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

   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

© Springer Publishing Company
xii Contents

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

© Springer Publishing Company