

# The 2016 Health and Human Services Summit: Catalysts for a Generative Future

*Harvard University, Cambridge, Massachusetts*

What does the future of health and human services look like? Where can we see glimpses of that future? How will we scale up promising innovations to achieve our vision of the future?

We do have insight into catalysts for a generative future: We know that children from low-income families with access to health and nutrition programs are more likely to graduate from high school. We have proven that helping parents with low incomes increase their educational attainment also positively affects their children's emotional health and performance in school. We have made the connection that families with stable housing and child care subsidies move up the income ladder faster and more sustainably. We have seen how human services, health, and policing agencies working together on collective challenges can make communities safer and healthier. All of these generative outcomes help cut the cycle of poverty and move families and communities toward a culture of health and self-sufficiency.

Yet here is the problem: Even with all the positive examples of progress and innovation in knitting together services, more work must be done to envision and build the ecosystem of organizations that can work together to design and deliver solutions that address the root causes of individual, family, and community health and human services challenges. In this endeavor, critical questions arise, such as:

- What are the innovative cross-system partnerships that create new forms of outcomes and value, and how do those partnerships govern and scale their models over time?
- Where can law and policy be aligned at the federal, state, local, and provider level to ensure that investments and measures are made to achieve our desired future state?
- How can partnerships better leverage data across an ecosystem in order to predictively assess family and community challenges, connect services, and design positive interventions?
- How can leaders in health and human services design cultures, teams, and dynamic capabilities attuned to creating solutions across traditional boundaries and networks?

To help health and human services leaders with these challenges, the Technology and Entrepreneurship Center at Harvard, Leadership for a Networked World, and Accenture, in collaboration with the American Public Human Services Association, are convening senior-most leaders for *The 2016 Health and Human Services Summit: Catalysts for a Generative Future*.

At the Summit, we will work together to vision the future of health and human services, and leverage the catalysts to realize that vision. To accomplish this, the Summit will feature practitioner case studies and topical sessions designed to help participants pursue innovation and lead their organizations up the *Health and Human Services Value Curve*.

This seventh annual Summit, to be held October 14 - 16, 2016, at Harvard University in Cambridge, Massachusetts, will provide an unparalleled opportunity to learn from and network with the world’s foremost health and human services practitioners, Harvard faculty and researchers, and select industry experts. Summit participants will gain membership to a community of peers and experts, and leave the Summit prepared and poised to deliver generative outcomes and impact for individuals, families, communities, and society.

**DRAFT Agenda**

<b>Friday, October 14<sup>th</sup></b>	
<p><b>8:00 AM – 5:00 PM</b> 20 University Road Room 646</p>	<p style="text-align: center;"><b>American Public Human Services Association: Leadership Retreat</b></p> <p>Once again, APHSA will bring its state and local agency leaders together on the Friday prior to the Health and Human Services Summit, October 14. <i>Additional Details Forthcoming.</i></p> <p style="text-align: center;"><i>Registration and Admission Decisions through APHSA. Please contact APHSA regarding this portion of the program.</i></p>
<b>Friday, October 14<sup>th</sup></b>	
<p><b>6:00 – 8:00 PM</b> Harvard Faculty Club 20 Quincy Street North Dining Room</p>	<p style="text-align: center;"><b>Opening Reception for the Health and Human Services Summit (Hors d’oeuvres with Drinks)</b></p> <p style="text-align: center;"><i>Registration Available</i></p>

**Saturday, October 15<sup>th</sup>**

<p><b>8:00 – 8:30 AM</b> Harvard University Maxwell Dworkin Hall 33 Oxford Street Outside Room G-115</p>	<p align="center"><b>Energizers: Coffee and Continental Breakfast</b> <i>Registration Available</i></p>
<p><b>8:30 – 10:00 AM</b> Harvard University Maxwell Dworkin Hall 33 Oxford Street</p>	<p><b>Catalysts for a Generative Future – How Can Leaders Mobilize an Ecosystem?</b></p> <p>We have insight into catalysts for a generative future: We know that children from low-income families with access to health and nutrition programs are more likely to graduate from high school. We have proven that helping parents with low incomes increase their educational attainment also positively affects their children’s emotional health and performance in school. We have made the connection that families with stable housing and child care subsidies move up the income ladder faster and more sustainably. We have seen how human services, health, and policing agencies working together on collective challenges can make communities safer and healthier. All of these generative outcomes help cut the cycle of poverty and move families and communities toward a culture of health and self-sufficiency. Yet here is the problem: Even with all the positive examples of progress and innovation in knitting together services, more work must be done to envision and build the ecosystem of organizations that can work together to design and deliver solutions that address the root causes of individual, family, and community health and human services challenges.</p> <p>This session will introduce the <i>Health and Human Services Value Curve</i> framework and then provide insights and ideas from the pre-Summit Compass Diagnostic on how leaders can build an ecosystem to promote thriving communities.</p> <p>Presenter:</p> <ul style="list-style-type: none"> <li>• Antonio Oftelie, Leadership for a Networked World (LNW), Harvard John A. Paulson School of Engineering and Applied Sciences (SEAS)</li> </ul> <p>Welcome:</p> <ul style="list-style-type: none"> <li>• Ryan Oakes, Accenture</li> </ul> <p>Panelists:</p> <ul style="list-style-type: none"> <li>• Susan Dreyfus, The Alliance for Strong Families and Communities</li> <li>• Nick Macchione, San Diego County, CA</li> <li>• Susan Mosier, State of Kansas</li> <li>• Sarjoo Shah, State of Oklahoma</li> </ul>
<p><b>10:00 – 10:30 AM</b></p>	<p align="center"><b>BREAK</b></p>

<p><b>10:30 – 11:30 AM</b> Harvard University Maxwell Dworkin Hall 33 Oxford Street</p>	<p><b>The Art of the Possible: Improving Outcomes for Children</b></p> <p>We know that children from impoverished environments present an opportunity for improving long-term health and human services outcomes. In particular, we know there is a significant return-on-investment based on positive child and family impacts, such as reduced long-term special education costs, increased high-school completion rates, and improved economic wellbeing. Yet creating programs and services that hone-in on children from disadvantaged environments is easier said than done, as it requires knitting together an array of programs and investments over a long-term horizon. A key to building the ecosystem of programs necessary for sustainable positive interventions is developing governance, data-sharing, and measurement models that form a catalyst for commitment. For example, by sharing data across agencies and applying rapid cycle evaluation and other analytic techniques, the short- and long-term impacts of interventions can be understood, quantified, and continuously improved. In this session, we will take a deep dive into methods the Commonwealth of Virginia is activating and how officials there are planning on creating generative outcomes for children.</p> <p>Presenters:</p> <ul style="list-style-type: none"> <li>• Gary Glickman, Accenture</li> <li>• William Hazel, Commonwealth of Virginia</li> <li>• Craig Ramey, Virginia Tech Carilion School of Medicine</li> </ul>
<p><b>11:30 AM – 12:30 PM</b> Harvard University Maxwell Dworkin Hall 33 Oxford Street</p>	<p><b>State of the Art: Two-Generation Outcomes and Impact</b></p> <p>Among the most promising strategies in health and human services are two-generation approaches. Two-generation services and programs focus on addressing needs of both children and their parents together. In theory, two-generation approaches will help resolve the root-problems of families facing poverty, and link services together in ways that provide a catalyst to self-sufficiency and security. For example, in the State of Colorado, officials are connecting a blueprint for children’s savings accounts to Head Start programs, Temporary Assistance for Needy Families, and workforce programs in order to improve outcomes for both children and parents. As we look forward, two-generation approaches will look to customize services for families, find equitable ways to govern and share resources and returns, and develop models for scaling proven approaches. In this session, leading architects and practitioners of two-generation approaches will showcase achievements to date and what the future will bring.</p> <p>Presenters:</p> <ul style="list-style-type: none"> <li>• Nikki Hatch, State of Colorado</li> <li>• Lynn Johnson, Jefferson County, CO</li> <li>• Joyce Johnson, Jefferson County Prosperity Project, CO</li> <li>• Anne Mosle, Aspen Institute</li> <li>• Facilitator, Raquel Hatter, State of Tennessee</li> </ul>
<p><b>12:30 – 1:30 PM</b></p>	<p><b>LUNCH</b></p>

<p><b>1:30 AM – 3:00 PM</b> Harvard University Maxwell Dworkin Hall 33 Oxford Street</p>	<p><b>Harvard Business School Case: The 2010 Chilean Mining Rescue</b></p> <p>On August 5, 2010, 700,000 tons of some of the hardest rock in the world caved in Chile's century-old San José mine. The collapse buried 33 miners at a depth almost twice the height of the Empire State Building—over 600 meters (2000 feet) below ground. Never had a recovery been attempted at such depths, let alone in the face of challenges like those posed by the San José mine: unstable terrain, rock so hard it defied ordinary drill bits, severely limited time, and the potentially immobilizing fear that plagued the buried miners. Could the trapped miners and rescue workers mobilize before air and resources were depleted? In this session we will explore the Harvard Business School case on the Chilean Mining Rescue and learn about how leaders drew on the resources of countless people and multiple organizations in Chile and around the world. We will then apply lessons learned to health and human services, and delve into how leaders can improve cross-organization collaboration, team dynamics, and decision making in times of great challenge.</p> <p>Facilitator:</p> <ul style="list-style-type: none"> <li>• David Ager, Harvard Business School</li> </ul>
<p><b>3:00 – 3:30 PM</b></p>	<p><b>BREAK</b></p>
<p><b>3:30 – 5:00 PM</b> Harvard University Maxwell Dworkin Hall 33 Oxford Street</p>	<p><b>The Breakthrough: Catalyzing Policing &amp; Human Services</b></p> <p>The complex interplay between health, human services, and public safety, presents both vast opportunities and challenges. Societal issues such as lack of economic opportunities, poor education, disenfranchisement, and mental health issues can influence public safety, and frequently citizens in need of social services must engage with police and the criminal justice system. Without adequate resources, training, and information sharing this can create problems and misunderstandings. However, opportunities for impact multiply when community leaders are able to breakdown silos, develop innovative partnerships, and work together in new ways. This session will delve into new ways to unite public safety, health, and human services to support thriving communities. Presenters will share effective partnership models, strategies for sharing data and information while respecting privacy, and lessons learned through teaming.</p> <p>Presenters:</p> <ul style="list-style-type: none"> <li>• James Barrett, Cambridge Health Alliance, Harvard Medical School</li> <li>• Todd Chamberlain, Los Angeles Police Department</li> <li>• Daniel Nelson, Seattle Police Department</li> <li>• Bryan Stirling, South Carolina Department of Corrections</li> <li>• Facilitator, Antonio Oftelie, LNW/SEAS</li> </ul>

<b>5:00 – 6:30 PM</b> Harvard University Maxwell Dworkin Hall 33 Oxford Street Outside Room G-115	<b>Optional: Design-Thinking Workshop</b>
<b>5:00 – 6:30 PM</b>	<b>Optional: Tour of Harvard Yard, Free Time in Harvard Square (Tour departs from Maxwell Dworkin Hall)</b>
<b>6:30 – 9:00 PM</b> 26 Oxford Street	<b>RECEPTION and DINNER</b> <b>Harvard Museum of Natural History</b> <b>(across the street from our classroom location)</b>

<b>Sunday, October 16<sup>th</sup></b>	
<b>8:00 – 8:30 AM</b> Harvard University Maxwell Dworkin Hall 33 Oxford Street Outside Room G-115	<b>Energizers: Coffee and Continental Breakfast</b>
<b>8:30 – 9:30 AM</b> Harvard University Maxwell Dworkin Hall 33 Oxford Street	<p><b>Art of the Possible: A Vision for Integrated Health and Human Services in Finland</b></p> <p>Under the current system in Finland, 10% of the patient population accrues 74-80% of all the combined healthcare and social welfare costs. Knowing this situation would be exacerbated by an aging population and rising costs, and driven by a deep desire to offer preventative services and better coordinated care, the Apotti program launched. With the goal of improving the functionality, effectiveness and service quality for both social welfare and healthcare services in Finland’s capital region, this multi-organization collaborative has developed an aspirational vision for integrated services. Working with different agencies, legislators, the private sector, vendors, hospital systems, and municipal governments, the team has identified key services that fall in between the healthcare and social welfare domains, such as elderly care, mental health services, and substance abuse services. Ultimately, this program will result in a significant overhaul of the IT-systems used to manage records, allowing practitioners to harmonize operational practices, share clinical data, and move towards a data-driven and evidence-based model of providing services. In this session, officials from Finland will describe the journey to engage a broad range of stakeholders in this new effort, establish guiding principles, and address implications for existing systems and structures such as procurement, governance models, and staffing.</p> <p>Presenters:</p> <ul style="list-style-type: none"> <li>• Hannu Välimäki, Apotti Finland</li> <li>• Reflector, Alda Rego, Commonwealth of Massachusetts</li> </ul>

<p><b>9:30 – 10:30 AM</b> Harvard University Maxwell Dworkin Hall 33 Oxford Street</p>	<p><b>State of the Art: Achieving Data Sharing in Allegheny and Montgomery Counties</b></p> <p>As we continue to move deeper into a digital world, leaders in health and human services have more and more data at their fingertips. When this data can be shared across agencies, real-time and is structured in a user-friendly, objective and informative way it can play a critical role in seeding break-through innovations. Health and human services leaders can identify new opportunities to improve the client experience, enhance care, provide greater equity, and ultimately focus on interventions for clients who touch multiple health and human service systems. These innovations can reduce costs and enable population health management. However, sharing data across systems and applying predictive analytics comes with a new set of challenges. Leaders must establish new governance structures, incorporate new technologies, and navigate a maze of legislation, regulations, and relationships at different levels of government. In this session, officials from Allegheny and Montgomery counties will debunk the myth that data sharing cannot be done. They will share the strategies they have employed to unite different stakeholders and advocacy groups around a common vision, share data across an ecosystem, establish oversight, and manage resistance. They will describe safeguards they put in place to responsibly capitalize on predictive analytics and offer lessons learned about pacing the large-scale change necessary to succeed.</p> <p>Presenters:</p> <ul style="list-style-type: none"> <li>• Uma Ahluwalia, Montgomery County, MD</li> <li>• Marc Cherna, Allegheny County, PA</li> <li>• Reflector, Kelly Harder, Dakota County, MN</li> </ul>
<p><b>10:30 – 11:00 AM</b></p>	<p><b>BREAK</b></p>
<p><b>11:00 AM – 12:00 PM</b> Harvard University Maxwell Dworkin Hall 33 Oxford Street</p>	<p><b>State of the Art: Realizing an Outcomes-Focused Transformation in Ohio</b></p> <p>Five years ago, the State of Ohio was facing a crisis in health and human services. Specifically, the state’s per capita health care spending was higher than all but 17 other states, but 36 states had a healthier population. To fix this problem, Ohio created the Office of Health Transformation (OHT) and charged it with revamping health and human services structures statewide. OHT has affected great change – creating “operating protocols” that broke down legal boundaries to information and resource sharing, replacing a 32-year old paper-based system with an integrated eligibility system for core services such as Medicaid, SNAP, and TANF, launching a self-service portal where citizens can go online and gauge their eligibility for programs, aligning state, local, and non-profit organizations around outcome goals. Furthermore, Ohio has fundamentally changed the culture of health and human services organizations – from an inward-focused and silo-based system, to an agile ecosystem of organizations collaborating on improving outcomes and public value for all citizens. In this session, officials from Ohio will illuminate key lessons learned during their multi-year transformation journey and share their vision for what the future holds.</p> <p>Presenter:</p> <ul style="list-style-type: none"> <li>• Rex Plouck, State of Ohio</li> <li>• Reflector, Gopal Khanna, State of Illinois</li> </ul>
<p><b>12:00 – 1:00 PM</b></p>	<p><b>LUNCH</b></p>

<p><b>1:00 – 2:30 PM</b> Harvard University Maxwell Dworkin Hall 33 Oxford Street</p>	<p style="text-align: center;"><b>Keynote Address</b></p> <p style="text-align: center;"><b>Rafael López</b></p> <p style="text-align: center;"><b>Commissioner, Administration on Children, Youth and Families</b> <b>U.S. Department of Health and Human Services</b></p> <div style="border: 1px solid black; background-color: #cccccc; padding: 10px; text-align: center;"> <p><b>Ideation Session</b></p> <p>As part of the session, leaders will break into small groups to synthesize session insights and translate them to action steps.</p> </div>
<p><b>2:30 – 3:30 PM</b> Harvard University Maxwell Dworkin Hall 33 Oxford Street</p>	<p><b>Synthesis: Mobilizing the State of the Art &amp; The Art of the Possible</b></p> <p>In this closing session, key findings from the Summit will be re-capped, and a panel and the plenary will be engaged in discussing lessons learned: What does the future of health and human services look like? What are the innovative cross-system partnerships that will create new forms of outcomes and value? How can we better leverage data across an ecosystem in order to predictively assess family and community challenges, connect services, and design positive interventions? Where can law and policy be aligned at the federal, state, local, and provider level to ensure that investments and measures are made to achieve our desired future state? How will we scale up promising innovations to achieve our vision of the future? Participants will also discuss ideas the Summit should prioritize for the coming year.</p> <p>Panelists include:</p> <ul style="list-style-type: none"> <li>• Rod Bremby, State of Connecticut</li> <li>• Doris Tolliver, State of Indiana</li> <li>• Tracy Wareing Evans, American Public Human Services Association</li> <li>• Facilitator, Antonio Oftelie, LNW/SEAS</li> </ul> <p>Closing:</p> <ul style="list-style-type: none"> <li>• Debora Morris, Accenture</li> </ul>
<p><b>3:30 PM</b></p>	<p style="text-align: center;"><b>ADJOURNMENT and DEPARTURE</b></p>