

Creating a Culture of Health Executive Roundtables: Overview and Takeaways

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Summary of Roundtables

- The Rutgers Institute for Corporate Social Innovation gratefully acknowledges the **Robert Wood Johnson Foundation** for supporting our Executive Roundtables on Creating a Culture of Health.*
- We define a Culture of Health as being in a state of physical, mental, emotional, and social well-being — not merely the absence of disease.
- Three Executive Roundtables were conducted:
 - I. *The Role of Business in Creating a Culture of Health*, May 30, 2019
 - II. *Addressing the Health Effects of Climate Change*, July 23, 2019
 - III. *The Impact of Social Determinants, Cultural Competence, and Diversity on Health*, September 17, 2019
- Participants comprised 35 senior professionals and practitioners including Rutgers faculty members, senior executives from leading edge businesses, senior medical doctors from several hospitals, a CEO from a community health center, and several CEOs and senior consultants.

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Main Goals and Objectives

- Identify opportunities for corporations to benefit their customers, employees, and other key stakeholders as well as society at large.
- Focus on the underlying root causes and issues affecting peoples' health and well-being, now and in the future.
- Find practical solutions and fresh proposals for enhancing the health and well-being of underserved communities.

Roundtable I. The Role of Business in Creating a Culture of Health Takeaways

Challenges

- Chronic diseases in America are the leading drivers of the nation's \$3.3 trillion annual health care costs.
 - 6/10 adults in the US have a chronic disease; 4/10 have two or more.
- Healthcare system is broken; “Fee for service” business model does not incentivize prevention.
- Aging society is creating a significant but largely unrecognized threat to employee/business productivity.
 - 43.5 million working people have caregiving responsibilities, costing estimated \$36 billion in care-related business productivity wastes.

Opportunities for Corporate Social Innovation

- Create workplaces where employees are purpose driven, engaged, productive, and flourishing. Share knowledge and best practices across companies; learn from corporate leaders that are espousing and enacting a Culture of Health.
- Identify ‘shared value creation’ business models for corporations and health care sector to incentivize prevention and healthy lifestyles.
- Provide Leadership development to build awareness and provide practical tools.
- Build business models to help address unpaid caregiving responsibilities, beta test pilot sites.

Roundtable II. Addressing the Health Effects of Climate Change Takeaways

Challenges

- Science is sending us existential messages. Leaders paying attention to people's needs and to science – can liberate and save lives.
- Climate change is an exacerbator of health inequities and is already having serious health impacts in New Jersey.
- Lack of trust in key sectors (government, scientific community, etc.) presents a major obstacle.
 - Trust has to be established by meeting the people where they are.

Opportunities for Corporate Social Innovation

- Actively engage those most affected by disparities in the identification, design, implementation, and evaluation of promising solutions.
- Offer fora to promote collaboration and partnerships between civil society, public and private sectors to address health inequities stemming from climate change.
- Build resilient communities and infrastructures through education, local community awareness, and corporate action supported by educated and well equipped leaders.

Roundtable III. The Impact of Social Determinants, Cultural Competence, and Diversity on Health Takeaways

Challenges

- The health care sector has identified social determinants of health that lead to poor and inequitable health outcomes, such as failing schools, limited employment, toxic environmental exposure, unaffordable or unsafe housing, unsafe streets, unreliable transportation, etc.
- Structural racism (i.e., public policies, institutional practices, cultural representations that perpetuate racial inequity) helps explain why communities of color often experience significant health inequities.
- Many hospitals are incorporating training in cultural and linguistic competence for their clinical staffs to help address these inequities, but have made little progress in attenuating them. Often, they face a lack of diversity in their leadership teams and governing boards.

Opportunities for Corporate Social Innovation

- Conduct action research and work with anchor institutions/corporations to improve local community conditions that affect health (e.g., employment opportunities/living wages, affordable housing, transportation infrastructure) and strengthen economic vitality.
- Help corporations attract and retain diverse talent by addressing racial, socio-economic and other inequities at a local community and regional level.
- Support companies in developing a strong internal enabling environment (e.g., leadership support and accountability, robust diversity and inclusion practices, innovative cross-sector partnerships).

Takeaways on role of the private sector in Creating a Culture of Health

- Align corporate goals with strategic philanthropy objectives to address institutional barriers and reduce inequities.
- Promote narratives and disseminate concrete examples such as: “Health is a value and right for all”.

Philanthropy

Corporate
Social
Responsibility

- Create and sustain diverse boards.
- Provide opportunities for employees to contribute (hearts, hands, and minds) and support local community needs.
- Educate and engage employees about best practices in corporate social responsibility.

- Identify successful models for creating better health outcomes and disseminate widely across sectors.
- Find ways for anchor institutions to promote local private sector development in order to address the social determinants of health in their communities.

Shared Value

Social
Advocacy

- Improve community conditions that affect health (e.g., change local public policy, and strengthen economic vitality).
- Support legislation that determines reimbursement based on health outcomes, not services provided.

Opportunities for Further Exploration

Following the three roundtables, the Rutgers Institute for Corporate Social Innovation is exploring opportunities where research, teaching, and initiatives can play a key role in Creating a Culture of Health, including:

- Business plan competition to engage students
- Executive Education programs and corporate trainings
- Publishing and highlighting emerging research
- Convenings to promote social innovation within the private sector as well as other key stakeholders

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Appendix

Overall Roundtable Recurrent Themes (1 of 2)

Listening to the signals from the planet and patients, getting to know the community, and having people's voices heard is a critical underpinning of creating a Culture of Health.

Culture of Humility and radical humility requires a transformation in mindsets and behavior, which *can be developed and learned*.

Breaking down silos, needed for multi-sector, interdisciplinary collaboration to solve wicked problems like climate change, structural racism, and health inequities.

Equity for all requires changing mindsets from 'me to we', applying neuroscience of diversity and inclusion, awareness of implicit biases, and cultural, linguistic and collaborative competencies.

Misaligned incentives are driving the wrong behaviors in health care. People are "diagnostic codes" rather than whole human beings.

Overall Roundtable Recurrent Themes (continued)

A “big picture” systems approach is essential to the long-term strategic planning of today’s successful forward-thinking businesses and every individual, family, organization, and community in our nation.

Place based enterprises, including businesses, nonprofits, hospitals, universities, and other institutions that have deep roots in their communities have an economic self-interest to help ensure that the communities in which they reside are safe, thriving, and healthy.

With the proper incentives and motivation, such ‘anchor institutions’ can leverage their assets and revenues to promote local private sector development and improve many of the social determinants of inequity that *affect the health and well-being of the communities in which they reside.*

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