

Contents

Contributors xiii

Preface xvii

The de Beaumont Foundation: Bold Solutions for Healthier Communities xxi

Acknowledgments xxiii

Introduction: Inspired by the Past, Empowering the Future Cynthia D. Lamberth,
PhDc, MPH, CPH xxv

SECTION I. FRAMING SYSTEMS CHANGE 1

1. The Time Is Now for Leading Systems Change in Public Health Practice 3
Eve C. Pinsker, Christina R. Welter, and Kristina Y. Risley
2. Racial Justice and Power-Sharing: The Heart of Leading Systems Change 17
Lili Farhang and Solange Gould
3. Facilitating Readiness for Systems Change 31
Amy Mullenix, Rebecca Wells, and Karen Trierweiler

SECTION II. THE LEVELS AND SUCCESS PRACTICES FOR SYSTEMS CHANGE IN PUBLIC HEALTH 49

4. Personal Leadership: The Requirement to Show Up Authentically to Advance Systems Change 51
Kristina Y. Risley and Renée Branch Canady
5. Interpersonal Leadership: Effective Approaches for Systems Change 67
Patricia Moten Marshall, Christina R. Welter, and Samantha Cinnick

6. Organizational Leadership: “We Are the Ones We Have Been Waiting For” 87
Mary F. Morten and Geneva Porter
7. Team and Cross-Sector Leadership: Developing Teams for Systems Change 103
Jeannine Herrick, Christina R. Welter, Patricia Moten Marshall, and Samantha Cinnick

SECTION III. THE PROCESS TO LEAD SYSTEMS CHANGE 119

8. Leading Change Through Partnership: Community Organizing, Coalition Building, and Engaging Nontraditional Partners 121
Jonathan Webb
9. Articulate the Root Challenge: Using Systems Thinking to Understand the Problem Before Defining Solutions 137
Christina R. Welter, Eve C. Pinsker, and Kristen Hassmiller Lich
10. Leveraging the Lessons of Implementation Science to Serve Systems Change 159
W. Oscar Fleming
11. Sustainability and Effective Public Health: A Committed Relationship 175
Gillian Gawne-Mittelstaedt

SECTION IV. PRACTICAL EXAMPLES 189

12. Challenges and Opportunities in Leading Systems Change 191
Jonathan Webb, Brian C. Castrucci, Grace Castillo, and Kristina Y. Risley
13. Public Health Systems Change in Action: Transforming Organizations Toward New Strategic Directions 203
Jeannine Herrick and Ray Dlugolecki
14. Community Leadership: Collaborative Leadership in Action 219
Dorothy Cilenti and Lacy Fehrenbach
15. Using Systems Thinking to Build Preparedness and Response Readiness 235
Gina Massuda Barnett, Millka Baetcke, Grace Castillo, and Christina R. Welter

Afterword Golda Philip 249

Index 253