

2020 Integrator Learning Lab: Faculty Bios

** indicates member of Planning Team*



Debbie Chang; Nemours Children's Health System
Senior Vice President and Chief Policy and Prevention Officer
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Years of Experience: Ms. Chang has more than 30 years of federal and state government and private sector experience in the health field. She has held key government positions including Deputy Secretary of Health Care Financing at the Maryland Department of Health and Mental Hygiene, with oversight for Maryland's Medicaid program and National Director of State Children's Health Insurance Program (SCHIP). Ms. Chang's work on population health, child health systems transformation, Medicaid, SCHIP, and Nemours' prevention-oriented health system, including its Center for Disease Control and Prevention Pioneering Innovation award-winning statewide childhood obesity program, has been widely published. As Senior Vice President and Chief Policy and Prevention Officer for Nemours Children's Health System, Ms. Chang works to leverage Nemours' expertise and experience to spread what works through national policy and practice changes to improve the health and well-being of children nationwide.

Debbie Looks Forward to Sharing- her experiences related to, and positive energy for, place-based integration and to engaging deeply to identify the accelerators and address barriers so that we can help you sustain the work.

Key Lessons Learned in Debbie's Professional Journey: 1) Collaboration around shared goals is not only an essential factor in sustainability but is a core value for this work; 2) Always be curious first; 3) Put yourself in other people's shoes.

One Thing Debbie Enjoys Most Besides Work: "I enjoy playing games with my husband, son, and daughter. Uno, miniature golf, duckpin bowling, and ping pong are current favorites."



***Allison Gertel-Rosenberg; Nemours Children's Health System**
Operational Vice President, National Prevention and Practice
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Years of Experience: More than 20 years of experience in addressing health's most challenging issues – 13 of them with Nemours Children's Health System. Expertise in planning and management, process improvement, research, and strategic program design and implementation. Experience in staff development, supervision, coaching, and mentoring. Proven ability to build strong relationships with strategic partners and leverage multi-disciplinary teams to inspire creative and pragmatic solutions. Accomplished grant proposal writer, securing more than \$50 million. National presenter and published author on the topics of child health, social determinants of health, multi-sector partnerships, social return on investment, obesity, health care, substance abuse prevention and treatment, and evaluation.

Allison Looks Forward to Sharing: I look forward to sharing insights from Nemours' journey as well as lessons learned from other health systems that have had experience with integrative functions.

Key Lessons Learned in Allison's Professional Journey: It is as important, if not more important, to share the failures. While we continue to celebrate our successes, we can help others avoid the same pitfalls and help to move the field forward collectively.

One Thing Allison Enjoys Most Besides Work: "Lately, I am obsessed with Rutgers men's basketball – nationally ranked for the first time in 41 years. There's a lesson there for us in this work – keep pushing toward the goal, even if it takes time."



***Kate Blackburn; Nemours Children's Health System**

Manager, Practice & Prevention

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Years of Experience: Kate Blackburn has spent her career promoting adolescent, community, and population health. She has worked in the health care sector for more than 20 years, initially leading the adolescent health efforts of a county-wide health system via strategies related to the social determinants. Her interest in health care's movement toward addressing root causes of disparities as a means of improving the health and health-related outcomes of the communities they serve led her to join Nemours' National Office of Policy & Prevention.

Kate Looks Forward to Sharing: Real-world, replicable examples of how health care organizations and their cross-sector networks are making strategic use of integrative functions to accelerate movement toward shared population health goals.

Key Lessons Learned in Kate's Professional Journey: 1) It's not enough to successfully meet the health-related social needs of individuals and families in our communities. We have to continually ask why the services are needed in the first place, then work with partners toward policy, systems and environmental changes that address root causes and reduce or eliminate need. 2) We have to trust the people we serve to identify viable solutions, and partner authentically with them to operationalize the solutions for the real world.

One Thing Kate Enjoys Most Besides Work: "I love trying new recipes and sharing the hits with friends. Especially soup, this time of year. A bunch of my friends and family are equally enthusiastic about cooking, and it's fun that we're always sending each other links to new recipes or dropping off samples of something new we made."



***Bilal Taylor; Nemours Children's Health System**

Program & Policy Analyst II

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Years of Experience: Over a decade planning, implementing, and evaluating the effectiveness of multi-sector systems-change initiatives. Prior to joining Nemours, spent 3 years evaluating the efficacy of collective impact efforts and cradle-to-career systems for older youth across the United States; Served as a Program Officer in an international Quaker peace-building organization, focused on enhancing the life chances of youth in conflict and post-conflict zones; Served 4 years as a Policy & Program Coordinator for a citywide collaboration to provide comprehensive services

to under-served older youth in Chester, PA.

Bilal Looks Forward to Sharing: Best practices for effectively carrying out integrative functions in multi-sector partnerships that are attempting to address structural inequality.

Key Lessons Learned in Bilal's Professional Journey: 1) Partnerships develop "at the speed of trust." Other types of alignment often are not possible without good faith among partners; and the type of trust that allows partners to be vulnerable and have tough conversations with each other. 2) All models are wrong; but some are useful. Organizations working to address complex, adaptive challenges usually bring their own well-informed models of how these issues play out in the world; and what approach might work best to address them. One of the keys to doing this work successfully is being open and nimble enough to

refine these models (or jettison them in favor of a new model) when challenges in the real world don't conform to initial expectations.

One Thing Bilal Enjoys Most Besides Work: "I spend more time than I care to admit reading 19th century fiction, especially the works of Herman Melville and Fyodor Dostoevsky."



Anna Barnes; Data Across Sectors for Health and the All In: Data for Community Health Network (Illinois Public Health Institute); Senior Program Manager, Center for Health and Information Technology
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Years of Experience: 10+ years of experience in public health, having supported a number of nationally-funded initiatives; Currently serves as a Senior Program Manager at the Illinois Public Health Institute; As part of the Data Across Sectors for Health (DASH) National Program Office, she leads learning collaborative activities for All In: Data for Community Health, a network for community collaborations from across the country that are interested in sharing multi-sector data to build capacity and improve community health; As the School & Community Programs Manager for the Consortium to Lower Obesity in Chicago Children with The Ann & Robert H. Lurie Children's Hospital, she led a team of Community Program Coordinators embedded in neighborhood-level efforts to address community health priorities

Anna Looks Forward to Sharing: the platform, All In: Data for Community Health: All In is a national network of practitioners from a variety of sector working in community collaborations. The network produces and archives webinars, has a searchable resource library, online community, and more.

Key Lessons Learned in Anna's Professional Journey: It's critical that everyone's perspectives are considered from the beginning of the work. Although it may seem easier to sign a contract with a vendor and select a 'data platform' that claims many bells and whistles to help solve a laundry list of challenges, implementation will backfire if the end-users and community members impacted by the initiative are not at the planning table and engaged throughout; Community members also have rich experience that informs where pressing policy and systems changes are needed.

One Thing Anna Enjoys Most Besides Work: "I relish spending time with my two young children and husband cooking and baking, going on urban nature walks, crafting art projects from recyclables, dancing, etc."



Peter Eckart; Data Across Sectors for Health and the All In: Data for Community Health Network (Illinois Public Health Institute); Director, Center for Health and Information Technology
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Years of Experience: 30 years working in information management, community-based social services and public health; Has spent the last 5 years focusing on institution-building, data sharing and multi-sector collaboration; Currently serves as a Director of the Center for Health and Information Technology at the Illinois Public Health Institute, and co-Directors the RWJF-funded National Program Office of Data Across Sectors for Health (DASH); Prior to IPHI, spent 16 years at Jane Addams Hull House Association in Chicago in community development and IT systems management.

Peter Looks Forward to Sharing: a suite of tools developed by DASH; A framework to make sense of the barriers to and enablers of successful community capacity increases for multi-sector collaboration and systematic data sharing; Capacity assessment to measure and analyze collaboration maturity on these Framework domains, and crafts support plans based on that data

Key Lessons Learned in Peter's Professional Journey: There is so much energy and activity in the multi-sector data-sharing

space, and many lessons and experiences in other communities that might apply to the challenges and opportunities faced by the Integrator communities; The most successful initiatives are built on authentic multi-organization relationships, among people who have a tightly defined and mutually valuable use case

One Thing Peter Enjoys Most Besides Work: In his spare time, Peter hangs with his family, rides his bike, and posts songs of encouragement and resistance at www.hopeinexile.org.



***Sherry Immediato; Heaven & Earth, Incorporated (and ReThink Health emeritus)**
Senior Consultant and President
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Years of Experience: Nearly 40 years in the fields of cross-sector collaboration, distributed leadership and integrative activities; Founding practitioner in the field of organizational learning following a brief stint in venture capital; 20+ years facilitating or coaching multi-sector learning communities initially in healthcare with Innovation Associates, and broader international collaboratives as the director of the Society for Organizational Learning; Joined the ReThink Health initiative of the Rippel Foundation in 2010 to study and support multi-sector partnerships seeking to transform health in their communities by applying lessons learned in fields other than health.

Sherry Looks Forward to Sharing: A suite of tools she has helped developed as part of ReThink Health, including: Assessing Your Distributed Leadership Practice; Integrative Activities Self-Assessment Tool; Value Proposition Narrative Toolkit

Key Lessons Learned in Sherry's Professional Journey: Systems wisely, and frustratingly, resist our efforts to change them; We need to intelligently redesign fundamental aspects of our system in support of life!; Integrative functions are essential in complex systems- they must balance support for head, heart and hands; An ecosystem is strongest when integrative functions are distributed; Ecosystems need inclusive governance that is separate from operational integrative functions; Integrative functions develop over time; You can (and should) get paid on an on-going basis for doing this work; Love - honoring the legitimacy of the other - is the only emotion that increases intelligence. (Humberto Maturana)

One Thing Sherry Enjoys Most Besides Work: "I love being outside. When asked which was my favorite room in the house, I answered "my deck"! You can find me having coffee or reading out there whenever the temp tops 40. I walk at least a few miles daily; I do my own gardening and yard work; I love heading to the forest trails with a dog. When the roads are clear, I bike, and when the river is running, I kayak! And not often enough, I sleep under the stars. Maybe my next home improvement project will be a sleeping porch."



Abby Charles; Institute for Public Health Innovation
Senior Program Manager
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Years of Experience: Over 8 years of engaging in cross-sector work; Started at CommonHealth Action and the Institute for Public Health Innovation in 2011; Working directly in the area of health equity since 2016

Abby Looks Forward to Sharing: How to realistically integrate racial equity impact tools throughout the process of their work. Equity should be the frame for the integrative functions of the teams, so the tool is important to shape their work.

Key Lessons Learned in Abby's Professional Journey: Engaging in this work to address equity also requires placing the lens on institutions and institutional practices (hiring, leadership structure, decision making, diversity, inclusion, hidden and visible power etc.) Often organizations are more willing to engage in the external work and less willing to consider what they need to do internally to address equity. Organizations need to do both.

Equity cannot be an add-on, it must be integrated throughout the process from beginning, to end and all in-between. This can sometimes sound like an additional burden that some want to avoid, but in order to dismantle inequities in our society we have to transform the status quo and put it in the work.

One Thing Abby Enjoys Most Besides Work: "I'm a semi-professional dancer – so I love performing."



Mike Royster; Institute for Public Health Innovation

Vice President

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Mike Royster is the Vice President of the Institute for Public Health Innovation (IPHI). He established the Institute's Richmond office and is expanding and developing initiatives to support public health priorities across Virginia. He provides expertise and oversight for an extensive portfolio of health equity-focused programs including community health worker initiatives, training and technical assistance to promote healthy and equitable communities, health in all policies strategies, and community health improvement planning. Dr. Royster

also serves as the principal investigator for IPHI as the Local Performance Site of the HRSA-funded Mid-Atlantic Regional Public Health Training Center.

Dr. Royster completed his undergraduate training at the University of Virginia, and his medical training at Duke University School of Medicine. He completed a residency in Public Health and General Preventive Medicine at Johns Hopkins Bloomberg School of Public Health, where he also obtained a master's degree in public health. Following his residency, he worked briefly as an environmental epidemiologist with the US EPA, conducting studies on pesticide exposure among children in the Imperial Valley of California. In addition, he completed the two year W.K. Kellogg Health Scholars Program at the UNC Gillings School of Global Public Health, where he developed an initiative to address the health of African American men in Raleigh, North Carolina.

In his spare time Mike enjoys spending time with his wife Camille and three children. He also enjoys meditation, basketball, and exercise at the local YMCA.



Katherine Wright; ReThink Health (Fannie E. Rippel Foundation)

Senior Program Associate

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Years of Experience: 4 Years working at ReThink Health, an initiative of the Rippel Foundation; Helped to develop the "Beyond the Grant" workbook, to equip organizations and multi-sector partnerships with the skills and mindset they need to both work towards being more financially sustainable and creating a value case for their work

Katherine Looks Forward to Sharing: Tools from "Beyond the Grant," including the Revenue Typology and the Value Sequence. These tools teach important skills and provide a great starting

point for any organization or multi-sector partnership who wants to start the journey towards becoming more financially sustainable.

Key Lessons Learned in Katherine's Professional Journey: Financing is a practice through which your organization or multi-sector partnership will get a sense of where your work is headed and get clarity about how you can get there (both in dollars you need and actions you need to take).

One Thing Katherine Enjoys Most Besides Work: "I am an avid home cook and cookbook collector. One of my favorite things is to cook for my partner and friends. I find joy in bringing people together and sharing a good meal after a stressful week."



Greg Paulson; Trenton Health Team

Executive Director

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Years of Experience: 25 Years in Health Care

Primarily in providing pre-hospital emergency medical care; Executive Director at Trenton Health team since mid-2015

Greg Looks Forward to Sharing: All the messy details of how (the Trenton Health Team) has built and grown its partnership in Trenton, NJ, and some of the lessons they have learned

along the way.

Key Lessons Learned in Greg's Professional Journey: 1) Collaboration will only be sustainable over the long-term when all participating parties derive value from it; 2) Shamelessly steal (with permission) from the failures and successes of others doing similar work. We are all figuring this stuff out together.

One Thing Greg Enjoys Most Besides his Work: "Though I don't get much time to do it these days with three young daughters, both my wife and I are avid SCUBA divers."



Eric Schwartz; Capital Health, as part of Trenton Health Team

Executive Director, Institute for Urban Care

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Years of Experience: 20 years of experience as a physician leader in international, public, private, and academic settings; Currently serves as the Executive Director of Capital Health's (Trenton, N.J.) Institute for Urban Care

Eric Looks Forward to Sharing: How development and implementation of an initial environmental scan to assess the current state of resources (related to the specific projects a multi-sector network is envisioning) can help identify gaps and, more importantly, level-set so diverse stakeholders now have a common perspective and language.

Key Lessons Learned in his Professional Journey: 1) The need to have an infrastructure for rapid cycle improvement and embrace failure. Failure can often "humanize" larger systems when there is a cohort of organizations of different sizes and resources within the community. 2) The importance of demonstrating value up, middle and downstream. When discussing new initiatives, look at what is being asked (and the potential rewards if successful) is there value for all of the stakeholders you are talking to (both within and outside your organization)? This empathetic perspective can prevent many false or missteps early in change management projects and processes.

One Thing Eric Enjoys Most Besides his Work: "One thing I like to do outside of work is play tennis. I love the interaction and unspoken coordination with a doubles partner and the challenges and successes of 'playing the ball,' not letting the ball play you."



Danielle Varda; Visible Network Labs
Chief Executive Officer
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Years of Experience: 19+ Years

Danielle Looks Forward to Sharing: Network Science as a tool for building intentional network strategies, and the PARTNER platform as a tool for measuring, tracking, and learning about your networks.

Key Lessons Learned in Danielle's Professional Journey: More is not always better in networks! Networks can be designed intentionally, with a goal to reduce resource needs over time to ensure sustainability.

One Thing Danielle Enjoys Most Besides Work: "I love taking overnight trips on the rivers with my girls, and rafting through wilderness to be places where you can't get by car."



Seth Fritsch; 100 Million Healthier Lives, supported by WE in the World (Public Health Foundation Enterprises)
Project Manager, Coach
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Years of Experience: 6 years as a partner of 100 Million Healthier Lives

Seth Looks Forward to Sharing: The 100 Million Healthier Lives Community Transformation Map (CTM); a planning tool designed to help communities make meaningful, measurable improvements in health, well-being, and equity and advance toward a "Culture of Health."

Key Lessons Learned in Seth's Professional Journey: 1) Co-design with people with lived experience is essential to equitable shared governance. 2) We are flawed and finite beings whose understanding is always partial and in need of correction. The genius of the human heart lies in its capacity to use the tensions that come with our limitations to generate insight, energy, and new life (taken from Five Habits of the Heart that Help Make Democracy Possible, adapted from Parker J. Palmer by the Center for Courage & Renewal).

One Thing Seth Enjoys Most Besides Work: "I love to hear people's stories. It is life-giving to deeply and more fully understand someone and I like finding ways to connect. I especially like to do this while immersed in a different culture."



Somava Saha; 100 Million Healthier Lives, supported by WE in the World (Public Health Foundation Enterprises)
President
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Somava Saha, MD, MS has dedicated her career to improving health, wellbeing and equity through the development of thriving people, organizations and communities. She has worked as a primary care internist and pediatrician in the safety net and a global public health practitioner for over 20 years. Currently, she serves as founder and Executive Lead of Well-being and Equity in the World (WE in the World), as well as Executive Lead of the Well Being In the Nation (WIN) Network. Over the last five years, as Vice President at the Institute for Healthcare Improvement, Soma founded and led the 100 Million Healthier Lives (100MLives) initiative, which brought together 1850+ partners in 30+ countries reaching >500 million people to improve health, wellbeing and equity. She and her team at WE in the World continue to advance and scale the outcomes from this initiative as a core implementation partner in 100MLives.

Previously, Dr. Saha served as Vice President of Patient Centered Medical Home Development at Cambridge Health Alliance, where she co-led a transformation that improved health outcomes for a safety net population above the national 90thile, improved joy and meaning of work for the workforce, and reduced medical expense by 10%. She served as the founding Medical Director of the CHA Revere Family Health Center and the Whidden Hospitalist Service, leading to substantial improvements in experience, quality and cost for safety net patients while growing each service by eight-fold.

In 2012, Dr. Saha was recognized as one of ten inaugural Robert Wood Johnson Foundation Young Leaders for her contributions to improving the health of the nation. She has consulted with leaders from across the world, including Guyana, Sweden, the United Kingdom, Singapore, Australia, Tunisia, Denmark and Brazil. She has appeared on a panel with the Dalai Lama, keynoted conferences around the world, and had her work featured on Sanjay Gupta, the Katie Couric Show, PBS and CNN. In 2016 she was elected as a Leading Causes of Life Global Fellow.