Engineering Cultural Change for Community Health Improvement

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An environment of economic uncertainty, technological advances and cultural diversity demands a shift away from individualism toward a community-minded approach to solving complex issues. Communities increasingly recognize the need to pull together and develop new, impactful strategies that build a united front toward implementing meaningful change. It is also about pooling resources and sharing ownership of the results.

Fostering transformation and cultural change begins with engaging thought leaders in academia and the corporate sectors to address intractable problems that plague our communities. Opportunities to improve the human condition in a significant way require an innovative, collaborative approach that is deeply human-centered and designed to empower individuals.

Organizations that share this focus will be called upon to share their knowledge, research, engagement strategies and value systems in a way that is culturally relevant and globally responsible to build stronger communities with a lasting impact. Success depends upon the collective behaviors and attitudes that exist within the community, enlisting the help of a strategic partner that can work efficiently and collaboratively to bring together multiple stakeholders. It is an approach that is proving to be productive, connecting multiple silos that are working in specific channels and unifying them on a pathway to success. It is a recipe for progress that minimizes unintended consequences, competition and asynchrony, enabling communities to identify factors and conditions that impact culture and establish a sustainable framework for moving forward.

This is the essence of the Thought Leadership & Innovation Foundation’s (TLI) goal to help communities across the country that are struggling to come up with a coordinated, cohesive set of actions to effect change and generate social capital – a form of capital that produces positive results for a common good.

As a fulcrum for bringing together stakeholders throughout the community and engaging those who may not have traditionally been included, TLI engenders interpersonal relationships, a shared sense of identity and understanding that ensures meaningful outcomes with lasting results.
The Value of Strategic Partnerships for Cultural Change

Solving a complex social problem and reengineering a transformation process requires seeing the world in a new light and forging the most optimal partnerships to avoid changes that are simply cosmetic or ineffective in meeting long-term goals. No organization that wants to spark true change can do it alone. Even the largest and highest profile organizations, municipalities, academic institutions and other entities need help to amplify and augment existing programs, conduct research, be more efficient with tighter budgets and tackle challenges. The goal is to find a partner that understands the importance of not simply performing activities but sequencing the activities to maximize their effect. The key is to focus thinking, encourage discussion, and clarify instinctive ideals. Equally important, these high ideas must be grounded in practical solutions with concrete changes that can be measured and monitored. “Getting down to brass tacks” is essential for actual implementation based upon clear guidelines and operations. This requires tools for evaluating the rate of change.

Complex issues require broad multiple stakeholder perspectives to understand and tackle the problems, not short term, simple actions. At TLI, our approach as a strategic partner in engineering cultural change centers on engaging leaders from all sectors, inviting them to share their stories, ideas and innovation – moving them from dialogue to vision to action. We embody the ACE qualities of an ideal partner for transformative change.

- **Ability** to identify the root causes of an issue
- **Capacity** to create desired results
- **Expansive** ability to stimulate new ways of thinking, shared aspirations, and the desire to learn together

We draw upon our broad expertise to bring together multiple stakeholder groups, engaging diverse organizations that deal with every aspect of an issue, from socioeconomic disparities to resource inequities.
ACE: Qualities of an Ideal Partner for Transformative Change

Defining the Vision
Establishing a vision requires a leader that is able to architect a solution, perform value analysis, conduct systematic reviews and measure results and other qualifications. New ideas cannot take off unless they are triggered from within an organization that has the framework to turn them into reality.

Proven Track Record
Document the partner’s record of success for quantifying and qualifying capabilities to convene groups, facilitate dialogue, organize team-building events and make everybody’s work better. Ascertain that the partner is truly capable of taking ideas and pushing them beyond the idea phase into verifiable improvements for the betterment of lives and communities.

A Collaborative Process
With a goal for building on existing efforts to organize resources, it is important to ensure that the partner understands the importance of fostering public-private partnerships and supporting key stakeholder actions to deal with the root causes of an issue.

We have the expertise to manage the engagement and interaction of stakeholders, analyze critical data, synthesize data for decisions, track outcomes and measure results - stimulating innovation and creating ways for the community to respond to a local crisis. In fact, despite the hurdles inherent in the many projects and social challenges we’ve taken on, we are proving every day that our approach effectively amplifies and accelerates the work already being done.
Using our proven ACE model, TLI provides the necessary thought leadership to promote innovative thinking and new research that leads to transformative change and cultural shift. This makes programs more efficient and creates opportunities to institute new programs where needed to enable education, health and economic empowerment.

In multiple settings and locations, we continue to demonstrate that this coordinated approach fosters transformative change that leads to the emergence of a powerful network of community leaders that work together. This strategy has been shown to strike at the heart of a challenge by addressing it at a personal level in cities, counties and states. As a resource for experts and a go-to partner for companies and organizations within specific sectors related to health, education, economic empowerment and innovation, we are able to perform this work alongside communities that want to invest in their own futures.

Communities turn to TLI for deep expertise and experience convening and bringing together diverse groups toward a shared vision and actionable plan. What’s more, we understand that initiatives fail when they ignore culture, making it essential to work with and for communities in a way that is more engaged, innovative, collaborative, agile and productive. By targeting necessary, important areas for change, we align strategies, strengths, knowledge and practices with goals to ensure that the value produced fosters change that is deliberate, practical, proactive and adaptive – and has a marked influence today and into the future.
Our Focus

Health

Accessing affordable, effective care under the current structure of American’s health care system can be extremely difficult, particularly for those with chronic diseases and those in under-served populations. In recent years, the ways we manage chronic disease and how we practice and pay for primary care in the United States has been under extraordinary review. The delivery of care must expand and integrate into the person’s life, and adjustments must be made when the ebbs and flow of life cause disruption and complexity. Our goal is to improve the quality, efficiency and effectiveness of patient care by making innovative, thoughtful and systematic changes to healthcare and health systems. TLI’s experts are thought leaders in regenerative medicine, chronic disease, health creation, community engagements, human performance optimization and military readiness.
Health

Reducing Chronic Disease Worldwide

With an emphasis on the discovery of infectious determinants of chronic diseases, such as Lyme and Bartonellosis, and development of cellular therapies to treat wounds from radiation and diabetic wounds, TLI has launched a new Regenerative Medicine Program. TLI is partnering with hospital systems and academic institutions, as well as inviting donor support for the continuation of our research. We anticipate that this vital research will lead to earlier diagnosis and treatment of infection, and a reduction in complications from burn and diabetic wounds across large populations.

Current research conducted by TLI Fellows Drs. Bob Mozayeni and Marna Ericson indicate that biofilms play an important role in chronic diseases. They report that up to 80 percent of all bacterial infections in our bodies live in biofilms which enable bacteria to grow in protective film-covered clusters. These biofilm bacteria often persist undetected and undiagnosed, causing chronic illness by fostering the growth of microbes that contribute to inflammation.

Furthermore, they assert that biofilms may be unrecognized stages in the pathways from infection exposure to chronic disease and are likely to determine a substantially greater, and potentially preventable, number of chronic disease cases than currently thought.

TLI has been a partner in exploring biofilms as they relate to chronic disease for four years and strongly believes there is merit in the science. Because new strategies must build on sound scientific evidence, we have established a Regenerative Medicine program with the infrastructure to support the continuation of this work, development of additional grant-funded research and other initiatives.

Through our Regenerative Medicine Program, we hope to take steps that ensure that meaningful and quality therapeutic treatments are available to benefit patients around the world.
People, families and communities are in deep pain as the death toll from drug use continues to climb. For the first time in centuries, life expectancy decreased in the United States. The roots of these issues are found where hope for a better future is dying, where isolation and loneliness are common. Communities across the United States are struggling to come up with a coordinated, cohesive set of actions to effectively combat issues, such as health disparities, violence, homelessness and many other societal problems that impact population health and well-being, including the current opioid epidemic.

The TLI Community Collaborative™ model leverages the flexibility of a learning community and the structure and action-oriented process of a breakthrough collaborative to achieve breakthrough improvements and innovation in community wellness. The TLI Community Collaborative™ is designed to bring participant teams together to dream, discover, design and test innovative actions that optimize community assets to achieve community wellness.
Health

Collaboration is characterized by joint development of a set of common goals and directions; sharing responsibility for obtaining those goals; and working together to achieve those goals. Getting to collaboration is a journey that requires constant communication, shared vision, trust and respect. Building on existing community efforts and assets, TLI’s Community Collaborative™ engages and coordinates community resources, fosters public-private partnerships and supports key stakeholder actions to deal with the root causes of any community crisis. This model for collaboration can speed adoption of a full spectrum of solutions. TLI’s role in the model is to:

- Develop and manage the collaborative infrastructure until it is sustainable by the community
- Provide subject matter experts and technical assistance
- Organize and analyze critical data and give the community data back to community organizations to inform their work
- Connect local, state and federal leaders to the work of the community
- We are driving a forward-thinking, community-based case for policy makers in Washington, D.C., to shape decisions that impact communities across the country.

Our approach strengthens virtually every member of the community by fostering the economic and social health of communities while improving access to care and community resources. We are working to decrease community members’ vulnerability to social crisis while transforming the lives of the families and friends of persons impacted by them.

Our collaboration model is being proven out in a county-level effort with the expectation of providing data to show that this model can speed adoption of a full spectrum of solutions to the opioid epidemic.
Innovation

Although “innovation” is frequently a buzzword or hot topic, few organizations truly understand how to implement innovation into an existing organizational culture like TLI does. There are so many new methodologies, technologies and tools available today that it is difficult to determine which ones add real value and are relevant to what we are trying to accomplish. Often, the true value of an innovation can be determined by our conceptualization of it and knowing how to responsibly and appropriately apply it in a beneficial way. TLI has built an Innovation Hub and we apply this model to our internal projects, as well as our external projects for contracted work. The “fingerprint” of the TLI Innovation Hub is that it has:

**Uniqueness** – Through our societal-centric corporate culture combined with a design-thinking approach, we systematically extract, teach, learn and apply human-centered techniques to solve problems in creative and innovative ways while placing the community and people at the very center of our innovation process.

**Agility and adaptability** – People and business demand that quick transformation capabilities keep up with changing technology, culture change and community concerns. Our Innovation Hub is built to scale project implementation to community and market needs.

**Creativity** – An innovation culture is most effective when used with the right set of creative techniques and will facilitate successful transformation.

**Experimentation** – A culture of experimentation enables us to incubate and nurture ideas – and we are not afraid to fail. Not all ideas will prove out as planned but our gated timeline identifies issues early.

**Intrapreneurship** – A hands-on approach to projects throughout TLI encourages each employee and Fellow to behave like an entrepreneur within the organization, preventing a stale business culture and opening the door to innovation.

**Governance** – While innovation needs a degree of freedom, a lightweight and structured framework allows innovation projects to move along swiftly. The governance of the charter helps to mitigate the risk to the organization.

We have worked extensively on several projects which either employed new technology or used available technology in a new way. Two such programs are a clinic workflow redesign program at Fort Belvoir, and a toolbox for the Air Force Special Operations Forces Protection of the Force and Family (POTFF) to be able to meaningfully and effectively measure service member non-KSA (knowledge, skills and abilities) readiness levels.
Innovation

**Fort Belvoir Clinic Workflow Pilot Program**

Fort Belvoir Community Hospital (FBCH) military beneficiaries expect to receive the same level of primary care that civilian organizations are offering. If that level of care is not reached, patients will seek care from competing commercial hospital systems. Patients in these practices expect the care staff to know everything about their physical, mental and applicable conditions.

Willingness to make lifestyle changes and take medications happens only when the patient trusts that the health care staff cares about and routinely engages with the patient. This pilot is intended to show how to change current primary care practices within FBCH, and become the level of practice the patients demand, before they go elsewhere.

The objective of this program is to support clinical providers to ensure that each patient receives the required attention needed to create trusting relationships. This improvement in patient relationships is expected to promote improved proactive and reactive responses by patients to their health issues. The pilot is well underway, and we are now analyzing collected data and evaluating the program.
TLI provides subject matter expertise to the Uniformed Services University of the Health Sciences (USUHS) by conducting research in the field of human performance to meet objectives for the development of a toolbox for outcome metrics. The work with POTFF is designed to address the pressure on the armed service members and their families to maintain and improve readiness, operational effectiveness and the immediate and long-term wellbeing of the force.

Under USUHS direction, TLI hosted and facilitated a series of workshops to develop a toolbox for POTFF program leaders that will provide the basis for programmatic measures of effectiveness and performance consistent with the core principles of human performance and the special operating forces mission in a way that maps back to the four key domains of the POTFF program. Viewpoints were gathered from a diverse group of stakeholders during facilitated workshops which were designed to gather concise data points. Stakeholders were asked to identify what is most important to them to achieve and maintain optimal human performance in relation to the four POTFF domains for both deployment and redeployment.

TLI also served as the integrator of the information revealed through the workshops. We analyzed the information and drafted recommendations for the outcome metrics.
Clinical Quality Registry for Limb Loss and Preservation Procedures

After years of intense and rewarding work of market research and proof of concept development, we are truly gratified to have helped foster the initiation of a project through the National Institutes of Health (NIH) National Institute of Child Health and Human Development (NICHD). TLI is a partner to the Mayo Clinic in developing a registry designed to standardize, collect, measure and report patient outcomes relative to limb loss or preservation surgery and post-surgical care and rehabilitation. This is the first national registry in the United States of its kind to include adults and children, with a goal to collect data which could lead to prevention of limb loss and improve pre- and post-surgical treatment and rehabilitation efforts for this population.

The Limb Loss and Preservation Registry, scheduled to be operational in 2020, will be made available to researchers studying medical conditions associated with limb loss and those that contribute to limb loss such as diabetes and vascular disease. In addition, the research community will be able to analyze the data by age, gender and type of limb loss or preservation surgery.
Education and Economic Empowerment

The key to economic empowerment is education. Through education in managing personal health and education in a viable career field, individuals are able to manage their physical and mental health and have better access and opportunities in the workforce. Education leads to increased income, better financial decisions, less social isolation and the resources to set and pursue career goals.

TLI has completed several projects which were focused on contributing to global economic empowerment in under-developed countries through education and training:

- Architecture and design of a commercial data center in East Africa
- Feasibility study and design of blockchain solution for global trade finance
- Concept paper for global trade finance bank

For more than 25 years, TLI’s leadership team have developed strong working relationships with U.S. universities and aided in their varied pursuits of international, commercial and federal programs. Our strategic clinical and educational partners range from Mayo Clinic and Harvard University to top Washington, D.C., metro universities. Our interest in education is focused towards equal opportunity for special needs individuals and for those in historically under-served and minority populations. Currently, TLI supports the Mayo Clinic and the Uniformed Services University of the Health Sciences. Other clients have included UPMC, University of Washington, Yale University, Columbia University, Duke University, Oklahoma University, University of Nebraska, Henry M. Jackson Foundation, Robert Wood Johnson Foundation, and RAND Corporation.
Risk Assessment and Cybersecurity Education & Training

One of the greatest challenges facing higher education is being able to provide relevant, timely and market-based training and education in an environment that is undergoing continuous change. According to data from the U.S. Department of Labor, which publishes the Bureau of Labor Statistics, Black or African Americans make up only three percent of the information security analysts in the United States in a field where jobs are expected to grow 18 percent through 2024.

TLI has developed a program to promote cybersecurity and risk management education and internships for students of Historically Black Colleges and Universities (HBCUs) and Minority-Serving Institutions (MSIs). This program directly addresses two major categories of students:

• those who cannot afford to complete their college education because of lack of financial resources – resulting in a population of students with significant financial debt and no degree
• those who graduate with a degree and cannot find a job that provides them the economic empowerment to repay their student loans
Education and Economic Empowerment

Our program to support HBCUs and MSIs keeps the university and the students closely connected to today’s workplace by providing a unique perspective on emerging trends in the cybersecurity and risk management professions.

The TLI program brings together cybersecurity and risk management educators and practitioners as a transformative approach to combining curriculum reform, work study, professional network engagement and job search support. Our ultimate goal is to ensure that graduates of the participating HBCUs and MSIs are ready to practice with a full complement of skills and credentials they need to be viable candidates for corporate positions.

Ultimately, our solution must meet each institution’s mission, address a marketable industry market and have a financial margin for the program operations that is financially sustainable for the institution. Our approach will provide a sustainable program to build partnerships with leading HBCUs and other MSIs to develop a curriculum that can sustain itself through corporate sponsors, grant programs and commercial earnings. Students and the institutions will be positioned strategically to fill technically advanced, high-wage jobs within the industry.
As we continue in our mission to advance the transformative development and delivery of healthcare, education, economic empowerment and innovation, TLI is partnering across multiple areas, including industry, academia, government and the non-profit community to explore innovative strategies for solving today’s most challenging issues.

The world is a volatile place, full of uncertainty, complexity and ambiguity, so we specialize in thinking, leading and innovating to better understand the old and explore the new – while taking a grounded, systematic approach to meaningful change.

We do this by integrating science, technology and strategy for the greater good, relying on our in-depth knowledge, remaining intellectually voracious and rising above the fray. We understand that a single change can alter the complex human network in a way that fundamentally impacts individual lives, and ultimately the fate of humanity.

Work with Us
About Bill Oldham

Founder & Board Chairman

Bill Oldham brings more than 25 years as an entrepreneur, investor, executive and consultant supporting growth industries and high-value clients across health, technology, financial and energy industries.

Mr. Oldham has led many cutting-edge and dynamic companies in a broad range of industries. From bringing fintech to the PBM space, to building two $100 million companies from scratch, to managing global financial and health organizations. He has led teams and projects bringing innovation and technical excellence across geography and industries. Mr. Oldham supports several startups with consulting and board level roles to drive business growth, develop strategy and manage finance.

Mr. Oldham’s career started on Wall Street working in the financial information services industry. Leading North and South American operations for a small technology company based in the United Kingdom, Mr. Oldham used technology to transform sales and service delivery, expand partnerships and networks and better support customers. Following this experience, Mr. Oldham worked in financial, telecom and healthcare industries including work in Europe, Africa and the Middle East. That experience, coupled with graduate education in the United Kingdom and Holland, has led to a belief system grounded in global experience.

About Shawn Murphy

Executive Director, TLI

Shawn Murphy is an experienced leader and certified Project Management Professional with an impressive history of driving organizational growth in information technology and services industries. Her responsibilities as executive director include developing, implementing and ensuring the integrity and effectiveness of the organizational core systems and administrative services that support TLI’s mission, vision and values.

Drawing on her background in banking and information technology, Shawn’s work in commercial satellite communications, telecommunications and financial industries leveraged new technologies and project management best practices to re-engineer business processes and automate labor-intensive and paper-heavy processes to transform business operations.

Her work for Defense Health Agency, Veterans’ Affairs, and National Institutes of Health programs focused on analysis of emerging technologies, business process transformation, interoperability, cybersecurity, and COTS integration into an enterprise system.
About The Thought Leadership & Innovation Foundation

The Thought Leadership & Innovation Foundation (TLI) was formed in 2011 to support transformational change projects across healthcare and special education. A nonprofit focusing on driving innovative thinking and action on global issues relating to health, education and economic empowerment, TLI is committed to fostering transformative change and improving the health and well-being outcomes of communities around the world.

For more than 25 years, TLI’s leadership team has developed strong working relationships with U.S. universities and aided in their varied pursuits of international, commercial and federal programs. Our strategic clinical and educational partners range from Mayo Clinic and Harvard University to top Washington, D.C.-metro universities.

To contact the foundation, click here.

For more information, visit https://www.thoughtfoundation.org