

The Roundtable of Population Health Improvement presents

THE ROLE OF BUSINESS IN IMPROVING HEALTH AND HEALTH EQUITY



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ATTENDEE PACKET
DECEMBER 2022

THE ROLE OF BUSINESS IN IMPROVING HEALTH AND HEALTH EQUITY

December 13, 2022 | 9:00 AM - 4:30 PM EST

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The Role of Business in Improving Health and Health Equity

A Workshop



Tuesday, December 13, 2022

Location: Keck Center of the National Academies, 500 5th St, NW, Washington DC

[Live webcast](#)

AGENDA

OBJECTIVES

- Highlight important shifts in the field (e.g., in the nature of business, workers, and work; in the broader narrative; and the impact of events of the last 2.5 years)
- Explore how businesses are using “catalytic” conditions to elevate their work in all the areas that link with health or further economic recovery, resiliency, and growth;
- Showcase data, models, and exemplary practices that could expand and scale the contributions of businesses to thriving communities and nation; and
- Enhance stakeholders’ understanding of the existing infrastructure, resources, and models for partnerships and for moving toward shared value

9:00 AM ET

Welcome and Introduction

Ray Baxter, Roundtable Co-chair, Board Secretary, CDC Foundation

9:15 AM

Relay 1: A Rapidly Changing Landscape and Intensifying Imperative

Moderator: Terry Williams, Executive Vice President, Chief Population, Corporate & Government Affairs Officer, Atrium Health

- **Greg Fairchild**, Dean and CEO, University of Virginia--Northern Virginia, Isidore Horween Research Professor of Business Administration, University of Virginia's Darden School of Business
- **John August**, Director, Healthcare Labor Relations, Cornell University School of Industrial and Labor Relations
- **Tolu Lawrence**, Managing Director, Programs & Partnerships, JUST Capital

10:45 AM

BREAK

11:00 AM

Relay 2: Stories of Innovation (transforming business structures to support workers)

Moderator: Jarrod Green, Co-Director, Center for Business & Social Justice, Business for Social Responsibility

- **Todd Leverette**, Co-Founder of Apis & Heritage Capital Partners
- **Catherine Ward**, Managing Director, JFF Lab, Jobs for the Future
- **Sean Jackson**, ESOP Administrator, Bob's Red Mill Natural Foods

12:00 PM	BREAK
1:00 PM	Relay 2 continued: Stories of Innovation (corporate & community health leadership) Moderator: Robert McLellan, Emeritus Professor, Dartmouth Institute, former Chief of the Section of Occupational and Environmental Medicine, former Medical Director, Dartmouth-Hitchcock Live Well/Work Well program • Kyu Rhee, Senior Vice President and Aetna Chief Health Officer, CVS Health • Pamela Hymel, Chief Medical Officer, Walt Disney Parks and Resorts • Letitia Dzirasa, Health Commissioner, Baltimore City
2:00 PM	Relay 2 continued: Stories of Innovation (workforce, building economic well-being) Moderator: Meg Guerin-Calvert, Senior Managing Director and President, Center for Healthcare Economics and Policy, FTI Consulting • Johnathan Holifield, Senior Vice President of New Economies, Bitwise Industries • Laura Ellenhorn, Principal and Head of Community Impact, Edward Jones
3:00 PM	BREAK
3:15 PM	Relay 3: Conditions for wider action and scaling up of innovations • Terry Williams, Executive Vice President, Chief Population, Corporate & Government Affairs Officer, Atrium Health • Jennifer Stark, Co-Director, Center for Business & Social Justice, Business for Social Responsibility
4:15 PM	Closing Remarks Ana Diez Roux, Roundtable Co-Chair, Dean, Drexel University Dornsife School of Public Health
4:30 PM	Adjourn

Workshop Planning Committee | Meg Guerin-Calvert, FTI Consulting; Robert McLellan, Dartmouth; Bobby Milstein, ReThink Health; Billy Oglesby, Jefferson University College of Population Health; Shuma Panse, RWJF; Kyu Rhee, CVS/AETNA; Terry Williams, Atrium Health

Note: The planning committee's role is limited to planning the workshop. A proceedings based on workshop will be prepared by an independent rapporteur.

Follow the conversation  #pophealthrt @NASEM_Health | Roundtable web page: <https://nas.edu/pophealthrt>

HEALTH AND MEDICINE DIVISION

Roundtable on Population Health Improvement Roster

Vision | A thriving, healthful, and equitable society

Mission | In recognition that health and quality of life for all are shaped by interdependent historical and contemporary social, political, economic, environmental, genetic, behavioral, and health care factors, the Roundtable on Population Health Improvement exists to provoke and catalyze urgently needed multi-sector community engaged collaborative action.

Members

Raymond Baxter, PhD (Co-Chair)

Trustee, Blue Shield of California Foundation
Board Member, CDC Foundation
San Francisco, CA

Ana V. Diez Roux, MD, PhD, MPH (Co-Chair)

Dana and David Dornsife Dean and
Distinguished University Professor
of Epidemiology
Dornsife School of Public Health
Drexel University
Philadelphia, PA

Philip M. Alberti, PhD

Senior Director, Health Equity Research
and Policy
Association of American Medical Colleges
Washington, DC

Kirsten Bibbins-Domingo, MD, PhD

Professor and Chair of the Department of
Epidemiology and Biostatistics
Lee Goldman, MD Endowed
Professor of Medicine
Vice Dean for Population Health and
Health Equity UCSF School of Medicine
University of California, San Francisco
San Francisco, CA

Debbie I. Chang, MPH

President and CEO
Blue Shield of California Foundation
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Professor and Chair
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NYU Langone Health
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Senior Managing Director and
President, Center for Healthcare Economics
and Policy
FTI Consulting
Washington, DC

Hilary Heishman, MPH

Senior Program Officer
Robert Wood Johnson Foundation
Princeton, NJ

Dora Hughes, MD, MPH

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Centers for Medicare and Medicaid Services
U.S. Department of Health and Human Services
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Sheri Johnson, PhD

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Wayne Jonas, MD

Executive Director
Integrative Health Programs
H & S Ventures, Samueli Foundation
Alexandria, VA

Robert M. Kaplan, PhD

Professor, Center for Advanced Study
in the Behavioral Sciences
Stanford University
Stanford, CA

Milton Little, MA

President
United Way of Greater Atlanta
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Phyllis D. Meadows, PhD, RN, MSN

Senior Fellow, Health Program
Kresge Foundation
Troy, MI

Bobby Milstein, PhD, MPH

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ReThink Health
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José T. Montero, MD, MHCDS

Director, Office for State, Tribal, Local
and Territorial Support (OSTLTS)
Deputy Director
Centers for Disease Control and Prevention
Atlanta, GA

Willie (Billy) Oglesby, PhD

Interim Dean
College of Population Health
Jefferson University
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Jason Purnell, PhD

Vice President of Community Health
Improvement
BJC Health Care
Associate Professor
Brown School at Washington University
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St. Louis, MO

Lourdes J. Rodríguez, DrPH

Senior Program Officer
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Kosali Simon, PhD

Herman B. Wells Endowed Professor
Associate Vice Provost for Health Sciences
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Environmental Affairs
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Kara Odom Walker, MD, MPH, MSHS

Senior Vice President and Chief Population
Health Officer
Nemours Children's Health
Washington, DC

Terry Williams, MBA, Dip. Econ.

Executive Vice President and Chief Population,
Corporate & Government Affairs Officer
Atrium Health
Winston-Salem, NC

Hanh Cao Yu, PhD

Chief Learning Officer
The California Endowment
Oakland, CA

THE ROLE OF BUSINESS IN IMPROVING HEALTH AND HEALTH EQUITY

A Workshop



Biosketches of Speakers, Moderators, and Planning Committee Members

*denotes planning committee member, †denotes roundtable member

John August

John August, is the Scheinman Institute's Director of Healthcare and Partner Program, as well as the Associate Director of the Healthcare Transformation Project at Cornell University. August has been a union steward, local union president, and international union leader with the Teamsters, AFT, and SEIU where he helped lead organizing, large scale bargaining and strategy since 1983. He has extensive union experience in manufacturing, transportation, public services, social services, and all phases of the health care industry.

From 2006-2013, he led the Coalition of Kaiser Permanente Unions and co-chaired the Labor-Management Partnership at Kaiser Permanente. Experts in the field regard this Labor Management Partnership as the largest, most complex, and most successful in US history. While with the Coalition he led successful negotiations of 3 national contracts covering nearly 100,000 workers. Through the labor-management partnership, the workforce has been mobilized into more than 3,500 unit based teams, an important contributor for performance improvement in the nation's largest not-for-profit health plan. August received his B.A. and his graduate studies in Sociology and Educational Policy Studies, at the University of Wisconsin-Madison.

Ray Baxter†

Raymond Baxter, Ph.D., currently serves as the co-chair of the Population Health Roundtable of the National Academies of Science, Engineering and Medicine; a Trustee of the Blue Shield of California Foundation; and a member of the Board of Directors of the CDC Foundation. Dr. Baxter most recently was CEO of the Blue Shield of California Foundation. He currently serves on the advisory boards to the Deans of the UC Berkeley School of Public Health and the UCSF School of Nursing.

For 15 years, Dr. Baxter was Kaiser Permanente's national senior vice president for community benefit, research and health policy. There he built the largest community benefit program in the US, investing over \$2 billion annually in community health. He led Kaiser Permanente's signature national health improvement partnerships, including the Weight of the Nation, the Convergence Partnership and the Partnership for a Healthier America. Dr. Baxter also established Kaiser Permanente's Center for Effectiveness and Safety Research and built out its national genomics research bank, served as President of KP International, and chaired Kaiser Permanente's field-leading environmental stewardship work. He was a founding sponsor of the KP School of Medicine.

Previously he headed the San Francisco Department of Public Health, the New York City Health and Hospitals Corporation, and The Lewin Group. Dr. Baxter holds a doctorate from Princeton University. In 2001 the University of California, Berkeley, School of Public Health honored him as a Public Health Hero for his service in the AIDS epidemic in San Francisco. In 2006 he received the CDC Foundation Hero Award for addressing the health consequences of Hurricane Katrina in the Gulf Coast. In 2016, the San Francisco Business Times recognized his philanthropic contributions with its first Legacy Award.

Ana V. Diez Roux†

Ana V. Diez Roux, M.D., Ph.D., M.P.H., is the Dana and David Dornsife Dean and Distinguished University Professor of Epidemiology at the Dornsife School of Public Health and Director of the Drexel Urban Health Collaborative. Originally trained as a pediatrician in her native Buenos Aires, she completed public health training at the Johns Hopkins University School of Hygiene and Public Health. Before joining Drexel University, she served on the faculties of Columbia University and the University of Michigan, where she was Chair of the Department of Epidemiology and Director of the Center for Social Epidemiology and Population Health. Dr. Diez Roux is internationally known for her research on the social determinants of population health and the study of how neighborhoods affect health. Her work on neighborhood health effects has been highly influential in the policy debate on population health and its determinants.

Dr. Diez Roux has served on numerous editorial boards, review panels and advisory committees including most recently the Clean Air Scientific Advisory Committee (CASAC) of the Environmental Protection Agency (as Chair), the Board of Scientific Counselors (BSC) of the National Center for Health Statistics, the Committee on Health and Wellbeing in the Changing Urban Environment of the International Council for Science (ISCUS), and CDC's Community Preventive Services Taskforce. She has received the Wade Hampton Frost Award for her contributions to public health from the American Public Health Association and the Award for Outstanding Contributions to Epidemiology from the American College of Epidemiology. She is also an elected member of the American Epidemiological Society and the Academy of Behavioral Medicine Research. She was elected to the National Academy of Medicine of the National Academy of Sciences in 2009.

Letitia Dzirasa

Letitia Dzirasa M.D., is the Commissioner of Health for Baltimore City, she was appointed to this role in March 2019. Dr. Dzirasa, a Hopkins trained pediatrician, believes that equitable care is basic right for all and will tirelessly advocate for programs that support the overall health and wellbeing of all Baltimore city residents. Dr. Dzirasa's special interests include obesity management and prevention, trauma informed care in children and adolescents, and expanded use of technology to improve health outcomes.

Prior to joining the Health Department, Dr. Dzirasa worked at Fearless Solutions (Fearless), a Baltimore based digital services firm that builds custom software solutions for local and federal government clients. In her role at Fearless as Health Innovation Officer, Dr. Dzirasa was responsible for managing the Healthcare IT portfolio for the company and provided clinical subject matter expertise to HIT projects. Dr. Dzirasa also has close clinical ties to the Baltimore community, having trained at the Johns Hopkins Hospital in pediatrics and having worked as medical director for school-based health and quality at Baltimore Medical System from 2013-2016.

In addition to holding a B.S. from University of Maryland, Baltimore County in biological sciences, Dr. Dzirasa graduated from Meharry Medical College, Summa Cum Laude, in 2007.

Laura Ellenhorn

Laura Ellenhorn leads Community Impact at Edward Jones, helping to design and build community-focused and trust enhancing strategies, infrastructure and systems to grow the firm's positive impact on clients, colleagues, communities and society. She and the three teams she leads - Purpose, Community and Philanthropy - provide strategic direction and thought leadership in collaboration with enterprise and functional leaders, branch teams, as well as key stakeholders across the firm to create and support Community Impact strategic direction and plans. Laura serves in the Managing Partner's Office, advising the managing partner and leading the Edward Jones Foundation, which for more than 30 years, has provided financial resources and support to help strengthen our communities and benefit society so more people can thrive.

She earned a bachelor's degree from the Henry M. Jackson School of International Studies at the University of Washington and her juris doctorate and master's in international studies from Washington University in St. Louis. She is a member of the Missouri Bar and was a licensed solicitor and member of the Law Society of England and Wales. She is also a graduate of the University of Pennsylvania Wharton School's Securities Industry Institute.

Greg Fairchild

Gregory Fairchild, M.B.A., M.Phil., Ph. D., is the Isidore Horween Research Professor of Business Administration at the University of Virginia's Darden School of Business and associate dean for Washington, D.C., area initiatives. He is also the Dean and CEO of UVA | Northern Virginia. Since 2001, he has taught strategic management, entrepreneurship and ethics in Darden's MBA and Executive Education programs. He has received several awards for teaching excellence at the Darden School and was named in 2018 as Poets & Quants MBA Professor of the Year.

Dr. Fairchild is the author of *Emerging Domestic Markets*, a book highlighting innovative practices in broadening the reach of financial services. Fairchild is a recognized expert in community development finance. In 2008, he received an \$850,000 grant from the John D. and Catherine T. MacArthur Foundation to study best practice in Community Development Financial Institutions (CDFIs). Fairchild was named one of five high impact research professors and the sole scholar focused in entrepreneurship by the Financial Times in 2010. In 2009, he received a faculty Pioneer Award presented by the Aspen Institute's Center for Business Education for his leadership and risk taking in integrating ethical, environmental and social issues into the MBA curriculum.

Fairchild and his wife, Tierney Temple Fairchild (MBA '93) are the founders of Resilience Education, an organization committed to providing high quality Socratic education to those that might not otherwise afford it (www.Resilience-Education.org). This is the conduit through which the Darden Prison Program is administered, among other initiatives. Fairchild worked in marketing positions for such industry leaders as Kraft General Foods, Procter & Gamble and Saks Fifth Avenue before embarking on his doctoral studies. In addition to his teaching and research, he is a consultant to corporations, nonprofits and governmental agencies.

Dr. Fairchild received his B.S., at Virginia Commonwealth University; his M.B.A., University of Virginia Darden School of Business; and his M.Phil., and Ph.D., at Columbia University.

Jarrid Green

Jarrid Green, M.B.A., is the Co-Director of the Center for Business and Social Justice. The Center will advance health and economic justice at the intersection of movements working toward greater societal equity and fairness. Among other activities, the Center will sustainably and intentionally connect leaders in movements with private sector allies, identify effective business practices, and provide cross-learning opportunities that inform private sector behavior change as well as systems change through improved public policy outcomes.

Prior to joining BSR, Green worked at Freedman Consulting, where he developed and managed strategic philanthropic initiatives including donor coalitions and nonprofit organizations focused on social justice and climate/sustainability impacts. Green has also served senior research and project management capacities at The Democracy Collaborative and The Center for Social Inclusion.

Green received his M.B.A. in Sustainability from Bard College and his B.A. in English Language and Literature from the University of Maryland. He is also an alum of the Council of Urban Professional Fellowship Institute.

Margaret (Meg) Guerin-Calvert†*

Margaret (Meg) Guerin-Calvert, M.P.A., is a Senior Managing Director at FTI Consulting in Washington, D.C. and founding President of its Center for Healthcare Economics and Policy. She has over 30 years of experience as an economist in both public and private sectors, in competition and regulatory policy, mergers, damages, class certification and intellectual property in healthcare and other industries. She is also a founding director of Compass Lexecon and has served as Senior Consultant, Compass Lexecon, and continues in this role on selected matters. She has served as economic advisor to clients and governments in the U.S. and internationally, including state insurance agencies; parties involved in Certificate of Need (CON) or Certificate of Public Advantage (COPA); and in market-wide inquiries into healthcare competition such as the Competition Commission of South Africa's Healthcare Market Inquiry (HMI).

Guerin-Calvert's healthcare interests include economic analyses of markets, capacity, health metrics, community needs

assessment, integration, systemness, efforts to reduce total cost of care and market-based solutions for consumer, competition and public interest issues. She leads FTI' employer-led initiatives on health and economic wellbeing and public-private collaboratives, which seek to provide cross-sector partners with actionable data and analytics on drivers of medical and productivity costs of chronic conditions and economic impact for innovative strategies and measurable benefit. She led FTI's collaboration with World Economic Forum's Workplace Wellness Alliance in: "Making the Right Investment: Employee Health and the Power of Metrics." Her research focuses on the economic impact of health, integration and transformative change, and competition and policy issues.

Guerin-Calvert has served as Assistant Chief, U.S. Department of Justice Antitrust Division, Federal Reserve Board economist, and taught economics at Duke University's Institute of Policy Sciences. Her professional organization positions include Co-Chair of the Action Collaborative on Business Engagement in Building Healthy Communities; member, Business Engagement in Obesity Solutions Innovation Collaborative; Advisory Council on Biology & Medicine, Brown University; Academy Health, AEA, and Antitrust Law Section, ABA. She has an A.B. in economics, Brown University and M.P.A. from Princeton University's Woodrow Wilson School of Public and International Affairs.

Johnathan Holifield

Johnathan M. Holifield is Senior Vice President for New Economies at Bitwise Industries, leading the venture-backed, tech training company's expansion into underestimated cities across the U.S. He is a senior executive with 20+ years of diverse local and federal government and private sector experience and expertise in strategy formation and execution, effectively translating concepts into presidential policy, federal law, and organizational and local development plans.

In addition to achieving landmark government and education reforms, Johnathan led formation of \$40M venture capital fund, enabling \$250M network of early-stage risk capital, and designed community benefits for \$1.4B of development projects. He co-founded ScaleUp Partners LLC, an economic competitiveness consultancy, and authored the groundbreaking book, *The Future Economy and Inclusive Competitiveness®*, the seminal treatise that pioneered linking diversity, inclusion, and American competitiveness. Johnathan also catalyzed and authored the Ohio Department of Higher Education Report, *Inclusive Competitiveness: Empowering Underrepresented Ohioans to Compete in the Innovation Economy* and co-authored the \$5M appropriation to create Ohio's first statewide, high school STEM education, commercialization, and entrepreneurship program.

Holding a bachelor's degree in Political Science from West Virginia University, Johnathan went from football walk-on to elected team captain and attaining All-East honors. He earned master's in education and law degrees from University of Cincinnati.

Pamela (Pam) Hymel

Pamela Hymel, M.D., M.P.H., FACOEM, is chief medical officer for Disney Parks, Experiences and Products (DPEP) where she is responsible for integrating a segment-wide health and well-being strategy. She currently works with the worldwide safety and health team on the development of protocols for COVID-19 mitigation, in addition to leading the day-to-day operations of the onsite occupational health services centers, guest first aid locations at WDW, global occupational health issues and well-being strategy and programs for DPEP. She is focused on improving the overall health for cast, crew, and Imagineers at DPEP.

Prior to joining Disney in 2010, Dr. Hymel worked for 5 years as the corporate medical director for Cisco Systems, where she planned the strategy and design of Cisco's HealthConnections program and wellness center. She also held multiple leadership positions over 16 years at Hughes Electronics, last serving as vice president of Human Resources, Benefits & Health.

She served as president of the American College of Occupational Medicine (ACOEM) from 2009-2010 and was on their board of directors for over 10 years. She also was on the board of directors of the National Business Group of Health (NBGH) from 2005-2014 and the National Committee for Quality Assurance (NCQA). She continues to serve as co-chair for the Wellbeing and Workforce Strategy Institute of NBGH. She is the recipient of numerous awards, including the

NBGH Global Leadership in Corporate Health award, the Rutherford T. Johnstone Award for outstanding service in occupational medicine and the HERO Bill Whitmer Leadership Award in 2020.

Dr. Hymel has spoken extensively globally on health, productivity, and well-being and has contributed to numerous articles. Her expertise and benchmark programs have been cited in numerous publications on integrated health management. She has a Masters of Public Health degree from Tulane University and an M.D. degree from the Louisiana State University Medical School and is board certified in internal medicine and occupational medicine.

Sean Jackson

Sean Jackson, SPHR (HRCI), SCP (SHRM), is part of the Human Resources team at Bob's Red Mill natural foods and currently oversees the Employee Stock Ownership Plan (ESOP) as the plan Administrator/Ambassador.

Prior to that, Sean served BRM for nine years in HR leadership roles, most recently as HR Director. He is a strong promoter of ownership culture in the workplace and is active in the local Northwest Chapter of the ESOP Association, serving the past five years on the Chapter's Board of Directors, and currently as Chapter President. Before working at Bob's Red Mill, he worked in various Human Resources capacities across four different industries, most recently in Healthcare at the American Red Cross.

Sean enjoys biking and long walks on the Oregon coast with his wife Lori and his dog Leo. He has a B.A. degree from George Fox University and is an SPHR (HRCI) and SCP (SHRM) certified HR professional.

Tolu Lawrence

Tolu Lawrence, J.D., is the Managing Director of Programs and Partnerships at JUST Capital. She leads the Programs team in developing cross-sector partnerships and engaging America's largest companies to advance job quality and equity in the workplace. Tolu has over a decade of experience bringing together leading nonprofits, foundations, social enterprises, and brands to develop mission-driven initiatives that further social good.

Prior to joining JUST Capital, Tolu led the expansion of the Workplace Advisors program at Promundo where she served on the Steering Group of the Parental Leave Corporate Task Force, and orchestrated social impact partnerships with Archewell Foundation, Cummins, L'Oreal, Unilever, Procter & Gamble, etc. Tolu holds a J.D. degree from American University Washington College of Law and is a member of the California Bar.

Todd Leverette

Todd Leverette, J.D., M.B.A., is a Co-Founder of Apis & Heritage Capital Partners. Leverette has dedicated his life to bringing the tools and best practices of big business to small- and medium-sized enterprises (SMEs). After working in finance at J.P. Morgan and in residential real estate, he began a career as an independent business consultant focused on providing value-added financial and operational engineering for SMEs throughout Detroit.

Leverette previously maintained a small base of SME clients and currently serves as a Program Manager with the Democracy at Work Institute's Legacy Business Initiative, which strives to utilize employee ownership as a means to preserve and build wealth in minority communities. Leverette received his J.D. and M.B.A. from Columbia University and is a Phi Beta Kappa graduate of Morehouse College.

Robert (Bob) McLellan*

Robert (Bob) K. McLellan, M.D., M.P.H., is an Emeritus Professor of Medicine, Community and Family Medicine, and The Dartmouth Institute of Health Policy and Clinical Practice at the Geisel School of Medicine at Dartmouth. Most recently, he served as the Chief of the Section of Occupational and Environmental Medicine of Dartmouth-Hitchcock (now Dartmouth Health), an Academic Medical Center in New Hampshire. Dr. McLellan has extensive experience as an occupational and environmental medical consultant in a wide range of economic sectors and maintained a clinical practice in occupational and environmental medicine for close to 40 years.

Dr. McLellan serves as the Co-chair of the National Academy of Science, Engineering, and Medicine's Action Collaborative on Engaging Business in Building Healthy Communities. He is a past president of the American College of Occupational and Environmental Medicine (ACOEM), as well as the New England College of Occupational and Environmental Medicine.

Dr. McLellan has written extensively and lectured throughout the nation and internationally on a range of issues related to occupational and environmental medicine. He has been the Principal Investigator of several grants related to occupational and environmental medicine and was a co-recipient of the National Institute of Occupational Health and Safety's (NIOSH's) National Occupational Research Agenda award for innovative research. He has received many other awards including the Lifetime Achievement Award from ACOEM, the Total Worker Health® Founder's Award from NIOSH, the Roger Fossum Award from the New Hampshire Public Health Association "for dedicated commitment and leadership in environmental and public health," and a Commendation from Governor Hassan of New Hampshire for commitment and dedication to the community and state.

Dr. McLellan earned a B.A. from Yale College, an M.D. from Yale Medical School, and an M.P.H. from the Yale School of Public Health. As a husband, father, and newly minted grandfather, making the world and the future of work better for all drives his passion for Total Worker Health.

Bobby Milstein†*

Bobby Milstein, Ph.D., M.P.H., is a director of ReThink Health for the Fannie E. Rippel Foundation and a visiting scientist at the MIT Sloan School of Management. With an educational background that combines cultural anthropology, behavioral science, and systems science, Dr. Milstein concentrates on challenges that involve large-scale institutional change and the need to align multiple lines of action. He led the development of the ReThink Health Dynamics model and a suite of regionally-configured simulations that are used by leaders across the country to explore the likely health and economic consequences of policy scenarios.

From 1991 to 2011, Dr. Milstein worked at the Centers for Disease Control and Prevention, where he founded the Syndemics Prevention Network, chaired the agency's Behavioral and Social Science Working Group, and was coordinator for a wide range of new initiatives. He was the principal architect of the CDC's framework for program evaluation and published a monograph entitled *Hygeia's Constellation: Navigating Health Futures in a Dynamic and Democratic World*, recommended as "required reading for all health professionals."

Dr. Milstein has led several award-winning teams that bring greater structure, evidence, and creativity to the challenge of health system change. He is a cofounder (with Patty Mabry) of the NIH Institute on Systems Science and Health, and a codeveloper of several other widely used health policy simulation models including HealthBound and the Prevention Impacts Simulation Model. He has received CDC's Honor Award for Excellence in Innovation, the Applied Systems Thinking Prize from ASysT Institute, as well as Article of the Year awards from AcademyHealth and the Society for Public Health Education. Dr. Milstein holds a B.A. in cultural anthropology from the University of Michigan, an M.P.H. from Emory University, and a Ph.D. in interdisciplinary arts and sciences with a specialization in public health science from Union Institutes and University.

Shuma Panse*

Shuma Panse, M.P.H., is a Senior Program Officer, at the Robert Wood Johnson Foundation, where she joined in February 2016, bringing extensive experience in business engagement on health, public-private partnerships, and global health. Her work at the Foundation focuses on increasing private sector action to build a Culture of Health and catalyzing cross-sector partnerships that result in healthier communities. She believes the Foundation is "positioned to bring diverse actors—public, private and nonprofit—together, and that business has a unique role to play in ensuring a healthier nation for all."

Previously, Shuma was director of global programs at GBCHealth, a New York City-headquartered business coalition of 200 companies addressing health issues like HIV/AIDS, TB and malaria in low- and middle-income countries. She advised

leading global brands—with a focus on the pharmaceutical, oil and gas, mining and consulting sectors—on their workplace health programs and community and social investment strategies. As the organization's global lead for TB and non-communicable disease activities, she worked closely with its field offices in South Africa, Kenya, China, and Russia to develop innovative member programming and forged partnerships with key global health stakeholders including UN agencies and U.S. government institutions. Throughout her time at GBCHealth, she saw first-hand the significant impact business assets and influence can have on ensuring positive health outcomes.

Shuma's prior work experiences include a fellowship at the U.S. Centers for Disease Control and Prevention (CDC), the U.S. Peace Corps, health departments in New York City, Massachusetts and Louisiana, and several community-based organizations. She has worked in more than 15 countries, including long-term assignments in Madagascar and India. Shuma earned a B.A. in Asian and Middle Eastern Culture from Barnard College, Columbia University, and a Masters of Public Health from Tulane University.

Kyu B. Rhee*

Kyu B. Rhee, M.P.P., M.D., is the Senior Vice President and Aetna Chief Medical Officer at CVS Health. He and his team lead the integration and delivery of clinical and population health solutions. He is passionate and grateful to work for a health care innovation company with a simple and clear purpose: "to bring our heart to every moment of your health" from the community to the home to the palm of your hand.

Prior to joining CVS Health, Dr. Rhee was the Chief Health Officer of IBM for a decade. He and his team had global responsibilities for IBM's efforts to transform health through the use of data, analytics, artificial intelligence, and services for hospitals, health systems, providers, health plans, employers, governments, and life science companies across the world. He was also accountable for the health and safety of the global workforce, innovating health plan design for billions of global healthcare spending, and assuring a culture of health and performance. Prior to joining IBM, Dr. Rhee was Chief Public Health Officer at the Health Resources and Services Administration (HRSA), which is the primary federal agency for improving access to health care services for people who are uninsured, isolated, or medically vulnerable. Dr. Rhee also served as Director of the Office of Innovation and Program Coordination at the National Institutes of Health (NIH), which is the primary federal agency for research. Dr. Rhee has also worked as a National Health Service Corps primary care physician and Chief Medical Officer in community health settings in Washington, DC and Baltimore. During that time, he taught at the George Washington University School of Public Health.

Dr. Rhee performed his medical residency training in both internal medicine and pediatrics at Cedars-Sinai Medical Center in Los Angeles and acquired dual-board certification. He obtained his medical degree from the Keck School of Medicine at the University of Southern California. Dr. Rhee also holds a master's degree in Healthcare Policy from the John F. Kennedy School of Government, Harvard University. He acquired his Bachelor in Science degree from Yale University in Molecular Biophysics and Biochemistry, where he also served as President of the study body.

Jennifer (Jen) Stark

Jennifer (Jen) Stark, is the Co-Director of the Center for Business and Social Justice (BSR). The Center will advance health and economic justice at the intersection of movements working toward greater societal equity and fairness. Among other activities, the Center will sustainably and intentionally connect leaders in movements with private sector allies, identify effective business practices, and provide cross-learning opportunities that inform private sector behavior change as well as systems change through improved public policy outcomes.

Stark is a strategy development and implementation expert at complex health and humanitarian organizations with 20+ years of experience. Prior to joining BSR, she directed investments at the Tara Health Foundation to advance meaningful change among private sector employers on gender and racial equity, including historic progress on paid family and medical leave, reproductive health, and other workplace protections. Prior to working in philanthropy, she led the disaster fundraising unit at American Red Cross, which included managing campaigns in response to earthquakes in Haiti and Japan as well as Hurricane Katrina. She also held leadership roles at several national advocacy organizations, where she led private sector and workplace engagement initiatives.

Stark holds a B.A. in Economics and Political Science from the University of North Carolina at Chapel Hill and is based in Washington, DC.

Catherine (Cat) Ward

Catherine (Cat) Ward, M.P.A., is the managing director of JFF Labs. She leads JFF's efforts to engage the private sector as a strategic force for good. Cat founded and manages JFF's Corporate Action Platform and Advisory Services practice. She leads a team that advises companies on envisioning, developing, and implementing strategies that are good for multiple stakeholders—including workers, businesses, and communities.

Ward's skills and areas of expertise include: Corporate practice change, strategic corporate talent management, corporate social responsibility, program design and development, workforce and economic development, multi-sector partnership and collaboration, along with facilitation and training.

Ward is an experienced leader who has worked across the private, nonprofit, and public sectors. Before joining JFF, she ran Taproot Foundation's corporate advisory practice, leading a team that worked with prominent companies to create strategies that drive social impact and develop talent. Ward is a frequent speaker on the topics of strategic corporate talent management, effective corporate social impact strategies, and cross-sector partnership. Earlier in her career, she worked at the New York City Department of Small Business Services, where she led efforts to create jobs and help people advance. She started her career in New York City theater as a director, producer, and educator.

Terry G. Williams†*

Terry G. Williams, M.B.A., Grad. Dip. Econ., is Enterprise Executive Vice President and Chief Population, Corporate & Government Affairs Officer of Atrium Health Inc., which was formed in October 2020 as a strategic combination between Atrium Health, Wake Forest Baptist Health and Wake Forest School of Medicine. He has responsibility for Population Health, Government Affairs, Employer Services, and Faith Health which encompasses 5 ACOs and CINs, 750,000 managed lives and 6,500 physicians in 3 states.

Williams is an advocate for community development, social responsibility and transformation, and health equity improvement. Previously as Chief Strategy Officer for Wake Forest Baptist Health for 8 years, Williams was a leader and Board member for population health improvement, high performing clinically integrated networks and partnerships, and community non-profit organizations. Over his 25-plus year career, Williams has worked with more than 200 health care organizations in 25+ states. Williams has contributed to articles and presentations on a variety of topics including creative partnerships, community transformation, population health, and new care models. He has also worked for the Jamaican Prime Minister's office on the country's National Transformation Programme. Earlier in his career, Williams was awarded a Rotary International Scholarship to England focused on economics and policy comparison for 15 countries.

Williams is currently pursuing his doctorate in Health Leadership from the UNC Gillings School of Global Public Health, in addition to existing graduate diploma in economics from the University of East Anglia in England and MBA from Emory's Goizueta Business School.

THE ROLE OF BUSINESS IN IMPROVING HEALTH AND HEALTH EQUITY

A Workshop



Readings and Resources

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- see p. 45: “Insights and Strategies from Cross-Sector Thinkers” (includes Alison Omens from JUST Capital)

[Communities in Action: Pathways to Health Equity](#)

- [Brief on the role of business](#)

A Sampling of Frameworks

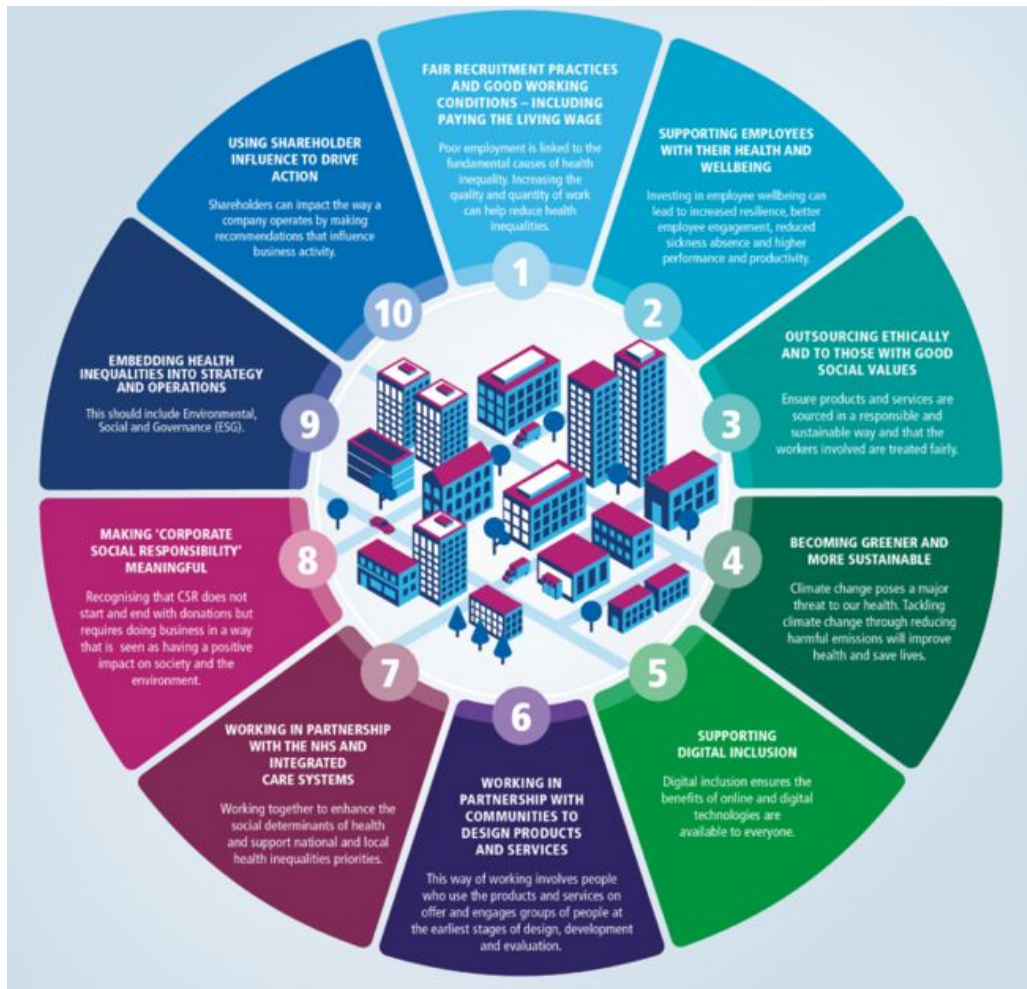
— Related to the Business Role in Health & Health Equity —



Relay 1

10 ways business can help reduce health inequalities

Source: [NHS England \(2022\)](#)



Source JUST Capital Rankings

WORKER

- **Wages** – Pays a fair, living wage.
- **Health** – Protects worker health and safety.
- **Benefits** – Provides benefits and work-life balance.
- **Diversity, Equity, and Inclusion (DEI)** – Cultivates a diverse, inclusive workplace.
- **Careers**: Invests in workforce training.

ENVIRONMENT

- **Sustainable Products** – Develops and supports sustainable products.
- **Pollution Reduction** – Minimizes pollution.
- **Climate Change** – Helps combat climate change.
- **Resource Efficiency** – Uses resources efficiently

COMMUNITY

- **Jobs** – Creates jobs in the U.S.
- **Supply Chain** – Respects human rights in the supply chain.
- **Community Development** – Contributes to community development.
- **Philanthropy** – Gives back to local communities.

CUSTOMER

- **Privacy** – Protects customer privacy.
- **Experience** – Treats customers fairly.
- **Transparency** – Communicates transparently.
- **Beneficial Products** – Makes beneficial products.

SHAREHOLDER AND GOVERNANCE

- **Accountability** – Prioritizes accountability to all stakeholders.
- **Ethics** – Acts ethically at the leadership level.
- **Returns** – Generates returns for investors.



Relay 2A

Source

Seven Vital Conditions for Health and Well-Being

Used in:

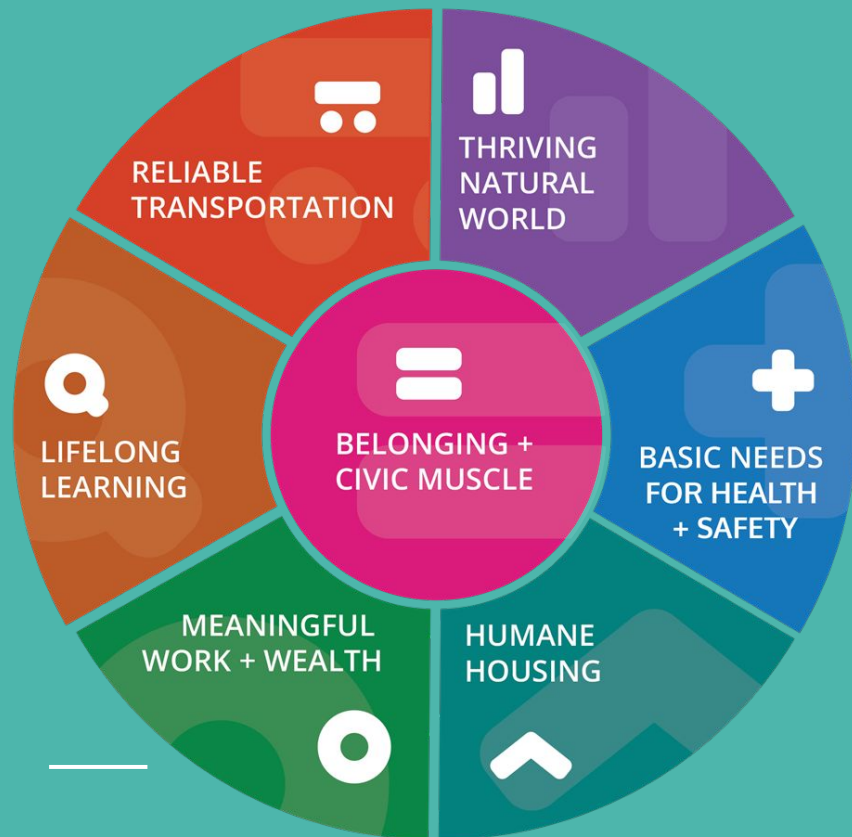
2022 Federal Plan for Equitable Long-term Recovery and Resilience

2021 US Surgeon General's Report on Community Health and Economic Prosperity

2020 Thriving Together Springboard

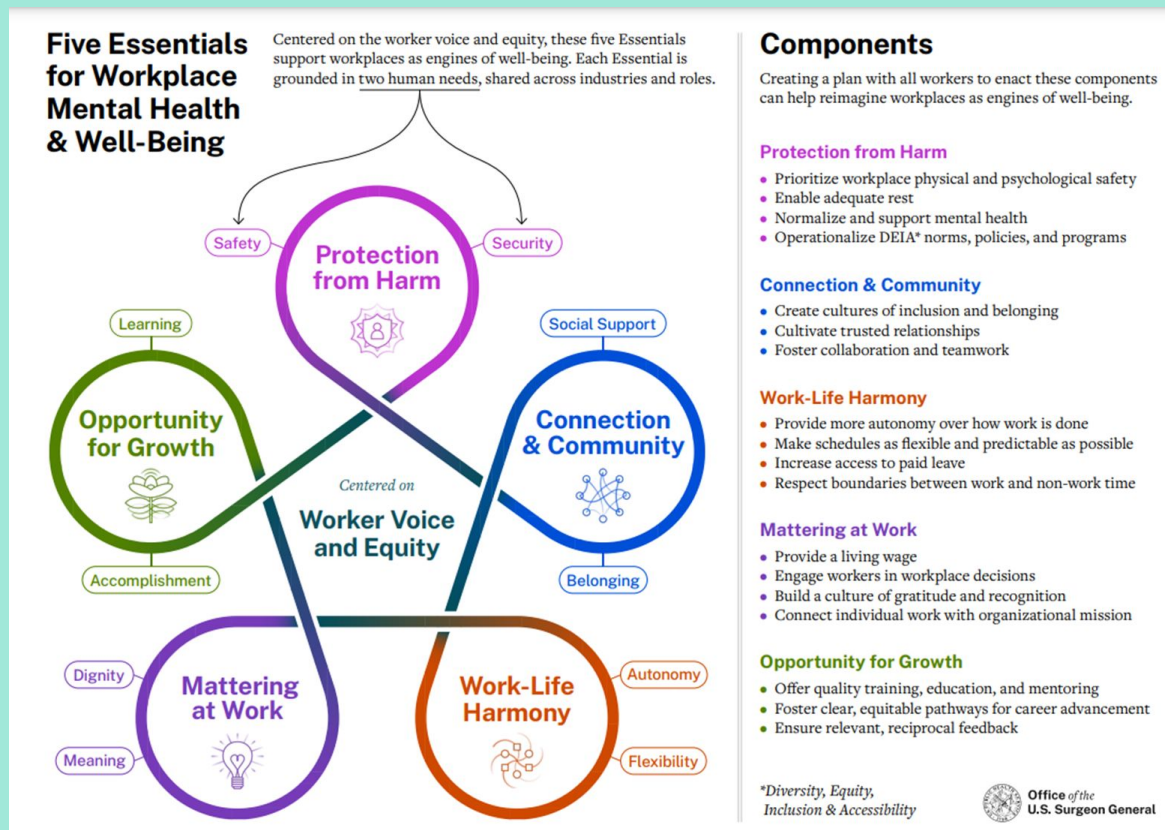
2019 Well Being in the Nation (WIN) Network

2019 Healthy People 2030



Source

Five Essentials for Workplace Mental Health & Well-Being (2022)





Relevant to
Relay 2A

Source

Race and Gender Wealth Equity and the Role of Employee Share Ownership (2021)

Employee share ownership: How do companies share ownership with employees?¹⁹

In a business with employee share ownership, employees share in the success of the business. Millions of employees participate in employee share ownership programs in the US economy. Rutgers' analysis of the General Social Survey estimated that, in 2018, nearly 23 million employees, representing more than 19% of all US workers, owned some share in their employer. More than one-third of employees participate in a profit-sharing plan nationally, mostly earning modest profit shares, while more than half of all employees in companies with stock participate in some form of a profit-sharing plan or stock option plan.²⁰

Employee Stock Ownership Plans (ESOP)

These plans allow companies to finance the purchase of a company's shares for employees, typically with credit using federal tax incentives through an ESOP trust. There are more than 6,000 ESOPs in the United States with more than 14 million employees holding total assets of over \$1.4 trillion.²¹ The company pays back the loan and individual employees typically do not use their savings to buy the stock. As part of the Employee Retirement Income Security Act of 1974, companies must include most of their employees in ESOPs.

Employee Equity Grants or Employee Stock Purchase Plans

These plans allow employees to receive grants of restricted stock directly from their companies, which are typically traded on the stock exchanges. Employees also often can participate in Employee share purchase plans, which allow for the purchase of company stock at a discount. Roughly 10 to 15 million employees participate in this form of shared ownership plan. There are no federal guidelines for companies to be inclusive of most or all employees in these plans.

Employee Stock Option Plans

These plans allow employees to purchase stock for 10 years at a set purchase price, which enables them to share the benefits of the stock's future gains. Approximately 8.5 million employees participate in these plans, according to the 2018 General Social Survey, which is funded by the Employee Ownership Foundation. There are no federal guidelines for companies to be inclusive of most or all employees in these plans.

Employee Ownership Trusts

These perpetual trusts are owned by all the employees of a firm and make regular profit-sharing payments to the workers. They are just now beginning to spread in the US and are not regulated by any federal laws. No data on the demographic makeup of EOTs is available because research is just beginning on this format.²²

Worker Cooperatives

There are currently 465 worker cooperatives with more than 5,000 employees in the US and an estimated \$505 million in annual revenue.²³ These firms are owned and governed by their workers, typically returning company surplus to workers based on labor dedicated. There are no federal guidelines for companies to be inclusive of most or all employees in these plans, but most worker-owned cooperatives are relatively small, and there are no indications that classes of workers are excluded from cooperative membership. In addition, demographic data indicates that worker cooperatives are highly inclusive of women and people of color.²⁴



Relevant to
Relay 2B

Source

Quelch, J.
Build a Culture of Health. (2016)

4 pillars

OF A CULTURE OF HEALTH FOR BUSINESS

1. Consumers
 2. Employers
 3. Environment
 4. Community
-

Source

Seven Ways Businesses Can Align with Public Health (2021)

Seven Ways Business Can Align with Public Health



1. “Put out the fire” of COVID-19 by following advice of credible public health experts.



2. Improve the health and well-being of employees.



3. Promote healthy communities.



4. Become a “force multiplier” by leveraging expertise, staff, and other resources to collaborate with local and state public health departments to be better prepared for future public health emergencies.



5. Actively facilitate public-private partnerships in the community.



6. Advocate for development of accountability dashboards that track and monitor progress toward achieving key economic and public health outcomes in a community.



7. Advocate for a rebuilding and expansion of a national public health workforce supported by a modern information technology infrastructure.

Partnerships between Business & Public Health

Source: [SafeStates](#)
(2022)

Every sector has its own jargon, terms, and approach for doing work. The public health and business sectors are no exception. The public health approach to work is described in four key steps: identify the problem, identify risk and protective factors, develop and test intervention strategies, and ensure widespread adoption **(Figure 2)**.



Figure 2: The Public Health Approach to Prevention

Steps in a traditional business process include: designing, delivering, monitoring, and adapting the product or service the business is offering **(Figure 3)**.

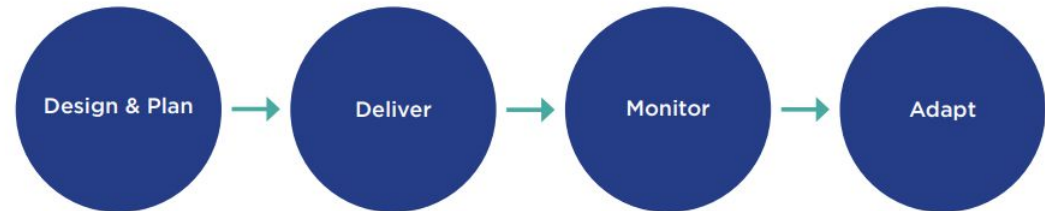


Figure 3: Steps in Traditional Business Process

Partnerships between Business & Public Health

Source: [SafeStates \(2022\)](#)



CONNECT



PLAN



PERFORM



EVALUATE



SHARE

Figure 4: Steps in this Roadmap of Public Health And Business Partnerships



Relevant to
Relay 2C

Source

Anchor institutions and urban economic development: from community benefit to shared value (2016)

THE ROLE OF ANCHORS IN COMMUNITY REVITALIZATION: STRATEGIC FRAMEWORK



Decreasing Health Disparities: Moral and Economic Arguments Exist

Health disparities lead to significant financial waste in the US health care system.³

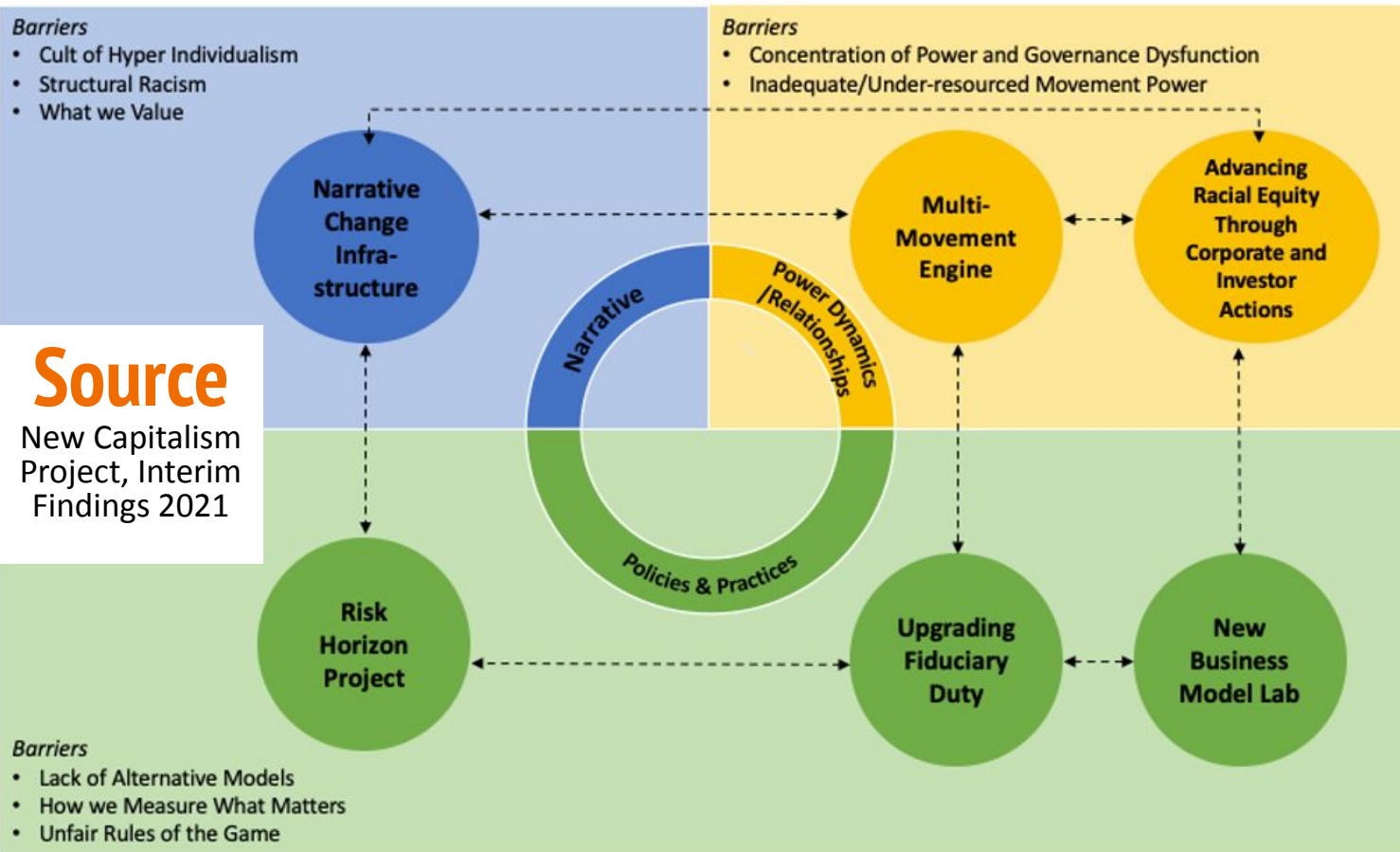
- The economic burden of these health disparities in the US was projected (prior to Covid 19) to be...
 - **\$126 billion in 2020** and to
 - **\$353 billion in 2050** if the disparities remain unchanged.





Relevant to Relay 3

New Capitalism Project: an emerging portfolio of interconnected ideas driving a shared vision, addressing critical barriers, aligning action



This portfolio--and other ideas to be considered--are meant to:

- ✓ serve different purposes
- ✓ address different barriers
- ✓ target different stakeholders
- ✓ deploy different tactics
- ✓ work at different levels of ambition
- ✓ operate over different timeframes

Source

New Capitalism Project, Interim Findings 2021

PREVENTING DISCRIMINATION, HARASSMENT, AND BULLYING EXPECTATIONS FOR PARTICIPANTS IN NASEM ACTIVITIES

The National Academies of Sciences, Engineering, and Medicine (NASEM) are committed to the principles of diversity, integrity, civility, and respect in all of our activities. We look to you to be a partner in this commitment by helping us to maintain a professional and cordial environment. All forms of discrimination, harassment, and bullying are prohibited in any NASEM activity. This commitment applies to all participants in all settings and locations in which NASEM work and activities are conducted, including committee meetings, workshops, conferences, and other work and social functions where employees, volunteers, sponsors, vendors, or guests are present.

Discrimination is prejudicial treatment of individuals or groups of people based on their race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic protected by applicable laws.

Sexual harassment is unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that creates an intimidating, hostile, or offensive environment.

Other types of harassment include any verbal or physical conduct directed at individuals or groups of people because of their race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic protected by applicable laws, that creates an intimidating, hostile, or offensive environment.

Bullying is unwelcome, aggressive behavior involving the use of influence, threat, intimidation, or coercion to dominate others in the professional environment.

REPORTING AND RESOLUTION

Any violation of this policy should be reported. If you experience or witness discrimination, harassment, or bullying, you are encouraged to make your unease or disapproval known to the individual, if you are comfortable doing so. You are also urged to report any incident by:

- Filing a complaint with the Office of Human Resources at 202-334-3400, or
- Reporting the incident to an employee involved in the activity in which the member or volunteer is participating, who will then file a complaint with the Office of Human Resources.

Complaints should be filed as soon as possible after an incident. To ensure the prompt and thorough investigation of the complaint, the complainant should provide as much information as is possible, such as names, dates, locations, and steps taken. The Office of Human Resources will investigate the alleged violation in consultation with the Office of the General Counsel.

If an investigation results in a finding that an individual has committed a violation, NASEM will take the actions necessary to protect those involved in its activities from any future discrimination, harassment, or bullying, including in appropriate circumstances the removal of an individual from current NASEM activities and a ban on participation in future activities.

CONFIDENTIALITY

Information contained in a complaint is kept confidential, and information is revealed only on a need-to-know basis. NASEM will not retaliate or tolerate retaliation against anyone who makes a good faith report of discrimination, harassment, or bullying.

Updated June 7, 2018

COVID-19 Vaccination Policy for Non-Staff Access to National Academies Facilities

Guidance for Visitors

In accordance with the organization's commitment to provide a safe and healthy workplace, the National Academies are establishing a COVID-19 Vaccination Policy for any persons that are not officially staff members to permit access to our facilities. Beginning March 10, 2022, all visitors to NASEM facilities—including volunteers, Academy members, invited guests, fellows, sponsors, presenters, vendors, contractors, consultants, temporary workers, and other non-staff—must be up-to-date on their vaccinations against COVID-19 ([as defined by the CDC](#)). Visitors must show their official COVID-19 Vaccination Record Card (or a digital photo of the card) to the security staff at the Keck Center or the NAS Building, or to the management staff at the Beckman Center, when they enter the facility. A visitor's vaccination information will not be recorded or stored by the National Academies; the information will simply be verified to allow them to access the facility. Anyone who fails to present a vaccination card (or its copy) will not be allowed access to our facility; no exemptions or exceptions will be accommodated. Children under the age of 6 months are currently ineligible for a COVID-19 vaccine, but may still enter National Academies' facilities.

All visitors from a temp agency or contracting service with whom the National Academies have contract will be screened for vaccination compliance by their agency. The vaccination compliance requirements will be stated in contracts with those agencies.

Vaccination

Consistent with the CDC's guidance, the National Academies are adopting this policy to support preventing the infection and spread of the COVID-19 virus, and as an integral measure towards the safety and health of everyone in our buildings.

Operating Status

The [National Academies' Operating Status](#) webpage provides the current information regarding access to the Academies' facilities. This information will be updated to be consistent with applicable government mandates and Academies policies. The operating status will include any requirements regarding vaccinations, masks/respirators, social distancing, and occupancy limits.

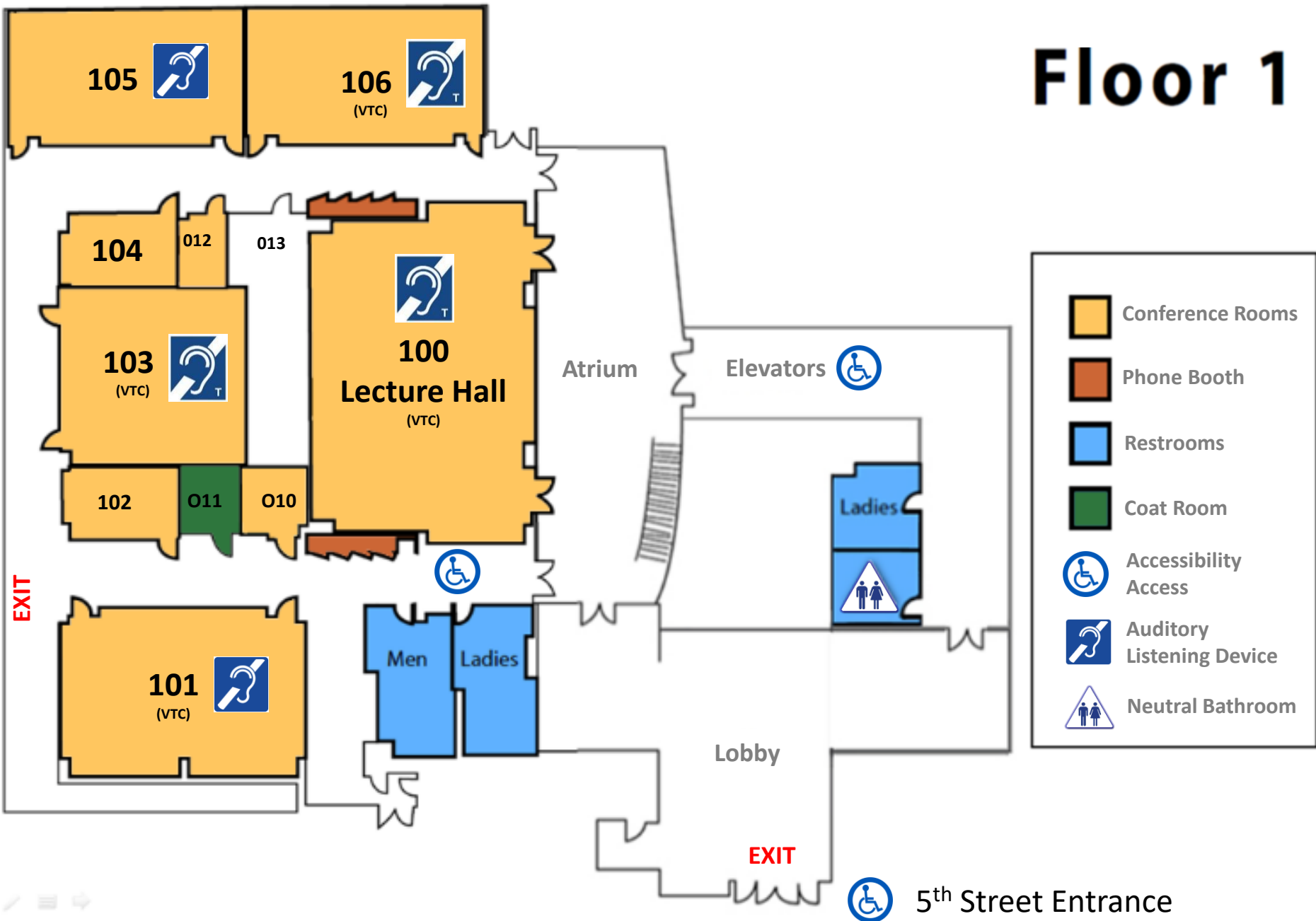
Requirements for Meetings and Activities

Non-staff participants are not obligated to travel to participate in meetings being held at one of National Academies facilities during this time. Remote attendance is encouraged to the meeting for anyone who is not comfortable traveling to or participating in an in-person meeting. The National Academies have made investments in new equipment in our meeting rooms to accommodate interactive, hybrid meetings so that the experience for those not in the room will be as engaging as possible. In certain circumstances, such as for meetings involving classified or controlled information or events of significant importance, a request for participants to attend in-person may be extended. These events should still provide accommodations for those that cannot attend in-person, if possible.

Vaccination and masking/respirator requirements for non-staff participants in National Academies activities that take place in an off-site location are subject to the requirements of the offsite facility and based on the local guidance and requirements.

Revised: 09/26/2022

Floor 1



Local Eateries Near Keck

- [District ChopHouse](#)
509 7th St NE
(202)-374-3434
- [Rasika Penn Quarter](#)
633 D St NW
(202)-637-1222
- [Zaytinya](#)
701 9th St NW
(202)-638-0800
- [Cuba Libre](#)
801 9th St NW
(202)-408-1900
- [Carmine's](#)
425 7th St NW
(202)-737-7770
- [Dirty Habit](#)
555 8th St NW
(202)-449-7095
- [Jaleo](#)
480 7th St NW
(202)-628-7949
- [Succotash](#)
915 F St NW
(202)-849-6933
- [Karma Modern Indian](#)
611 I St NW
(202)-898-0393
- [China Chilcano](#)
418 7th St NW
(202)-783-0941
- [Boqueria Penn Quarter](#)
777 9th St NW
(202)-552-3268
- [Farmers and Distillers](#)
600 Massachusetts Ave NW
(202)-464-3001
- [Oyamel Cocina Mexicana](#)
401 7th St NW
(202)-628-1005