

***All In For Impact:***  
***From doing good things...***  
***To being accountable for outcomes***

**8<sup>th</sup> 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

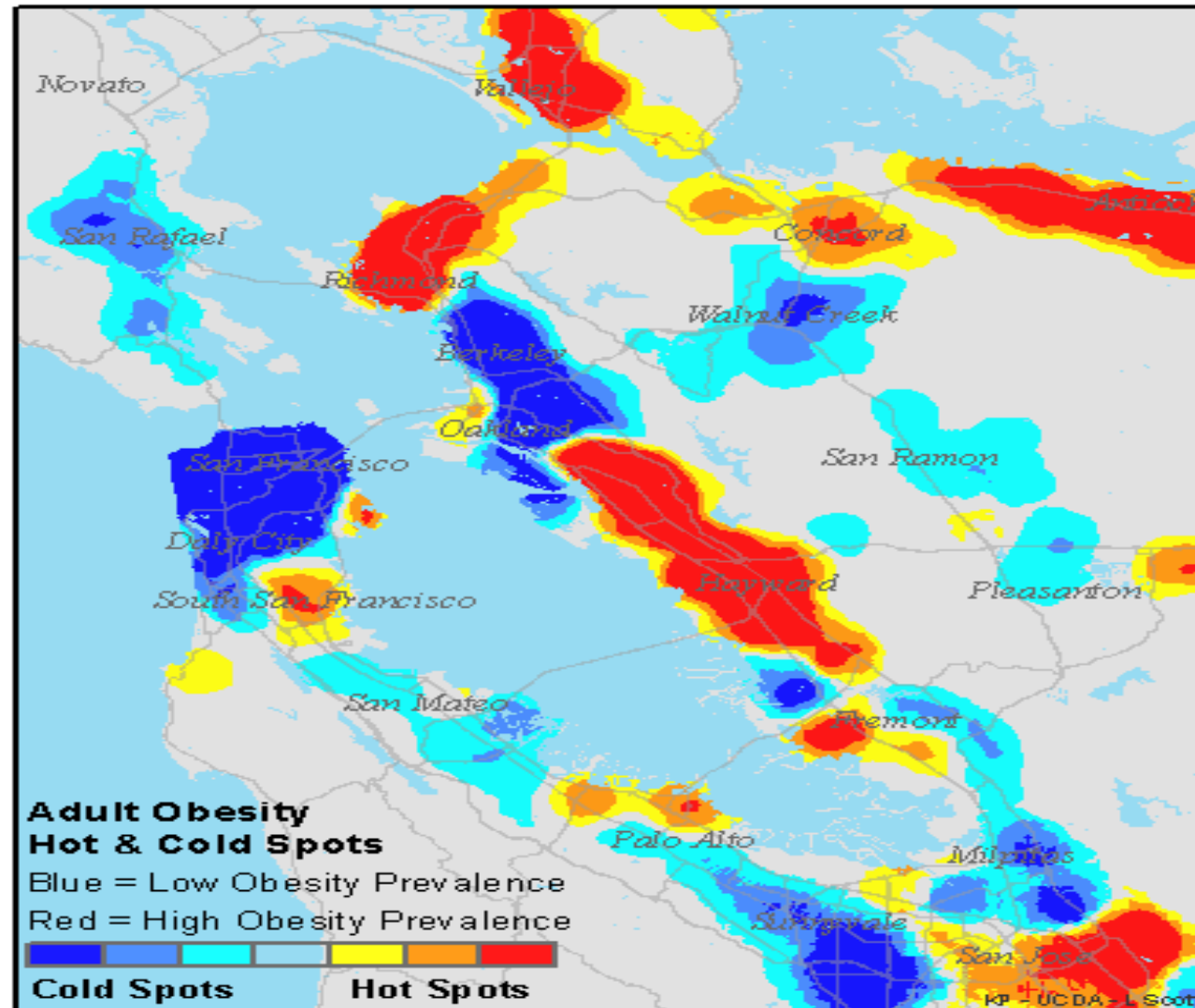
- ***Health of people, health of places***
- ***On being investment and policy advisors***
- ***Co-benefit strategies for 'impact at scale'***
- ***Boundary-crossing leadership:***  
***from contribution to accountability***
- ***Implications for action***



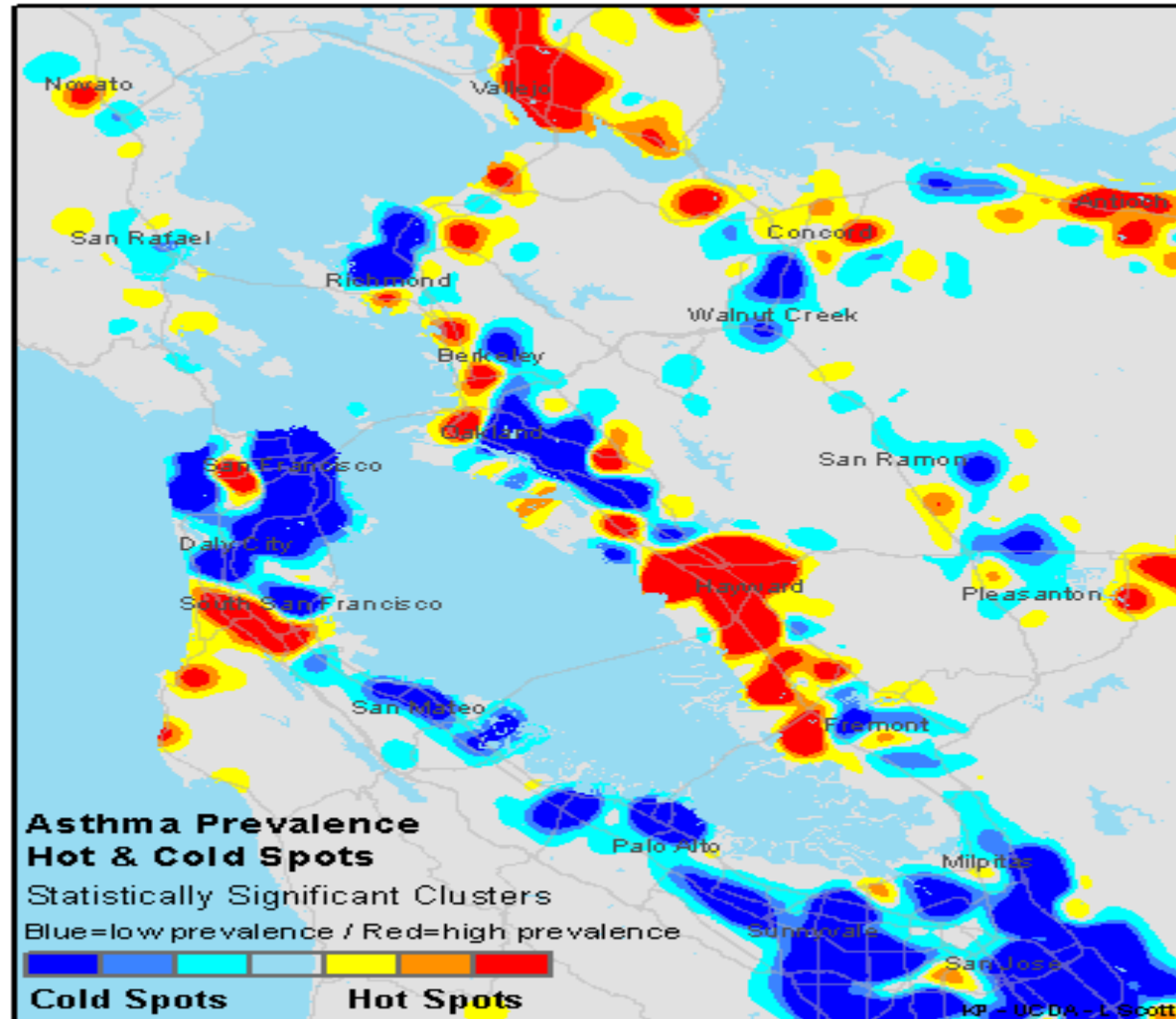
**What will it be?**



# Place Matters: Obesity

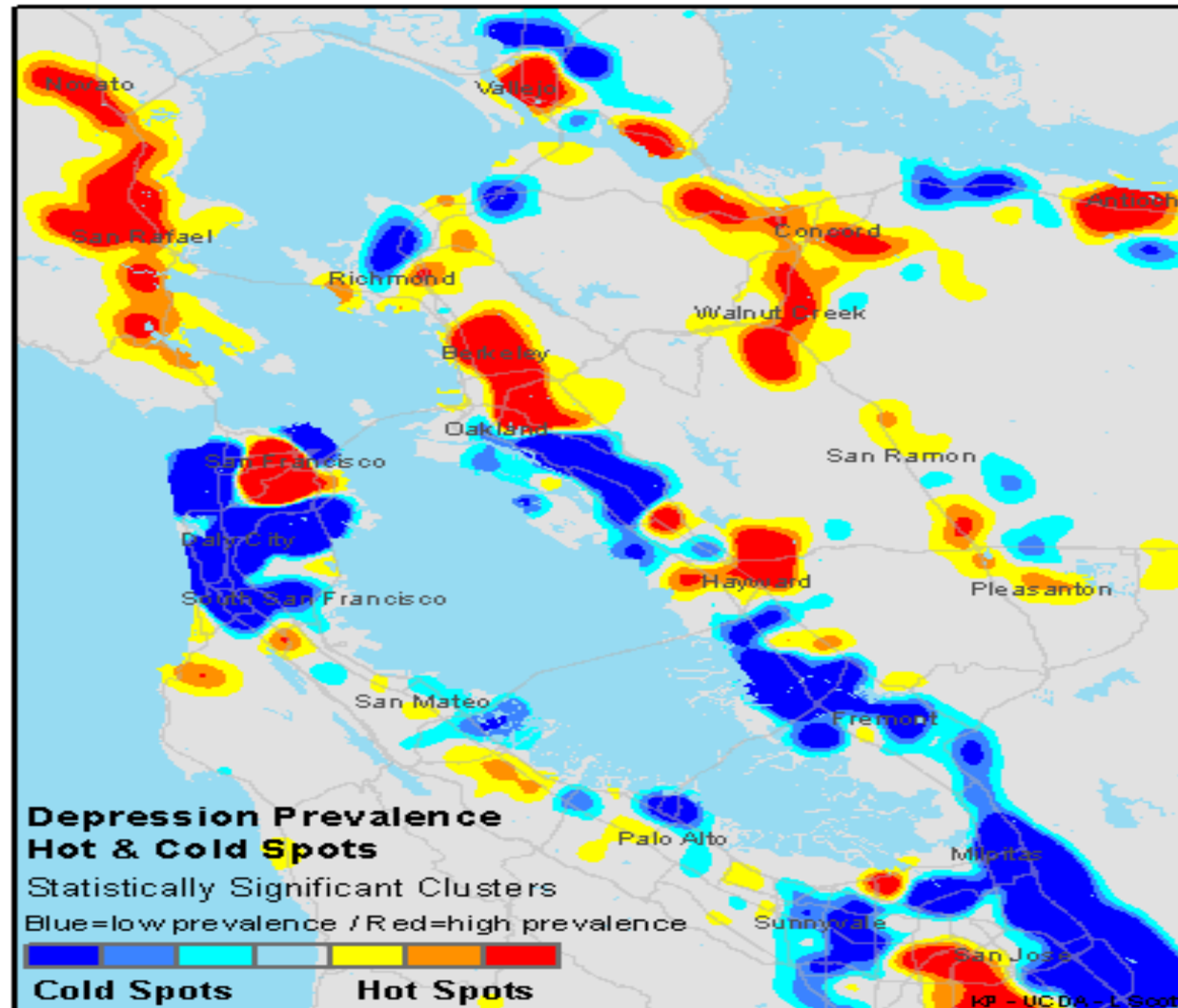


# Place Matters: Asthma



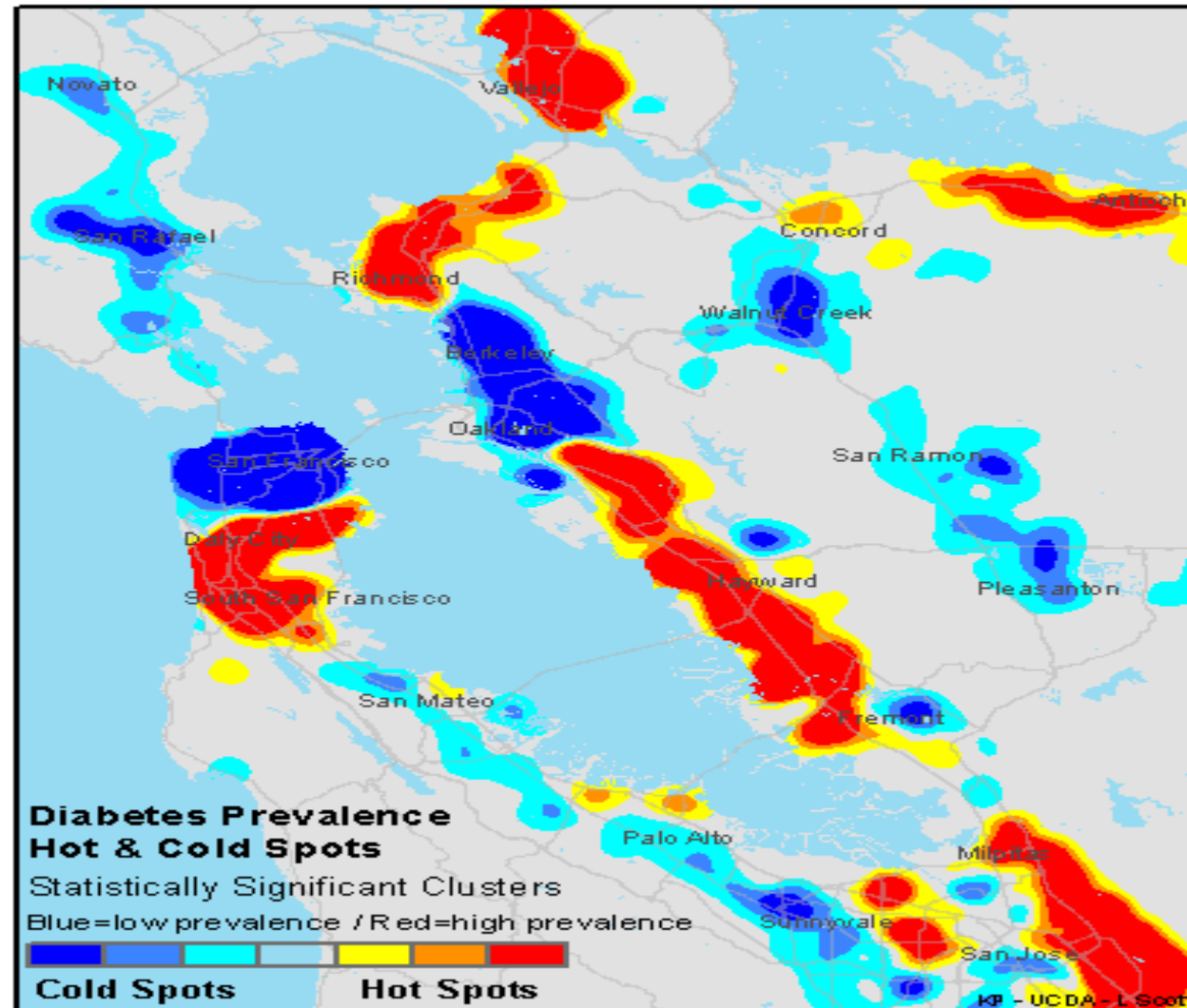
Source: Kaiser Permanente

# Place Matters: Depression

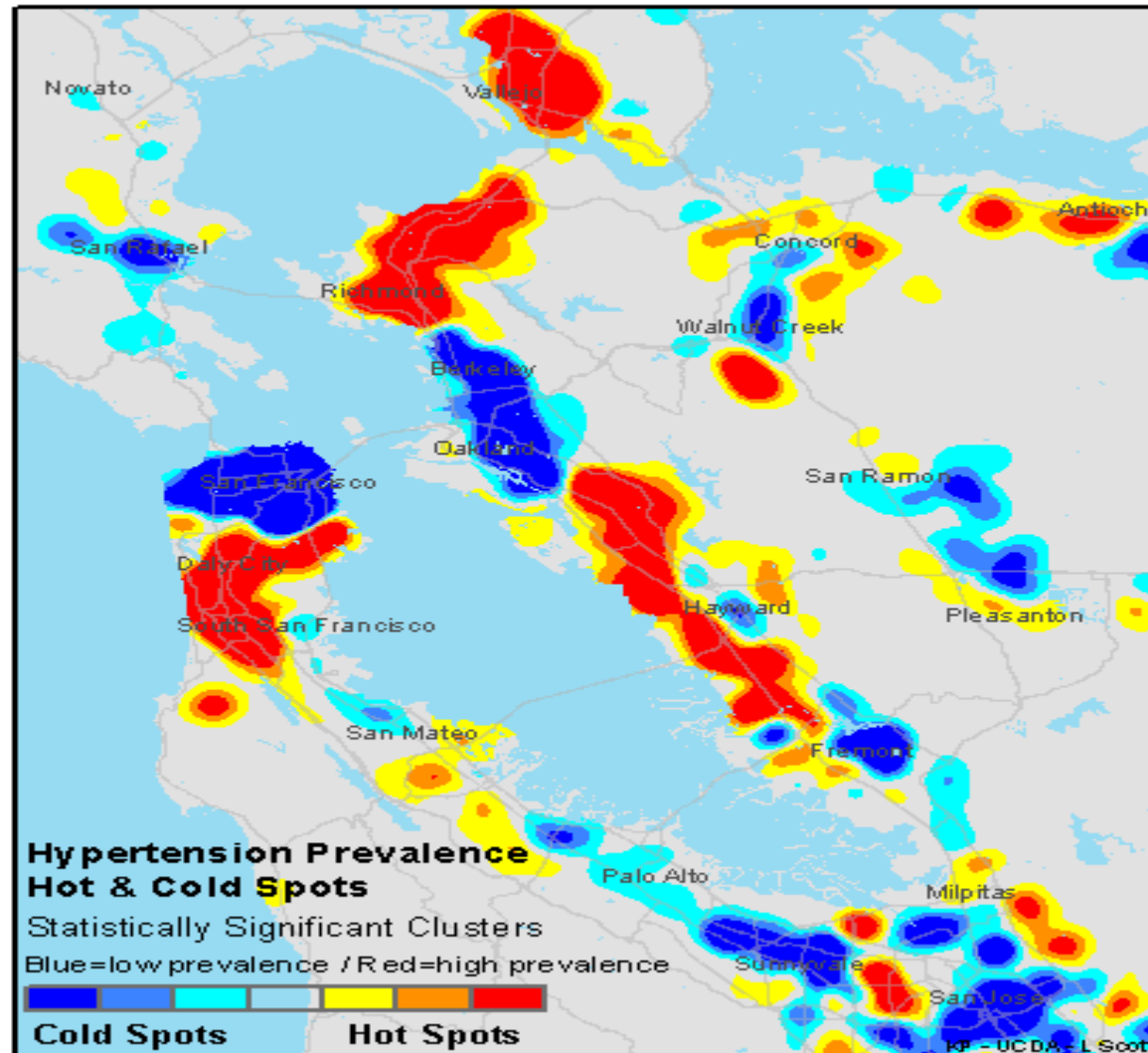


Source: Kaiser Permanente

# Place Matters: Diabetes



# Place Matters: Hypertension





# Place Matters

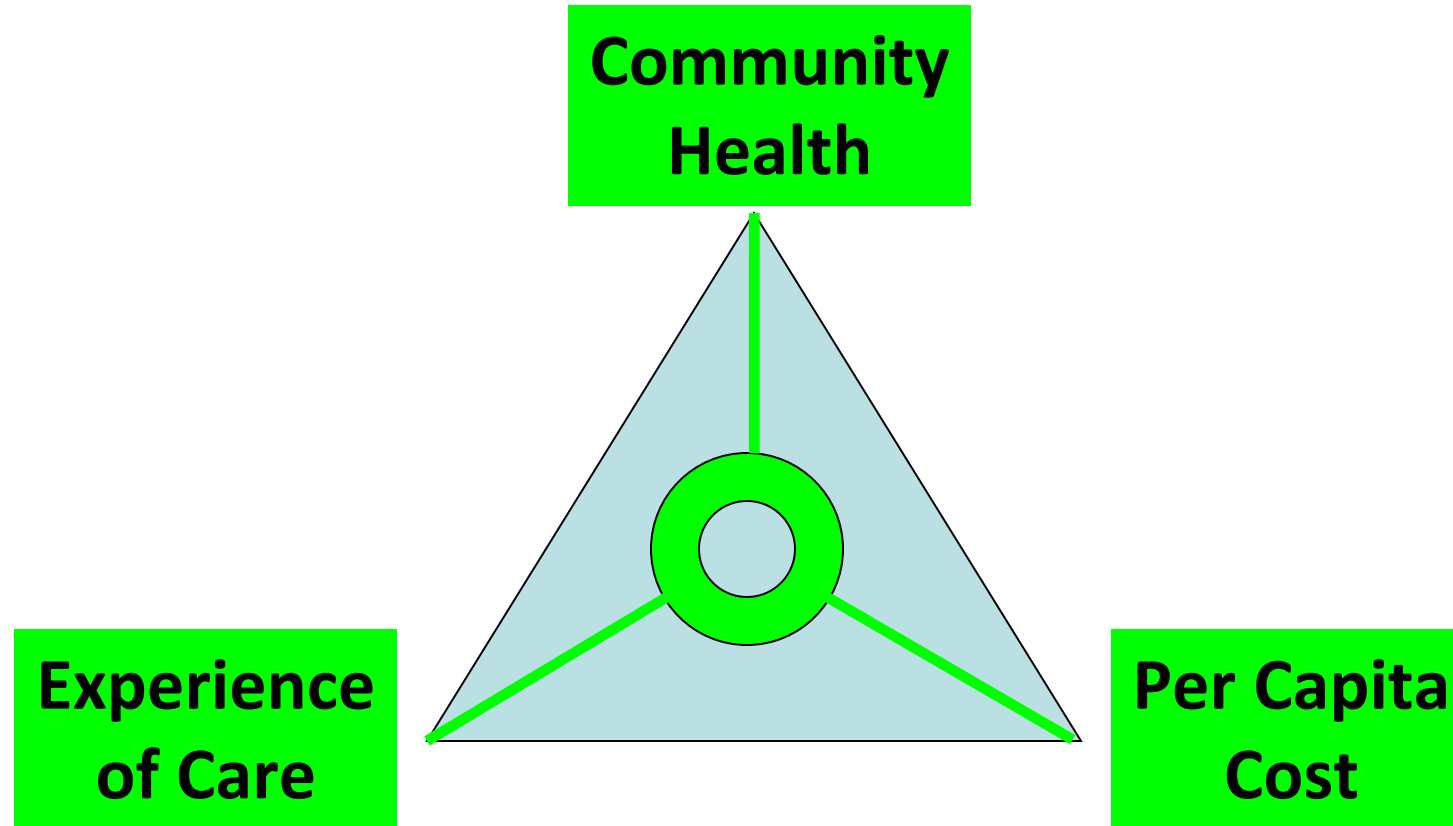


Male life expectancy in Hough & Lyndhurst OH:

8 miles = 24 years

Source: Democracy Collaborative

# Triple Aim: Dimensions of Value



Source: Institute for Healthcare Improvement

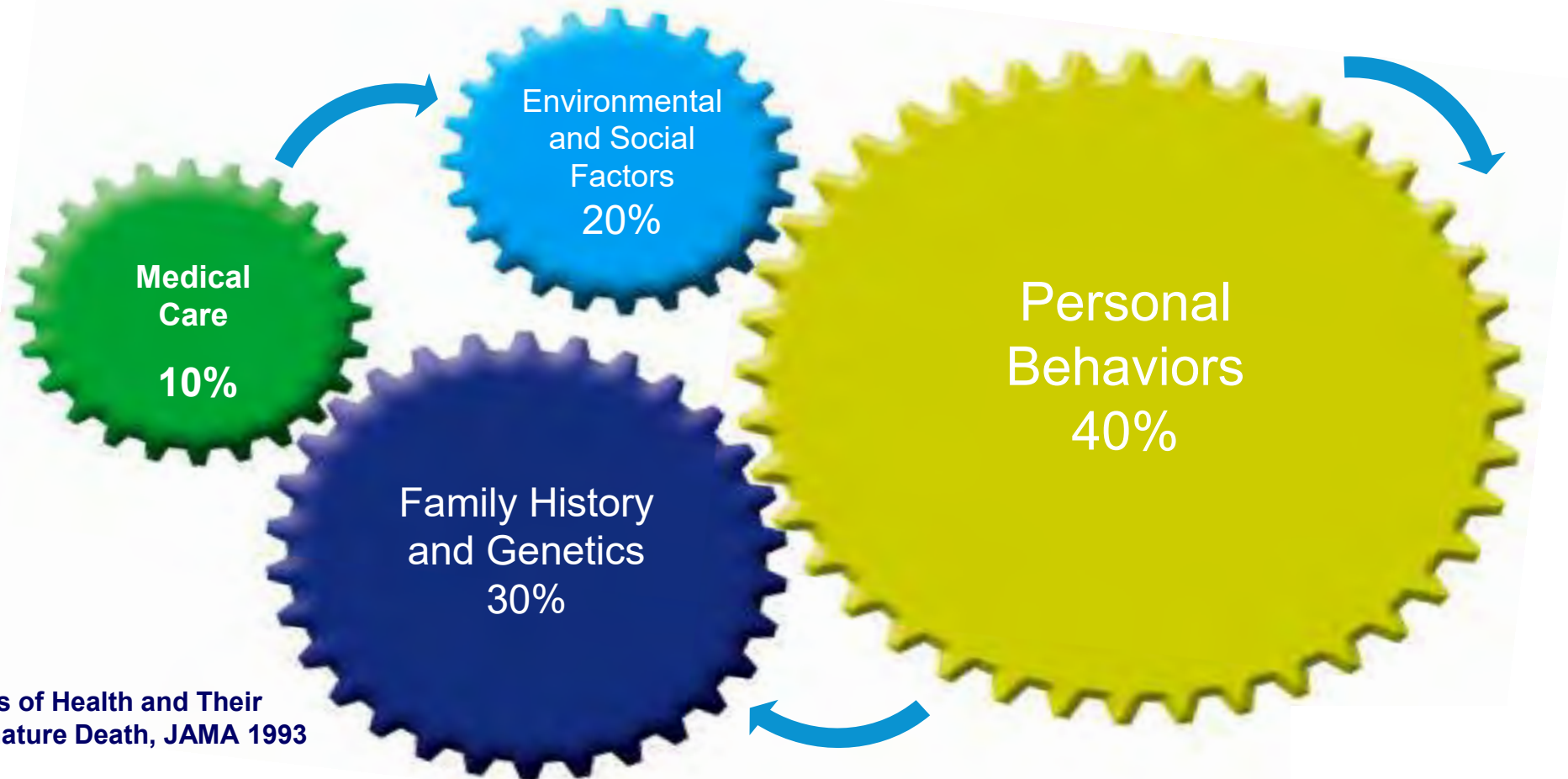
# Health Across the Lifespan



# Many Factors Shape Health

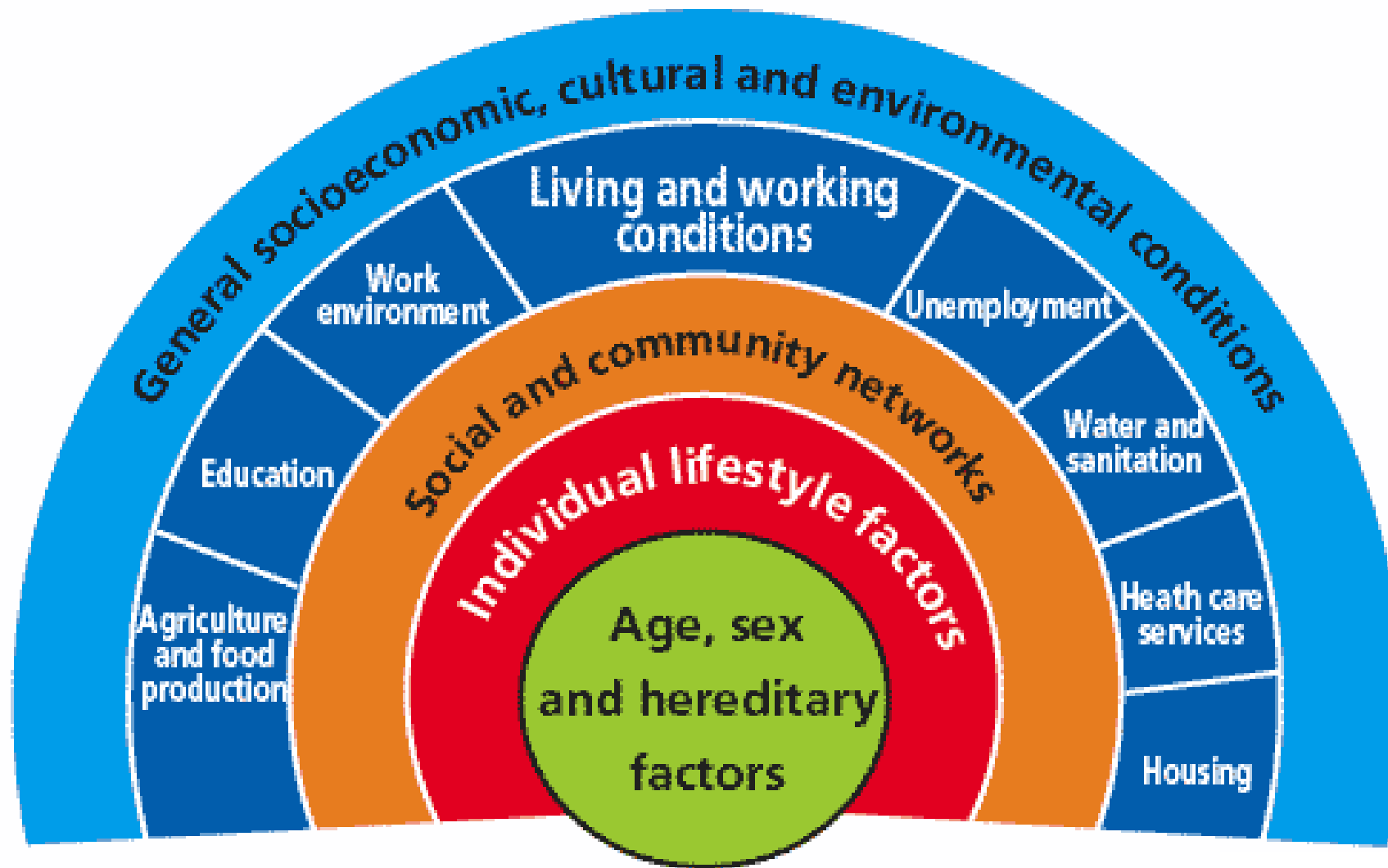
- Health is driven by multiple factors that are intricately linked – of which medical care is one component.

## Drivers of Health



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

# Determinants of Health (disparities)

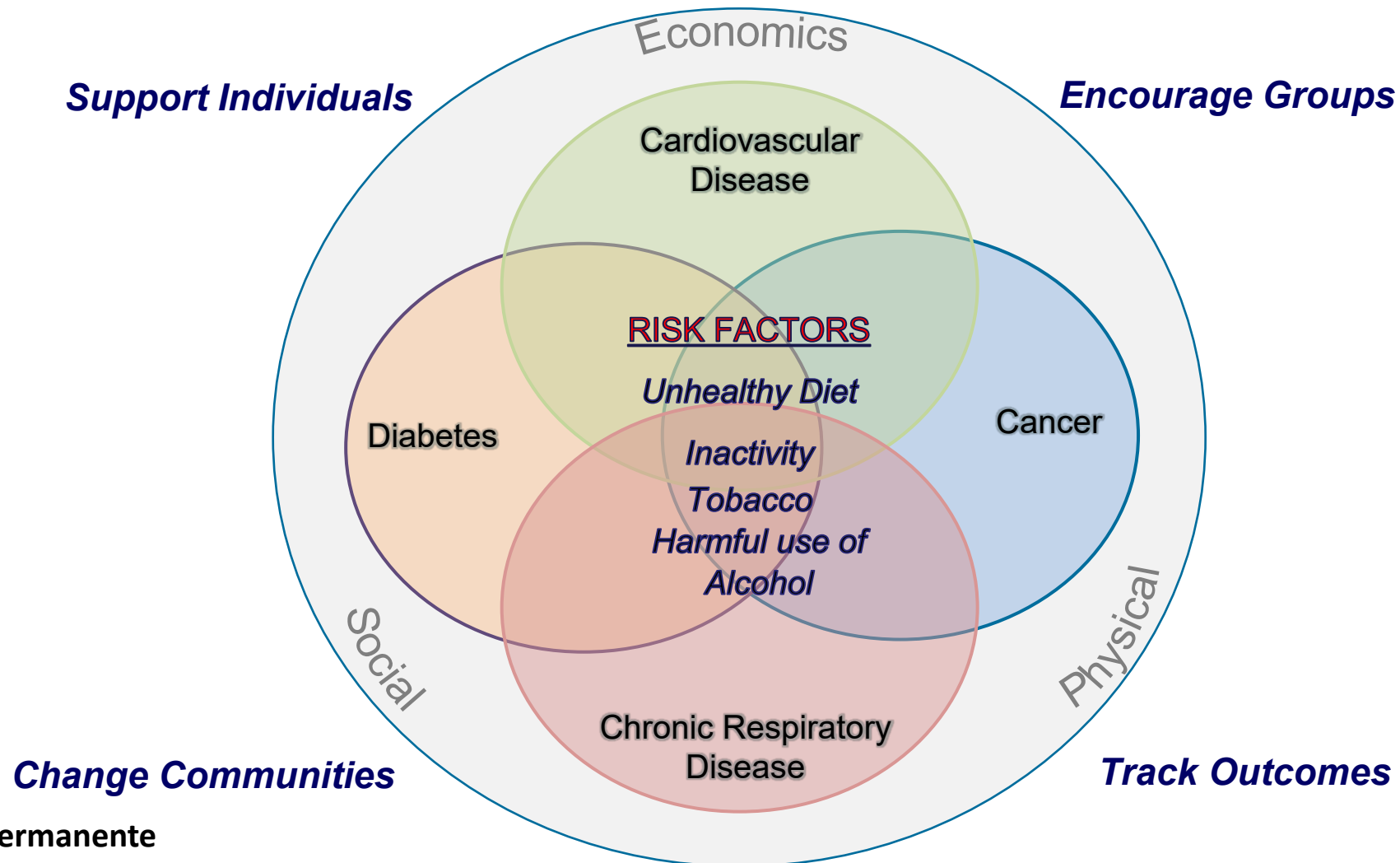


Source: Dahlgren & Whitehead



# An Integrated Approach to Diseases and Risk Factors

**4 Diseases, 4 Risk Factors\* → 4 Kaiser Permanente Actions**



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...



## 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.





## 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    Transportation	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



# Refresh lesson: We must strengthen “dose”

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."

## A strategy is high-dose if ...

... 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”

## Low reach, high strength





## High reach, (potentially) low strength





# High reach, high strength



# Focusing on Dose

$$\text{DOSE} = \text{REACH} \times \text{INTENSITY}$$

## 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

# Fresh Food Financing Initiative

An innovative initiative to increase access to healthy, fresh, affordable food...



# 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**



# Healthy Food Finance Initiative: Triple+ Bottom Line

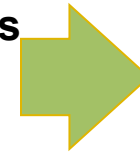
**Access to  
Healthy  
Food in  
Underserved  
Communities**

- ☐ 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**

# Health in All Policies : Co-benefits





## \* CANINE CONSTITUTIONAL



Ken Russell/Dispatch

A brisk walk in the park keeps Maverik 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 jog 10 miles in Berliners Park.



# 健走社區—長榮社區 Community Experiences in Walking

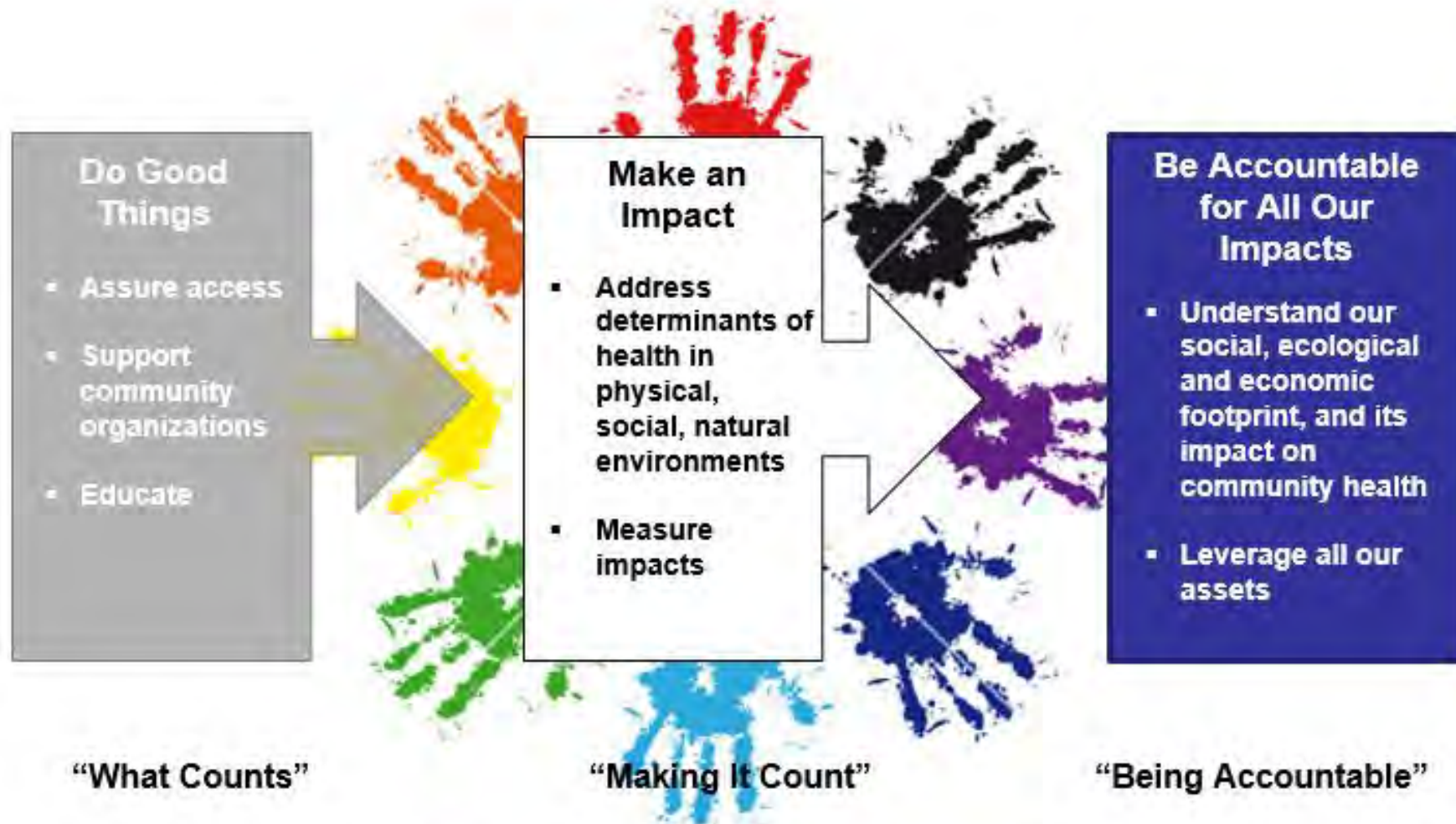




# Healthy People, Healthy Places, Healthy Economy



# Accountability



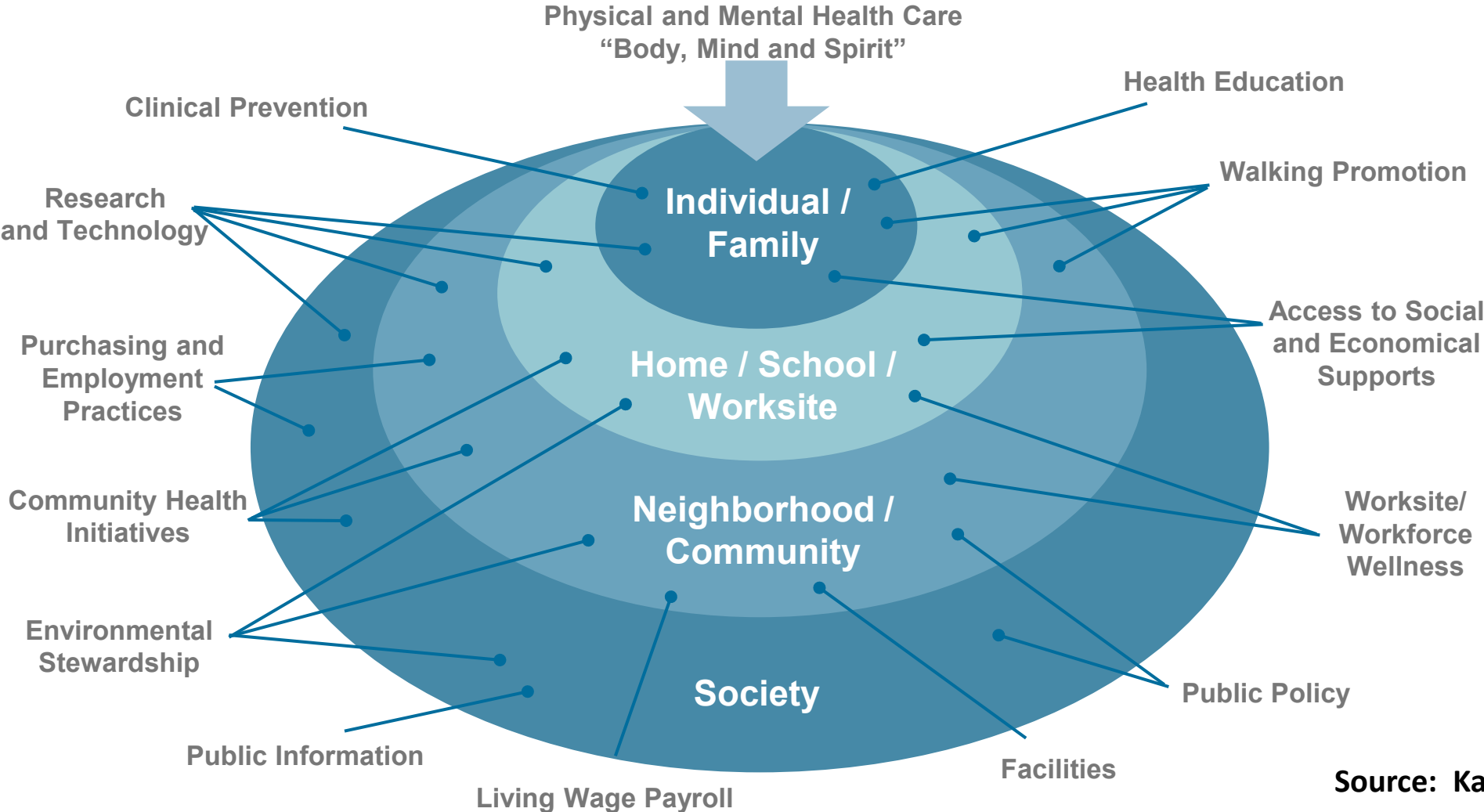
Hand Printing: the good an organization does minus its footprint, accounting for positive actions to help drive an organization or individual to be net-positive

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.*





# Total Health Impact Goal

## **Applying all KP's resources to improve member and community health.**

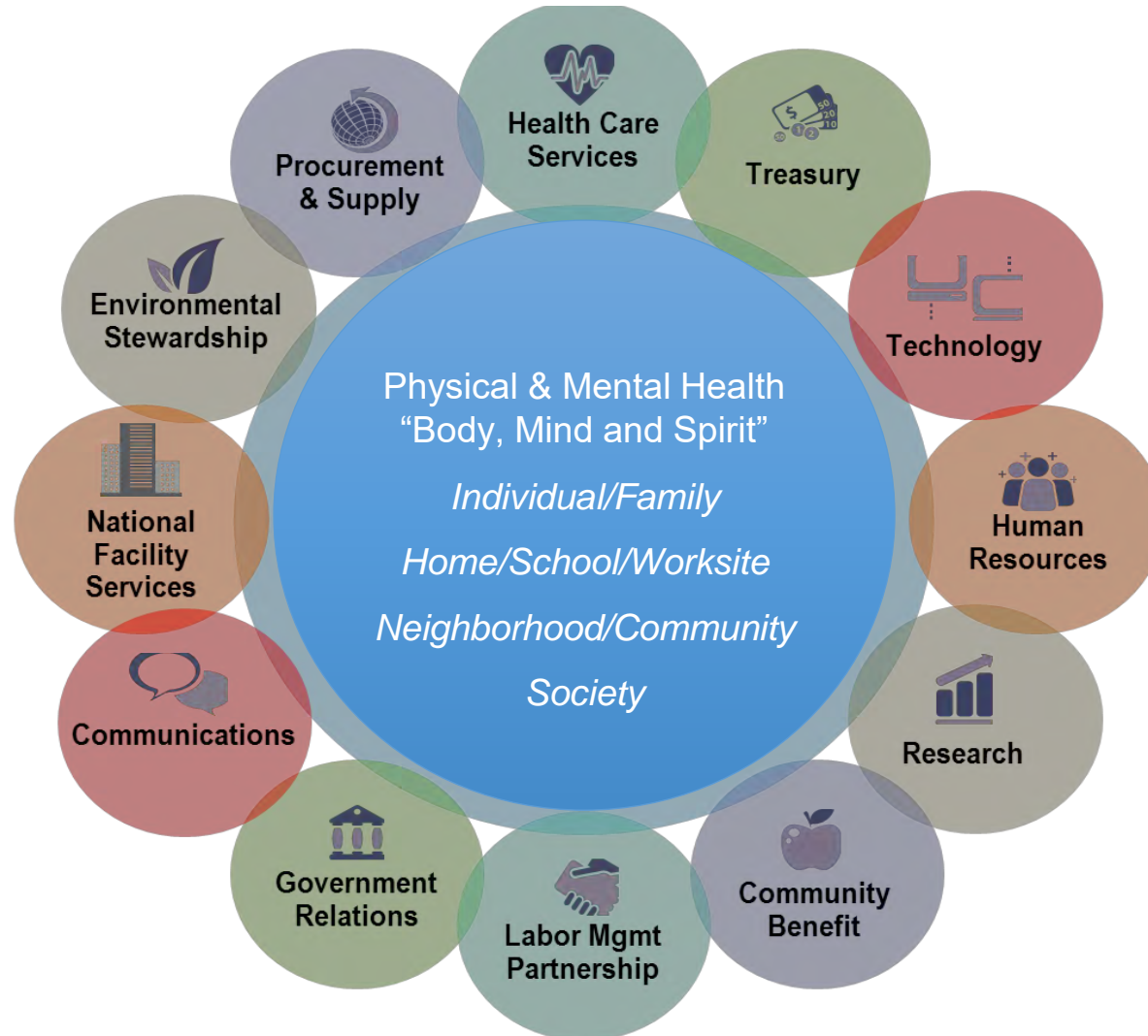
Each region and core national function will be increasingly accountable for, and effective in, using all our assets to deliver measurable impacts on member and population health status. Improved health will address the preventable demand-side drivers of utilization and cost, therefore contributing to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

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

**ALL IN = Care + Coverage + Community + Enterprise**

# Creating Total Health Impact by Addressing Health at all Levels

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

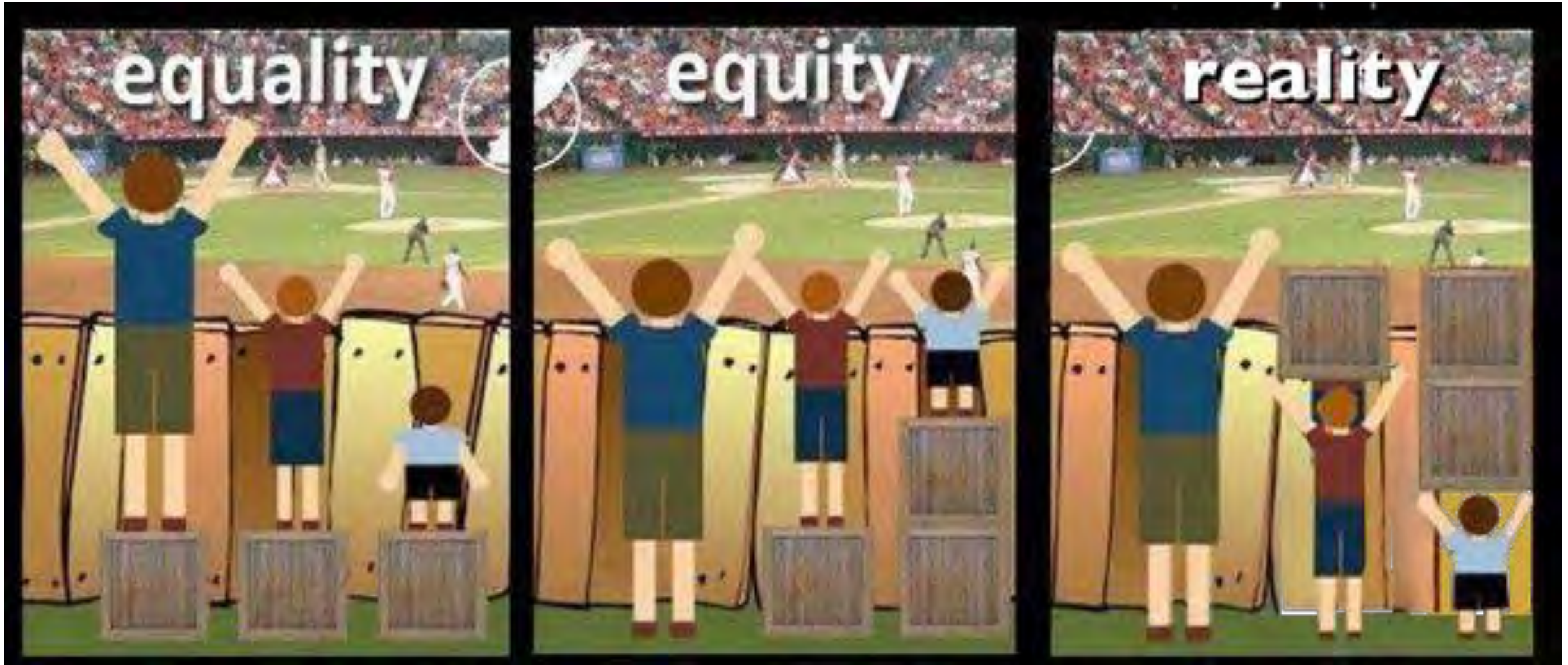


Source: Kaiser Permanente

# Radical Inclusion (Equity Is Our Shared Frontier)



# Describing Community Conditions

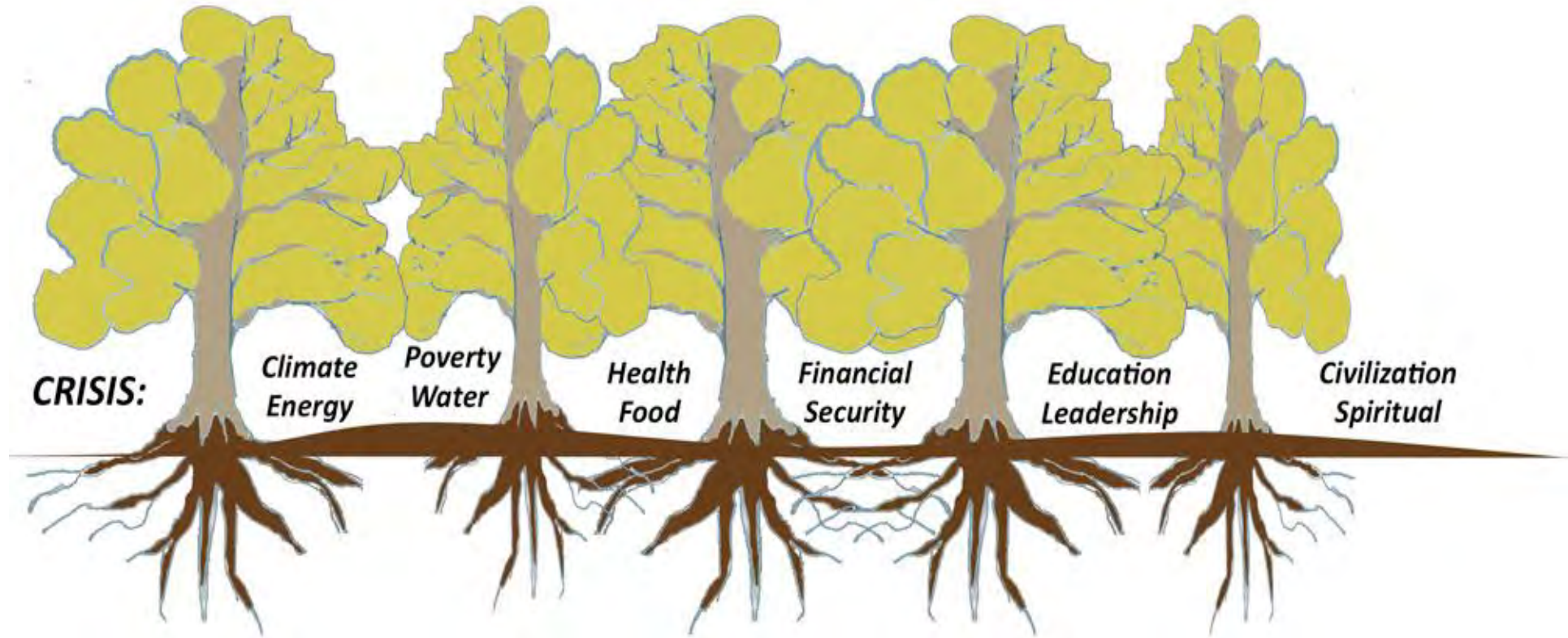




# Seeking Equity of Opportunity



# It's all connected



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

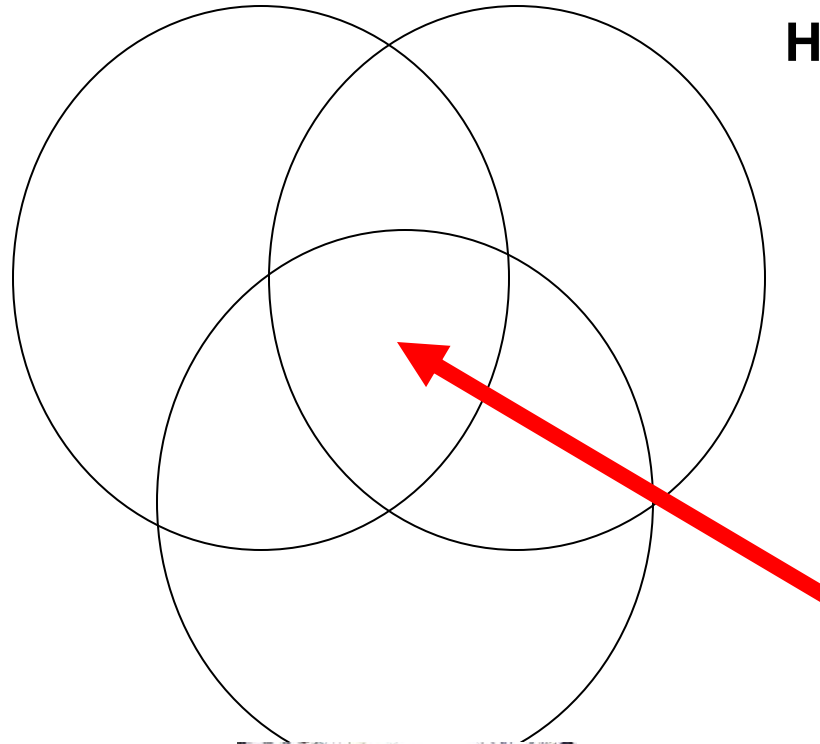


# Working in the Nexus

**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