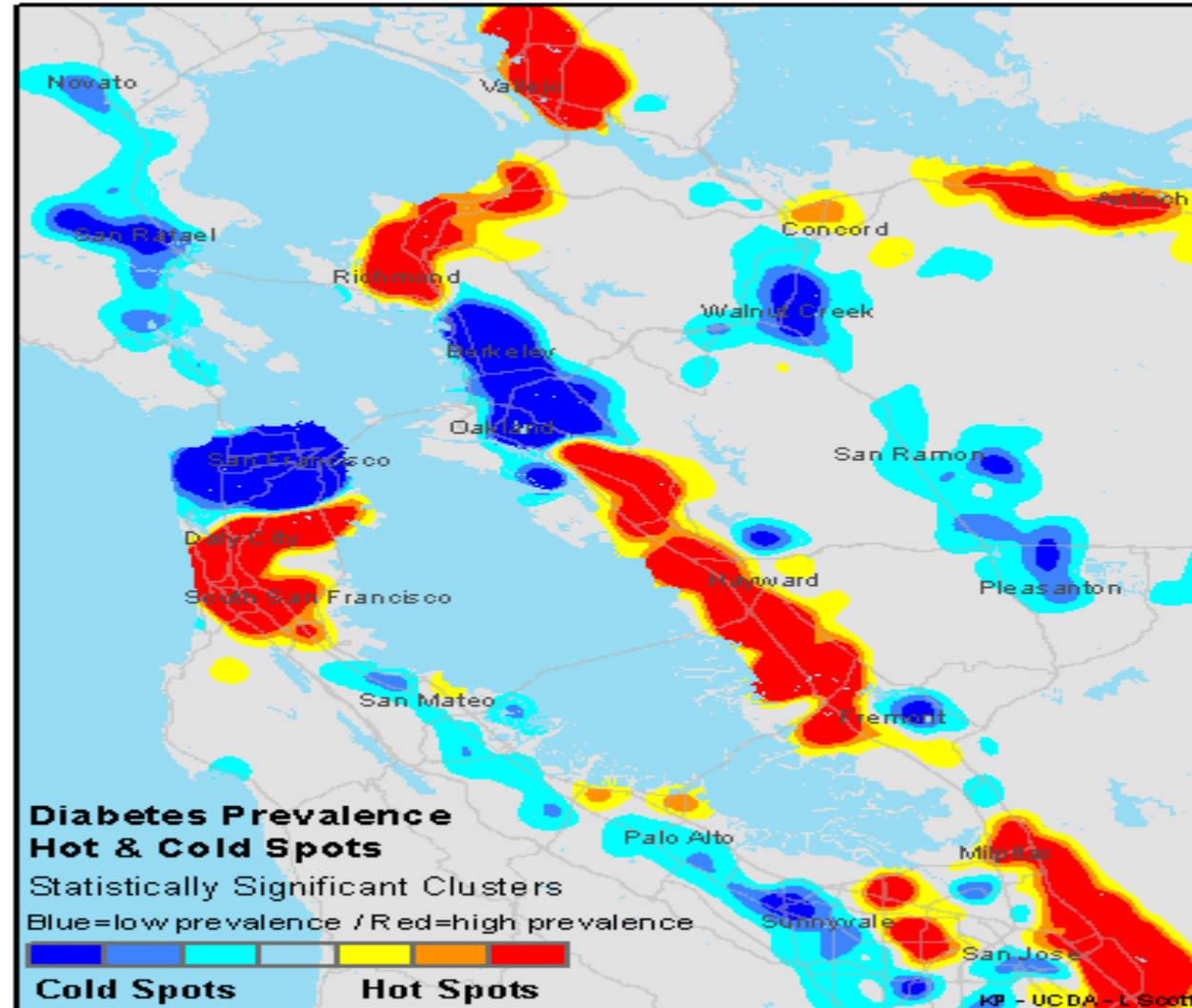
What will it be?

Place Matters: Obesity

Source: Kaiser Permanente

Source: Kaiser Permanente
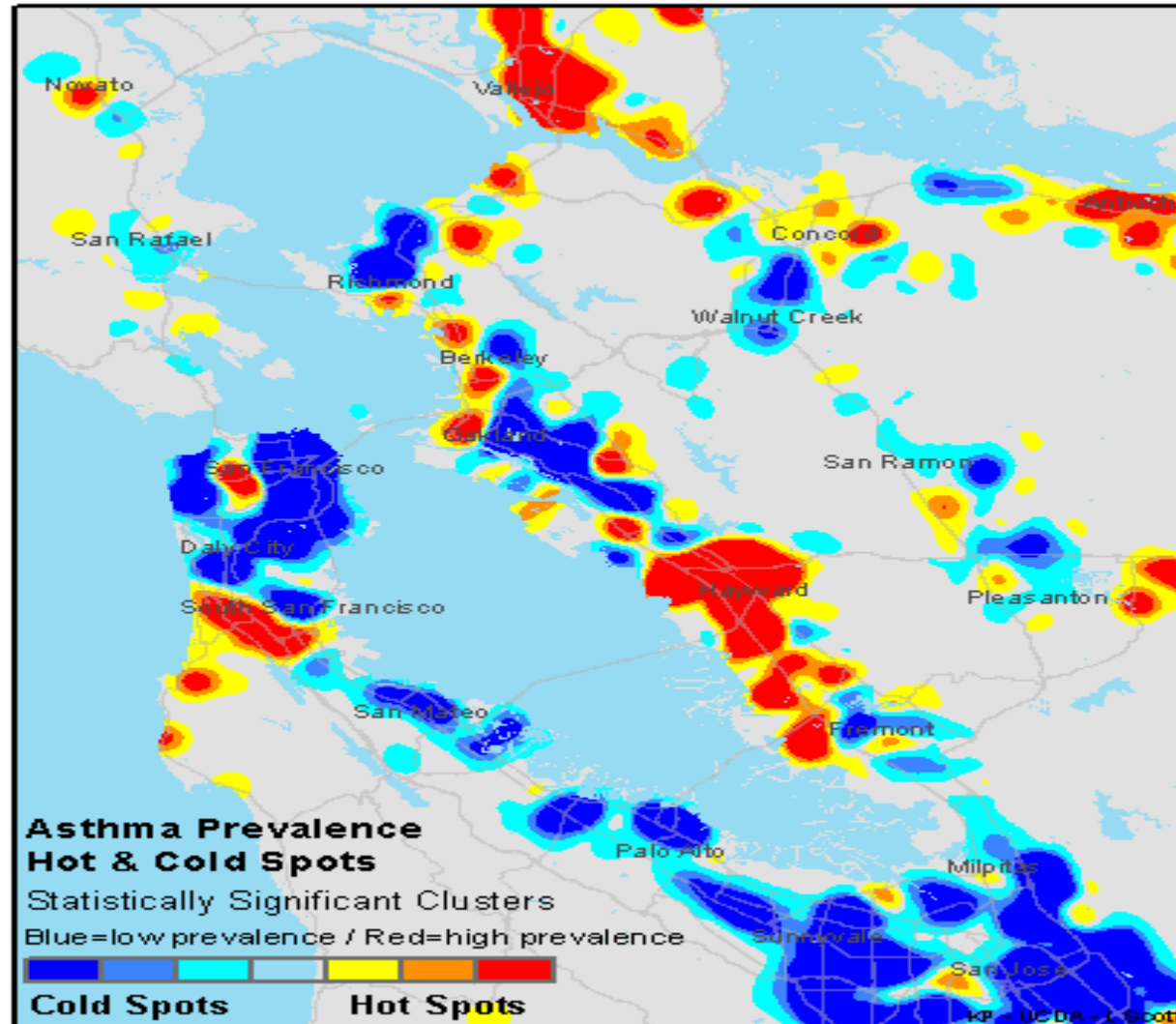
Source: Kaiser Permanente

Place Matters: Diabetes

Source: Kaiser Permanente

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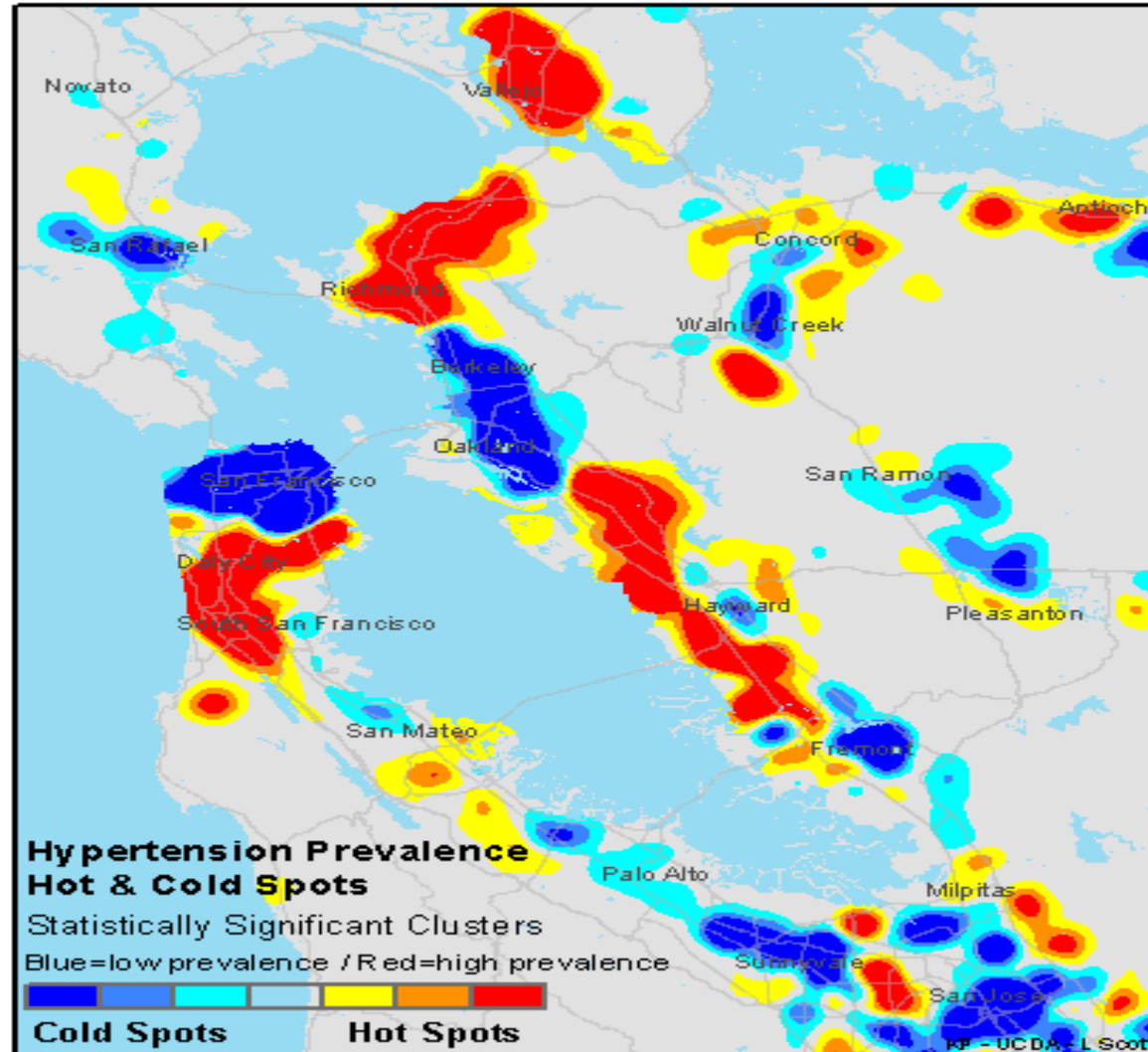
Male life expectancy in Hough & Lyndhurst OH:

8 miles = 24 years

Source: Democracy Collaborative

Source: Institute for Healthcare Improvement
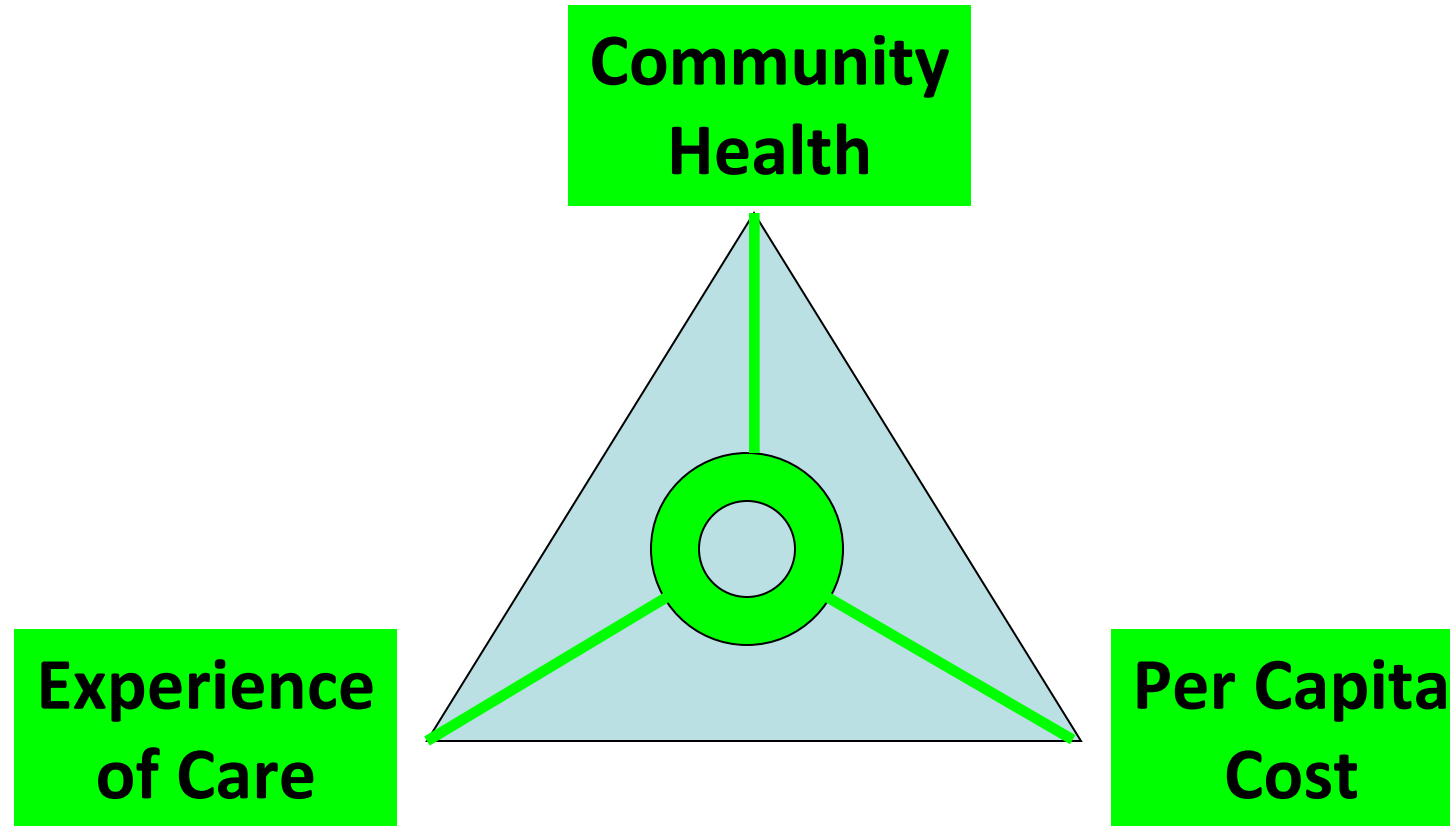
Health Across the Lifespan

Tyler Norris
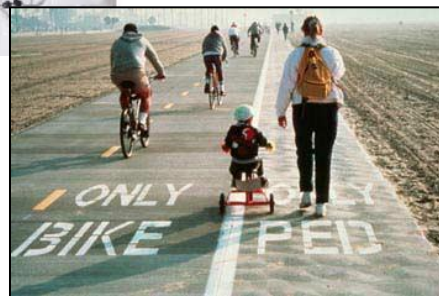
Many Factors Shape Health

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

Drivers of Health

Medical Care 10%

Environmental and Social Factors 20%

Family History and Genetics 30%

Personal Behaviors 40%
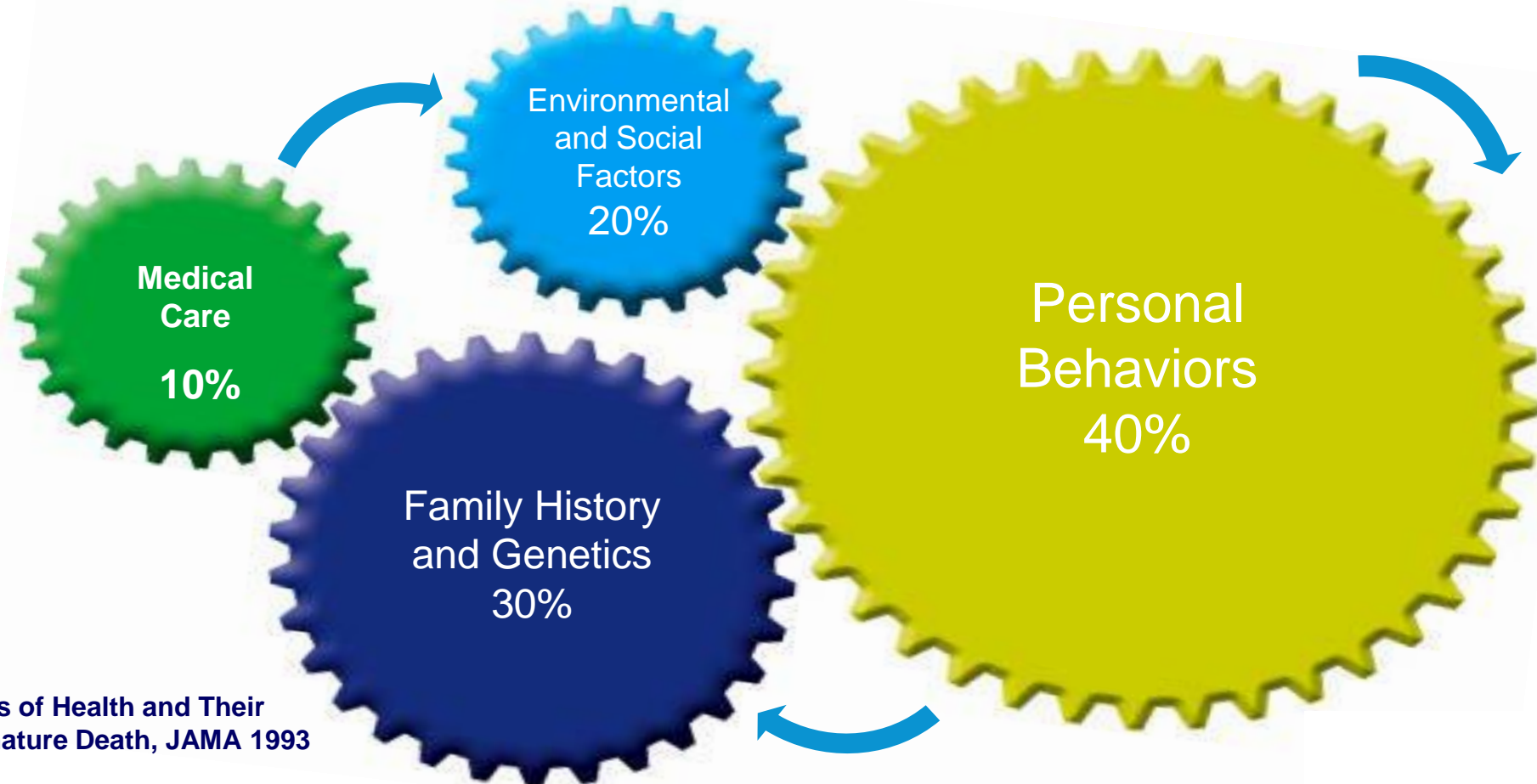
Source: Determinants of Health and Their Contribution to Premature Death, JAMA 1993

Determinants of Health (disparities)
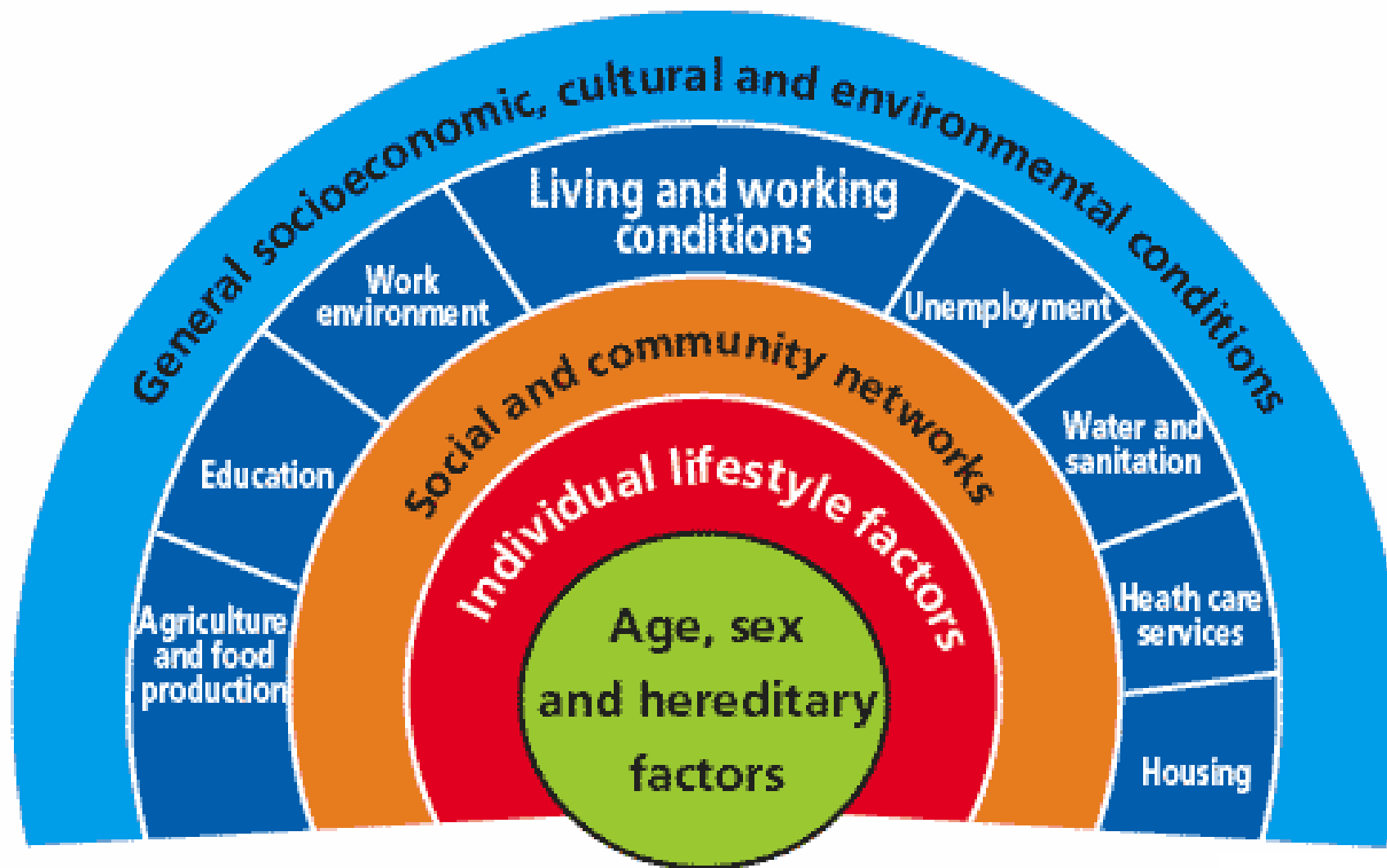
Source: Dahlgren & Whitehead

An Integrated Approach to Diseases and Risk Factors

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

Economics

Support Individuals

Encourage Groups

Cardiovascular Disease

RISK FACTORS

Unhealthy Diet

Diabetes

Inactivity
Tobacco
Harmful use of Alcohol

Cancer

Social

Physical

Chronic Respiratory Disease

Change Communities

Track Outcomes
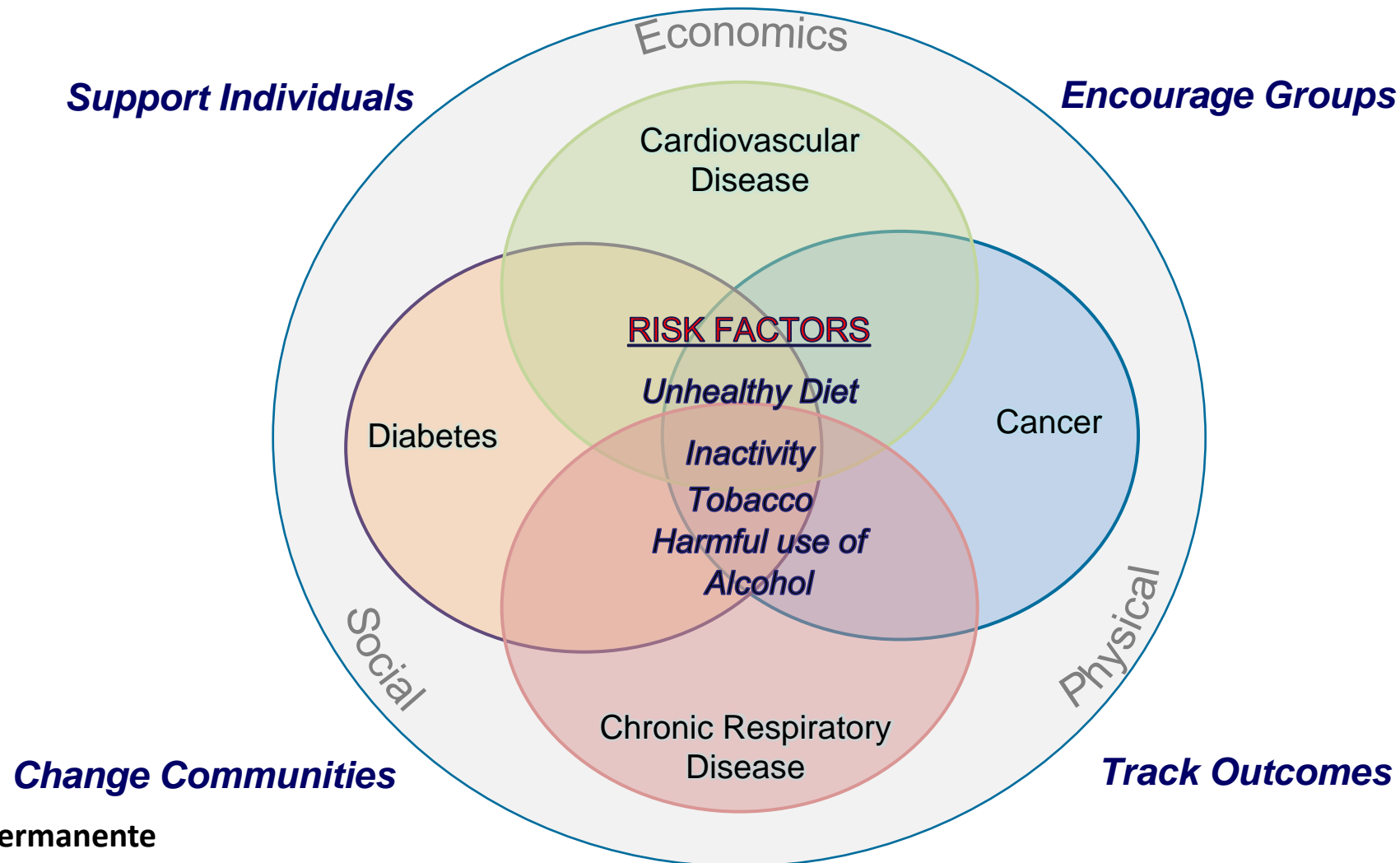
Source: Kaiser Permanente

*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

THEMATIC FOCUS AREAS

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.

Violence Prevention

Mental Health

ECONOMIC VITALITY

COMMUNITY SAFETY

HEALTHY EATING

ACTIVE LIVING

Social & Emotional Wellness

Maternal & Childhood Health

Top Social Needs

NCAL Richmond Pediatrics	NW Complex Needs	SCAL Predicted High Utilizers	Predicted Dual-Eligible Members
1 Food Insecurity	1 Conservator / Guardianship	1 Financial Strain	1 Care-Giver Support, Crisis Intervention
2 Child-Related	2 Housing	2 Food Insecurity	2 Transportation
3 Access to Care and Coverage	3 Transportation	3 Care-Giver Support	3 Financial Strain/ Income Replacement
4 Financial Strain/ Employment	4 Social Isolation	4 Health Literacy	4 Food Insecurity
5 Utilities	5 Human Trafficking	5 Social Isolation / Trans-portation	5 Utilities

Source: Kaiser Permanente

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

Interventions are
too weak

Efforts are
too diffuse

Evidence base
provides limited
guidance

Critical factor for
long term impact:
community ownership

"I GAVE IT A HEALTHY DOSE OF DENIAL, BUT IT DIDN'T HELP."

DaveCarpenter...

… many people in the community change their lifestyle in a significant way as a result of its implementation

We need to be clear what we mean by:

"many people"

"change their lifestyle"

"significant way"

2

2

Focusing on Dose

DOSE = REACH x INTENSITY

Intensity Deconstructed:

- Exposure
- Potency

Sustained Behavior Change?

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 and Beyond: 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

Source: The Food Trust

$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
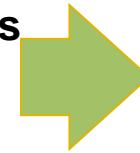
Healthy Food Finance Initiative: Triple+ Bottom Line

Access to Healthy Food in Underserved Communities

- ❑ **Revitalizes neighborhoods**
- ❑ **Leverages private capital**
- ❑ **Increases local taxes**

➤ **Economic Stimulus**

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

➤ **Income**

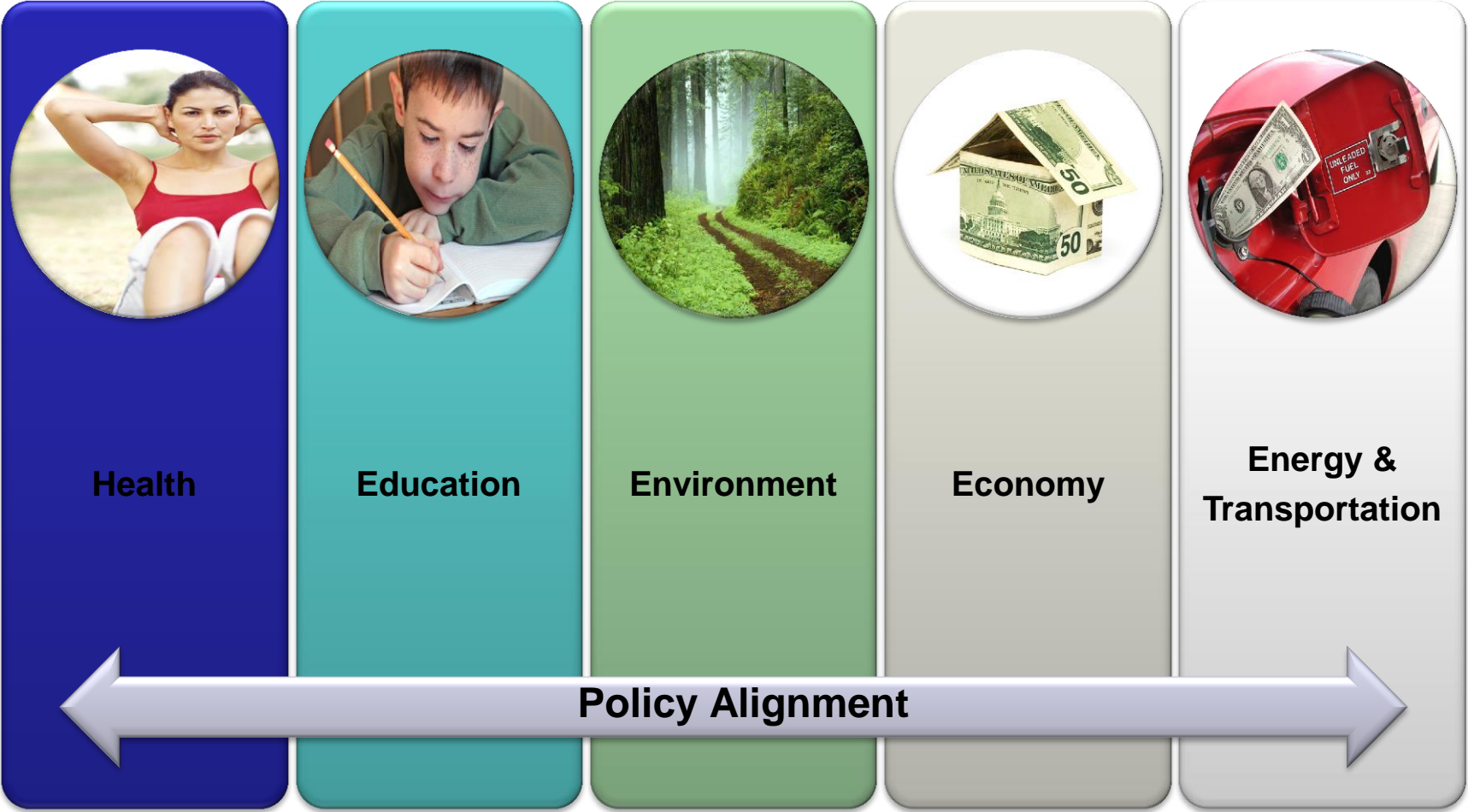- ❑ **Provides healthy food which can change diets and contribute to reduced rates of diabetes & obesity**

➤ **Health**

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

➤ **Allied Co-Benefits**

Source: Convergence Partnership + Norris

Health in All Policies : Co-benefits

Health

Education

Environment

Economy

Energy & Transportation

Policy Alignment

Source: Leadership for Healthy Communities

CANINE CONSTITUTIONAL

A brisk walk in the park keeps Marer II in shape between dog shows. His owner, Columbus resident Cathy Stambo, got up early to give her 3-year-old Doberman his regular workout. They typically log 13 miles in Berliner Park.
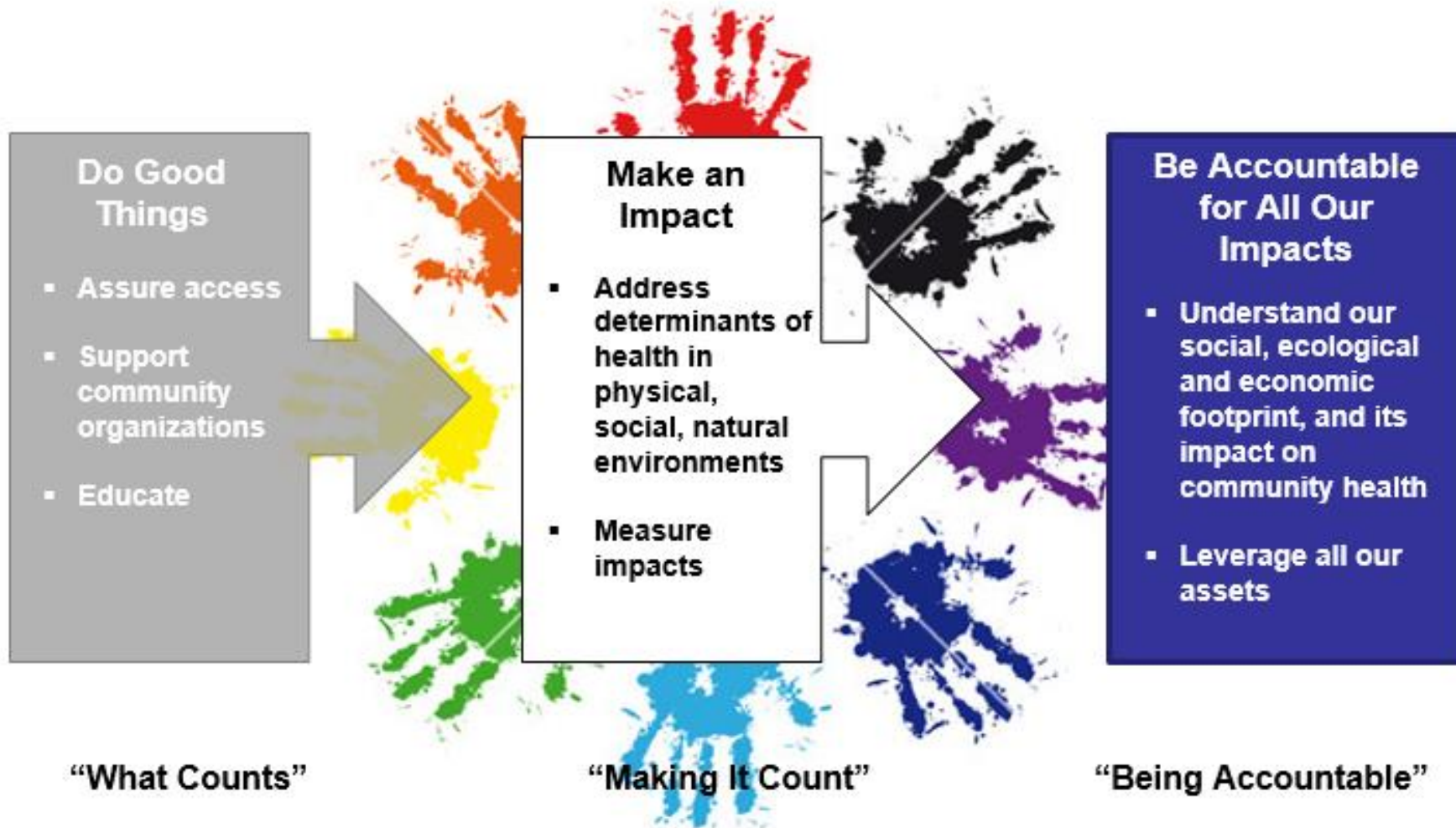
Tainan Healthy City Research Centre 社區健走步道導覽圖—環繞社區中庭及公園全長1000公尺

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

"What Counts"   "Making It Count"   "Being Accountable"
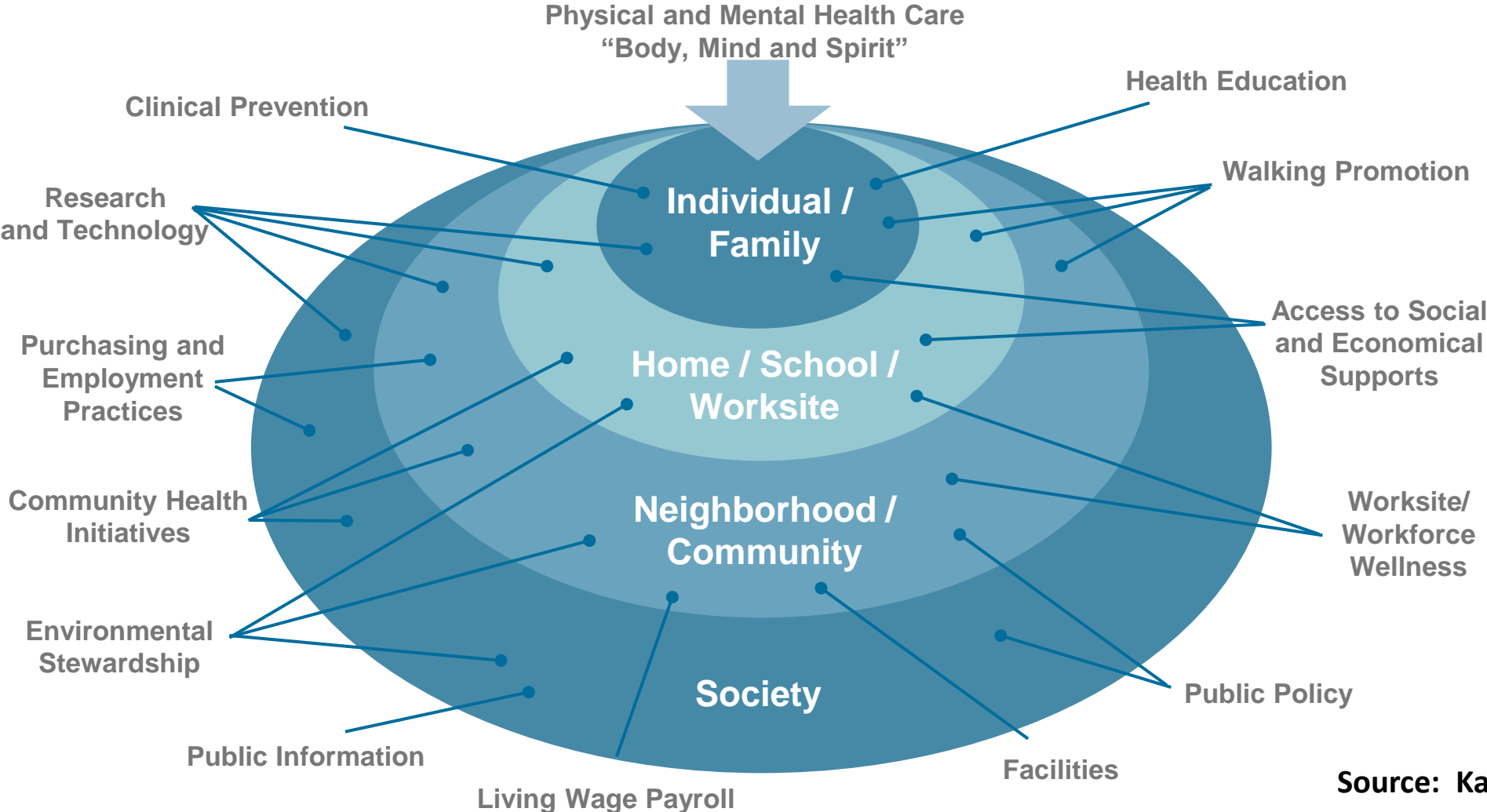
Hand Printing: the good an organization does minus its footprint, accounting for positive actions to help drive an organization or individual to be net-positive

Source: Tyler Norris, Kaiser Permanente 2016

Deploying Kaiser Permanente Assets for Total Health
Bringing together our mission, brand, knowledge and capabilities.

Source: Kaiser Permanente

Total Health Impact Goal

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

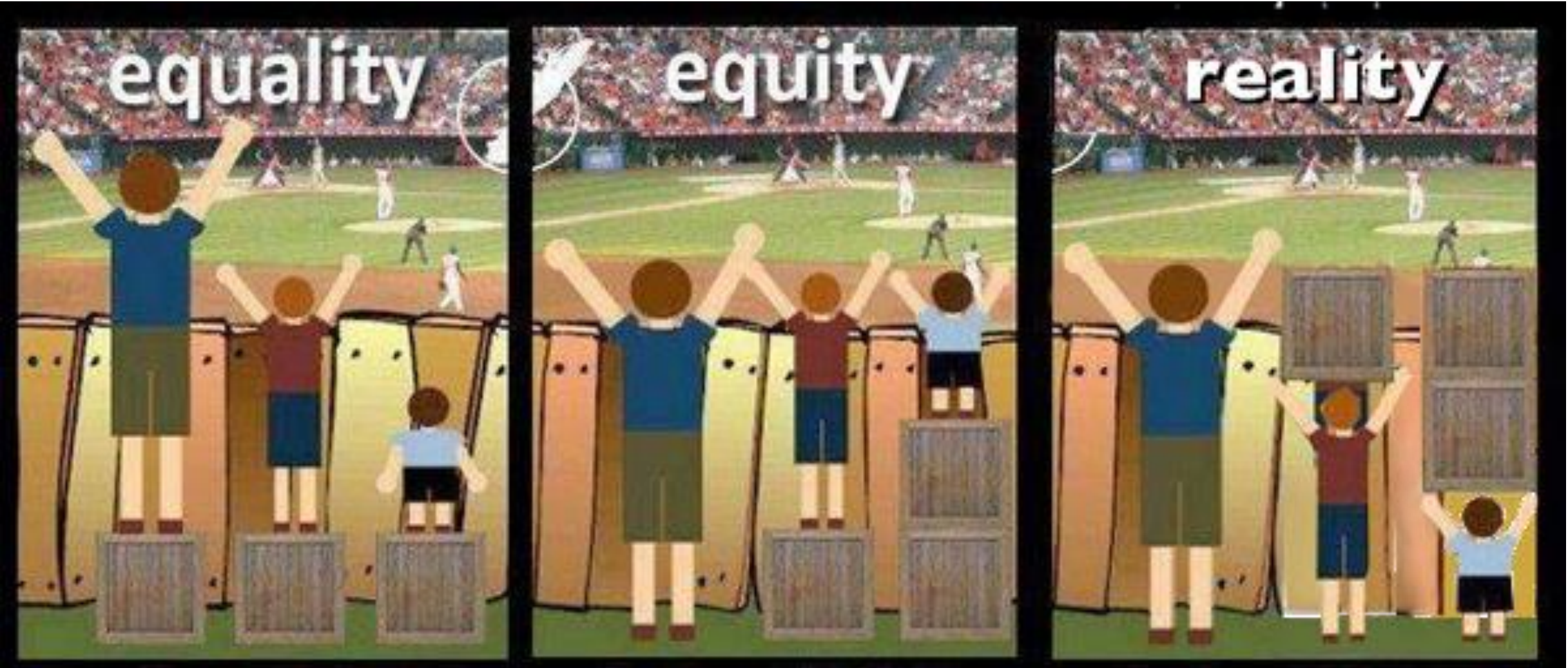Leveraging KP's Multiple Assets as a Community Anchor / Total Health Organization

Source: Kaiser Permanente

Describing Community Conditions

Seeking Equity of Opportunity

It's all connected

CRISIS: Climate Energy | Poverty Water | Health Food | Financial Security | Education Leadership | Civilization Spiritual
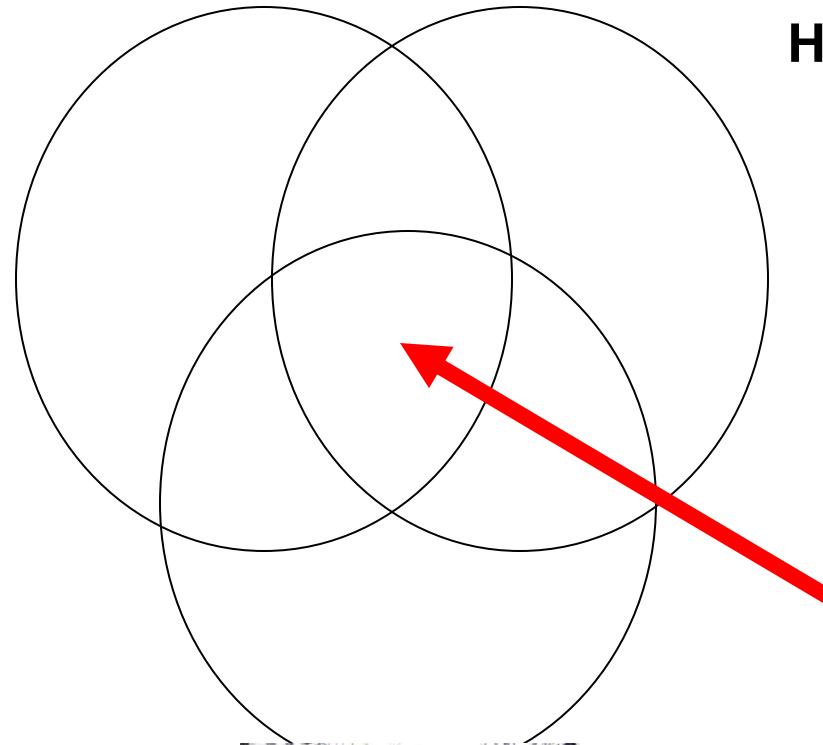
Source: Otto Scharmer, MIT
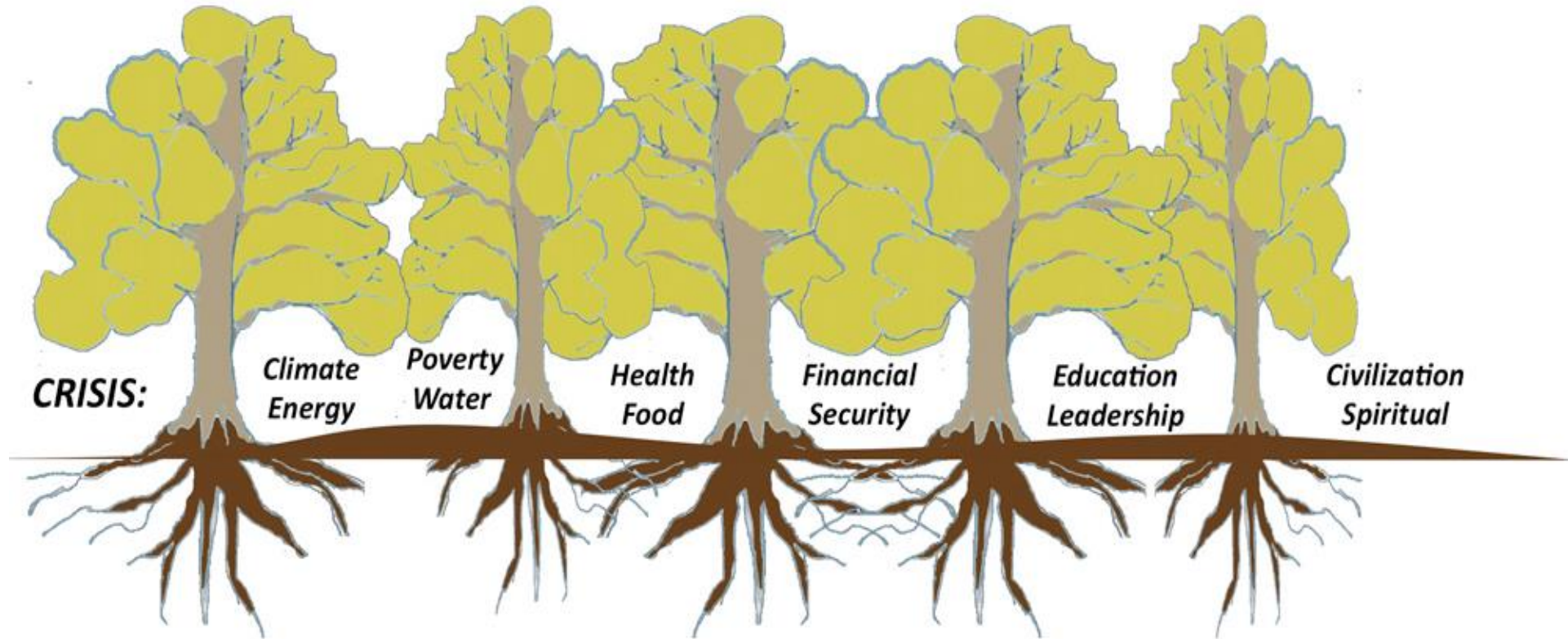
- trans-partisan (values, perspectives)
- trans-issue (systems convergence)
- trans-sector (interest/benefits)
- trans-jurisdiction (authority, inclusion)
- trans-generation (ages)
- transformational leadership

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