

WELCOME!



CREATING A LEARNING AGENDA FOR SYSTEMS CHANGE



Pick a table based on a challenge you're interested in discussing



Pick a picture card that represents how you're feeling coming into the IAPHA conference



Introductions



Christina Welter, DrPH, MPH
Clinical Associate Professor
Director, DrPH Program
University of Illinois, Chicago School of Public Health



Sarah Davis, MNM
Associate Director, Rocky Mountain Public
Health Training Center
Colorado School of Public Health



At Your Table



Name

Organization

Show your card & Share why you chose it



Version 1

CREATING A LEARNING AGENDA FOR SYSTEMS CHANGE:

A Toolkit for Building an Adaptive
Public Health Workforce

www.publichealthlearningagenda.org



**PUBLIC HEALTH
TRAINING CENTERS**
& Partners



COMMUNITY OR
SYSTEMS CHALLENGE



CHALLENGE DEFINITION



IMPACT LEVELS



LEARNING APPROACH



LEARNING OPPORTUNITY



SYSTEMS CHANGE

Public Health Learning Network

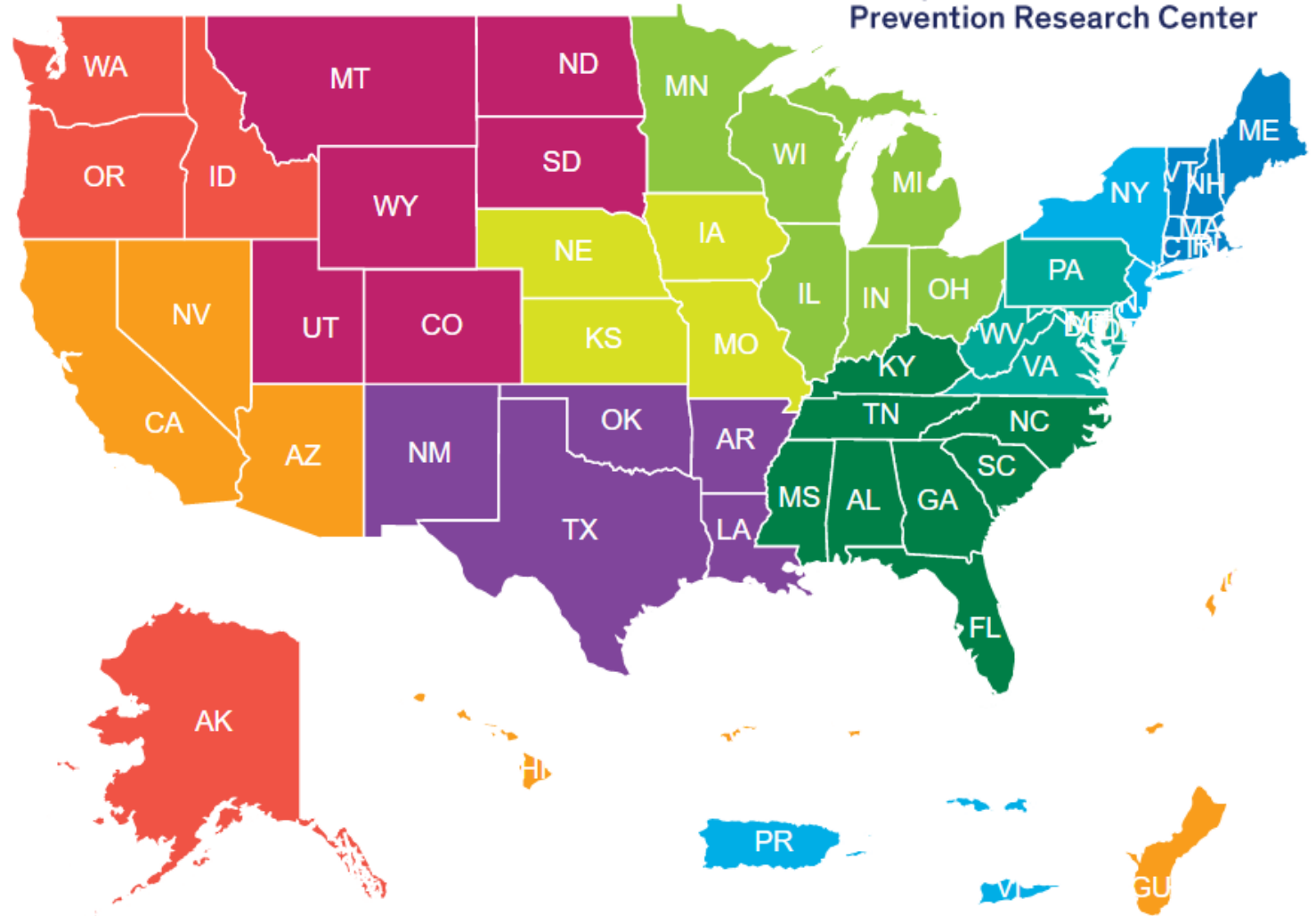


PUBLIC HEALTH

Policy, Practice and
Prevention Research Center



**PUBLIC HEALTH
TRAINING CENTERS**
& Partners



**CREATING A
LEARNING AGENDA FOR
SYSTEMS CHANGE:**
A Toolkit for Building an Adaptive
Public Health Workforce

 COMMUNITY OR SYSTEMS CHALLENGE	 CHALLENGE DEFINITION	 IMPACT LEVELS
 LEARNING APPROACH	 LEARNING OPPORTUNITY	 SYSTEMS CHANGE

publichealthlearningagenda.org PUBLIC HEALTH
LEARNING NETWORK
The Regional Public Health
Training Centers & Partners

Learning Objectives



- 1. Articulate the challenge of change in addressing complex public health challenges and why systems change is needed.**
2. Describe how systems thinking can re-energize us to identify different ideas and new ways of doing our work.
3. Describe the benefits of collective learning as a means to renew and rebuild public health.
4. Apply the Learning Agenda for Systems Change to approach workforce development differently to address complex community challenges.



Thank you: Champions of Change



“The workforce is the most essential element in our collective efforts in assuring the public’s health.”

-Woltring & Novick



Public Health Today: Complex Challenges



Public health position available: Low pay. Promise of burnout and harassment. Master's preferred.

By Kimberly Ma | September 1, 2023



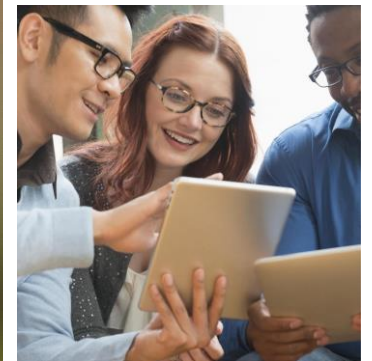
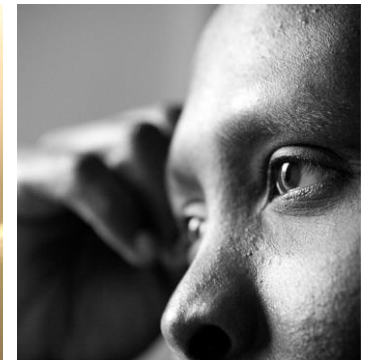
<https://thebulletin.org/2023/09/public-health-position-available-low-pay-promise-of-burnout-and-harassment-masters-preferred/>



Moving Forward



How do we support and inspire our teams, partners and colleagues toward the future given these challenges?



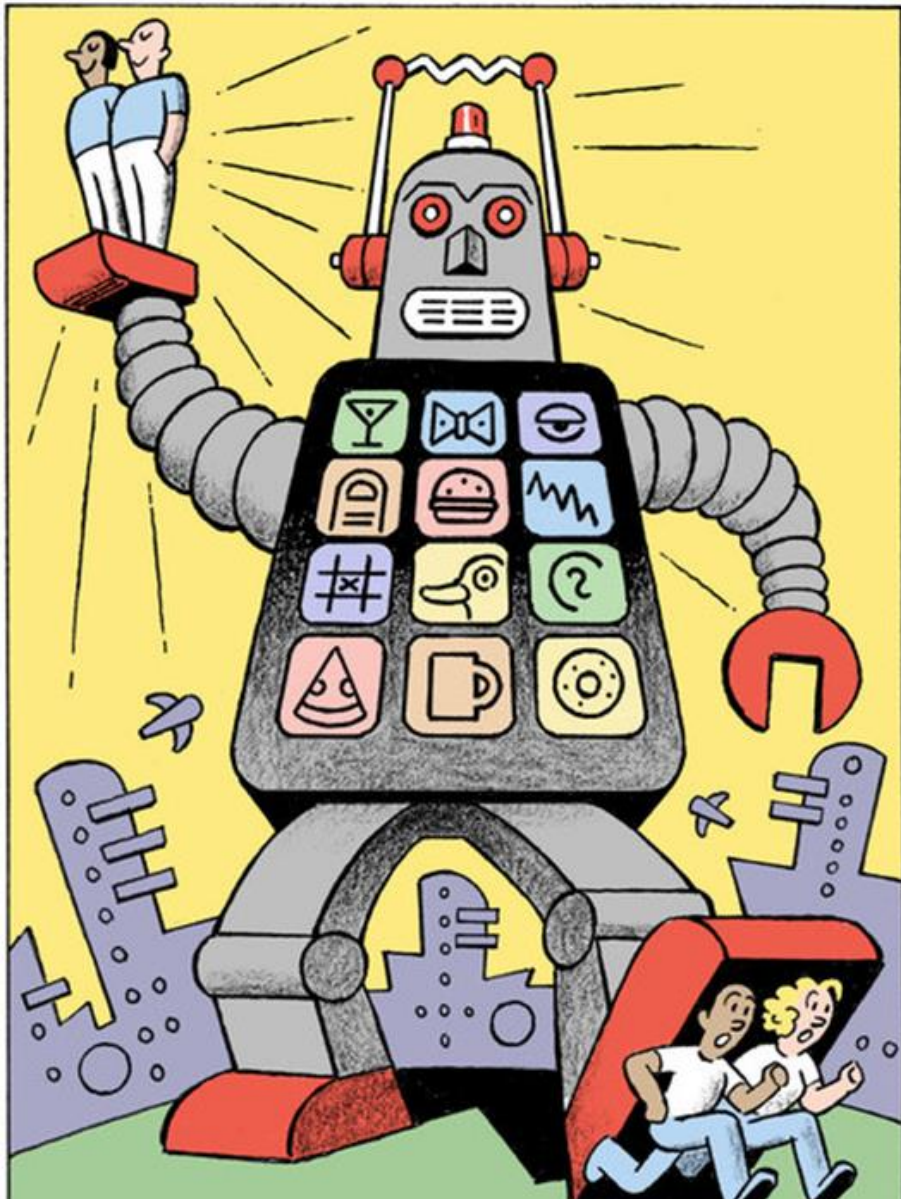
Understand the Challenge of Change



What we know about change:

- Increasing at an Exponential Rate
- Occurring at Micro, Organizational, and Macro Levels
- Increasingly people are hitting their “Future Shock” threshold

Change is Increasing Exponentially



The Magnitude of Change:

Volume

Momentum

Complexity

What are examples of change and information flow increasing?

Change at Multiple Levels



Change is occurring at all levels simultaneously:

- Micro (personal)
- Organizational (at work)
- Macro (local, state, country, and global community)

How many of you are experiencing stress at each of these levels now?



Future Shock



- Stress and disorientation that we induce with too much information too fast
- That point in time when people can no longer adapt to change without displaying unhealthy behavior.

What are examples of when you hit future shock?



Future Shock & Complex Change



Why does Future Shock make complex change so difficult?

Every person, group and organization has a certain number of assimilation or energy points available.

No one has an infinite supply of assimilation points.

How do we help people increase their ability to adapt and yet stay within their personal energy coin budget?



Systems change... involves deep shifts in mental models, relationships, and taken-for-granted ways of operating as much as it involves shifts in organizational roles and formal structures..." - *The Academy for Systems Change*



System change is a deliberate process designed to transform the system's fundamental behaviors so that a new, sustainable pattern can emerge."
~*Forum's System Innovation Lab*



The Iceberg



EVENTS: What's happening?

PATTERNS of BEHAVIOR: What are the trends?

SYSTEMS of STRUCTURES: What influences the patterns?

MENTAL MODELS: What values, beliefs shape the systems?





1. Find something to write/type on
2. Write down the 1st word you think of for each of the 3 categories

Color

Furniture

Flower

Mental Models



Why did so many people have the same responses?

Why did some people have differing responses?

How would this relate to working on a team in a system and identifying or addressing a problem?





“Deeply ingrained **assumptions and **generalizations**
...that influence how we understand the world and
how we take action.”**

-Senge, P (The Fifth Discipline)

**“The problems that we have created in the world
today will not be solved with the same level of
thinking that created them.”**

- Albert Einstein





Learning Objectives



1. Articulate the challenge of change in addressing complex public health challenges and why systems change is needed.
2. **Describe how systems thinking can re-energize us to identify different ideas and new ways of doing our work.**
3. Describe the benefits of collective learning as a means to renew and rebuild public health.
4. Apply the Learning Agenda for Systems Change to approach workforce development differently to address complex community challenges.



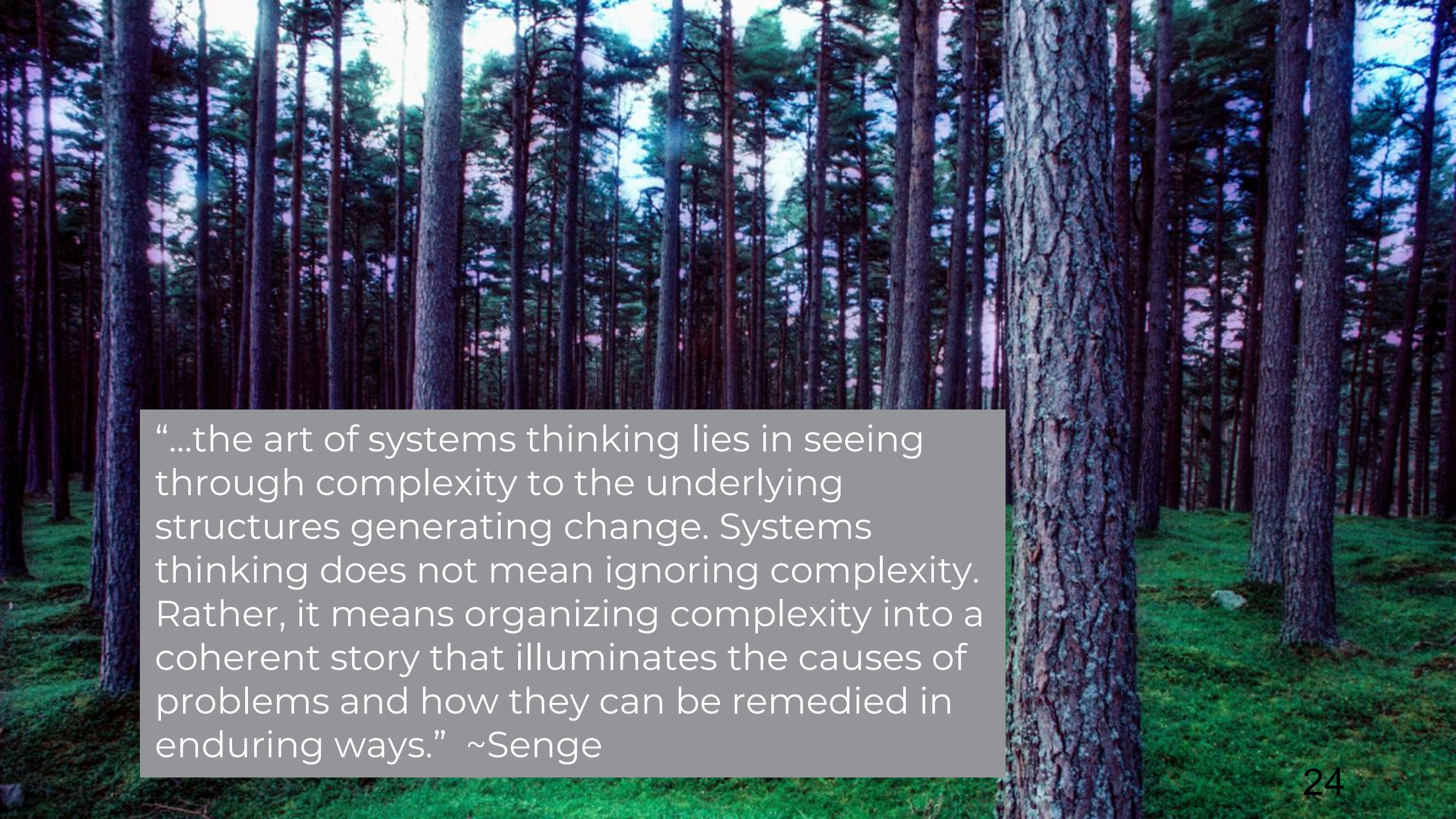
Apply Systems & Adaptive Leadership = Learning



- Collective leadership: jointly identifying problems, setting a vision, developing solutions, and taking action
- Health of the whole system
- Fosters reflection
- Facilitates co-creativity
- Moves beyond reaction

How can systems thinking help us address complex challenges?





“...the art of systems thinking lies in seeing through complexity to the underlying structures generating change. Systems thinking does not mean ignoring complexity. Rather, it means organizing complexity into a coherent story that illuminates the causes of problems and how they can be remedied in enduring ways.” ~Senge

What is Systems Thinking?



Learning, Inquiry
“What if...?”



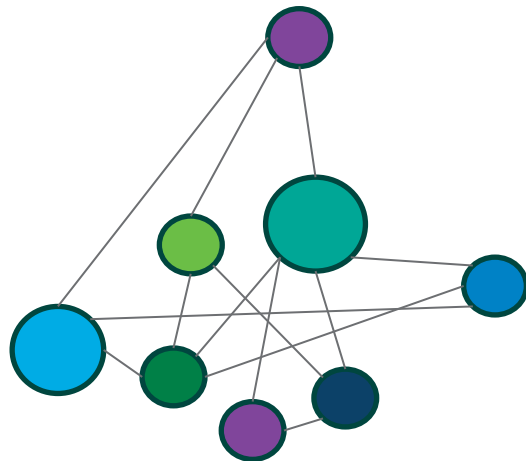
Seeking different
perspectives



Understanding the
pieces within the whole

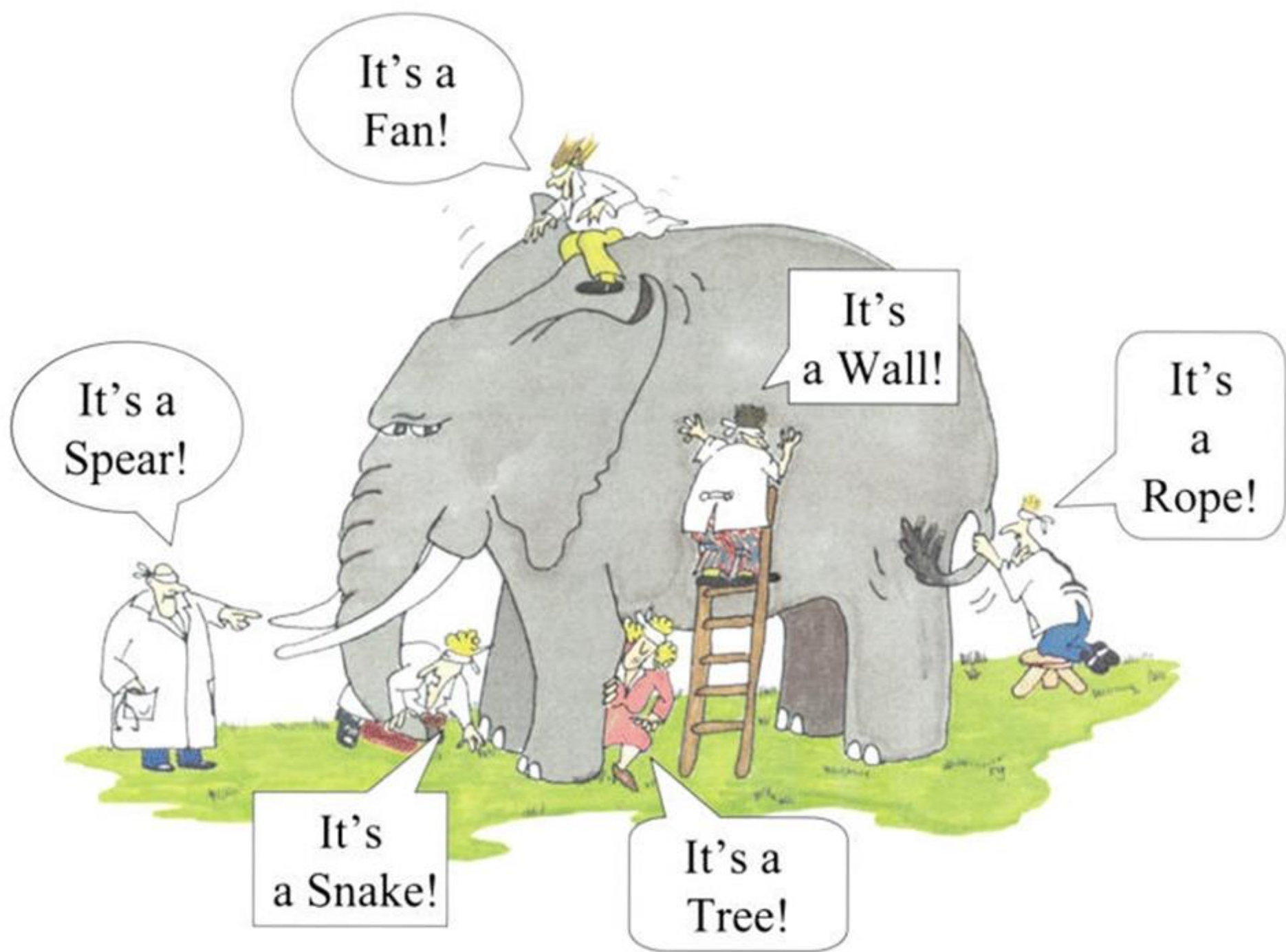


Seeing
connections



Distinguishing
between
challenges





Types of Problems/Challenges



Technical Problems – Solutions

Simple: Broken foot

Complicated: Budget cuts



Adaptive – No one solution;
constant transition

Complex: Climate Change



Technical vs. Adaptive



Technical Challenge

- Easy to identify
- Quicky, easy solutions
- Can be solved by expert
- Requires change to 1 or a few places
- People are generally receptive to solutions
- Quickly implemented

Adaptive Challenge

- Difficult to identify
- Requires learning & collaboration to solve
- Requires change in many places
- People closest to problem are part of solving it
- Involves changes in beliefs, values
- Can take a long time to implement





Technical Challenge

- Reach X People each day to notify about exposure to COVID-19
 - Make x postcards
 - Send x emails
 - Hire staff

Adaptive Challenge

- Address the root causes of Covid19 morbidity and mortality
 - Identify system capacity & weak spots
 - Leverage community assets

Complex/Adaptive Challenges



- Complex problems do not have simple solutions. We often have different ideas about the causes and solutions.
- The old ways of doing things are not working or have limited impact in length or depth. New thinking and innovation is required.
- Individuals working alone is not enough.
- New thinking must go beyond the tip of the iceberg.





In the future “illiteracy will not be defined by those who cannot read and write, but by those who cannot learn and relearn.”

~ Alvin Toffler, Future Shock

Learning Objectives



1. Articulate the challenge of change in addressing complex public health challenges and why systems change is needed.
2. Describe how systems thinking can re-energize us to identify different ideas and new ways of doing our work.
- 3. Describe the benefits of collective learning as a means to renew and rebuild public health.**
4. Apply the Learning Agenda for Systems Change to approach workforce development differently to address complex community challenges.



Collective Learning



Current Workforce Approach

Challenge: Assure water quality & safety

Job function like Environmental Health Inspector

Individual competencies

Individual training for knowledge and skill building

Workforce Development for Systems Change

Challenge: Chronic disease morbidity & mortality

Multiple experts & people are needed for multiple interventions

Individual competencies built together. Systems thinking & a shared plan to change policy and systems

Workgroups that take trainings together to plan and take action together to change systems



Learning Objectives



1. Articulate the challenge of change in addressing complex public health challenges and why systems change is needed.
2. Describe how systems thinking can re-energize us to identify different ideas and new ways of doing our work.
3. Describe the benefits of collective learning as a means to renew and rebuild public health.
- 4. Apply the Learning Agenda for Systems Change to approach workforce development differently to address complex community challenges.**



Public Health Learning Network



Public Health 3.0

A Call to Action to Create a 21st Century Public Health Infrastructure

Office of the Assistant Secretary for Health
U.S. Department of Health and Human Services

PUBLIC HEALTH 3.0

PUBLIC HEALTH LEARNING NETWORK
Educating Professionals. Elevating Practice.

STRATEGIC WORKFORCE ACTION AGENDA

Building the capacity of the public health workforce to adapt in a changing world.

BACKGROUND:

Recent public health workforce reports have identified the political, economic, social, technological, and health-related trends that require the application of skills and approaches well beyond traditional public health practices (see references). In response, national public health agencies and consortia have called upon public health practitioners to build leadership and strategic capacity to address these emerging trends. Increased capacity is needed to fully comprehend and persuasively communicate public health issues, to organize diverse partnerships to address complex challenges, and to implement sustainable policy and health systems change. **To build this capacity nationwide, a coordinated system of effective, efficient, and quality learning opportunities is needed.**

In this evolving environment, public health professionals have an opportunity to engage their partners and the public to create new and renewed value for the skills and practice of public health. The Public Health Learning Network (PHLN) Strategic Workforce Action Agenda (Action Agenda) builds on the themes found in previous reports, while adding relevant state and local voices to paint a more comprehensive picture of our workforce development system. The Action Agenda highlights the system's gaps and potential for enhancement and emphasizes that a **more robust and coordinated approach to workforce development** is necessary to address the diversity and complexity of challenges faced by public health.

With sincere thanks to Dr. Mark Edges, for his leadership on conducting the focus groups and key informant interviews, and to the participants from national public health partner organizations, training centers, and state and local public health agencies who shared their wisdom and experiences.

PHLN WORKFORCE ACTION AGENDA | 1

The Council on Linkages
Between Academia and
Public Health Practice

October 2021

Core Competencies for Public Health Professionals

Adapting and Aligning Public Health Strategic Skills

de Beaumont
BOLD SOLUTIONS FOR HEALTHIER COMMUNITIES.



Principles & Vision



Learning must be responsive to community & systems challenges, not just individual competencies.

Different challenges need different learning approaches. The most complex challenges require systems changes.

Greater systems change can be affected by developing a Learning Agenda that offers increasingly more impactful training focusing on root causes of health and addressing organizational and community competencies.

Vision:
To build an adaptive public health workforce that is capable of responding to these complex challenges.



THE LEARNING FRAMEWORK:

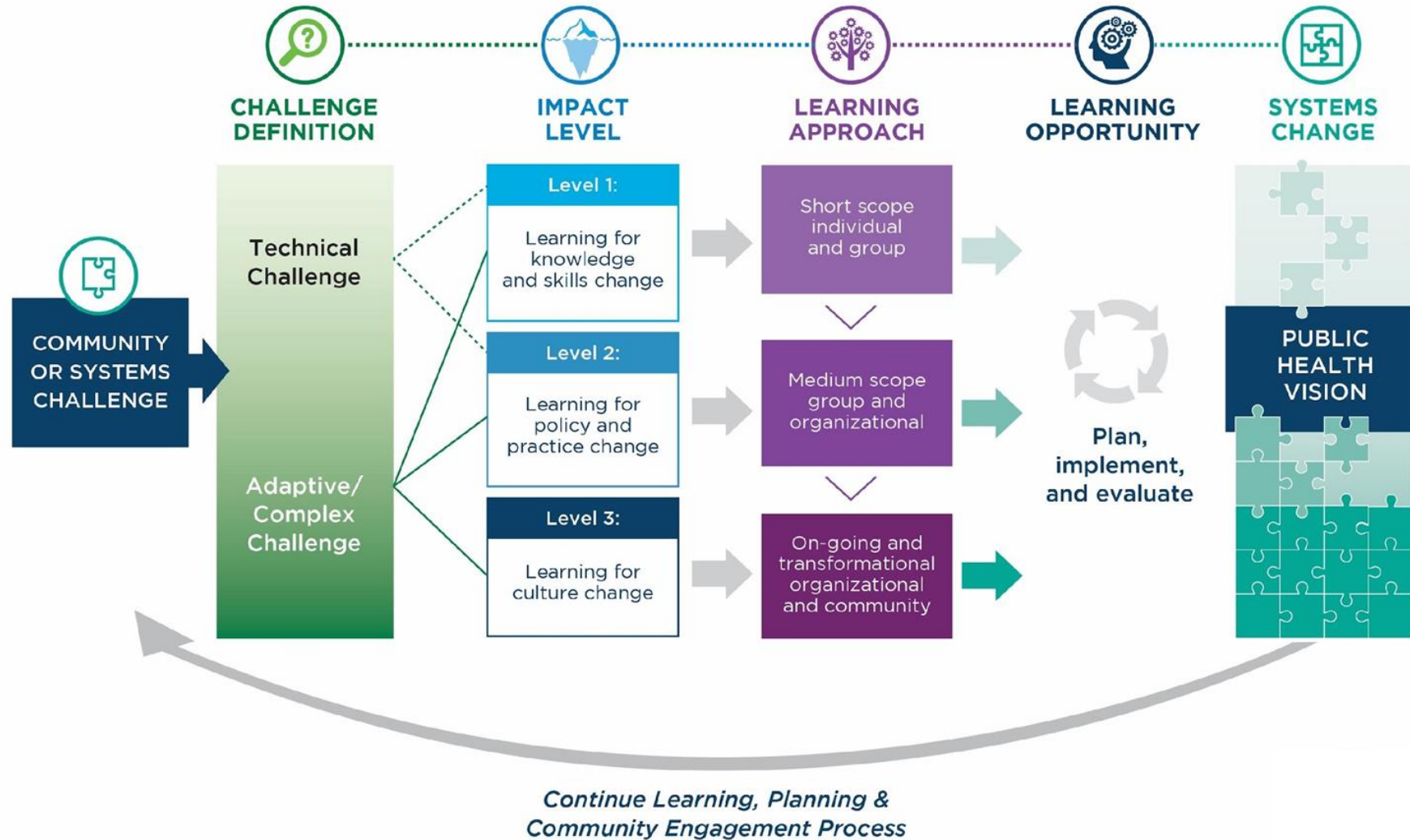
A Conceptual Framework for a Learning Agenda



Focus on the **challenge**

Focus on the **desired impact and learning**

Conceptual Learning Framework



Let's Practice



COMMUNITY OR
SYSTEMS CHALLENGE



CHALLENGE DEFINITION



IMPACT LEVELS



LEARNING APPROACH



LEARNING OPPORTUNITY



SYSTEMS CHANGE 39



STEP 1:

Community

Challenge

Step 1: Identify the Challenge



A community or organizational challenge is one that has been ~~collectively identified~~ with a broad group of stakeholders and that is affecting the health ~~of the community~~ or the functioning ~~of the organization~~.

How could you “collectively identify” a challenge?

Example Challenges



Example: Few applicants are applying for the positions we have posted, resulting in existing staff covering multiple vacant positions

Example: People in Busy Town, an under-resourced community, are at higher risk of developing chronic diseases and other negative health outcomes.

Example: Systemic racism and discrimination leads to persistent and pervasive inequities in the determinants of health, which perpetuate behavioral health problems for communities of color across our state.

Tips for Challenge Statements



#1: I don't have enough time to spend with new employees.

TIP: **Frame as an Organizational or Community challenge**

The "So What" tip

#2: Our county ranks lowest for health outcomes.

TIP: **Be specific**

#3: Increase cultural humility among staff through education.

TIP: **Frame as just the challenge (no solutions yet!)**

#4: Need to set up more COVID vaccine dispensing sites.

TIP: **Focus on an Adaptive (rather than technical) challenge**

Challenge □ Vision



People in Busy Town have systems that provide quality, high-level care and resources allowing everyone to achieve their highest level of health.

1 
COMMUNITY
OR SYSTEMS
CHALLENGE

2 
CHALLENGE
DEFINITION

3 
IMPACT
LEVEL

4 
LEARNING
APPROACH

5 
LEARNING
OPPORTUNITY

6 
SYSTEMS
CHANGE



Fill out Part 1 (*only*) **of your worksheet**
with your table group.

1. Write a challenge statement
2. Write a vision statement (*flip your challenge*)
3. Write your final challenge and vision on a flip chart and post it!



➤ **STEP 2:**
Challenge
Definition

Step 2: Define the Challenge



The goal of Step 2 is to define the challenge in a way that helps us see its root causes.

Step 2 helps us **look beyond the “tip of the iceberg”** to have a new understanding of the problem and new opportunities for change.



Understanding the Challenge



High rates of obesity

EVENTS: What's happening?

Poor diet



PATTERNS of BEHAVIOR: What are the trends?

Lack of access to fresh fruits and vegetables



SYSTEMS of STRUCTURES: What influences the patterns?

Under-resourcing, racism to communities of color, etc.



MENTAL MODELS: What values, beliefs shape the systems?

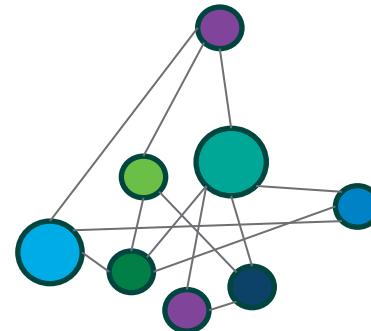


Start by Asking 'WHY?'



Why does this challenge exist?

What are the **factors that cause or perpetuate** this challenge?



Example Factors



Why are the people in the under-resourced community of Busy Town at a higher risk of developing chronic diseases and other negative health outcomes?

Factors that contribute to or perpetuate the challenge:

Poverty

Limited Access to Healthy Foods

Inadequate Insurance

Chronic Stress

Policies that Have Led to Neighborhood Disinvestment

Lack of Culturally-Responsive Providers

Lack of Green Space



At Your Table



Fill out Part 2 (*only*) of your worksheet
with your table group.

Why is your challenge occurring? List several factors



Then Ask 'WHY' Again



Pick 1 from your list of factors and **go DEEPER**

Poverty

Limited Access to Healthy Foods

Inadequate Insurance

Chronic Stress

Policies that Have Led to Neighborhood Disinvestment

Lack of Culturally-Responsive Providers

Lack of Green Space



Why is there a lack of culturally-responsive providers in Busy Town?



Example Sub-Factors



Lack of Culturally-Responsive Providers

Why is there a lack of culturally-responsive providers in Busy Town?

Current and future healthcare providers are unaware of the opportunities to make a difference by working in Busy Town

Training for healthcare providers focuses on technical approaches and less on community engagement, leveraging community resources, and deeply respecting community partnership

Current and future healthcare providers have biases and believe that poor health outcomes are due to poor individual choices

Current and future healthcare providers do not see the value of or benefit to working in Busy Town



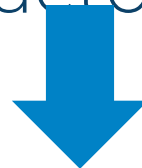
Technical or Adaptive?



Challenge



Factors



Sub-Factors



TECHNICAL



ADAPTIVE



Example Sub-Factors



Lack of Culturally-Responsive Providers

Why is there a lack of culturally-responsive providers in Busy Town?

Current and future healthcare providers are unaware of the opportunities to make a difference by working in Busy Town



Training for healthcare providers focuses on technical approaches and less on community engagement, leveraging community resources, and deeply respecting community partnership

Current and future healthcare providers have biases and believe that poor health outcomes are due to poor individual choices



Current and future healthcare providers do not see the value of or benefit to working in Busy Town



Fill out Part 3 (*only*) **of your worksheet**
with your table group.

1. Circle 1 factor and go deeper - ask 'why?' again. List a few sub-factors
1. Identify each sub-factor as more "**T**"echnical or "**A**"daptive

Debrief Group Activity



Check in with your body - how are you feeling after doing this exercise with your group?

What was it like doing this exercise as part of a group?

Why is it important to distinguish between technical challenges and adaptive challenges? What happens when we don't do this?



BREAK!



Use the restroom

Get a snack

Check in with the family

Make sure the office hasn't imploded since you left

Get some fresh air

Watch funny cat videos on your phone

Catch up with a colleague

Stretch

Send that email you forgot to send this morning

Refill your water bottle





STEPS 3-5: Overview

Determining Impact



Focus on the **challenge**

Focus on the **desired impact and learning**



Getting to Culture Change



Pick 1 of your Sub-Factors that is an Adaptive Problem
to **create a learning plan** for

Current and future healthcare providers have biases and believe that poor health outcomes are due to poor individual choices



Current and future healthcare providers do not see the value of or benefit to working in Busy Town



Flip it to identify the **culture change you want to see**

The value or benefits to working in under-resourced areas is clear to current and future healthcare providers, and they begin collaborating with community members.



Learning for Culture Change



fic

Knowledge
Change

- What knowledge do people need to achieve this policy or practice change?

Policy /
Practice
Change

- What policies or practices would need to change in order to achieve a shift in the ways of operating?

Culture
Change

- The value or benefits to working in under-resourced areas is clear to current and future healthcare providers, and they begin collaborating with community members.

Example Learning for Culture Change



Knowledge Change

Medical/Nursing Schools need to know how to build curricula that teaches community engagement and community-building strategies.

Policy / Practice Change

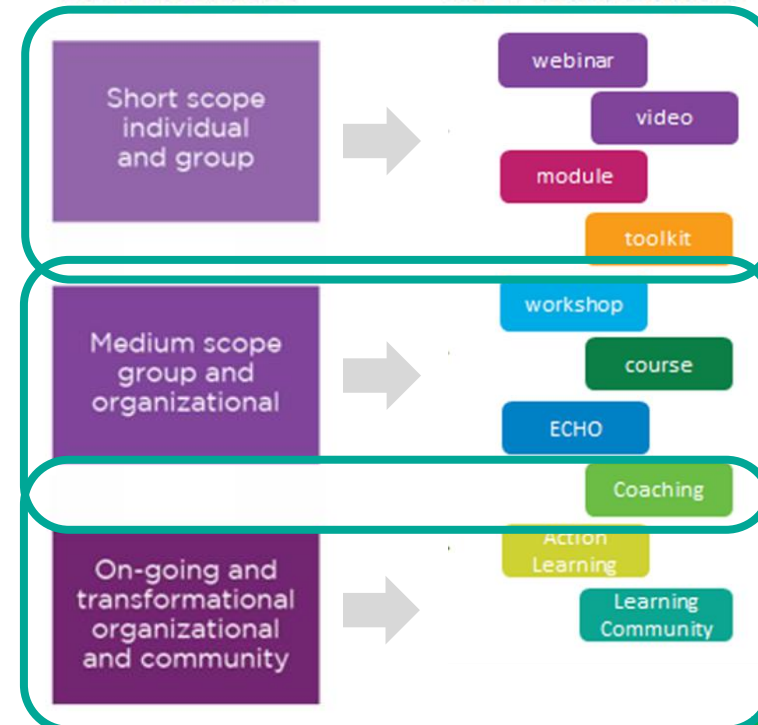
Graduation requirements include experience in community engagement and community-building strategies.

Culture Change

The value or benefits to working in under-resourced areas is clear to current and future healthcare providers, and they begin collaborating with community members.



Learning Approach



Focus on the **challenge**

Focus on the **desired impact and learning**



Example Learning Approach



Knowledge
Change

Medical/Nursing Schools need to know how to build curricula that teaches community engagement and community-building strategies.

What might learning look like to achieve this Knowledge Change goal?

Policy /
Practice
Change

Graduation requirements include experience in community engagement and community-building strategies.

What might learning look like to achieve this Policy Change goal?





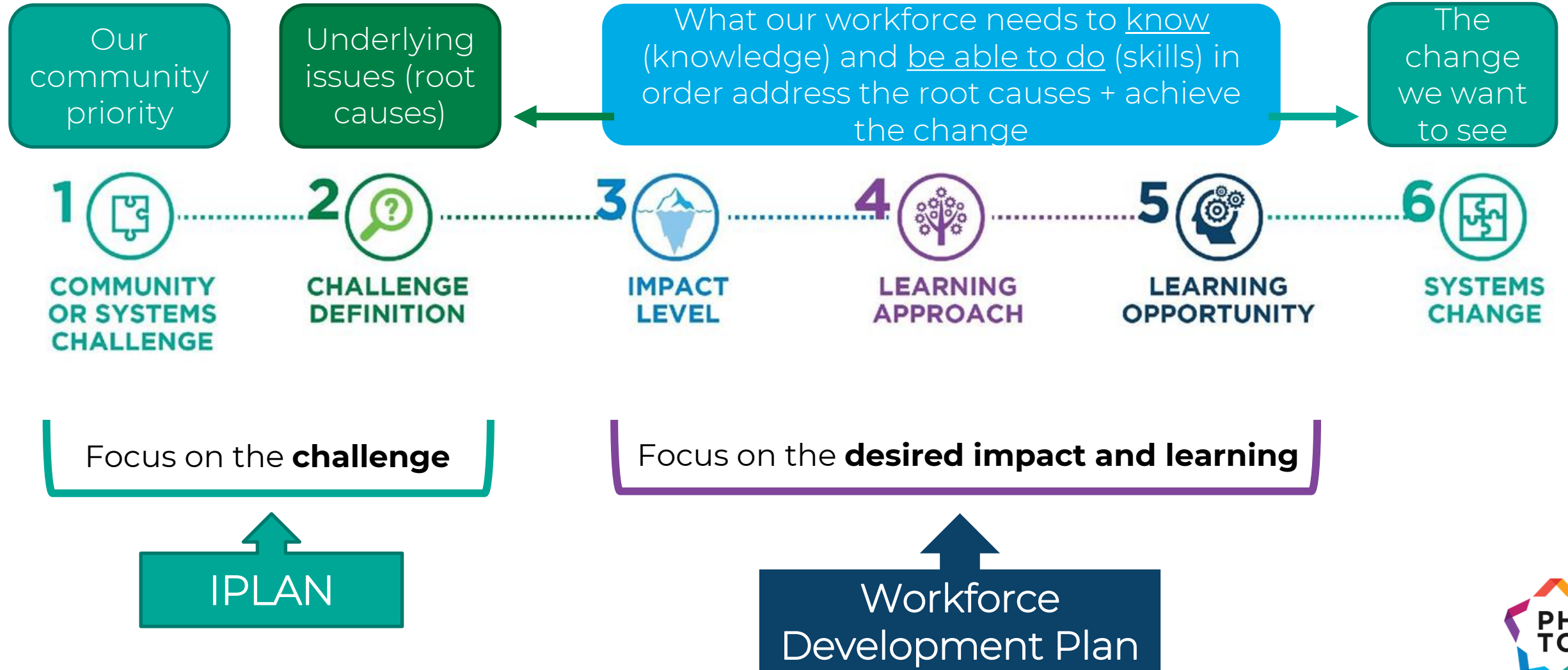
Fill out Part 4 (*the end!*) of your worksheet

1. Pick 1 of your “Adaptive Challenge” Sub-Factors.
2. Flip it. This is the culture change you are seeking.
3. Work backwards. Brainstorm a policy or practice change that would help bring about the culture change. Then list an example of the knowledge needed to achieve the policy/practice change.
4. List some ideas of potential learning opportunities that could help achieve your knowledge and policy/practice change goals.



THE LEARNING FRAMEWORK:

A Conceptual Framework for a Learning Agenda



Discussion



We proposed an approach to learning for systems change that includes: **starting** with identifying the community challenge and root causes **then** developing a learning plan with **progressively deeper levels** of learning.

What's one takeaway you have after today's session and activity?

What excites you about this?

What applications do you see for your CHA/CHIP and Workforce Development Planning efforts?

How can IAPHA support?



Key Take-aways



- Systems change is required to address complex challenges
- Systems thinking can help re-energize us through different ideas and solutions
- Collective learning is important (ideas, resources, momentum, social support, need to work together) to do the work
- Workforce development can be done differently to address complex community challenges.
- The Public Health Learning Agenda is a tool to help teams to think and act differently.



Stay Connected



Stay informed about the Learning
Agenda for Systems Change
including the
release of v2.0!



SCAN ME

Connect with Region 5 Public
Health Training Center at:

<https://www.mittrainingcenter.org>

