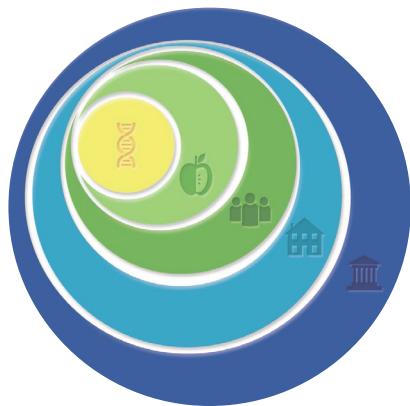


Board on Population Health and Public Health Practice





Through strategic planning and in response to the events of 2020, the roundtable focused on highlighting population health disparities and emphasizing the need for health equity.

MESSAGE FROM THE CO-CHAIRS

Sanne Magnan and Joshua Sharfstein

In its eighth year, the Roundtable on Population Health Improvement continued its contributions as a preeminent national forum for building the population health field. Members and outside colleagues reported that in their work they continue to draw inspiration and practical information from the roundtable's events and products.

In 2020, the roundtable carried on the work of raising awareness, framing issues, posing questions, and making connections to catalyze a wide range of actions to advance equitable health and well-being. However, the context for the roundtable's work was altered by two major national events that are continuing to unfold: the COVID-19 pandemic and the movement for racial justice. These events influenced both the format and the content of the roundtable's work in 2020.

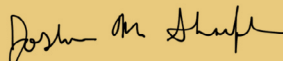
In addition to the roundtable's continuing attention to the six conditions of influence in population health—resources, metrics, research, policy, communication, and relationships—the roundtable added a focus on the cataclysmic events affecting the nation. After beginning the year with an early February workshop on the co-creation and stewarding of inclusive healthy places, the June virtual workshop focused on rural health, including COVID-related challenges and the experience of certain rural communities, such as Native American communities in particular, in responding to the pandemic. The September virtual workshop showcased sector specific and cross-sector responses to the pandemic and to racial injustice.

The roundtable's collaboratives—topic-specific working groups of members and non-members—hosted COVID-related webinars, including several featuring community-based partnerships. One collaborative also produced a series of articles published in the *American Journal of Public Health*.

The roundtable begins 2021 under fresh leadership, and we look forward to witnessing another fruitful year for the roundtable and working together toward a culture of equitable health and well-being.



Sanne Magnan



Joshua Sharfstein

Visit us at <http://www.nas.edu/PopHealthRT>.



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Looking Back

Roundtable Activities in 2020



Workshops

The roundtable held three workshops in 2020. These workshops marked a partial pivot from the roundtable's sustained attention to economics and education; however, the focus on equity in the work on improving population health continued through exploring the value of inclusive healthy places and rural health, and examining the response of domains within population health under the dual challenges of the COVID-19 pandemic and racial injustice.

For its summer and fall events, the roundtable shifted to an all-virtual format due to the pandemic. The roundtable's December workshop, Community-Led Initiatives for Population Health Improvement, was also postponed to January 2021.

All workshops were webcast live; video and slide presentations for these events are archived at <http://www.nas.edu/PopHealthRT>.

The Value of Inclusive Placemaking for Health, Equity, and Well-Being

In New York City on February 6, 2020, the roundtable hosted a workshop focused on co-creating and stewarding inclusive healthy places. This workshop was designed to explore the work of creating livable, vibrant, or quality places, especially public places, drawing on various traditions of community development, arts and culture, regional planning, and civic engagement. In addition, it combined different disciplinary perspectives into a creative way of shaping public spaces, land use, commerce, transportation, housing, and social fabric. The workshop featured leaders of projects and major initiatives from Richmond, California, to Detroit, Michigan, and from Omaha, Nebraska, to Atlanta, Georgia.



“Don’t expect community to come into the hospital for education or information; [the] hospital needs to go into the community, leave the four walls, [and] go to faith organizations and others.”

– Rhonda Barcus, Population Health in Rural America 2020 workshop



Population Health in Rural America in 2020

On June 24 and 25, 2020, the roundtable hosted speakers from sectors that contribute to population health in rural communities such as health care, public health, and community-based organizations. Presentations from the workshop highlighted promising activities attributable to each sector, which contribute to improving population health.





Population Health in Challenging Times: Insights from Key Domains

From September 21–24, 2020, the roundtable held virtually a series of conversations that examined and highlighted insights, current efforts, and ideas for the future in the field of population health improvement, which is currently experiencing a public health emergency along with other challenges and threats. The workshop concentrated on key domains, such as government public health, nonprofit, philanthropy, health care, and academia. A panel on cross-sector partnerships highlighted national networks and activities of an organization that assesses ESG (environment, social, and governance) policies and practices of major companies.

“I don’t think it’s going to be sufficient just to present data about health inequity, or greater consciousness about systemic racism. We have to make the case for why this is necessary from an economic competitiveness standpoint. From the vantage point of being a viable economy, a viable democracy.”

– Jason Purnell, Population Health in Challenging Times workshop





Proceedings of a Workshop

Two publications resulting from the roundtable's work were released in 2020. In May 2020 *Reorienting Health Care and Business Sector Investment Priorities Toward Health and Well-Being* was released as a [Proceedings of a Workshop](#) and a [Proceedings of a Workshop—in Brief](#). Both publications highlight the presentations and discussion of a December 2018 workshop. The workshop explored how evolving concepts of value in health care and business investments are leading to a shift in resources toward investments in health and well-being for all. It also reviewed what industry leaders are doing to make progress and avoid pitfalls, provided tools and platforms that are useful to these efforts, and shared lessons and insights that stakeholders can use to help reinforce the shift toward healthier investments.

Implications of the California Wildfires for Health, Communities, and Preparedness: Proceedings of a Workshop was also released in 2020. The publication provides an overview of a 2019 workshop that resulted from the partnership of four National Academies roundtables: the Roundtable on Population Health Improvement; the Roundtable on the Promotion of Health Equity; the Roundtable on Environmental Health Sciences, Research, and Medicine; and the Forum on Medical and Public Health Preparedness for Disasters and Emergencies. The workshop explored the population health, environmental health, emergency preparedness, and health equity consequences of increasingly strong and numerous wildfires, particularly in California.





“Just because community-based approaches do not meet more traditional means of measuring success does not mean they should be discarded.”

– From the Perspective *Evaluating Two Mysteries: Camden Coalition Findings*

Individually Authored Perspectives

In 2020, a total of three papers were authored by individuals or groups of relevant experts and published by the National Academy of Medicine on its Perspectives webpage at <https://nam.edu/perspectives>.

- [*Public Deliberation in Service to Health Equity: Investing Resources in Roanoke, Virginia*](#)
This commentary co-authored by roundtable member Marthe Gold provides an overview of how public deliberation was used to inform community investment by the city of Roanoke, Virginia. A diverse range of participants engaged in structured conversation and debate, and developed “a more nuanced understanding of neighborhood characteristics and the factors contributing to neighborhood strength, poverty, and city inequities” that helped inform their recommendations for resource allocation.
- [*Evaluating Two Mysteries: Camden Coalition Findings*](#)
In this commentary, roundtable member Gary Gunderson and his co-author offer a critique of the limitations of the randomized controlled trial in ascertaining the effectiveness of complex, community-based, multi-faceted population health improvement programs.
- [*Supervision Strategies and Community Health Worker Effectiveness in Health Care Settings*](#)
In this paper, the authors—who include speakers at a 2019 roundtable workshop on workforce—examine the vital role of community health workers (CHWs) in population health improvement and discuss how the recognition of CHWs’ unique backgrounds and capabilities must inform the ways that CHWs should be supported and supervised.

Disclaimer: The views expressed in these papers are those of the authors and not necessarily of the authors’ organizations, the National Academy of Medicine (NAM), or the National Academies of Sciences, Engineering, and Medicine (the National Academies). The papers are intended to help inform and stimulate discussion. They are not reports of the NAM or the National Academies. Copyright by the National Academy of Sciences. All rights reserved.



Webinars

Action Collaborative on Bridging Public Health, Health Care, and the Community

The [Action Collaborative on Bridging Public Health, Health Care, and the Community](#) (Bridging Collaborative) is an ad-hoc convening mechanism under the auspices of the National Academies of Sciences, Engineering, and Medicine's Roundtable on Population Health Improvement. The Collaborative is built on the recognition that the relationship among public health agencies, health care organizations (hospitals, health systems, academic medical centers, etc.), and the community is central to population health improvement efforts.

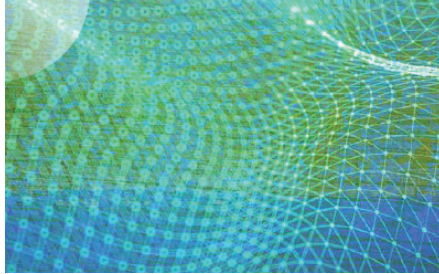
March 2020 | The PHRASES Project – Public Health Reaching Across Sectors

This webinar examined the PHRASES Project, a joint project of the de Beaumont Foundation and The Aspen Institute's Health, Medicine and Society Program, developed through framing recommendations, messaging, and stories from the field and providing resources for public health practitioners to deploy when communicating across sectors.

March 2020 | The BUILD Health Challenge

This webinar explored the BUILD Health Challenge, which has supported 55 coalitions across the country as they disrupt traditional power dynamics and foster sustainable improvements in health by transforming the drivers of health inequities. The BUILD Health Challenge aims to create a new norm in the United States for placing multi-sector, community-led partnerships at the foundation of improving health for everyone.





**Inclusive healthy places
are “what takes us...from
placemaking, looking at
just one spot on a map, one
geographically defined space,
to...the space that connects
the parks to the streets to the
spaces between buildings...
having it designed by the
people and having that design
really elevate the dignity of
the neighborhood.”**

– Sharon Roerty, Co-Creating and Keeping
Inclusive Healthy Places workshop

May 2020 | The Community Health Improvement Matrix

Barbara Laymon with the National Association of City County and Health Officials discussed the Community Health Improvement Matrix, which provides a way of considering the extent to which social determinants of health are addressed in community health improvement activities.

May 2020 | Supporting Health Systems Response to COVID-19 – AcademyHealth

This webinar highlighted a recent innovative effort to quickly identify, prioritize, and publicize the most pressing questions health systems have in response to the pandemic. AcademyHealth President and Chief Executive Officer, Dr. Lisa Simpson; Kaiser Permanente Northwest Center for Health Research Director, Dr. Lucy Savitz; and Senior Scientist with the Palo Alto Medical Foundation Research Institute, Dr. Harold Luft explained how their team brought together dozens of leading experts from across sectors and led them through a collaborative process that resulted in a consensus-based research agenda. They also highlighted key health system priorities, including issues around health equity as well as data and measurement. The webinar concluded with reflections on the importance of collaborative science and questions for attendees to weigh in on in response.

August 2020 | University of Texas Dell Medical School's Community-Driven Initiatives

Marianna Espinoza, Nitakuwa Barrett, and Tasha Banks from the University of Texas Dell Medical School's Department of Population Health spoke about the Community-Driven Initiatives Program, which seeks to support and implement health solutions proposed by and for residents of Austin and Central Texas communities. Through the Call for Ideas Program, the team advances ideas by fostering partnerships, advising on areas of opportunity, promoting leadership development, and much more.

August 2020 | Nemours Integrative Activities

Allison Gertel-Rosenberg and Kate Blackburn from Nemours Children's Health System discussed a 2-year project exploring how health care organizations acting as integrators can join, catalyze, and sustain cross-sector networks working on shared population health goals. The speakers provided an overview of integrative

activities, highlighted real-world examples, presented preliminary findings on the role of health care organizations within cross-sector population health networks, and shared an overview of tools and resources developed during the project.

December 2020 | Community Health Worker Impact and Intervention

Dr. Erica Shelton from the Johns Hopkins University School of Medicine discussed the results of a block-randomized study examining CHW partnership with emergency department patients who engage in frequent emergency department utilization for non-acute health conditions. Dr. Shelton shared the study's findings, patient perspectives on their experiences, and implications on health care utilization for vulnerable populations.

Action Collaborative on Business Engagement in Building Healthy Communities

The [Action Collaborative on Business Engagement in Building Healthy Communities](#) is an ad-hoc convening mechanism under the auspices of the National Academies of Sciences, Engineering, and Medicine's Roundtable on Population Health Improvement. The Collaborative's purpose is to facilitate private-sector partnerships and catalyze actions of business, health, community, and public sectors to work together to enhance the lives of workers and communities by improving the nation's health and wealth.

February 2020 | Harvard's "Culture of Health: A Business Leadership Imperative"

Professor Howard Koh and Professor John McDonough, both of the Harvard T.H. Chan School of Public Health, presented on the components of the Harvard Culture of Health program, a joint initiative between the schools of public health and business, and shared insights and resources.

March 2020 | Healthy People 2030 – The Role of Business in Building Health and Well-Being

Dr. Nico Pronk, Co-Chair of the Secretary's Advisory Committee on the federal Healthy People 2030 initiative, presented on the initiative, highlighting issues of relevance to the private sector.





“In addition to having leaders that are representative of all the communities that we are serving, it is [necessary] to have courageous leaders who are able to make hard decisions in light of imperfect data, which I think is, by definition, public health practice, right? We can’t wait for the perfect.”

– Heard in Population Health in Challenging Times workshop

May 2020 | A Conversation About Employer COVID-19 Issues and Emerging Opportunities

Terry Williams, Executive Vice President and Chief Strategy Officer, and Dr. William Satterwhite, Chief Wellness Officer, both of Wake Forest Baptist Health, shared how their health care organization is learning and innovating with employers and community partners.

June 2020 | Coming Together to Address COVID-19 – A Community’s Experience

Dr. Cathy Baase, Board Chair of the Michigan Health Improvement Alliance; Rebecca Bentley from Dow; J.J. Boehm from Saginaw Valley State University; Christopher Vieau from MidMichigan Health; and Dr. George E. Kikano from Central Michigan University shared lessons and insights from their work to respond to COVID-19 in their regions.

July 2020 | Faith, Community, and Government – Health Collaboration to Address Health Disparities During the COVID-19 Pandemic

This webinar featured presentations and discussion about the work of partners in Live Well Erie in Western New York. Leaders from government, the faith community, and health care shared how their partnership has sought to address health disparities, particularly affecting African American community members, during the COVID-19 pandemic.

July 2020 | Antidote to Pandemics – Population Health Leadership in Action

Nick Macchione, Dr. Wilma Wooten, and Carey Riccitelli from the San Diego County Health and Human Services Agency shared the long-standing work and partnerships that undergird San Diego’s response to the range of challenges resulting from the COVID-19 pandemic.

September 2020 | Chronic Conditions and Health Disparity Impacts on Economic Well-Being and Recovery

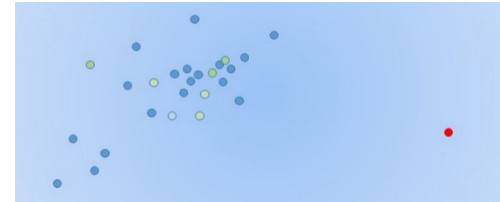
The Collaborative initiated a dialogue with members of the Alliance of Community Health Plans, which focused on the impact of COVID-19 on productivity, physical and mental health, and socioeconomic needs, and examined opportunities for closer collaboration between business and health plans for community resilience and recovery.

Health Care Expenditure Collaborative

The [Health Care Expenditure Collaborative](#) is an ad-hoc convening mechanism under the auspices of the National Academies of Sciences, Engineering, and Medicine's Roundtable on Population Health Improvement. The Collaborative explores the needed analysis and work for furthering the second part of [Recommendation 1](#) of the 2012 Institute of Medicine (IOM) report *For the Public's Health: Investing in a Healthier Future*, which calls for a specific per capita health expenditure target for the nation.

This Collaborative, launched in September 2019, contributed 10 articles in the December 2020 special section in the *American Journal of Public Health* titled [Changing the Public's Health Story: Wasteful Medical Care Spending](#). The section is the product of research by and discussions among several members of the Collaborative that have their genesis in Recommendation 1 of the 2012 IOM report. In December 2020, the National Academies featured a question and answer with Collaborative members Marthe Gold and Steven Teutsch, who led the IOM committee that authored the 2012 report.

Disclaimer: Any activities and products associated with the Collaboratives do not necessarily represent the views of any one organization, the roundtable, or the National Academies, and have not been subjected to the review procedures of, nor are they reports, products, or activities of the National Academies.



A stylized rendering of a graph updating with 2018–2019 data Figure 1-2 from the 2012 IOM report *For the Public's Health: Investing in a Healthier Future*. The United States is an extreme outlier in per capita health care spending versus life expectancy (as a proxy for health sector performance).

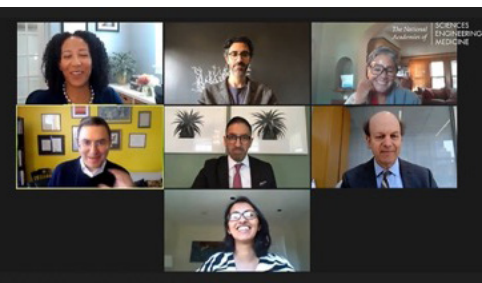
Looking Forward

Roundtable Activities in 2021

In 2021, roundtable members and staff will host five workshops and will continue two or more collaborative efforts to encourage broad external engagement on topics of relevance to population health, in addition to continuing to disseminate and build on past work through webinars, dialogue, and written materials.

Workshop topics for 2021 will include the following:

1. January 2021 – a workshop exploring various components and dimensions of community-led actions that improve population health such as education, transportation, environmental health, healthy eating and active living, among others.
2. March 2021 – a workshop building on the recommendation of a 2012 IOM report that called for the establishment of a 2030 target to lower medical spending and highlighted the associated issues of waste that contribute to runaway spending and opportunity costs, which diminish society's ability to invest in other vital requirements of health and well-being.
3. June 2021 – a workshop examining emerging research on measures of civic engagement such as voting participation and linkages with community conditions and health outcomes.
4. September 2021 – a workshop highlighting efforts to preserve and design aspects of the built environment that further goals of inclusion and equity.
5. December 2021 – a workshop exploring specific strategies and approaches to solving the income inequality and the flattening economic mobility that increasingly characterizes the lives—and negatively affects the health and well-being—of many families and communities.



A group of people are seated in a circle of blue chairs in a room with large windows. They appear to be engaged in a roundtable discussion. The room has a modern feel with large windows looking out onto a city street. The people are dressed in business casual attire. The text "Looking Forward: Roundtable Activities in 2021" is overlaid in the top right corner.

ROUNDTABLE MEMBERS

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Joshua M. Sharfstein (Co-Chair)

Johns Hopkins University

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Indiana University

Mylynn Tufte

North Dakota Department of Health

Hanh Cao Yu

The California Endowment

This list includes all individuals who were members of the roundtable for any part of 2020.

ROUNDTABLE SPONSORSHIP

Aetna Foundation
Association of American Medical Colleges
Blue Cross and Blue Shield of North Carolina
Blue Shield of California Foundation
The California Endowment
Geisinger
The Kresge Foundation
National Association of County and City Health Officials
Nemours
New York State Health Foundation
The Rippel Foundation
Robert Wood Johnson Foundation
Samueli Institute
Snowy Owl
Thomas Jefferson University
The University of Texas at Austin
Wake Forest Baptist Medical Center

ROUNDTABLE VISION AND MISSION

Vision | A thriving, healthful, and equitable society

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

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MISRAK DABI

Financial Associate

This list includes all organizations that were sponsors of the roundtable for any part of 2020.

TIMELINE

2013 | February: The Roundtable on Population Health Improvement is launched | April Workshop: Perspectives on Improving Population Health | June Workshop: Population Health and the Affordable Care Act | September Workshop: Applying a Health Lens to Decision Making in Non-Health Sectors | December Workshop: Accelerating a Movement to Improve Health and Promote Health Equity

2014 | February Workshop: Resources for Population Health Improvement | April Workshop: The Role and Potential of Communities in Population Health Improvement | June Workshop: Opportunities for Progress at the Interface of Health and Education | July Workshop: Business Engagement in Achieving Population Health | September Workshop: Communicating to Advance the Public's Health | December Workshop: Achieving Meaningful Population Health Outcomes: A Workshop on Spread and Scale

2015 | February Workshop: Public Health and Health Care: Collaboration and Innovation at the Interface | April Workshop: How Modeling Can Inform Strategies to Improve Population Health: A Workshop | June Workshop: Applying a Health Lens II: The Role and Potential of the Private Sector to Improve Economic Well-Being and Community Outcomes | July Workshop: Metrics That Matter for Population Health Action | September Workshop: Advancing the Science to Improve Population Health

2016 | February Workshop: Framing the Dialogue on Race and Ethnicity to Advance Health Equity | June Workshop: Community Violence as a Population Health Issue | October Workshop: Building Sustainable Financing Structures for Population Health | December Workshop: Exploring the Infrastructure of Multisector Community Health Partnerships

2017 | March Workshop: Protecting the Health and Well-Being of Communities in a Changing Climate | June Workshop: Achieving Rural Health Equity and Well-Being: Challenges and Opportunities | September Workshop: Exploring Early Childhood Care and Education Levers to Improve Population Health | December Workshop: Exploring Tax Policy to Advance Population Health, Health Equity, and Economic Prosperity

2018 | March Workshop: Faith–Health Collaboration to Improve Population Health | June Workshop: School Success: An Opportunity for Population Health Action | October Workshop: Population Health Science in the United States: Trends, Evidence, and Effective Policy | December Workshop: Reorienting Health Care and Business Investment Priorities Toward Health and Well-Being

2019 | March Workshop: Dialogue About the Workforce for Population Health Improvement | June Workshop (joint event with three other groups in the National Academies): Implications of the California Wildfires for Health, Communities, and Preparedness | September Workshop: Models for Population Health Improvement by Health Care Systems and Partners: Tensions and Promise on the Path Upstream | December Workshop: A Population Health Perspective on Middle School Success: Activities, Programs, and Policies

2020 | February Workshop: Harnessing the Value in Co-creating and Keeping Inclusive Healthy Places | June Workshop: Population Health in Rural America 2020 | September Workshop: Population Health in Challenging Times: Insights from Key Domains

About the Roundtable on Population Health Improvement

The Roundtable on Population Health Improvement was established in February 2013 to bring together philanthropy, community-based organizations, health care delivery, governmental public health, academia, and business in a wide-ranging dialogue about what is needed to improve health in the United States and across diverse populations. Multiple National Academies publications have added to a growing chorus of concern that while U.S. spending on health care services has no peer, the nation's performance as measured by key health metrics leaves much to be desired. Finding solutions calls for acknowledging that health is created by many different factors, and that child poverty, the high school dropout rate, and a lack of affordable housing, to name a few such factors, have far-reaching consequences for the health of individuals, communities, and the nation. Finding solutions also requires unusual partnerships and creative interactions across disciplines and sectors, involving a combination of individual resolve, community action, and societal commitment. To inform the dialogue among those seeking and implementing such solutions, the roundtable hosts four workshops per year that bring together a range of experts to explore topics of interest and showcase promising examples and lessons learned.

Information about the roundtable is available at <http://www.nas.edu/pophealthRT>.

About the National Academies of Sciences, Engineering, and Medicine

The National Academy of Sciences, the National Academy of Engineering, and the National Academy of Medicine work together as the [National Academies of Sciences, Engineering, and Medicine](#) (the National Academies) to provide independent, objective analysis and advice to the nation and conduct other activities to solve complex problems and inform public policy decisions. The National Academies also encourage education and research, recognize outstanding contributions to knowledge, and increase public understanding in matters of science, engineering, and medicine.

The Health and Medicine Division (HMD), formerly known as the program unit of the Institute of Medicine, is a division of the National Academies. HMD's aim is to help those in government and the private sector make informed health decisions by providing evidence upon which they can rely. Each year, more than 3,000 individuals volunteer their time, knowledge, and expertise to advance the nation's health through the work of HMD.

Many of the studies that HMD undertakes are requested by federal agencies and independent organizations; others begin as specific mandates from Congress. While its expert, consensus committees are vital to its advisory role, HMD also convenes a series of forums, roundtables, and standing committees, as well as other activities, to facilitate discussion, discovery, and critical cross-disciplinary thinking.

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