

HEALTHY

Communities Initiative

The Satcher Health Leadership Institute

Community Voices
HEALTHCARE FOR THE UNDERSERVED



MOREHOUSE
SCHOOL OF MEDICINE



Message from the President and Dean



Greetings:

It is my honor to welcome you to Morehouse School of Medicine (**MSM**) and the Healthy Communities Initiative. MSM was founded more than 40 years ago, to address the physician shortage in Georgia, advance primary care through programs in education, research, and service, work towards the elimination of health disparities and ultimately, improve the lives and well-being of communities and individuals. We understand that to achieve our mission and realize our vision of leading the creation and advancement of health equity, we must collaborate with community leaders and organizations who share our vision.

We are excited to engage you through the Healthy Communities Initiative and the Satcher Health Leadership Institute (**SHLI**). The Healthy Communities Initiative supports the mission and vision of MSM by engaging mayors, county and elected officials, and community leaders, providing them an opportunity to enhance their health leadership skills, influence health policies, and implement health projects that will address health inequities. It is our hope that this initiative will empower you with the necessary tools to make significant change in our communities.

At Morehouse School of Medicine, we believe in the core values of knowledge, wisdom, excellence, service, innovation, and integrity. By personifying these core values, we as leaders can achieve the insurmountable. Your participation in this program reflects your commitment to these same values; but more importantly, it symbolizes your resolve for ensuring that everyone can achieve his or her optimal level of health. We look forward to partnering with you as we pave the way towards a healthier and more equitable future.

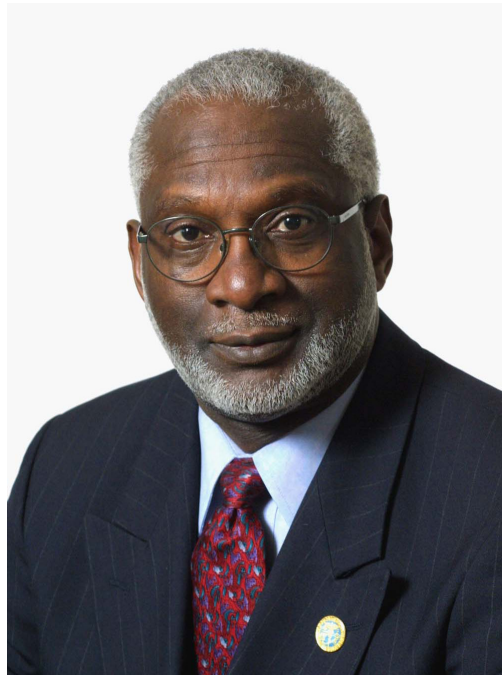
Sincerely,

A handwritten signature in black ink that reads "Valerie Montgomery Rice". The signature is fluid and cursive, with the first and last names being more prominent.

Valerie Montgomery Rice, M.D.

*President and Dean
Morehouse School of Medicine*

Message from the Founding Director



Greetings:

The mission of the Satcher Health Leadership Institute (SHLI) at the Morehouse School of Medicine (MSM) is to develop a diverse group of exceptional health leaders, advance and support comprehensive health system strategies, and actively promote policies and practices that will reduce and ultimately eliminate disparities in health.

The Satcher Health Leadership Institute at the Morehouse School of Medicine is excited about the opportunity to engage Mayors, County Officials and other elected officials on the Healthy Communities Initiative (HCI). Morehouse School of Medicine is dedicated to improving the health and well-being of individuals and communities; increasing the diversity of the health professional and scientific workforce; and addressing primary health care needs through programs in education, research, and service with emphasis on people of color and the undeserved urban and rural populations in Georgia and the nation.

We at the Satcher Health Leadership Institute believe that there are leadership capacities in each of us, and for those who are motivated; we must help develop their capacity because leadership matters. We also believe that we need leaders who care enough, are willing to do enough, and are persistent in their efforts to eliminate health disparities in health. Nevertheless, we believe that there is still

much for all of us to learn about leadership. Leaders must be good learners, continually learning more about themselves, those they lead and the cause or mission, for which they work. At the Satcher Health Leadership Institute, we are committed to an interactive and experiential approach to teaching and learning.

The Healthy Communities Initiative is a program designed to mobilize and engage county officials, mayors, other elected officials, and community leaders in the United States, by enhancing their health leadership skills, providing community health resources and motivating leaders to influence policies and implement health projects that will eliminate health disparities.

SHLI is committed to working closely with elected officials to make a positive difference in the communities represented by participating mayors, county officials, and other community stakeholders.

A handwritten signature in blue ink that reads "David Satcher".

David Satcher, MD, PhD

*Founding Director and Senior Advisor
Satcher Health Leadership Institute
16th Surgeon General of the United States*

Message from Dr. Henrie M. Treadwell



We Welcome You!

This very special convening of civic leaders from across the nation is made possible by a grant from the Kresge Foundation to Community Voices: Health Care for the Underserved, a unit of the Satcher Health Leadership Institute, Morehouse School of Medicine. The guiding principles for this signal meeting are embedded in the belief that health care is a right and that historically some have been much more underserved than others in this nation. The marginalization continues to be a factor that threatens the vigor and vitality of the communities of the poor and communities of color.

Very specifically, this meeting will allow us to examine which communities are most threatened both themselves and by implication, those causing the greatest debts to a health care system that is increasingly fiscally fragile. One of the principal communities that we will ask you to examine will be boys and men, particularly those from communities of color who are trapped in poverty and who often work, when they can find employment without insurance and a regular source of health care. There are other population groups that also have difficulty experiencing health equity. We will examine some of these groups, the causative factors, the cost implications of doing nothing, and the options to design and implement new ways of caring.

We invite you to journey with and guide us as we discern health inequities and as we plan for alternatives that will ultimately give us healthier individuals, healthy families, and reductions in self-defeating and self-destructive behaviors that threaten this and future generations. As a nation, we know better than we do. We also know that the health care community cannot solve the issues of sickness and early death alone. Community Voices and the Satcher Health Leadership Institute seek a new way of doing that involves use of the best knowledge emanating from multiple partners. We are honored that you have joined us as we embark on this endeavor of leading to care that recognizes the value and human dignity of each person in this nation.

Again, I extend a very warm welcome to each of you.

A handwritten signature in black ink that reads "Henrie M. Treadwell". The script is elegant and cursive.

Henrie M. Treadwell, PhD

*Founding Director, Community Voices:
Healthcare for the Underserved
Research Professor, Community Health and
Preventive Medicine
Morehouse School Of Medicine*

HEALTHY

Communities Initiative



Dr. Oluwatoyosi Adekeye
Principal Investigator (PI)
Healthy Communities Initiative
Morehouse School of Medicine

Overview:

The Healthy Communities Initiative (**HCI**) is designed to close the gap between academic medicine or academic health centers and communities of greatest need by connecting to people who are most affected by disparities. The HCI is designed to mobilize and engage mayors, county officials, other elected officials and their teams by enhancing their health leadership skills, providing community health resources, and motivating leaders to influence policies and implement health projects that will eliminate health disparities. The program has offered courses to over 200 community administrators over the past five years. The proposed program will provide an opportunity for in-depth engagement in exploring a panoply of topics that will give participants concrete tools to enable effective engagement of multidisciplinary sectors, and resources required to improve health and community well-being.

Objectives:

By the end of this training program, participants will be able to:

1

Discuss the roles and responsibilities of leadership in promoting community health.

2

Discuss the responsibilities of the leader in team development and management for enhancing community health.

3

Prioritize health issues in their communities, and identify, analyze, adapt, and implement the most appropriate evidence-based practices to address these health issues.

4

Develop partnerships, and identify potential funding opportunities to sustain health interventions.

5

Develop a Community Health Action Policy Plan (CHAPP) that addresses prioritized health issues in communities.

The Healthy Communities Initiative

Participation Criteria:

A cohort will consist of mayors, county officials or other elected officials who have at least two (2) years remaining in their term in office and who provide leadership to large cities, counties, or areas. Another selection criterion will be the evidence of health disparities to include specific diseases, mental health and oral care access, and other health equity/disparity measures. The elected officials will bring with them two (2) other stakeholders invested in improving both health access and concomitantly addressing the social determinants of health. All of the individual participants will have distinct and discrete convening and decision-making abilities and responsibilities in their municipalities. A major requirement for all participants is basic computer literacy skills including email and limited word processing.

Participants will spend one-week (48 hours) in intensive training in a series of workshops that feature an active learning approach in which participants apply principles of leadership, integrate the impact of the social determinants of health, and work to develop competencies that result in community mobilization for health. The dynamics of the instructional process include didactics, learning together, interactive dialogue and networking, storytelling, and problem-solving. The instructional process will also include an analysis of national, state and local policies that aid or interdict the ability to assure access to health care and guarantee health equity regardless of income, race, gender, and other environmental or social issues.



The Curriculum: Leadership Competencies

I. Health Leadership.

At the conclusion of this module, participants will demonstrate a vision and capacity for mobilizing the community for demonstrating leadership across sectors to improve and promote health. Participants will be able to demonstrate ethical leadership principles in promoting and assuring the health of all. Topics will include defining and identifying the principles of ethical leadership, methods to build consensus, and assessment of the efficacy of different leadership styles.

II. Health Education.

Participants will devise strategies to educate the overall community on health promotion practices and to include strategies to address the social determinants of health as an integral component of health disparity reduction actions. Participants will have developed talking points on health disparities in the community and the role of diverse sectors to promote and assure health equity. Mental, oral, sexual, and gender disparities, along with identification of issues of substance use disorder, priorities related to incarcerated or released/reentry populations, along with chronic and age-related conditions and priorities will be included.

III. Health Policy/ Community Health Advocacy.

Participants will be able to identify the political, policy, cultural, race-based, gender, and social and economic factors that influence the development, implementation, and modification in health policy. Participants will be able to address issues such as advocacy, health policy development and implementation, advancing health equity, and health reform overall and the fiscal and social consequences of inaction.

IV. Community Health Practice/ Application/Advocacy in Action.

Participants will be adept in identifying, analyzing, adapting, and implementing evidence-based practices appropriate to their setting to address community health issues. Outcomes will include the ability to design and oversee the performance of community health assessments, community action plan development, and the use of social media to drive messages and intended reform.

V. Research.

Participants will be able to critically analyze issues and challenges in achieving equitable public health via the use of basic evaluation and research methodology and how to engage local resources (e.g. academic institutions) in assisting in primary research, evaluation and strategic planning to address specific public health issues. Basic principles of Community Based Participatory Research will become a core competency in working to solve problems and outcome measurements will assess efficacy.

VI. Resource Mobilization/Fund Development/Sustainability.

Participants will develop strategic partnership across multidisciplinary stakeholders and identify potential funding opportunities to implement and sustain long-term community health initiatives in the private and public sector. Key tools developed will be grant-writing and strategic networking and partnership development.

The Curriculum: Evaluation and Pilot Projects

Pre- and Post-testing will be utilized to assess the degree to which the instructional/didactic actions, along with cross-learning from other participants have been effective. Feedback from testing results will inform the year-long support that will be given to the participants.

Participants will reconvene at six months after intensive mentoring via technical assistance calls and webinars as well as a review of materials to assist in enhancing the learning curve. Participants will discuss what they have learned about their communities, what they have done and what they propose as a small project. The completed proposal will be presented to the entire group for their review and comment.

Small Grants Competition:

Participants will be eligible to receive a grant of \$10,000 to initiate and begin implementing aspects of a concrete and high-impact Community Health Action Policy Plans (CHAPP) in their community. The communities will be required to provide matching funds (cash and in-kind) and demonstrate buy-in to address a specific community health/health access issue. Funds may not be used to pay for services but will, instead, be used to develop a pathway for health equity that can be implemented and sustained long-term. Examples may be transportation systems, new clinics, new services, and the support of the network as it matures toward sustainability. Grants are not guaranteed unless the proposal developed meets standards for success and sustainability.



Collaborators



The Healthy Communities Initiative is The World Conference of Mayor's Flagship Partnership. We thank Dr. David Satcher, and the Satcher Health Leadership Institute at the Morehouse School of Medicine, for providing this marvelous training opportunity for our Mayors and other elected officials.

Honorable Johnny Ford,
Founder/Director General
The World Conference of Mayors, Inc.

The opportunity for counties to partner with the Healthy Communities Initiative focusing on health policy development and implementation at the local community level is exciting and encouraging. We know that most policy initiatives began at the local community level where counties serve as the backbone. We look forward to this partnership and what it will mean to the health of our communities.

Honorable. Helen L. Holton
Executive Director
National Organization of Black County Officials, Inc.



Reflections



"This program was such an eye opener for me and I learned so much I know it will definitely benefit the community and all mayors that participate in this training."

Carrie Fulghum
Mayor of Gainesville, AL

"Participating in the Mayors for Healthy Communities Program was an excellent opportunity to better understand how important it is to promote healthy behaviors within the community. The health status of the community is directly related to other issues such as educational achievement, work performance, and community engagement. The MHCP presentations provided an important framework to develop strategies to reduce health disparities."

Deborah A. Jackson
Mayor of Lithonia, Georgia



Reflections

"The Mayors for Healthy Communities Program empowered me to go back to my community and initiate a conversation about health problems. Poor health is not an individual or an isolated problem, it is a community problem. When health problems are approached as a community problem, people are more committed and encouraged to make their health and wellness a priority."

Alberta McCrory

Mayor of Hobson City, Alabama



"The Mayors for Healthy Communities Program has expanded the mayors' knowledge base and leadership skills in a way that will increase their ability to effectively assess and address social, economic and environmental factors that may be negatively impacting health outcomes in their communities. The program has also pointed the way for mayors and other key community leaders to access internal and external resources and establish partnerships within and beyond their communities to build sustainable healthy living programs that will bode well for the long-term health of their citizens, especially those in underserved communities."

Edward Jones

Mayor of Grambling, Louisiana

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**The Healthy Communities Initiative is supported
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For more information please visit <http://www.msm.edu/hci> or contact:

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