

Roundtable on The Promotion of Health Equity



Exploring Diversity, Equity, Inclusion and Health Equity Commitments and Approaches by Health Organization C-Suites: A Workshop

Attendee Packet | October 5, 2023



Board on Population Health and Public Health Practice Roundtable on the Promotion of Health Equity

Exploring Diversity, Equity, Inclusion and Health Equity Commitments and Approaches by Health Organization C-Suites: A Workshop

ATTENDEE PACKET

October 5, 2023 | 9:00-4:00 PM PT | 12:00-7:00PM ET |
2000 Franklin St, Oakland, CA 94612 | Hybrid | [Event Webpage](#)

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**EXPLORING DIVERSITY, EQUITY, INCLUSION, AND HEALTH EQUITY COMMITMENTS AND APPROACHES
BY HEALTH ORGANIZATION C-SUITES: A WORKSHOP**

AGENDA

**October 5, 2023 | 9:00-4:00PM PT | 12:00-7:00PM ET | The California Endowment: 2000 Franklin
Street Oakland, CA 94612 | [Live Webcast](#)**

Objectives:

- Explore dimensions of DEI and health equity commitments in health organizations including how these commitments are defined and supported with respect to achieving internal (staff/workforce) and mission-related healthcare delivery and service goals (e.g., reducing health inequities, providing care).
- Discuss the role of organizational leadership in advancing DEI goals.
- Examine emerging best practices for implementation, and potential metrics for measuring success.

9:00am	Introductory Remarks Winston Wong , Kaiser Permanente UCLA Center for Health Equity Ronique Taffe , NASEM Board on Population Health and Public Health Practice
9:10am	Panel I: The History, Evolution, and Impact of Diversity, Equity, and Inclusion (DEI) and Health Equity in Health Organizations and Systems, Public Health, and Government Panel Moderator: Aletha Maybank , American Medical Association Jahmal Miller , CommonSpirit Health Joseph Betancourt , Commonwealth Fund Sandra Witt , The California Endowment
10:30am	BREAK
10:45am	Panel II: DEI and Health Equity Commitments at the C-Suite & Institutional Level Facilitated Discussion Panel Moderator: Yvette Calderon , Mount Sinai Beth Israel Joneigh Khaldun , CVS Health Joy Lewis , American Hospital Association Anna Roth , Contra Costa Health



- 12:00pm **LUNCH**
- 12:45pm **Panel III: DEI and Health Equity Implementation and Measuring Success at the C-Suite & Institutional Level**

Facilitated Discussion Panel Moderator: Reggie Tucker-Seeley, ZERO Prostate Cancer
- 12:45pm **Part I Panelists: Studies from the Field on Chief Health Equity Officers**

Joel Weissman, Brigham and Women's Hospital
Camille Burnett and Keziah Imbeah, Institute for Healthcare Improvement
- 1:30pm **Part II Panelists: Experiences from the Field**

Pamela Abner, Mount Sinai Health System
Rishi Manchanda, HealthBegins
Jane Mantey, Race Forward
- 2:30pm **BREAK**
- 2:45pm **Panel IV: Advocating for Change in Communities**

Panel Moderator: Sarah Javier, Center for Innovation to Implementation (Ci2i), VA Palo Alto Healthcare System and Stanford University School of Medicine

Kimberlydawn Wisdom, Henry Ford Health
Alex Li, L.A. Care Health Plan
Olveen Carrasquillo, University of Miami
Valarie Blue Bird Jernigan, Oklahoma State University
- 3:50pm **Closing Remarks & Reflections**
Winston Wong, Kaiser Permanente UCLA Center for Health Equity
Ronique Taffe, NASEM Board on Population Health and Public Health Practice

This event was planned by the following experts: Winston Wong, Kaiser Permanente UCLA Center for Health Equity (Planning Committee and *Roundtable on the Promotion of Health Equity* Chair); Yvette Calderon, Mount Sinai Beth Israel; Mario R. De La Rosa, Florida International University; Ana Jackson, Blue Shield of California Foundation; Sarah Javier, Center for Innovation to Implementation (Ci2i), VA Palo Alto Healthcare System and Stanford University School of Medicine; Aletha Maybank, American Medical Association; Reggie Tucker-Seeley, ZERO Prostate Cancer.

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

HEALTH AND MEDICINE DIVISION ROUNDTABLE ON THE PROMOTION OF HEALTH EQUITY ROSTER

The Roundtable on the Promotion of Health Equity of the National Academies of Sciences, Engineering, and Medicine has a unique role as the conveners of the nation's experts in health disparities and health equity, with the goal of raising awareness and driving change. The Roundtable works to advance the visibility and understanding of the inequities in health and health care. The Roundtable promotes health equity and the elimination of health disparities by:

- Advancing the visibility and understanding of the inequities in health and healthcare among racial and ethnic populations,
- Amplifying research, policy, and community-centered programs, and
- Catalyzing the emergence of new leaders, partners and stakeholders.

MEMBERS

Winston F. Wong, MD, MS, Chair

Scholar in Residence
Kaiser Permanente UCLA
Center for Health Equity
San Francisco, CA

Yvette Calderon, MD, MSc

Professor of Emergency Medicine
Mount Sinai Beth Israel
New York, New York

Ned Calonge, MD, MPH

Associate Professor of Family Medicine
University of Colorado
Associate Professor of Epidemiology
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Distinguished and Endowed Health Equity
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Ana Jackson, PhD

Chief Evaluation and Data Strategy Director
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Shreya Kangovi, MD, MS, FAACP

Executive Director, Penn Center for
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K. Aletha Maybank, MD, MPH

Chief Health Equity Officer,
Senior Vice President
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Ernest Moy, MD

Executive Director
Office of Health Equity
U.S. Department of Veterans Affairs
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Chris Reddick, PhD

Vice President, Head of U.S. Health Equity
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Melissa A Simon, MD, MPH

Vice Chair of Clinical Research
Department of Obstetrics and Gynecology
George H. Gardner Professor of Clinical
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Professor of Obstetrics and Gynecology,
Preventive Medicine and Medical Social
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Director, Chicago Cancer Health Equity
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Teshia G. Arambula Solomon, PhD

Associate Professor/Distinguished Outreach
Faculty
University of Arizona Tucson, AZ

Reginald D. Tucker-Seeley, ScD, MA, ScM

Vice President, Health Equity
ZERO Prostate Cancer
Los Angeles, CA

**Veterans Health Administration Health
Equity Roundtable Fellows**

Alicia J. Cohen, MD, MSc, FAAFP

Assistant Professor of Family Medicine
(Research)
Alpert Medical School of Brown University
Assistant Professor of Health Services
Policy and Practice (Research)
Brown University School of Public Health
Providence, RI

Sarah Javier, PhD

Core Investigator
Center for Innovation to Implementation (Ci2i),
VA Palo Alto Healthcare System (152-MPD)
Menlo Park, CA



Exploring Diversity, Equity, Inclusion and Health Equity Commitments and Approaches by Health Organization C-Suites: A Workshop

Biosketches of Speakers



Pamela Abner

Pamela Abner, has over fifteen years of experience working with industry leaders to establish best practices and strategic and innovative programs for diversity, inclusion and equity across business lines. As a certified patient experience professional, a certified unconscious bias educator and an inclusion trainer, Ms. Abner strives to establish inclusive and culturally aware environments based on instilling anti-racist behaviors. Utilizing research methodologies, creating education curriculum, and applying best practices, she continuously seeks to help organizations identify discriminatory practices and disparities. She specifically focuses on eliminating barriers to care, employment and education for underserved and underrepresented groups as well as fostering relationships with community partners. In addition, Pamela serves as a guest presenter and panelist at national forums and heads her own consulting practice where she provides expert advice to organizations.

Pamela received her Bachelor's degree from Brown University and her Master's degree in Public Administration from Columbia University School of International and Public Affairs. She is currently an adjunct professor at Columbia Mailman School of Public Health; a member of the Board of Trustees at Phillips School of Nursing Mount Sinai Beth Israel; a member of the Press Ganey National DEI Client Advisory Council; and a member of the Brown University Advisory Council on Biology and Medicine- The Warren Alpert Medical School. In addition, she serves as mentor to those seeking career and professional advice with an emphasis on guiding and supporting individuals from underrepresented backgrounds.



Joseph Betancourt

Joseph R. Betancourt, M.D., M.P.H., is the president of the Commonwealth Fund. One of the nation's preeminent leaders in health care policy, equity, quality, and community health, Betancourt formerly served as the senior vice president for Equity and Community Health at Massachusetts General Hospital (MGH), and as founding director of the Disparities Solutions Center. He has

devoted his career to improving the quality and value of health care for diverse populations.

Betancourt has served on committees that have provided advice to all agencies within the U.S. Department of Health and Human Services, including the Centers for Medicare and Medicaid Services, the Agency for Healthcare Research and Quality, the Centers for Disease Control and Prevention, and the Health Resources and Services Administration, among others. He has also provided guidance to private industry, and at the state and local level, including a term on the Boston Board of Health. His roles in governance have included serving on the Board of Trinity Health, Neighborhood Health Plan, and the Massachusetts Health and Hospitals Association.

Betancourt is an associate professor of medicine at Harvard Medical School and a board-certified internist, providing primary care to a large Spanish-speaking and minority patient panel. He earned his M.D. from the University of Medicine and Dentistry of New Jersey and completed an internal medicine residency at New York Hospital–Cornell Medical Center. Following his residency, he was a member of one of the first classes in the Commonwealth Fund–Harvard University Fellowship in Minority Health Policy, where he earned an M.P.H. in health policy and management from the Harvard T.H. Chan School of Public Health.

An author of nearly 80 peer-reviewed articles, Betancourt has served on several Institute of Medicine committees, including the committee that produced the seminal report *Unequal Treatment: Confronting Racial/Ethnic Disparities in Health Care*.

Betancourt is an Aspen Institute Health Innovators Fellow and recipient of the Sumner M. Redstone Endowed Chair in Health Equity at MGH. In 2022, he was named one of Modern Healthcare's "Top 25 Diversity Leaders," and in 2023 as one of the "Top 50 Clinical Healthcare Executives in the United States."



Camille Burnett

Camille Burnett, PhD, MPA, APHN-BC, BScN, RN, DSW, FAAN, CGNC, Vice President, Health Equity, Institute for Healthcare Improvement (IHI), has extensive professional health care experience within the US and Canada in the areas of public health, health equity, research and administration, academia, and as an independent consultant. Her experience includes clinical practice and provincial public health administrator leadership positions in Canada, as well as academic administrator leadership positions in the US.

At IHI, she provides oversight for a portion of the US equity portfolio that includes co-lead and senior sponsor of the Rise to Health Coalition, Pursing Equity Action Community and Learning Networks, and the newly created Leadership for Health Equity Open School Course and is an affiliate with VCU Institute for Women's Health, School of Medicine.

Prior to joining IHI, she served as Associate Vice President, Education and Health Equity, at Virginia Commonwealth University (VCU), tenured Professor at VCU School of Nursing, Associate Executive Director of the Institute for Inclusion, Inquiry, and Innovation, and is an affiliate with VCU Institute for Women's Health, School of Medicine. Dr. Burnett has served on numerous boards with appointments locally, nationally, and internationally. Her program of research amplifies structural inequities that influence disparate outcomes to identify solutions that drive structural justice to redress inequity. She is a registered nurse, a Board-Certified Advanced Practice Nurse in Public Health, Certified Global Nurse Consultant, a Fellow of the American Academy of Nursing, and hold several memberships and affiliations including the American College of Healthcare Executives, the American Nursing Association, and the American Public Health Association.



Olveen Carrasquillo

Dr. Carrasquillo Associate Dean for Clinical and Translational Research at the University of Miami Miller School of Medicine. He is a national expert in minority health, health disparities, community based participatory research, access to care and community health worker interventions. He has over twenty years of experience leading large NIH Center grants and randomized trials, totaling over \$100 million in funding. His work includes research in cancer, diabetes, cardio-vascular disease, HIV, COVID and precision medicine.



Keziah Imbeah

Keziah Imbeah, MSc, is a Senior Research Associate on the Innovation Team at IHI, which serves as the organization's internal engine for research and development of new care models. Her work on the innovation team includes rethinking how science of improvement and research methods can further equity and antiracism in health care, developing programs for health equity officers, and surfacing practices related to workforce safety in healthcare. Keziah also co-leads IHI's internal equity and culture team.

Prior to working at IHI, Ms. Imbeah's work has focused on chronic disease management and mental health policy in sub-Saharan Africa. During her time at the Chatham House's Centre on Global Health Security (now the Centre for Universal Health), she contributed to a project looking at universal health coverage in Ghana. Keziah completed her Masters in Global Health and Development from University College London and her Bachelors in Molecular and Cell Biology from Harvard University.



Valarie Blue Bird Jernigan

Dr. Jernigan is the director of the Center for Indigenous Health Research and Policy and a professor in the Department of Rural Health within the Center for Health Sciences at Oklahoma State University. Dr. Jernigan has been the principal investigator for more than a dozen research studies focusing on improving Indigenous food environments through policy and systems interventions. She also directs the Center for Indigenous Innovation and Health Equity, a community-academic partnership with American Indian, Alaska Native, Native Hawaiian and Pacific Islanders to restore traditional foods and food practices to promote healthy diets and reduce chronic disease. In 2011, she became the inaugural chair of the National Cancer Institute's Intervention Research to Improve Native Health initiative, a collaboration of NIH-funded investigators conducting intervention science research.

Dr. Jernigan is a member of the Canadian Institutes of Health Research College of Reviewers, the American Public Health Association, the Society for Public Health Educators, and the Society for Prevention Research. She is an editorial board member for the scientific journals *Health Promotion Practice* and *Progress in Community Health Partnerships*. Dr. Jernigan is a member of the CDC Fries Prize Award Jury, a member of the 2025 Dietary Guidelines for Americans Advisory Committee, and a member of the National Academy of Sciences Unequal Treatment in Healthcare Advisory Committee. Dr. Jernigan received her Dr.PH. from the University of California, Berkeley, and completed a postdoctoral

fellowship in cardiovascular disease risk reduction at the Stanford Prevention Research Center, Stanford School of Medicine. She is an enrolled citizen of the Choctaw Nation of Oklahoma.



Joneigh Khaldun

Joneigh Khaldun MD, MPH, FACEP is the Vice President and Chief Health Equity Officer of CVS Health, as well as an appointee to the Biden-Harris Administration COVID-19 Health Equity Task Force, an emergency medicine physician at Henry Ford Health System, and an adjunct professor at the University of Michigan School of Public Health. She attended the University of Michigan for her undergraduate education, received her medical degree from the University of Pennsylvania, and obtained her MPH in Health Policy from George Washington University. She completed her emergency medicine residency at SUNY Downstate Medical Center/Kings County Hospital in Brooklyn, NY.

Dr. Khaldun is the former Chief Medical Executive for the State of Michigan and Chief Deputy Director for Health in the Michigan Department of Health and Human Services (MDHHS), where she oversaw public health, Medicaid, and behavioral health administrations. She was the key strategist leading Michigan's first two years of the COVID response, focusing on a variety of challenges including inadequate data infrastructure and interoperability, equitable and sufficient supply of PPE, testing, vaccines and therapeutics, and historical inequities that placed historically marginalized groups at greater risk of exposure and death. Dr. Khaldun's team is credited for Michigan's early release of COVID-19 race and ethnicity data. Michigan also declared racism a public health issue and focused on areas such as expanding SNAP benefits and mandated implicit bias training for clinicians. Prior to that role, Dr Khaldun served as Director of the Detroit Health Department, where she spearheaded efforts to address infant mortality, teen pregnancy, and the opioid epidemic. Her collaborative and data-informed efforts contributed to Detroit having the lowest infant mortality rate in recorded history, and decreased racial disparities, in 2019.

Dr. Khaldun joined CVS Health in October of 2021. As the inaugural Vice President and Chief Health Equity Officer of CVS Health, she advances the Fortune 6 company's data driven strategy to advance programs and policy to achieve equitable health outcomes for the members, patients, and customers that CVS Health serves.



Joy Lewis

Joy A. Lewis, MSW, MPH, is senior vice president, health equity strategies and executive director, Institute for Diversity and Health Equity at the American Hospital Association (AHA). In this role, she has broad oversight for several key association priorities and functions related to diversity, health equity and inclusion to support and build healthy communities. She also serves as a member of the executive management team of the AHA.

Joy began working at the AHA in late 2018 as vice president, strategic policy planning where she led the Association's efforts to identify long-term public policy issues, presenting solutions to further the AHA's vision and mission. She provided leadership in organizing member work groups to ensure members' involvement, gaining the value of their insights and perspectives to elevate the visibility of the AHA as a thought leader and agent of change around critical issues in health care in America.

Before joining the AHA, Joy held several positions over almost two decades at Kaiser Permanente; her last role was senior health policy leader at the Kaiser Permanente Institute for Health Policy, based in

Oakland, CA. Joy holds a bachelor of arts degree from Wesleyan University, and dual master's degrees in social work from Howard University and public health from the University of California - Los Angeles.

Joy sits on the board of directors for the Institute for Clinical and Economic Review (ICER) and Creating Healthier Communities. She also serves on The Chartis Group's Health Equity Advisory group and several committees including Work Group advising the HHS Office of Minority Health on the development of a business case for the National CLAS Standards. Outside of work, she fuels her passion for the arts by serving as a board member of Round House Theatre located in Bethesda, MD and gives back to her alma mater as co-chair of the Wesleyan University Black Alumni Council.



Alex Li

Alexander (Alex) Li, M.D. currently serves as the Chief Health Equity Officer of L.A. Care Health Plan, the nation's largest public health plan. Previously, he served as L.A. Care's Deputy Chief Medical Officer and the CEO of the newly formed Ambulatory Care Network of Los Angeles County Department of Health Services (DHS) in 2011 and charged with re-organizing DHS's outpatient primary care and specialty services. Thereafter, he became the Deputy Director of the newly formed Health Agency-which sought to combine the Departments of Health Services, Mental Health and Public Health in 2015 in one umbrella agency.

He continues to see patients in South Los Angeles and in East LA. He is double boarded in internal medicine and pediatrics. His primary clinical and health system's interest centers around access to health and social services resources, care transitions and health equity. Alex is widely credited with leading L.A. Care's designation to be the federally designated Regional Extension Center (HITEC-LA) to support the implementation of electronic health records among providers for L.A. County in 2011. He has also been instrumental in driving changes with the primary care model at DHS and introducing eConsult as a new model to improve specialty access at DHS and in private practice settings (virtual care-eConsult and telehealth).



Rishi Manchanda

Dr. Rishi Manchanda is CEO at HealthBegins, a national mission-driven organization that helps Medicaid-serving managed care plans, health systems, and social sector clients to exceed performance requirements for health care equity and social needs, and achieve long-term impact for people and communities harmed by societal practices. Dr. Manchanda served as the founding director of social medicine for community health centers in south central Los Angeles, as the first lead physician for homeless veterans at the Greater Los Angeles VA, and as the chief medical officer for a self-insured employer with a large rural agricultural

workforce. In his 2013 book - *The Upstream Doctors* - and TED Talk, he introduced "Upstreamists", a new model of healthcare professionals and leaders who improve outcomes by addressing the social and structural drivers of health equity - patients' social needs, community-level social determinants of health, and structural determinants of health equity including structural racism.



Jane Mantey

Jane Mantey, Ph.D. is a first-generation, queer Ghanaian-American born in NYC to working-class immigrant parents. A biomedical scientist by training, Jane has spent more than a decade organizing and advocating for racial justice, voting rights and participatory democracy, environmental and climate justice, police and prison abolition, as well as tenants' rights and housing justice—seeing them all as interconnected if we want to achieve health equity and vastly improve life outcomes for all peoples.

Jane comes to Race Forward after working for nonprofits such as Ceres and the Sierra Club, as well as in state government in California for both the legislative and executive branches. Additionally, she is a freelance writer and movement journalist with articles published in Civil Eats, The Root, Essence, AAPF's Forum Magazine, etc. Jane is an educator, having taught college-level courses and presented guest lectures on human biology, medical humanities, scientific racism, environmental and climate justice, youth/student-led organizing, and social movement.

A product of HBCUs, Jane earned her Ph.D. from Meharry Medical College and B.S. from the University of Maryland Eastern Shore. She is also a proud member of Zeta Phi Beta Sorority, Inc. Jane currently lives in Houston TX, where she spends her downtime catching up on the latest pop culture, especially Black podcasts, TV shows, films, and other media, and playing armchair sociocultural/sociopolitical critic with her wife.



Jahmal Miller

Jahmal Miller, as Chief Administrative Officer, strategically leads Dignity Health Mercy Medical Group's organizational development, health system relationships, talent management and business operations. Miller, who most recently served Dignity Health's parent company, CommonSpirit Health, as System Vice President of Diversity, Equity and Inclusion, was previously Director of Corporate Reputation and Thought Leadership for Blue Shield of California. In addition to leadership roles at Kaiser Permanente and Sutter Health systems, Miller served as the Deputy Director of the California Department of Public Health's Office of Health Equity, serving as the state's lead advisor on issues related to reducing health and mental health disparities and to achieving health equity for all Californians.

Miller is internationally recognized as a thought leader and expert on issues pertaining to health care, public health, health equity, mental health and public policy. He co-led a system-wide CommonSpirit Health partnership with the Morehouse School of Medicine and the National COVID-19 Resiliency Network, sponsored by the U.S. Department of Health and Human Services' Office of Minority Health, serves as a member of the California Endowment's Board of Directors, and has received appointments to the American Psychological Association's Presidential Health Equity Task Force (2020) and the deputy director role for the California Department of Public Health's Office of Health Equity (2013).

Miller earned his bachelor's degree in psychology from Columbia University, and received his Master's of Health Administration from the University of Southern California. Western University of Health Sciences awarded him an Honorary Doctorate in Humane Letters (DHL) for his achievements in the field of health and human services. Debuting as an author, new book entitled *Equity, Equality & Justice for All* was recently published by Pegasus Books.



Anna Roth

For over three decades, Anna Roth has dedicated herself to addressing the spectrum of issues that shape the health of Contra Costa County's one million residents, with special attention to its most vulnerable populations.

As the County Health Director, Anna oversees more than 4,400 employees, from doctors, therapists and nurses to hazardous material experts, public health professionals and data analysts.

As the lead executive of one of the largest integrated health care systems within county government, Anna is responsible for strategy, planning and operation oversight of the county's state-of-the-art medical center and 11 clinics along with the health system's eight operating divisions. Her area of responsibility includes behavioral and health care inpatient and ambulatory delivery system, managed care organization, local public health department, county homeless services, county emergency medical services system (EMS), hazardous materials, and environmental health.

As Health Director, Anna was responsible for developing and directing the county's wide-ranging response to the COVID-19 pandemic, achieving the second lowest COVID mortality rate in the nation of counties with populations over 1 million. At the same time, Anna initiated the design, funding, and launch of a county-wide non-police behavioral health community crisis response in partnership with 19 cities and many community advocates. Called Anyone Anywhere Anytime, A3 is an innovative model that will create an emergency response system staffed by trained clinicians and people with lived experience, who provide appropriate crisis care when needed.

Her unique capacity to build partnerships, both inside and outside government, allows her to maximize the impact of the health system, while expanding reach, impact and success. At the same time, her dedication to social justice ensures that all populations, regardless of race, language, income, geography, age or disability, have equal access to the care, information and supports critical to their wellbeing.

Prior to assuming the CEO role in 2018, Roth served as Chief Executive Officer of Contra Costa Regional Medical Center and Health Centers for nine years. She holds a master's degree from the University of California, San Francisco, and a master's in public health from Harvard University. She is a registered nurse with more than 30 years of healthcare experience and is an Institute for Healthcare Improvement Quality Improvement Fellow. A nationally renowned leader in system redesign and innovation using LEAN methods and improvement science, Anna is a strong advocate for the inclusion of patients, families and the community as full partners in the delivery of health services.

Anna serves on the board of directors for the California Association of Public Hospitals and Health Systems. She is an active member of the Olé Health board of directors, which she joined in 2019. She regularly presents to both professional and community audiences on subjects that range from technical expertise in health and health care, leadership, finance, policy or improvement.



Joel Weissman

Joel S. Weissman, PhD, is Deputy Director and Chief Scientific Officer of the Center for Surgery and Public Health at Brigham and Women's Hospital in Boston, and Professor of Surgery in Health Policy at Harvard Medical School. He has published over 200 peer-reviewed articles on quality and patient safety, the care of under-served and seriously ill populations, payment policy, comparative effectiveness research policy, and surgical health services research. Dr. Weissman performed some of the earliest research on access

problems encountered by the uninsured, and his book, *Falling through the Safety Net* (1994), was widely cited. From 2008-2010 Dr. Weissman was Senior Health Policy Advisor to the Secretary of the Massachusetts Executive Office of Health and Human Services, where he examined the budgetary impact of universal health coverage in Massachusetts, and led the planning effort for a multi-million dollar statewide all-payer medical home pilot. He currently serves on the Technical Expert Panel for the 2024 Impact Assessment of CMS Quality and Efficiency Measures.



Kimberlydawn Wisdom

Kimberlydawn Wisdom, MD, MS, FACEP is the Senior Vice President of Community Health & Equity and Chief Wellness and Diversity Officer at Henry Ford Health. She has been a board-certified Emergency Medicine physician for 30 years, the Chair of the Gail and Lois Warden Endowment on Multicultural Health, and Michigan's and the nation's First State-level Surgeon General. In 2012 she was appointed by President Obama to serve on the Advisory Group on Prevention, Health Promotion and Integrative and Public Health. Since 1988 she has been on the faculty of University of Michigan (UM) Medical School's Department of Learning Health Sciences and adjunct professor in the UM School of Public Health in the Department of Health Behavior and Health Education. Dr. Wisdom focuses on health disparities/health care equity, infant mortality/maternal and child health, chronic disease, unintended pregnancy, mitigating unhealthy lifestyles

(physical inactivity, unhealthy eating habits, and tobacco use) and she is most recently focused on advancing trauma-informed healthcare organizations (including training, care and leadership). She has worked collaboratively with school districts, faith-based organizations and the business community.

More specifically, Dr. Wisdom provides strong leadership in diversity, equity, inclusion and social justice (DEIJ), community benefit/population health, and improving the health of those disproportionately affected by poor health outcomes. She has co- led the development and implementation of the Henry Ford Health's 5-year, board-approved DEIJ Strategic Plan and is an advisor to many other organization regarding DEIJ efforts. She is one of the Imperative leads for 10-year early childhood initiatives entitled "Hope Starts Here" funded by the Kellogg & Kresge Foundations. She founded the award-winning African American Initiative for Male Health Improvement (AIM –HI) and most recently, the Women Inspired Neighborhood (WIN) Network which aims to improve access to healthcare and reduce infant mortality in neighborhoods in Detroit. Since 2008, she has chaired the Detroit Regional Infant Mortality Reduction Task Force. In 2007, she founded a youth leadership development program– Generation With Promise (GWP) – designed to equip youth to drive policy, environmental and behavioral change in their school and community. It has continued with grant support for 16 years. GWP youth were featured on the cover of *Modern Healthcare* in June 2014. She has been an advisor to the Institute on Healthcare Improvement (IHI) Social Integration Grant Program, and Chaired the American Hospital Associations' Institute for Diversity & Health Equity for 2 years, 2021-2022. Dr. Wisdom is the recipient of numerous awards, has authored several peer-reviewed publications and book chapters and appeared several times on national television, including ABC's *Nightline*, *The Food Network* and *CNN*. She has presented at academic meetings to audiences from across the country and the globe.



Sandra Witt

Dr. Sandra Witt is the Managing Director of the Power Infrastructure statewide team. The team is responsible for working collaboratively with community, regional teams, and philanthropic partners to grow a statewide power-building infrastructure for transformative change that advances racial and health justice.

Dr. Sandra Witt has been with The Endowment for 12 years serving first as Director, Healthy Communities, North, for the 10-year Building Healthy Communities (BHC) Initiative. In that capacity, she was responsible for advancing the vision, strategic direction, and supporting colleagues in meeting the goals and outcomes of the place-based BHC efforts in Northern California.

She has served as the co-lead of the original internal staff Equity and Inclusion workgroup.

Before coming to TCE, Sandra was employed by The Alameda County Public Health Department for over 14 years where she served first as an Epidemiologist – Community Researcher, then as Director, Community Assessment, Planning, Education and Evaluation Unit, and subsequently as Deputy Director, Planning, Policy and Health Equity. Sandra previously worked for the International Development Research Centre in Ottawa, Canada on international public health initiatives in Latin America, Africa and Asia. Sandra holds an undergraduate degree from McGill University in Sociology, MA in Latin American Studies (Anthropology) from the University of Florida and a MPH and Doctorate in Public Health degree from the University of California, Berkeley.

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



Background Readings

1. [The diversity, equity and inclusion backlash, explained | The Hill](#)
2. [How SCOTUS Ruling Threatens Diversity and Inclusion in Health Care - Penn LDI \(upenn.edu\)](#)
3. [Diversity, Equity, and Inclusion Officer Position Available: Proceed With Caution | Journal of Graduate Medical Education \(allenpress.com\)](#)
4. [Full article: From the Inside Out: The Fight for Environmental Justice Within Government Agencies \(tandfonline.com\)](#)
 - While this monograph focuses on the struggles to address environmental racism from within state and federal gov't agencies, the long-standing perspectives, challenges, and opportunities explored in the book are also pervasive in healthcare organizations. Dr. Harrison provides critical analysis that every and all healthcare executives should consider and identify how these workplace sentiments and behaviors show up in their own organizations.



The California Endowment



THE CALIFORNIA ENDOWMENT'S CENTER FOR HEALTHY COMMUNITIES OAKLAND

2000 Franklin Street, Oakland, CA 94612

510-271-4333

calendow.org/the-center-for-healthy-communities

DIRECTIONS

BICYCLES:

- ✓ Street parking available
- ✓ 19th Street Bart- [19th & Broadway](#)

PUBLIC TRANSPORTATION:

Dial 511 (Bay Area residents) or visit [511 Trip Planner](#)

BART: [Quick Planner & Real Time Departures](#)

BART **19th Street** Oakland Station

Use the 20th Street exit

The California Endowment is located on the corner of 20th & Franklin Street

AC TRANSIT (BUS):

The following bus lines serve the 19th Street BART area: **6, 11, 12, 14, 18, 51A, 72, 72M, 72R, 800, 802, 805, 851, NL**

[AC Transit Maps & Schedules](#)

DRIVING DIRECTIONS

From Contra Costa

1. Take Highway CA-24 W through the Caldecott Tunnel.
2. Take Highway I-980 W to the 18th Street exit.
3. Take the 18th/14th Street exit.
4. Turn left onto 17th Street. Follow 17th Street to Franklin Street.
5. Turn left onto Franklin Street.

The California Endowment is located on the corner of 20th & Franklin Street

From Marin

1. Take the San Rafael Bridge to Highway I-580 and merge into to Interstate 80 W.
2. At the San Francisco /Oakland Interchange, take Highway I-580 E.
3. Merge onto I-980 W towards Downtown Oakland.
4. Take the 18th/14th Street exit.
5. Turn left on 17th Street. Follow 17th Street to Franklin Street.
6. Turn left on Franklin Street.

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From Pleasanton/Livermore

1. Take Highway I-580 W to Oakland.
2. Merge onto I-980 W towards Downtown Oakland.
3. Take the 18th/14th Street exit.
4. Turn left on 17th Street. Follow 17th Street to Franklin Street.
5. Turn left on Franklin Street

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From Sacramento

1. Take I-80 W to San Francisco.
2. Take the exit to I-580 E towards Downtown Oakland.
3. Merge onto I-980 W towards Downtown Oakland.
4. Take the 18th/14th Street exit.
5. Turn left on 17th Street. Follow 17th Street to Franklin Street.
6. Turn left on Franklin Street

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From San Francisco/Bay Bridge

1. Take the Bay Bridge/Oakland to I-80 E.
2. Merge onto I-980 W towards Downtown Oakland.
3. Take the 18th/14th Street exit.
4. Turn left on 17th Street. Follow 17th Street to Franklin Street.
5. Turn left on Franklin Street

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From Oakland International Airport

1. Take 880 North to the Broadway exit in Downtown Oakland.
2. Turn right at the first light onto Broadway.
3. Turn right onto 17th Street. Follow 17th Street to Franklin Street.
4. Turn left on Franklin Street

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PARKING

Douglas Parking/California Bank & Trust

Address: 2003 Franklin Street, Oakland 94612

Phone: 1-800-877-9984

Entrance: 20th & Franklin, off Franklin

Rate: \$3.50/30 min, \$14.00/All Day (7:30am-4:30pm)

ABM Parking Services/LAKE MERRITT PLAZA

Address: 1999 Harrison Street, Oakland 94612

Email: LMP@abm.com

Entrance: 20th & Harrison, off Harrison

Rate: \$5.00/30 min, \$30.00/All Day (6am-7pm)

Ace Parking/Kaiser Plaza

Address: 325 22nd Street, Oakland 94612

Phone: 510-340-0897

Entrance: Webster St & Kaiser Plaza

Rate: \$3.00/15 min, \$35.00/All Day (24 hours)

****Note: All rates are subject to change without notice.***