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# ATTENDEE MATERIALS

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Faith—Health Collaboration to Improve  
Population Health: A Workshop

*The National Academies of*  
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**Faith — Health Collaboration to Improve Population Health: A Workshop  
Roundtable on Population Health Improvement**

**Shaw University**

**Raleigh, NC • March, 22 2018**

**ATTENDEE PACKET CONTENTS**

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**TAB 1: Workshop Materials**

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## Faith – health collaboration to improve community and population health: A Workshop

### AGENDA

March 22, 2018

Shaw University, Raleigh, North Carolina

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#### WORKSHOP OBJECTIVES:

1. Showcase examples of effective collaboration between faith-based (or religious) health assets, such organizations and social structures as congregations and religious community service networks, and the health sector, such as governmental public health agencies, hospitals and health systems
  2. Explore opportunities and challenges in helping faith – health collaborations come together and thrive, e.g., building trust, creating a space where collaboration can occur when needed and appropriate
  3. Discuss how faith-health collaboration can build common ground for public policy
  4. Highlight how “scientific wisdom” can work alongside or in concert with “faith wisdom”<sup>i</sup> to achieve improved health outcomes and develop community capacity
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8:30	<b>Welcome</b>  <i>Paulette Dillard, interim president, Shaw University</i> <i>Johnny Hill, dean, School of Divinity, Shaw University</i> <i>Josh Sharfstein, associate dean, Bloomberg School of Public Health, Johns Hopkins University; co-chair, Roundtable on Population Health Improvement</i>	<i>Prabhjot Singh, director, Arnhold Institute for Global Health; chair, Department of Health System Design and Global Health, Icahn School of Medicine at Mount Sinai</i>
9:00	<b>Keynote: Setting the Context</b>  Moderator: <i>Gary Gunderson, vice president, Faith and Health, Wake Forest Baptist Medical Center; professor of Public Health Science, Wake Forest University School of Medicine; professor faith and the health of the public, Wake Forest University School of Divinity; roundtable member</i>	<b>9:30 Questions and Discussion</b>  <b>10:00 Break</b>  <b>10:30 Faith – health collaboration to advance the social determinants of health</b>  Moderator: <i>Kathy Gerwig, vice president of Employee Safety, Health and Wellness, environmental stewardship officer, Kaiser Permanente</i> <i>Kirsten Peachey, Director, Congregational Health Partnerships, Advocate Health Care, Co-Director, The Center for</i>

*Faith and Community Health Transformation, D.G. Illinois*  
*Paul Wong, chair of the board, UMMA Community Clinic, Los Angeles, CA*

**11:15 Questions and Discussion**

**11:45 Lunch break**

**1:00 A perspective on health policy**  
 Moderator: *Terry Allan, commissioner, Cuyahoga County (Ohio) Board of Health*  
*Mandy Cohen, secretary, North Carolina Department of Health and Human Services*

**1:30 How faith – health collaboration can build bridges for health-promoting public policy**  
 Moderator: *Terry Allan*  
*Donna Weinberger, member of the board, Greater Cleveland Congregations*

**2:00 Questions and Discussion**

**2:15 Break**

**2:30 Faith – health collaboration on public health priorities**  
 Moderator: *Heidi Christensen, public affairs specialist, Center for Faith-based and Neighborhood Partnerships, US Department of Health and Human Services*  
*Brandon Lackey, chief program officer, The Foundry Ministries, Bessemer (Alabama)*  
*Teresa Cutts, assistant professor, Social Sciences & Health Policy Wake Forest University School of Medicine*  
*Joy D. Sharp, director, Community Health Programs,*

*Baptist Health Care, Pensacola (Florida)*

**3:35 Questions and Discussion**

**4:00 Liberating Structures interactive activity**

**4:40 Reflections on the Day and Closing Remarks**  
*Sanne Magnan, senior fellow, HealthPartners Institute, roundtable co-chair*

**5:00 Adjourn**

### Workshop Planning Committee

This workshop was organized by the following experts: Gary Gunderson (Wake Forest Baptist Medical Center/Stakeholder Health), Heidi Christensen (US Department of Health and Human Services), Prabhjot Singh (Mount Sinai School of Medicine) Barbara Holmes (formerly United Theological Seminary, Twin Cities), Terry Allan (Cuyahoga County Board of Health), Sanne Magnan (HealthPartners, roundtable co-chair), and Muhammad Babar (KentuckyOne 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  
[nas.edu/pophealthrt](http://nas.edu/pophealthrt)

<sup>1</sup> See <http://ihpemory.org/the-network/the-center-for-faith-and-community-health-transformation/>

# Lunchtime Twitter Chat

Don't forget to join the Roundtable on Population Health Improvement over lunch for a Twitter Chat on today's topic.

## **What is a Twitter Chat?**

A Twitter Chat is a public discussion on Twitter around a specific hashtag, in our case #PopHealthRT. Twitter Chats are led by a designated moderator—NASEM Health and Medicine Division—who ask questions and facilitate the discussion at a predetermined time.

**Hashtag:** #PopHealthRT

**Designated Moderator:** [@NASEM\\_Health](https://twitter.com/NASEM_Health)

**Topic:** Faith — Health Collaboration to Improve Population Health

**Date:** March 22, 2018

**Time:** 12:15- 12:45pm

**How:** Log on to your Twitter account, go to @NASEM\_Health to read the Twitter chat questions, which can be identified by the hashtag #PopHealthRT, and reply to the prompts using the same hashtag. Using the hashtag is important because it creates a searchable marker that links any activity related to the questions and the roundtable in general. In addition, the hashtag can become a trending topic and attract engagement from those previously unaware of the Twitter Chat.

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ROUNDTABLE ON POPULATION HEALTH IMPROVEMENT

**Sanne Magnan, M.D., Ph.D.**

Adj. Asst. Professor  
Division of Medicine  
University of Minnesota  
Minneapolis, MN

**Joshua M. Sharfstein, M.D.**

Associate Dean for Public Health Practice and  
Training  
Johns Hopkins Bloomberg School of Public  
Health  
Baltimore, MD

**Philip M. Alberti, Ph.D.**

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

**Terry Allan, R.S., M.P.H.**

Health Commissioner  
Cuyahoga County Board of Health  
Parma, OH

**John Auerbach, M.B.A.**

Executive Director  
Trust for America's Health  
Washington, DC

**Cathy Baase, M.D., FAAFP, FACOEM**

Chair, Board of Directors, MIHIA  
Consultant for Health Strategy, Dow Chemical  
Company  
Michigan Health Improvement Alliance  
(MIHIA)  
Saginaw, MI

**Debbie I. Chang, M.P.H.**

Senior Vice President  
Policy and Prevention  
Nemours  
Washington, DC

**George R. Flores, M.D., M.P.H.**

Senior Program Officer  
The California Endowment  
Oakland, CA

**Kathy Gerwig, M.B.A.**

Vice President, Employee Safety, Health and  
Wellness and Environmental Stewardship  
Officer  
Kaiser Permanente  
Oakland, CA

**Alan Gilbert**

Director of Global Government and NGO  
Strategies  
GE Healthymagination  
Washington, DC

**Marthe Gold, M.D., M.P.H.**

Senior Scholar in Residence  
New York Academy of Medicine  
New York, NY

**Marc N. Gourevitch, M.D., M.P.H.**

Professor and Chair  
Department of Population Health  
NYU School of Medicine  
New York, NY

**Garth Graham, M.D., M.P.H.**

President  
Aetna Foundation  
Hartford, CT

**Gary R. Gunderson, M.Div., D.Min., D.Div.**

Vice President, Faith Health  
School of Divinity  
Wake Forest University  
Winston-Salem, NC

**Wayne Jonas, M.D.**

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

**Robert M. Kaplan, Ph.D.**

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

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Professor Emeritus of Population Health  
Sciences  
Emeritus Vice Chancellor for Health Sciences  
School of Medicine and Public Health  
University of Wisconsin-Madison  
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Associate Dean for Academic Affairs and  
Professor of Public Policy  
Gerald R. Ford School of Public Policy  
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Medical Director, Live Well/Work Well  
Dartmouth-Hitchcock Medical Center  
Professor, Medicine, Community and Family  
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Senior Fellow, Health Program  
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Troy, MI

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ReThink Health  
Morristown, NJ

**José T. Montero, M.D., MHCDS**

Director, Office for State, Tribal, Local and  
Territorial Support (OSTLTS)  
Deputy Director, Centers for Disease Control  
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**Mary Pittman, Dr.P.H.**

President and CEO  
Public Health Institute  
Oakland, CA

**Pamela Russo, M.D., M.P.H.**

Senior Program Officer  
Robert Wood Johnson Foundation  
Princeton, NJ

**Mylynn Tufte, M.B.A.**

State Health Officer  
Office of the Governor  
State of North Dakota  
Bismarck, ND



## Roundtable on Population Health Improvement

### Vision, Mission, and the Conditions of Influence

#### Vision

The roundtable's vision is of a strong, healthful, and productive society which cultivates human capital and equal opportunity. This vision rests on the recognition that outcomes such as improved life expectancy, quality of life, and health for all are shaped by interdependent social, economic, environmental, genetic, behavioral, and health care factors, and will require robust national and community-based actions and dependable resources to achieve it.

#### Mission

The Roundtable on Population Health Improvement intends to catalyze urgently needed action toward a stronger, more healthful, and more productive society. The roundtable will therefore facilitate sustainable collaborative action by a community of science-informed leaders in public health, health care, business, education and early childhood development, housing, agriculture, transportation, economic development and nonprofit and faith-based organizations.

#### The conditions of influence

The roundtable seeks to inform and advance the dialogue, and to help catalyze action in the field to:

1. Identify and deploy key population health **metrics**.
2. Ensure the allocation of adequate **resources** to achieve improved population health.
3. Identify, test and broadly deploy **evidence** on effective science-based population health interventions.
4. Develop and implement high impact public and private population health **policies**.
5. Foster building **relationships** (including community and multi-sectoral partnerships) to act to improve population health.
6. Design and implement modern **communication** to educate about and motivate action directed at improved population health.

## Faith—Health Collaboration to Improve Population Health: A Workshop

### *SPEAKER/MODERATOR BIOS*

\* Denotes workshop planning committee member

#### **\*TERRY ALLAN**

 @TerryAllanCCBH

**Terry Allan, M.P.H.**, has 28 years of public health experience and has been the health commissioner at the Cuyahoga County Board of Health since 2004, which serves as the local public health authority for 883,000 citizens in 58 Greater Cleveland communities. He received his Bachelor of Science degree in Biology from Bowling Green State University and a Master of Public Health from the University of Hawaii.

Terry is an adjunct faculty member at Case Western Reserve University's School of Medicine and was a Year 13 Scholar of CDC's National Public Health Leadership Institute. Terry is a Past President of the Association of Ohio Health Commissioners, and a Past President of the National Association of County and City Health Officials (NACCHO).

He has been a member of the Ohio Department of Health/Local Health Department Emergency Preparedness Workgroup since 2004. He has served on range advisory boards in Cuyahoga County, including the Case Comprehensive Cancer Center's Community Advisory Board, Case Western's Clinical Translational Science Collaborative and the Prevention Research Center for Healthy Neighborhoods, the Greater University Circle Initiative and the Health Improvement Partnership (HIP) Cuyahoga Steering Committee. In 2017, Terry joined the Saint Lukes's Foundation Board of Trustees and received the Maurice Saltzman Award from the Mt. Sinai Health Care Foundation in Cleveland.

#### **\*HEIDI CHRISTENSEN**

**Heidi Christensen, M.Th.**, is the Public Affairs Specialist at the Center for Faith-based and Neighborhood Partnerships within the U.S. Department of Health and Human Services (HHS Partnership Center). Heidi's efforts focus on strengthening the capacity of national faith and community organizations to respond to critical public health issues. During her tenure at the Partnership Center, Heidi has coordinated coalitions of multi-sector community-based partners to address childhood obesity, chronic disease, and the social and economic issues challenging the health of our nation's communities. She also has coordinated partner-based social media events, educational and training web series, and communications that equip community-level health leadership.

Previously, at the Center for Interfaith Action on Global Poverty (CIFA), she supported U.S. based faith leaders and their communities on collaborative efforts addressing malaria and other health issues affecting the developing world. She also managed communications and event production for the Cathedral College of Washington National Cathedral. Heidi holds a master's degree in systematic theology from Virginia Theological Seminary.

#### **MANDY COHEN**

 @SecMandyCohen

**Mandy Cohen, M.D., M.P.H.**, and her team have worked tirelessly to improve the health, safety and well-being of North Carolinians since being appointed as Secretary of the N.C. Department of Health and Human Services in January 2017. DHHS is a cabinet-level agency with approximately 16,000 employees and an annual budget of \$20

billion. Among her top priorities are combating the opioid crisis, building a strong, efficient Medicaid program, and improving early childhood education.

Cohen is an internal medicine physician and has experience leading complex health organizations. Before coming to the North Carolina Department of Health and Human Services she was the Chief Operating Officer and Chief of Staff at the Centers for Medicare & Medicaid Services (CMS). She brings a deep understanding of health care to the state and has been responsible for implementing policies for Medicare, Medicaid, the Children's Health Insurance Program and the Federal Marketplace.

A graduate of Cornell University, she received her medical degree from Yale School of Medicine, a Master's in Public Health from the Harvard School of Public Health and trained in Internal Medicine at Massachusetts General Hospital.

Cohen is married to Sam Cohen, a health care regulatory lawyer. The couple has two daughters, ages 3 and 6.

#### **TERESA CUTTS**

**Teresa Cutts, Ph.D.**, completed her post-doctoral fellowship in Health Psychology from the University of Tennessee Health Science Center College of Medicine in 1987. She worked in medical surgical settings, private practice, the Church Health Center and Methodist Le Bonheur Healthcare's Center of Excellence in Faith and Health in Memphis until 2013. She currently serves as Assistant Research Professor faculty at the Wake Forest School of Medicine's Public Health Sciences Division (Social Sciences and Health Policy) to work with FaithHealth Innovations at Wake Forest University Hospital team. She served as the CO-PI on a RWJF grant, the Health Systems Learning Group (HSLG) collaborative with over 39 national health systems, designed to proactively deal with healthcare reform mandates. As the faith-health academic and community liaison in her work and community roles, Dr. Cutts hopes to help all become the "Beloved Community" envisioned by Dr. Martin Luther King, Jr. and others. Dr. Cutts believes in the concept of faith as preventive medicine and is passionate about translation of academic research to help the under-served and to redefine the way that medicine is practiced. She feels tremendously blessed with her messy and joyful work and family home tribe: her husband, two daughters (21 and 16) and two yippy step-dogs. She has a twin sister and adores singing, altruism, dancing jigs, finding treasures at thrift stores, exploring complementary and alternative medicine, painting and writing.

#### **PAULETTE DILLARD**

 @ProfDillard

**Paulette Dillard, Ph.D.**, is the interim president of Shaw University. Prior to her appointment in July 2017, she served as Shaw University's Vice President of Academic Affairs in which she played an instrumental role in Shaw's positioning as a resource to the City of Raleigh and its surrounding communities. During her tenure at Shaw University, Dr. Dillard has also served as Dean of the College of Arts and Sciences, Chair of Natural Sciences and Mathematics, and as an associate professor of Biology.

Dr. Dillard began her career at International Clinical Laboratories in Nashville, Tennessee. She went on to hold senior leadership positions at SmithKline and Quest Diagnostics, where she managed operations and maintained an operating margin of 20 percent and achieved a 99 percent customer retention during the integration of the two companies. With that extensive experience in the health care industry and medical diagnostics, she worked as a researcher assisting with development and academic executive direction at Clark Atlanta University's Center for Cancer Research and Therapeutic Development.

Dr. Dillard earned her Ph.D. in Biological Sciences from Clark Atlanta University in 2010. She holds a Master's of Business Administration from Belmont University in Nashville, Tennessee, a Master's of Science in Biology from Tennessee State University, a Medical Technology degree from Self Memorial Hospital School of Medical Technology in Greenwood, South Carolina and a Bachelor's in Biology from Barber-Scotia College in Concord, North Carolina.

#### **KATHY GERWIG**

**Kathy Gerwig, M.B.A.**, is vice president of Employee Safety, Health and Wellness, and environmental stewardship officer at Kaiser Permanente. She is responsible for developing, organizing and managing the organization's national Environmental Stewardship initiative, and under her leadership Kaiser Permanente has become widely recognized as an environmental leader in the health care sector.

Gerwig has twice testified before Congress on the need for federal chemical policy reform, and has appeared at numerous hearings on environmental issues. She is also Kaiser Permanente's national leader for Employee Safety, Health and Wellness, responsible for eliminating workplace injuries, promoting healthy lifestyle choices, and reducing health risks for the organization's 174,000 employees and nearly 17,000 physicians.

She serves on the boards of several leading non-governmental organizations — Health Care Without Harm, Practice Greenhealth, and the Center for Environmental Health — focusing on safety and environmental sustainability in health care.

#### **\*GARY GUNDERSON**

 @GaryGunderson

**Gary Gunderson, M.Div., D.Min., D.Div.**, was appointed in July 2012, to oversee spiritual care services for patients, families and staff at Wake Forest Baptist Medical Center.

In his position, Gunderson supervises six departments: CareNet Counseling, Chaplaincy and Clinical Ministries (including the Clinical Pastoral Education program), FaithHealth Education, Community Engagement, the Center for Congregational Health and FaithHealthNC.

Gunderson also nurtures the relationship with more than 4,300 Baptist congregations throughout North Carolina and other large networks of our patients' faith groups.

A recognized expert in congregations and health, Gunderson has previously served as senior vice president of the Faith and Health Division of Methodist Le Bonheur Healthcare in Memphis, Tennessee. In his 7 years there, he developed a new model of congregational health that became widely known as the Memphis Model.

Gunderson became involved in public health through his work with former President Jimmy Carter in Atlanta when he directed the Interfaith Health Program at The Carter Center for a decade.

The Interfaith Health Program moved from The Carter Center to the Rollins School of Public Health at Emory University, where Gunderson became a research assistant professor in International Health. He also served as a visiting professor in Family Medicine and Community Health at the University of Cape Town, South Africa.


Gunderson has worked extensively with the White House Office of Faith-Based and Neighborhood Partnerships. He serves as secretary for Stakeholder Health, a group of 39 health systems committed to more effective engagement with the poor in their communities.

He brought the Leading Causes of Life Initiative to Wake Forest Baptist, an international and interdisciplinary group of Fellows working to build an intellectual foundation beyond the purely medical paradigm. He was lead author for a recent paper based on this work and published by the Institute of Medicine, "The Health of Complex Human Populations."

In addition to his role in Faith and Health Ministries, Gunderson holds faculty appointments at the Wake Forest School of Divinity and in Public Health Sciences.

A Wake Forest University alumnus, Gunderson holds a master of divinity from Emory University in Atlanta, a doctor of ministry from the Interdenominational Theological Center in Atlanta, and an honorary doctor of divinity from the Chicago Theological Seminary.

#### **JOHNNY BERNARD HILL**

 @JohnnyBHill

**Johnny Bernard Hill, MDiv, Th.M., Ph.D.,** a leader in the field of religious studies with particular scholarly interest in diversity and community development, has been dean of the Shaw University School of Divinity since June 21, 2017.

Hill previously served as the Department Chair and Associate Professor of Philosophy and Religion at Claflin University in Orangeburg, South Carolina. He held the position as Special Martin Luther King Jr. Scholar in Residence and Dean of The Baptist School of Theology at The Interdenominational Theological Center in Atlanta, Georgia. Other roles served include associate professor of theology at Louisville Presbyterian Theological Seminary and earlier he served as Director of African American Student Affairs at Northwestern University. He also formerly held positions as President of the Foundation for Reconciliation and Dialogue and Senior Pastor of the historic Greater Good Hope Baptist Church in Louisville, Kentucky.

A noted scholar, Hill is the author of *Prophetic Rage: A Postcolonial Theology of Liberation* and *The First Black President: Barack Obama, Race, Politics, and the American Dream*. He has written numerous articles and essays and presented at colleges, seminaries and universities across the nation, including Princeton University, the University of Chicago, Johns Hopkins University, McCormick Theological Seminary, Bellarmine University, and Mercer University.

"Becoming a part of the historic legacy of Shaw Divinity School is an extraordinary opportunity to contribute to the broader mission of Shaw University as the oldest HBCU in the South," states Hill. "I am so deeply honored to be called to serve as the next Dean of Shaw Divinity School. As a teacher, scholar, and minister in the Baptist tradition, it is an incredible privilege to be able to serve with such a distinguished faculty, wonderful students, and exceptional leadership team."

Hill's appointment follows a national search, informed by a faculty committee. Divinity School faculty, staff and students had the opportunity to interact with Dr. Hill and provided input in the selection process. "Dr. Hill's broad achievements as a scholar and pastoral leader make him well-equipped to guide and strengthen the next century of theological higher education at Shaw," said Dr. Paulette Dillard, vice president for academic affairs.

After a military tour, Hill earned a bachelor's degree in sociology from Morehouse College in Atlanta, GA. He later completed master degrees in divinity and theology at Duke University Divinity School and a Ph.D. in Philosophical Theology at Garrett Seminary on the campus of Northwestern University. During his Ph.D. studies, Dr. Hill became active in community development, gang prevention, immigration reform, reconciliation, and working for economic justice in Chicago. He is Founder and President of The World House, an interfaith coalition of faith leaders from diverse religious and cultural traditions working together to continue Dr. King's dream of racial and economic justice.

Hill succeeds Dr. David Forbes, a 1962 graduate of Shaw University who served as Interim Dean of the Divinity School from May 2014 until his retirement in May 2016. Dr. Forbes, who also served on the University's Board of Trustees prior to his appointment, led a number of successful initiatives at the University and in the Raleigh Community.

Shaw University's Theological Department conferred its first bachelor of theology degree on four students in 1900. Today, the Divinity School is accredited by the Association of Theological Schools in the United States and Canada (ATS) and by the Southern Association of Schools and Colleges (SACS) as the graduate school of Shaw University. Shaw University Divinity School is a recognized leader in theological education.

#### **BRANDON LACKEY**

 @TFfoundry

**Brandon Lackey** served The Foundry Ministries for nearly two years as director of Changed Lives Christian Center before transitioning to his current role as chief program officer in 2015. In this position Brandon's focus is on the continued improvement and enhancement of every aspect of The Foundry's Rescue, Recovery and Re-Entry programs. "My primary responsibility is to support the directors of our front-line ministries so they can meet the mental, physical, social and spiritual needs of each of our program participants," he says, adding that The Foundry ministers from both an evangelistic and discipleship philosophy, and he is grateful the organization is committed to professionalism within the framework of the Gospel.

Before joining The Foundry, Brandon served for more than a decade with Alabama Teen Challenge, Inc. where he held positions in management and development. He also spent 16 years in a volunteer leadership role helping youth experience the greatness of God in an outdoor ministry. He holds a Bachelor of Science in behavioral sciences from The University of Alabama at Birmingham and serves on the board of the Alabama Rescue Services Association and the Alabama Association of Christian Recovery Ministries. Brandon serves on Alabama Governor Kay Ivey's Opioid Overdose and Addiction Council.

"I have always felt a calling to influence others and make a positive impact," he says. "I'm grateful that I have the opportunity to fulfill my purpose at The Foundry." He invites all who share concern for the hurting and disenfranchised to partner with The Foundry as well. "Together we can make a difference with the expectation of lasting results through Christ-centered programs and life-giving relationships."

#### **\*SANNE MAGNAN**

**Sanne Magnan, M.D., Ph.D.,** is the co-chair of the Roundtable on Population Health Improvement of the National Academies of Sciences, Engineering and Medicine. She is the former President and CEO of the Institute for Clinical Systems Improvement (ICSI) (2006-2007; 2011-2016). In 2007, she was appointed Commissioner of the Minnesota Department of Health by Minnesota Governor Tim Pawlenty. She served from 2007 to 2010 and had significant responsibility for implementation of Minnesota's 2008 health reform legislation, including the Statewide Health

Improvement Program (SHIP), standardized quality reporting, development of provider peer grouping, certification process for health care homes, and baskets of care.

Dr. Magnan was a staff physician at the Tuberculosis Clinic at St. Paul - Ramsey County Department of Public Health (2002-2015). She was a member of the Population-based Payment Model Workgroup of the Healthcare Payment Learning and Action Network (2015-2016) and a member of the CMS Multi-sector Collaboration Measure Development Technical Expert Panel (2016). She is on Epic's Population Health Steering Board and on Healthy People 2030 Engagement Subcommittee.

She served on the board of MN Community Measurement and the board of NorthPoint Health & Wellness Center, a federally qualified health center and part of Hennepin Health. Her previous experience also includes vice president and medical director of Consumer Health at Blue Cross and Blue Shield of Minnesota. Currently, she is a Senior Fellow with HealthPartners Institute, and adjunct assistant professor of medicine at the University of Minnesota. Dr. Magnan holds a M.D. and a Ph.D. in medicinal chemistry from the University of Minnesota, and is a board-certified internist.

#### **KIRSTEN PEACHY**

 @KPFaithHealth

Kirsten Peachey is the Director of Congregational Health Partnerships for Advocate Health Care. In this position, she works with faith communities to support their role as promoters of health and healing through training, consultation, resource linking and partnership development. She also leads numerous grant-funded projects in congregational health. Kirsten has a background in hospital chaplaincy and pastoral counseling, but she has a particular interest in how people come together to make change and how we apply our faith beliefs and practices to create the kind of world we all hope for. Kirsten was instrumental in founding The Center for Faith and Community Health Transformation in 2009. Kirsten's work has been shaped by her experiences living overseas, both as a child in the Middle East and as an adult in South Africa, and in diverse urban settings in the United States. From these experiences she brings an appreciation for the ways in which ordinary people create resilient lives in the midst of struggle for justice and peace.

Kirsten is an ordained minister in the United Church of Christ. She studied Social Work at Temple University and the University of Chicago. She also holds a Master of Divinity degree and Doctor of Ministry in faith and health from the Chicago Theological Seminary. She has worked as a social worker, hospital chaplain, and pastoral counselor...but one of her favorite jobs was driving a Chicago city bus! She lives in Oak Park, IL with her partner and their son

#### **JOSHUA M. SHARFSTEIN**


 @DrJoshS

**Joshua M. Sharfstein, M.D.**, is Director of the Bloomberg American Health Initiative, Vice Dean for Public Health Practice and Community Engagement, and Professor of the Practice in Health Policy and Management at the Johns Hopkins Bloomberg School of Public Health. Previously, Dr. Sharfstein served as Secretary of the Maryland Department of Health and Mental Hygiene, as Principal Deputy Commissioner of the U.S. Food and Drug Administration, and as Health Commissioner of Baltimore City. In these positions, he pursued creative solutions to longstanding challenges, including drug overdose deaths, infant mortality, unsafe consumer products, and school failure. He is an elected member of the National Academy of Medicine and the National Academy of Public Administration.

## **JOY SHARP**

**Joy Sharp** is the Director of Community Health Programs at Baptist Health Care in Pensacola, Florida. Sharp has over 20 years of community health experience. Peers in the field would often express Joy as “infectious” in her passion to help others, and it is transparent in her presentations and administration techniques. Prior to her position at Baptist – Pensacola, she was the Program Manager of Community Health for Methodist LeBonheur Health Care in Memphis, TN. In that role, her work was centered on developing and integrating innovative, statistical approaches to advance health initiatives and healthcare research specifically targeting high risk and under-resourced populations. In 2015, Sharp was named a Healthcare Hero by the Memphis Business Journal. She has coined the phrase “Wellness GPS” and is instrumental in coaching others to become Community Health Navigators with the goal of navigating patients to the most appropriate point of care thus reducing hospital encounters where possible.

## **\*PRABHJOT SINGH**

 @PrabhjotSinghNY

**Dr. Prabhjot Singh, M.D., Ph.D.**, is Director of the Arnhold Institute for Global Health and Chair of the Department of Health System Design and Global Health at the Mount Sinai Health System, as well as Special Advisor for Strategy and Design at the Peterson Center for Healthcare. He is also an attending physician at Mount Sinai Hospital. Previously, he was professor of international and public affairs at Columbia University, and co-chair of the One Million Community Health Worker Campaign.

He is the author of *Dying and Living in the Neighborhood: A Street-Level View of America’s Healthcare Promise* (Johns Hopkins Press). His next books focus on global rural healthcare delivery (Columbia University Press) and US healthcare investment (Columbia Business School Press). He is a Robert Wood Johnson Foundation young leader, Presidential Leadership Scholar, term member of the Council on Foreign Relations and a Truman National Security Fellow.

## **DONNA WEINBERGER**

 @DonnaWeinberger

**Donna Weinberger, MSW**, has been a licensed mental health therapist for 35 years, working in inpatient adolescent, child outpatient, and private practice settings. She has also supervised students from Smith School for Social Work and taught at the School for Applied Social Science and Medical School at Case Western Reserve University. She has a BA from the University of Virginia and an MSW from Smith. Donna is a past president of the state chapter of the Ohio Society for Clinical Work.

These days, much of Donna’s time is devoted to Greater Cleveland Congregations, a multi-faith community organizing group that crosses lines of class, religion and color to work on social justice issues in Northeast Ohio. GCC is part of the national Metro IAF group. She is on the Strategy Team of GCC and served as one of the co-chairs of the Medicaid campaign that brought health insurance to 750,000 previously uninsured Ohioans. Donna is on the national strategy team of Metro’s Do Not Stand Idly By Campaign, a campaign to organize the purchasers of guns to make gun manufacturers accountable. She is also working on GCC’s Criminal Justice initiative to divert the mentally ill population from jail through the establishment of mental health crisis centers. Donna serves on the Independent Review Panel for Cuyahoga County’s Conviction Integrity Unit, which reviews wrongful conviction claims.





## Faith – Health Collaboration to Improve Population Health

### Readings & Resources

March 22, 2018

#### Context

\* In the workshop agenda, we used the term “faith-based health assets” but the term “religious health assets” is more frequently employed in the international context. Other, similar, terms are used in the peer-reviewed and grey literature, e.g., organizations and interventions may be described as faith-based, faith-inspired, and even “faith-placed” (see for example <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4183727/>.)

Below, we provide a small set of resources informative to a dialogue about faith – health collaboration.

**Bennett, R. G., William D.H., and P. Galiatsatos. Building healthy communities through medical-religious partnerships. Baltimore, MD: Johns Hopkins University Press, 2009.**

The book describes an innovative approach to the development of community-based health education and patient advocacy programs targeted at the prevention and management of disease

**Bronheim, S. "Sharing a legacy of caring: Partnerships between health care and faith-based organizations." Retrieved from National Center for Cultural Competence website: <https://nccc.georgetown.edu/documents/faith.pdf> (2001).**

The monograph is intended to help policy-makers, administrators, governing and advisory boards and providers explore the potential for developing partnerships with faith-based organizations.

**The California State University. "Liberating Structures: Simple, Subtle, Powerful Engagement Tools for Meeting Facilitation." (2017). <http://www.ncci-cu.org/wp-content/uploads/2017/04/As-of-7.20.16-Lean-Liberating-Structures-Guide-1.pdf>. (For afternoon exercise).**

Liberating Structures (LS) are novel and practical how-to methods to help include and unleash everyone in shaping next steps. They distribute control so that participants can shape direction themselves as the action unfolds. They also make it easy for leaders of all levels to create conditions for people to work at the top of their ability and creativity. In this environment, people thrive and enjoy their work, creating a successful path to top performance.

**Levin, Jeff. "Faith-based partnerships for population health: challenges, initiatives, and prospects." Public Health Reports 129, no. 2 (2014): 127-131. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3904891/>**

The report summarizes the scope of existing efforts among faith-based and public health institutions and organizations to work in partnership to further the health of the population.

**Lopez, German. "How America's Criminal Justice System Became the Country's Mental Health System." Vox (2016). Published electronically October 18, 2016. <https://www.vox.com/2016/3/1/11134908/criminal-justice-mental-health>.**

**Singh, Prabhjot. *Dying and Living in the Neighborhood: A Street-Level View of America's Healthcare Promise*. JHU Press, 2016.**

This is not a book about faith – health collaboration per se, but one that includes examples drawn from partnerships between faith assets and health organizations, and the engagement of the former around the social determinants of health.

**Towns, Eleni. "Ensuring Health Coverage for All." (2013). Published electronically July 18, 2013.**  
<https://www.americanprogress.org/issues/religion/reports/2013/07/18/70008/ensuring-health-coverage-for-all/>.

Faith-based coalitions addressing health care are diverse, in part because the issue is an important moral value within virtually all faith traditions. Religious advocates have created coalitions of Catholic, Protestant, Jewish, Buddhist, Muslim, Unitarian Universalist, and other faiths because protecting the poor and sick is an essential tenant of all major religions. Inspired by these values, faith communities have long spoken out for reforming the health care system to ensure that the vulnerable have access to care. These communities have found common ground and repeatedly collaborated on addressing local, national, and global health concerns.

**U.S. Department of Health and Human Services. "The Opioid Epidemic Practical Toolkit: Helping Faith-Based and Community Leaders Bring Hope and Healing to Our Communities." (2018).**  
<https://www.hhs.gov/about/agencies/iea/partnerships/opioid-toolkit/index.html>

This toolkit, developed by the HHS Center for Faith-based and Neighborhood Partnerships, contains practical steps your organization can take to bring hope and healing to the millions suffering the consequences of opioid abuse disorder. See attached PDF.

**Religious Health Assets: What Religion Brings to Health of the Public**  
[https://link.springer.com/chapter/10.1057/9781137015259\\_3](https://link.springer.com/chapter/10.1057/9781137015259_3)

This book lays the foundation for the ideas that religious health assets and the interconnected ideas that sprung through the international collaborative *African Religious Health Assets Program*.

**International Religious Health Assets Programme**

<https://berkleycenter.georgetown.edu/organizations/international-religious-health-assets-programme>

The International Religious Health Assets Programme (IRHAP) works with policy makers, health workers, and religious leaders to promote collaboration and expand knowledge about religious health assets. The organization's primary projects are to map health-related FBOs in Africa, build connections between religious groups and other public health groups, and conduct and review research on religion and public health.

<https://iliflc.com/organizations/university-cape-townirhap/>

IRHAP is a collaborative network which seeks to develop systematic evidence of religious health assets to align and enhance the work of religious health leaders, public policy decision-makers and other health workers in their collaborative efforts to meet the challenges of disease, to strengthen health and community systems, and to promote sustainable health, especially for those who live in poverty or under marginal conditions

Idler, Ellen L., ed. *Religion as a social determinant of public health*. Oxford University Press, USA, Ch. 23. 2014.

<http://www.oxfordscholarship.com/view/10.1093/acprof:oso/9780199362202.001.0001/acprof-9780199362202-chapter-23>

The chapter recounts the history and mission of the project. The initiative identified the concept of religious health assets and pioneered a powerful combination of community-based participatory research methods and geographic information systems technology for mapping these assets on the ground throughout southern Africa. ARHAP's seminal research has revealed the complex meanings of health in communities where public health actors may be unaware of religious actors, their local knowledge, and their tangible and intangible assets for health.

### **Stakeholder Health- Transforming Health Through Community Partnership**

<https://stakeholderhealth.org/>

Stakeholder Health, formerly Health System Learning Group, is a voluntary learning collaborative of some 40 plus participating health systems and invested institutions calling for operational transformations that will align with the profound changes occurring in *all* aspects in the provision of health care.

### **Religious Health Assets Mapping**

<https://stakeholderhealth.org/promising-practices-mapping/>

The approach honors and uses the tangible and intangible nature of religious health assets and leverages social capital to engage communities in positive health-seeking and health-providing behaviors.

**International example of Religious Asset Mapping:** Coulombe, Harold, and Quentin Wodon. "Mapping religious health assets: are faith-inspired facilities located in poor areas in Ghana?." (2012).

[https://mpa.ub.uni-muenchen.de/45387/1/MPRA\\_paper\\_45387.pdf](https://mpa.ub.uni-muenchen.de/45387/1/MPRA_paper_45387.pdf)

The Christian Health Association of Ghana is the largest federation of faith inspired provider of health services in Ghana. With 168 hospitals and clinics at the time this paper was written, 70 percent of which are affiliated with the Catholic Church, the federation accounts for more than a fourth of all hospital beds in the country according to administrative data from the Ministry of Health. Using poverty mapping techniques and simple regression analysis, this paper aims to answer the following question: Are CHAG facilities located primarily in areas that have a high proportion of Catholics or Christians, or in areas that have a high proportion of the population living in poverty? It appears that the location of CHAG facilities is correlated today more with the share of Catholics living in specific districts than with the level of poverty in those districts.

## National Resources

**Interfaith Health Program, Emory University Rollins School of Public Health**

<http://interfaithhealth.emory.edu/index.html>

**Faith and Health Collaboration Network Analysis: Capacity to Reach Vulnerable Populations- APHA Network Capacity 2017**

<http://interfaithhealth.emory.edu/programs/vulnerablepops.html>

The Interfaith Health Program, in collaboration with the Centers for Disease Control and Prevention (CDC) and the Association for State and Health Territorial Officials (ASTHO), IHP has worked to develop a program to build and mobilize capacity within networks of faith-based and community organizations to demonstrate ways to expand reach to vulnerable, at-risk, and minority populations for prevention and treatment of influenza. Linking and activating these trusted community and faith-based networks makes it possible to engage a broader range of social structural factors that can impact cross-cutting, systemic barriers to health equity.

**Emory Interfaith Health Program resources include collaboration on influenza prevention, addressing AIDS, and others.**

<http://ihpemory.org/public-health-and-faith-community-partnerships/>

The Model Practices Framework provides strategies to identify and engage faith-based organizations as partners in community health promotion and disease prevention outreach. Designed for both public health and religious leaders, the aims of the guide are to contribute to partnership-building capacity and to enhance the ability of public health to reduce the spread of influenza.

Case Story: Faith Mission as Core Driver - The Center for Faith and Community Health Transformation, Chicago, Illinois <http://ihpemory.org/the-network/the-center-for-faith-and-community-health-transformation/> (and for more on the center's work, see <https://www.faithhealthtransformation.org/>)

## Readings pertinent to Workshop Presentations

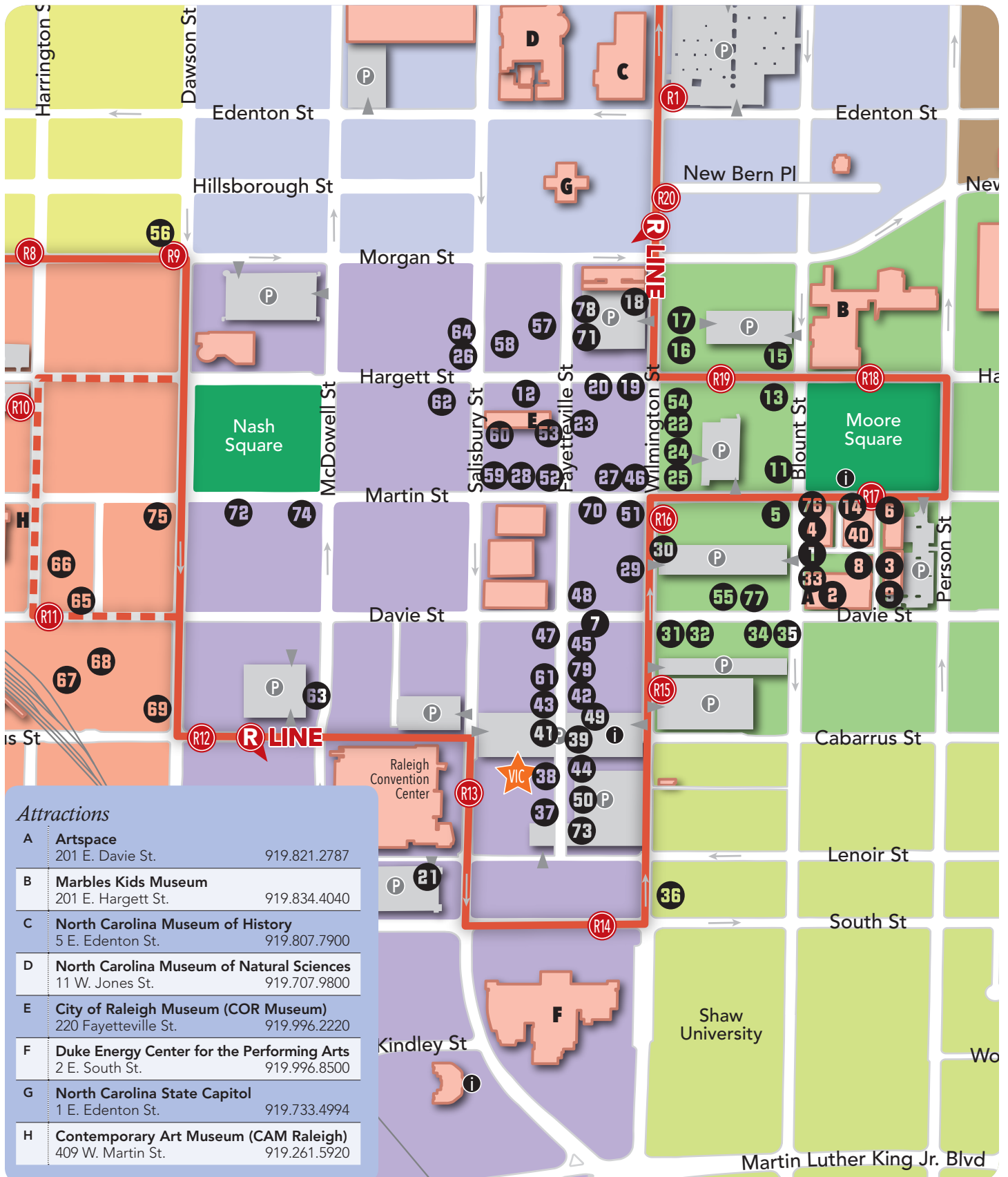
Cutts, Teresa, Gary Gunderson, Dean Carter, Melanie Childers, Phillip Long, Lisa Marisiddaiah, Helen Milleson et al. "From the Memphis Model to the North Carolina Way Lessons Learned from Emerging Health System and Faith Community Partnerships." *North Carolina medical journal* 78, no. 4 (2017): 267-272. <https://www.ncbi.nlm.nih.gov/pubmed/28724682>

Barnes, P., T. Cutts, S. Dickinson, H. Guo, D. Squires, S. Bowman, and G. Gunderson. "Methods for Managing and Analyzing Electronic Medical Records: A Formative Examination of a Hospital-Congregation-Based Intervention." [In eng]. *Popul Health Manag* 17, no. 5 (Oct 2014): 279-86. <https://www.liebertpub.com/doi/abs/10.1089/pop.2013.0078>

UMMA Community Clinic. "Faith - Health Collaboration to Advance the Social Determinants of Health." edited by UMMA Community Clinic, 2018. See attached PDF.

# Hanging Around Downtown

A guide to over 70 of downtown Raleigh's diverse eateries, all within walking distance of the Raleigh convention campus



★ = Official Visitor Information Center

① = Visitor Information

**R-LINE** = Free downtown circulator bus; dotted line indicates R-LINE service after 6:30pm.



# Downtown Restaurants

KEY: Price range: \$=meal for 2 people under \$20; \$\$=meal for 2 people \$20-\$40; \$\$\$=meal for 2 people more than \$40; Meals served: B=breakfast; L=lunch; D=dinner; Br=brunch; Ln=late night; \* = open daily; CS= closed Sundays; CM=closed Mondays; CTu=closed Tuesdays; CW=closed weekends.

	RESTAURANT NAME	ADDRESS	PHONE	CUISINE STYLE	PRICE RANGE	MEALS SERVED	WKEND HOURS
1	Treat	305 S. Blount St.	919.307.9390	Ice Cream	\$	L, D	CM
2	El Rodeo	329 S. Blount St.	919.829.0777	Mexican	\$	L, D	•
3	Cupcake Stop Shop	300 Blake St.	919.802.2726	Bakery	\$	L	•
4	Woody's at City Market	205 Wolfe St.	919.833.3000	American	\$	L, D, Ln	•
5	42 & Lawrence	134 E. Martin St.	919.828.1234	Coffeehouse	\$\$	B, L, D	•
6	Subway	220 E. Martin St.	919.828.9977	American	\$	B, L, D	•
7	Tama Tea	401 Fayetteville St.	919.828.9977	Tea House	\$\$	B, L, D	•
8	Big Ed's City Market Restaurant	220 Wolfe St., Ste. 103	910.465.2386	Southern	\$	B, L	•
9	Vic's Italian Restaurant	331 Blake St.	919.829.7090	Italian	\$\$	L, D	CS
11	Bida Manda	222 S. Blount St.	919.829.9999	Pan-Asian	\$\$	L, D, Ln	CS
12	Raleigh Raw	7. W. Hargett St.	919.439.5100	Smoothie	\$	B, L, D	•
13	Caffe Luna	136 E. Hargett St.	919.832.6090	Italian	\$\$	L (M-F), D (W-Sa)	CS
14	City Market Sushi	315 Blake St.	919.322.1987	Sushi	\$\$	L, D	CS
15	Remedy Diner	137 E. Hargett St.	919.835.3553	American	\$\$	L, D	•
16	Sitti	137 S. Wilmington St.	919.239.4070	Middle Eastern	\$\$	L, D	•
17	Gravy	135 S. Wilmington St.	919.896.8513	Italian	\$\$	L (M-F), D	•
18	Centro	106 S. Wilmington St.	919.835.3593	Mexican	\$	L (M-Sa), D (W-Sa)	CS
19	Raleigh Times Bar	14 E. Hargett St.	919.833.0999	American	\$\$	L, D, Ln	•
20	Morning Times	8 E. Hargett St.	919.836.1204	American	\$	B, L, D	•
21	Overlook	616 S. Salisbury St.	919.856.0017	American	\$\$	B, D	•
22	Trophy Brewing Tap & Table	227 S. Wilmington St.	919.836.0034	American	\$\$	D, Ln	•
23	Pizza La Stella	219 Fayetteville St.	984.200.2441	Pizza	\$\$	L, D, Ln (T-Sa)	CS
24	Chuck's	237 S. Wilmington St.	919.322.0126	American	\$\$	L, D	•
25	Beasley's Chicken + Honey	237 S. Wilmington St.	919.322.0127	Southern	\$\$	L, D, Br	•
26	Virgil's Original Taqueria	126 S. Salisbury St.	919.833.3866	Mexican	\$\$	L, D, Ln	CS
27	Mecca Restaurant	13 E. Martin St.	919.832.5714	American	\$	B, L, D	CS
28	Garland	14 W. Martin St.	919.833.6886	Pan-Asian	\$	D	CM,CS
29	Manhattan Café	320 S. Wilmington St.	919.833.6105	Deli/Café	\$	B, L	CS
30	Clyde Cooper's BBQ	327 S. Wilmington St.	919.832.7614	Barbecue	\$	L, D	CS
31	Buku	110 E. Davie St.	919.834.6963	Pan-Asian	\$\$	L, D, Ln, Br	•
32	Sosta Café	130 E. Davie St.	919.833.1006	Deli/Café	\$	B, L	CW
33	MOFU Shoppe	321 S Blount St.	919.301.8465	Pan-Asian	\$\$	L, D	CS
34	Oak City Meatball Shoppe	180 E. Davie St.	919.714.9014	Italian	\$	L, D, Ln	CS
35	Calavera Empanadas & Tequila	444 S. Blount St., Ste. 101	919.617.1661	Central American	\$\$	L, D, Ln	CS
36	McDonald's	105 E. South St.	919.833.7800	American	\$	B, L, D	•
37	Rye Bar & Southern Kitchen	500 Fayetteville St.	919.227.3370	Southern	\$\$\$	B, L, D	•
38	Starbucks	500 Fayetteville St.	919.334.9894	Coffeehouse	\$	B, L, D	•
39	Crema City Plaza	421 Fayetteville St., Ste. 101	919.834.7279	Deli/Café	\$	B, L, D	•
40	Café Lucarne	309 Blake St.	919.803.7475	Coffeehouse	\$\$	B, L, D	•
41	Fire Wok	442 Fayetteville St.	919.821.8089	Pan-Asian	\$	L, D	CS
42	Jimmy Johns	437 Fayetteville St.	919.754.0101	American	\$	L, D	•
43	Shish Kabob	438 Fayetteville St.	919.833.4005	Mediterranean	\$	L, D	•
44	Happy + Hale	443 Fayetteville St.	919.307.4148	Vegetarian/Vegan	\$\$	B, L, D	CS
45	Plaza Café	410 Fayetteville St., Ste. 109	919.758.8759	Deli/Café	\$	B, L	CW
46	Carroll's Kitchen	19 E. Martin St.	919.670.3622	American	\$	B, L	CW
47	Chick-Fil-A	400 Fayetteville St.	919.834.3875	American	\$	B, L	CS
48	Sono	319 Fayetteville St.	919.521.5328	Pan-Asian	\$\$\$	L (M-F), D	•
49	ZPizza Tap Room	421 Fayetteville St.	919.838.4222	Italian	\$	B, L, D, Ln	•
50	b.good	555 Fayetteville St.	919.803.3233	American	\$\$	L, D	•
51	Oro Restaurant	18 E. Martin St.	919.239.4010	New American	\$\$	L, D, Ln	•
52	Subway	234 Fayetteville St.	919.615.2670	Deli/Café	\$	B, L, D	•
53	The Big Easy	222 Fayetteville St.	919.832.6082	Cajun/Creole	\$\$	L, D, Ln	•
54	St. Roch Fine Oysters Bar	223 S. Wilmington St.	919.322.0359	Seafood	\$\$	D	CS, M, Tu
55	Sir Walter Coffee	145 E. Davie St.	919.720. 7237	Coffeehouse	\$\$	B, L, D	•
56	The District	317 W. Morgan St.	919.977.5440	New American	\$\$	D, Ln	•
57	Café Carolina and Bakery	150 Fayetteville St.	919.834.9117	American	\$	B, L	CW
58	Subway	126 S. Salisbury St.	919.828.0009	American	\$	B, L, D	•
59	Capital Club 16	16 W. Martin St.	919.832.6866	New American	\$\$	L (Su-F), D (T-Sa)	•
60	lucettegrace	235 S. Salisbury St.	919.307.4950	Bakery	\$	B, L	•
61	Jimmy V's Osteria + Bar	420 Fayetteville St.	919.256.1451	Italian	\$\$	B, Br, L, D	•
62	Death & Taxes	105 W. Hargett St.	984.242.0218	Southern	\$\$\$	D (W-Sun)	CM, CTu
63	Poole's Diner	426 S. McDowell St.	919.832.4477	American	\$\$	D, Br, (Su)	•
64	Linus and Pepper's	126 S. Salisbury St.	919.833.3866	American	\$\$	L, D	CW
65	The Pit	328 W. Davie St.	919.890.4500	Barbecue	\$\$	L, D	•
66	Humble Pie	317 S. Harrington St.	919.829.9222	Spanish/Tapas	\$\$	D (T-Sa), Br (Su)	CM
67	Jose and Sons	327 W. Davie St., Ste. 102	919.755.0556	Mexican	\$\$	L, D, Br (Su)	CM
68	Tuscan Blu	327 W. Davie St.	919.834.5707	Italian	\$\$	L, D	•
69	Fiction Kitchen	428 S. Dawson St.	919.831.4177	Vegetarian/Vegan	\$\$	L (Su), D	CM
70	Bittersweet	16 E. Martin St.	919.977.3829	Bakery	\$	B, D	•
71	Tasty 8's	121 Fayetteville St., Ste. 108	919.307.8558	American	\$	L, D, Ln	•
72	Berkeley Café	217 W. Martin St.	919.828.9190	American	\$	L, D, Ln	•
73	Living Kitchen	555. Fayetteville St.	919.324.3515	Vegetarian/Vegan	\$\$	B, L, D	CS
74	Whiskey Kitchen	201 W. Martin St.	919.803.3181	Southern	\$\$	D, Ln	•
75	Parkside	301 W. Martin St.	984.232.8969	American	\$\$	L, D	•
76	Royale	200 E. Martin St.	919.977.3043	French	\$\$\$	D	CS
77	Amorino	137 E. Davie St.	919.239.4411	Ice cream	\$\$\$	L, D	•
78	Benny's Capitale	121 Fayetteville St.	919.239.7143	Pizza	\$\$	L, D, Ln	•
79	Tulum Restaurante & Bar	411 Fayetteville St.	919.233.6303	Mexican	\$\$	L, D, Ln (F-Sa)	•

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**On-Campus Lunch Options**

Shaw University's Faculty & Staff dining hall is available to enjoy a hot meal, dessert and beverages in between classes. Meals are \$7 plus tax, but space is limited to 32 people. The grill area across from the BRB can accommodate 30 people and the prices varies for each items. The Faculty and Staff dining hall and the grill are located on the second floor of the Willie E. Gary Student Center. There is also the student dining hall on the first floor for \$5.35 plus tax.

All dining halls are open for lunch from 11am-2pm.