

Leading Population Health Improvement

A journey to becoming the best at getting better

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8/26/2022

Table of contents

Preface	3
Outline	3
1 Introduction	5
I Leadership foundations	6
2 Defining leadership	7
3 Theory of change	8
4 Leadership philosophy	9
5 True north compass	10
II Respect for people	11
III Continuous improvement	12
IV Scientific problem solving	13
V Elimination of waste and variability	14
VI Being agile, adaptive, and responsive	15
VII Decision intelligence	16
VIII Science and technology	17

Preface

Since January 2021, I have served as the state public health officer and director of the California Department of Public Health. From January 2011 to December 2020, I was the health officer of the City and County of San Francisco and director of the Population Health Division at the San Francisco Department of Public Health.

The lean DNA codes for the following:

1. Respect for people (staff, community, client, patient)
2. Continuous improvement (incremental and breakthrough)
3. Scientific thinking, problem solving, and innovation
4. Elimination of waste and variability
5. Being agile, adaptive, and responsive to meet challenges

Outline

- 1 Leadership foundations
 - Defining leadership
 - Theory of change
 - Leadership philosophy
 - True north compass
- 2 Respect for people
 - Respect for people
 - Shingo principles
 - Transforming self and interpersonal relationships
 - Transforming teams and organizations
 - Transforming communities
- 3 Continuous improvement
 - Continuous improvement
 - True north metrics
 - Results-based accountability
 - Lean management
 - Lean production

- 4 Scientific problem solving
 - PDSA cycle
 - Double-loop learning
 - Lean thinking
 - A3 reporting
 - Validated learning
- 5 Elimination of waste and variability
 - Introduction
 - Standard work
 - Eight wastes
 - 5S
 - Process mapping
- 6 Being agile, adaptive, and responsive
 - Introduction
 - Agility
 - Adaptiveness
 - Responsiveness
- 7 Decision intelligence
 - What is DI?
 - Decision quality overview
 - * Frame
 - * Information
 - * Alternatives
 - * Reasoning
 - * Commitment to action
 - * Prospects
 - Structured decision making
 - Decisions under uncertainty
 - Decisions under deep uncertainty
- 8 Science and technology
 - Causal inference
 - Probabilistic reasoning
 - Implementation science
 - Population health data science
 - Artificial intelligence

1 Introduction

This is a book created from markdown and executable code.

See Knuth (1984) for additional discussion of literate programming.

Part I

Leadership foundations

2 Defining leadership

3 Theory of change

In summary, this book has no content whatsoever.

4 Leadership philosophy

5 True north compass

Part II

Respect for people

Part III

Continuous improvement

Part IV

Scientific problem solving

Part V

Elimination of waste and variability

Part VI

Being agile, adaptive, and responsive

Part VII

Decision intelligence

Part VIII

Science and technology

Knuth, Donald E. 1984. “Literate Programming.” *Comput. J.* 27 (2): 97–111. <https://doi.org/10.1093/comjnl/27.2.97>.