

# THE FUTURE OF HEALTH CARE 2023



September 29, 2023 | 9:30-11am  
Dartmouth Hitchcock Medical Center  
Auditorium E & F

## THE SURGEONS GENERAL ROUNDTABLE



The C. EVERETT  
**K O O P**  
INSTITUTE  
at DARTMOUTH



# GREETINGS

## LETTER TO ESTEEMED GUESTS



Dear Attendees,

I am honored to welcome you to one of many conversations on **The Future of Healthcare** in partnership with the C. Everett Koop Institute at Dartmouth. We will hear innovative thoughts, perspectives, and strategies from five former U.S. Surgeons General who served from 1990 to 2021. Emerging from the worst of the pandemic, the healthcare industry is left asking tough questions about how to move forward. As we look ahead to the next decade, the United States healthcare system will continue to evolve and may even undergo significant change in structure. Now, after the pandemic more than ever, the public is acutely attuned to how the health system works, the impact of health policy, and the importance of scientific discoveries and their implementation.

The outlook for the future regarding healthcare delivery has some new and relevant opportunities for growth and expansion. One of them is the services to support mental health issues from the acute episode to outpatient and community-based programs. Current trends indicate that mental illness, substance use, and burnout are more prevalent in the healthcare delivery field compared to the general population due to the pressures of work overload and the stress associated with it. To guide Dartmouth mental health decision makers and advocates to work together to deepen the commitment given to the state of mental health — I contacted former Surgeon General Dr. Antonia Novello to invite her colleagues to serve as an integral part of the Koop Legacy Speaker Series addressing the importance of mental health in today's world.

Your charge during this event is to listen, learn, share, collaborate and ultimately act. I commend each and every one of you for your commitment in addressing health inequalities, that disproportionately affect



socially disadvantaged groups, including racial and ethnic minorities and low-income populations.

I would be remiss if I did not recognize and “thank” our program’s major supporter Genentech, the moderator, and most importantly all five former Surgeons General of the United States:

**Antonia C. Novello, MD, MPH, Dr.PH,** the United States’ first woman and first Hispanic Surgeon General served during former President H.W. Bush’s administration;

**M. Joycelyn Elders, MD, MS,** the United States’ first black Surgeon General, served during former President Bill Clinton’s administration;

**Kenneth P. Moritsugu, MD, MPH, FACPM,** served as acting Surgeon General during former President George W. Bush’s administration;

**Regina M. Benjamin, MD, MBA,** served during former President Barack Obama’s administration;

**Jerome M. Adams, MD, MPH, FASA,** served during former President Donald Trump’s administration.

I encourage you to take the lessons learned and the commitment, collaboration, and clever solutions to produce real and lasting change with regards to mental health and health disparities in our country. We believe it is possible. It is our hope that these historic gatherings serve as a symbol for other organizations to lead the way.

With thanks and humble regards,

**Lisa M. McBride, PhD,**

Associate Dean for Diversity, Equity, Inclusion and Belonging

# AGENDA

*Healthcare*

*The C. Everett Koop Institute at  
Dartmouth*

## OPENING REMARKS

**Duane Compton, PhD**

*Dean of the Geisel School of Medicine at Dartmouth  
Professor of Biochemistry*

## WELCOME

**Steven L. Bernstein, MD**

*Chief Research Officer for Dartmouth Hitchcock Medical Center  
Associate Dean of Clinical Research  
Director of the C. Everett Koop Institute at the Geisel School of Medicine at Dartmouth*

## ROUNDTABLE DISCUSSION

# THE FUTURE OF HEALTHCARE

## CALL TO ACTION

### MODERATED BY PIERRE R. THEODORE, MD

**Antonia Coello Novello, MD, MPH, Dr.PH**  *14th Surgeon General of the United States*

**M. Joycelyn Elders, MD, MS**  *15th Surgeon General of the United States*

**Kenneth P. Moritsugu, MD, MPH, FACPM**  *2002 and 2006 Acting Surgeon General of the United States*

**Regina M. Benjamin, MD, MBA**  *18th Surgeon General of the United States*

**Jerome M. Adams, MD, MPH, FASA**  *20th Surgeon General of the United States*

## CLOSING REMARKS

**Lisa McBride, PhD**

*Associate Dean for Diversity, Equity, Inclusion, and Belonging*

# MODERATOR

*The Future of*



**Pierre R. Theodore, MD**

Director of Health Equity and Patient Impact  
Global Pharmaceutical at Roche-Genentech

**Dr. Pierre R. Theodore** serves as the Executive Director of Health Equity and Patient Impact at the Global Pharmaceutical at Roche-Genentech. Pierre has had a distinguished career in healthcare service delivery, innovation, and global health in both academic and private sector roles. A member of the teaching faculty of Stanford University, Pierre is a board-certified cardiothoracic Surgeon. He has held a range of leadership roles in industry and global public health focused on health equity addressing the barriers of availability and accessibility of novel technologies.

Pierre has over two decades of experience in clinical education, healthcare venture capital investing and research and development in the pharmaceutical and medical device sectors. He has been instrumental in programmatic medical device and drug development

including minimally invasive therapies to treat and diagnose lung cancer, early infant diagnosis of HIV, and population health efforts in tuberculosis treatment.

He has served on national and international committees focused on private sector address of health disparities at the World Economic Forum and the American Association for the Advancement of Science (AAAS).

Pierre holds an undergraduate degree in Philosophy from Princeton, an M.D. from the University of Virginia. Pierre's postdoctoral immunology training was performed at the Massachusetts General Hospital Transplant Biology Research Center at Harvard Medical School.

Pierre is an avid cyclist living in San Francisco and is the father of two.

# PANEL GUEST

# Healthcare

## Antonia Coello Novello, MD, MPH, Dr.PH

14th Surgeon General of the United States

**Dr. Antonia Coello Novello**, 14th Surgeon General of the United States, was born in Fajardo, Puerto Rico. She graduated from the University of Puerto Rico with a B.S. Degree in 1965 and an M.D. Degree in 1970. She completed her pediatric internship and pediatric residency training at the University of Michigan, Ann Arbor, and a subspecialty fellowship in pediatrics and adult nephrology at Georgetown University, and at the University of Michigan.

Dr. Novello received a master's degree in public health in 1982, and in May 2000 a Doctorate in Public Health, both from Johns Hopkins University. She is a member of the Alpha Omega Alpha Medical Society and the National Academy of Medicine. She also belongs to the John Hopkins University Society of Scholars and the Delta Omega Public Health Honorary Society's Alpha chapter. She spent most of her professional career at the National Institutes of Health, where in 1986 she became Deputy Director of the National Institute of Child Health and Human Development.

On March 9, 1990, Dr. Novello was sworn in by Supreme Court Justice Sandra Day O'Connor to serve as the 14th Surgeon General of the U.S. Public Health Service. Her appointment marked two firsts: Dr. Novello became the first woman and the first Hispanic ever to hold this position, as well as the first career public health officer to become U.S. Surgeon General in the recent past.

On June 3, 1999, Governor George E. Pataki nominated Dr. Novello to be the 13th New York State Health Commissioner; one of the leading health agencies in the nation with an annual budget of \$49 billion. Most recently, Dr. Novello served as Vice President for Women and Children, and Executive Director of Public Health Policy at Florida Hospital. During that time, she was invited by the U.S. ambassador to serve as a liaison between the government of the Dominican Republic and its Attorney General to raise awareness for domestic violence and was able to spearhead efforts that changed the previous national legislation.

During the COVID-19 Pandemic, she became the spokesperson, public health advocate and the provider and administrator of



vaccines for all those in need in Puerto Rico. For her actions she received the Civilian Award for Humanitarian Service U.S. Army, and the National Guard Merit Cross Medal.

Dr. Novello holds countless awards, including the 1971 Department of Pediatrics – University of Michigan – Intern of the year award. She holds 58 Honoris Causa Doctoral degrees. She received the Department of Defense Legion of Merit Medal, the Smithsonian Institute – James Smithson Bicentennial Medal, the National Governor's Association Distinguished Service to State Government Award during September 11, the YWCA Racial Justice Award, the AMA Board of Trustees Special Award for Meritorious Service, and COSSMHO Humanitarian Award for Lifetime Achievement.

In 1994 she was inducted into the National Women's Hall of Fame (Seneca Falls, NY), 1996 Miami Children's Hospital International Pediatrics Hall of Fame, 1990 International Women in Medicine Hall of Fame (American Medical Women Association). In 2020 she was listed as one of the 100 women of the Century in commemoration of the 19th amendment and one of the 100 American women who changed the World. In 2022 the University of Oklahoma School of Medicine honored Dr. Novello as the 2022 Module Renaming Honoree and the United States Hispanic Leadership Institute established the Antonia Novello Humanitarian Award honoring her service to humanity. Currently she serves as a health advocate of multiple initiatives helping to strengthen trust, knowledge and participation in current areas of Public Health.

# PANEL GUEST

# The Future of



## M. Joycelyn Elders, MD, MS

15th Surgeon General of the United States

**Dr. M. Joycelyn Elders** is a pediatrician and public health administrator. Long an outspoken advocate of public health, Dr. Elders was appointed the 15th Surgeon General of the United States by President Clinton in 1993. A vice admiral in the Public Health Service Commissioned Corps, she was the second woman, second person of color, and first African American to serve as Surgeon General. She earned a four-year scholarship to attend Philander Smith College in Little Rock, Arkansas where she received her B.S. degree in biology. Graduating in only three years, she joined the U.S. Army and trained in physical therapy in Houston, Texas. In 1956, she enrolled in the University of Arkansas Medical School on the GI Bill. Four years later, she was the only woman to graduate from the school, earning her medical degree.

Dr. Elders completed her training and earned a master's degree in biochemistry from the University of Arkansas in 1967. After she earned her M.D. degree, Dr. Elders began a pediatric internship at the University of Minnesota in St. Paul, Minnesota. She became the chief resident at the University of Arkansas Medical School in 1963. Dr. Elders was hired as an assistant professor at the University of Arkansas in 1971 and was promoted to the position of professor in 1976. In 1978, Dr. Elders earned her certification as a pediatric endocrinologist.

In 1987, Arkansas Governor Bill Clinton appointed Dr. Elders as director of the Arkansas Department of Health. She then

became the 15th Surgeon General of the United States under President Clinton in 1993. As Surgeon General, Dr. Elders focused on women's reproductive health care and promoted sex, alcohol, drug, and tobacco education in public schools. She resigned from that position in 1994 and returned to the University of Arkansas, where she worked as a professor of pediatric endocrinology. Dr. Elders wrote her autobiography (with David Chanoff) in 1996, entitled *Joycelyn Elders, M.D.: From Sharecropper's Daughter to Surgeon General of the United States of America*. In 2002, Dr. Elders retired from the University of Arkansas Medical Center.

In 2014, Dr. Elders teamed up with the Institute for Sexual and Gender Health (then the Program in Human Sexuality) at the University of Minnesota Medical School to advance comprehensive science-based sexual health education by creating the Joycelyn Elders Chair in Sexual Health Education with the goal of changing the direction of sexual health in the U.S. and around the world.

By establishing the Elders Chair, the Institute is working to create comprehensive life-long sexual education curricula, to increase the number of health care providers trained in sexual health care, and to expand scientific research in sexuality education. The Institute has established a fully online Master of Professional Studies in Sexual Health at the University of Minnesota, open to qualified graduates from any country.

In 2016, the Jocelyn Elders Clinic was established in Kisinga, Uganda. The clinic served students at Garama Humanist Secondary School and promoted sex education and treated students that suffered from diseases such as malaria. Now retired from practice, she is a professor emeritus at the University of Arkansas School of Medicine and remains active in public health education.

# PANEL GUEST

# Healthcare

## **Kenneth P. Moritsugu, MD, MPH, FACPM**

Rear Admiral, USPHS (Ret)

2002 and 2006 Acting Surgeon General  
of the United States



**Rear Admiral Kenneth Moritsugu** was the Acting Surgeon General of the United States, in 2002 and again from July 2006 until his retirement from the Commissioned Corps of the United States Public Health Service (USPHS) in September 2007. A career officer in the USPHS for 37 years, he served as the Deputy Surgeon General of the United States from 1998. During his tenure, he was responsible for the development and production of over twenty nine reports and publications from the Surgeon General.

Upon retirement, Dr. Moritsugu was the Vice President, Johnson & Johnson's Diabetes Solutions Companies, and Worldwide Chairman of the Johnson & Johnson Diabetes Institutes (JJDI). He further served as the Interim Chief Science and Medical Officer of the American Diabetes Association from August 2019 through June 2020.

He is currently the President and Chief Executive Officer of First Samurai Consulting, LLC, a firm specializing in health consulting focused on public health systems and policies, "putting the patient at the center of everything we do."

Dr. Moritsugu was born and raised in Honolulu, Hawaii, attended Chaminade College of Honolulu, and earned a Baccalaureate Degree with Honors from the University of Hawaii in 1967, a Medical Doctor degree from the George Washington University School of Medicine in 1971, and a Master of Public Health in Health Administration and Planning from the University of California, Berkeley, in 1975.

He is Board Certified in Preventive Medicine; holds Fellowships in the American College of Preventive Medicine, the Royal College of Physicians of Edinburgh, the Royal Society of Public Health, the Royal Society of Medicine, and the National Academy of Public Administration; and is a Certified Correctional Health Professional. He is the recipient of twelve honorary degrees from various academic institutions.

Dr. Moritsugu is an Adjunct Professor of Global Health at the George Washington University School of Public Health, and Adjunct Associate Professor of Preventive Medicine at the Uniformed Services University of the Health Sciences.

# PANEL GUEST

# The Future of



## Regina Benjamin, MD, MBA

18th Surgeon General of the United States

**Dr. Regina Benjamin** is the Founder and CEO of Bayou Clinic, and was the 18th United States Surgeon General (2009-2013). As America's Doctor, she provided the public with the best scientific information available on how to improve their health and the health of the nation. Dr. Benjamin also oversaw the operational command of 6,500 uniformed public health officers who serve in locations around the world to promote, and protect the health of the American People. As chair of the National Prevention Council — 17 cabinet-level Federal Agency Heads, she led the development of the National Prevention Strategy: America's Plan for Better Health and Wellness. Dr. Benjamin specializes in prevention policies and health promotion among individuals as well as large populations, especially concerning obesity, childhood obesity, and children's health. She has special interest in rural health care, health disparities among socio-economic groups, suicide, violence, and mental health.

From her early days as the founder of a rural health clinic in Alabama to her leadership role in the worldwide advancement of preventive health, Dr. Regina Benjamin has forged a career that has been recognized by a broad spectrum of organizations and publications. In 1995, she was the first physician under the age of 40 and the first African-American woman to be elected to the American Medical Association Board of Trustees. Other past board

memberships included the Robert Wood Johnson Foundation, Kaiser Family Foundation Commission on Medicaid and the Uninsured, Catholic Health Association, and Morehouse School of Medicine.

Dr. Benjamin advises or consults with various companies, including technology and healthcare. She currently serves on the boards of Kaiser Hospitals and Health Plan; Ascension Health Alliance; ConvaTec PLC; Computer Technology Systems Inc (CPSI); and the American Heart Association.

Dr. Benjamin is a member of the Institute of Medicine and a Fellow of the American Academy of Family Physicians. She has been chosen as a Kellogg National Fellow and Rockefeller Next Generation Leader.

In 1998 Dr. Benjamin was the United States recipient of the Nelson Mandela Award for Health and Human Rights. She received the 2000 National Caring Award, which was inspired by Mother Teresa and was recognized with the Papal honor *Pro Ecclesia et Pontificice* from Pope Benedict XVI. In 2008, she was honored with a MacArthur Genius Award Fellowship. In 2011, Dr. Benjamin became the recipient of the Chairman's Award at the 42nd NAACP Image Awards. In May 2013, *Reader's Digest*, ranked her #22 of the "100 Most Trusted People in America."

Benjamin has a B.S. in chemistry from Xavier University, New Orleans, attended Morehouse School of Medicine, earned an MD degree from the University of Alabama at Birmingham, and an MBA from Tulane University. She is the recipient of 30 honorary degrees.



# PANEL GUEST

# Healthcare

## Jerome Adams, MD, MPH, FASA

20th Surgeon General of the United States



**Dr. Jerome Adams** was appointed as a Presidential Fellow and the Executive Director of Purdue's Health Equity Initiatives on October 1, 2021. He is also a Distinguished Professor of Practice in the departments of Pharmacy Practice and Public Health.

As the 20th U.S. Surgeon General and a prior member of the President's Coronavirus task force, Dr. Adams has been at the forefront of America's most pressing health challenges. A regular communicator via tv, radio, and in print, Dr. Adams is an expert not just in the science, but also in communicating the science to the lay public, and making it relevant to various audiences.

Dr. Adams is a licensed anesthesiologist with a master's degree in public health, and ran the Indiana State Department of Health prior to becoming Surgeon General. In the State Health Commissioner role he managed a \$350 million dollar budget and over 1000 employees, and led Indiana's response to Ebola, Zika, and HIV crises. Notably, Dr. Adams helped convince the Governor and State Legislature to legalize syringe service programs in the state, and to prioritize \$13 million in funding to combat infant mortality. As Surgeon General, Dr. Adams was

the operational head of the 6000 person Public Health Service Commissioned Corps, and oversaw responses to 3 back to back category 5 hurricanes, and to a once in a century pandemic.

In addition to his recent COVID19 work, Dr. Adams has partnered with and assisted organizations as they navigate the opioid epidemic, maternal health, rising rates of chronic disease, the impacts of rising suicide rates in our Nation, and how businesses can become better stewards and stakeholders in promoting community health (<https://www.hhs.gov/sites/default/files/chep-sgr-business-leaders-digest.pdf>)

# GREETINGS

## FROM THE KOOP INSTITUTE DIRECTOR



**Dear colleagues,**

C. Everett Koop, MD, DSc, Dartmouth 1937, was the 13th Surgeon General of the United States, a pioneer in developing the field of pediatric surgery, and a relentless advocate for public health and health education. I know he would be delighted to see his successors visit his beloved alma mater to share their wisdom and experience with the general public, with colleagues in medicine and public health, and, most importantly, with the next generation of physicians, nurses, biomedical scientists, and other health professionals.

As the Director of Dartmouth's C. Everett Koop Institute, I too am honored and delighted to welcome you to this auspicious event, a public gathering of America's chief public health officers, the Surgeons General of the United States.

The Surgeon General serves as the Nation's Doctor. Their reports, advisories, and calls to action help set the agenda for the nation's federal, state, and local public health agencies. The Surgeon General also serves as Vice Admiral of the U.S. Public Health Service Commissioned Corps, and reports to the U.S. Assistant Secretary for Health in the Department of Health and Human Services.

Dr. Koop served as Surgeon General from 1982-1989, the dawn of the AIDS pandemic. During this tumultuous time, Dr. Koop's candor, forthrightness, nonjudgmental approach, and evidence-based advice helped destigmatize the behaviors and populations associated with increased risk of acquiring this terrifying new disease. It made him a hero to millions of Americans and elevated the role of Surgeon General to new levels of prominence.



His subsequent work on smoking, in which he described the addictive properties of nicotine, and abortion, which he found caused no lasting psychological injury to women, cemented his place as one of the most consequential figures in public health of the 20th century. He inspired a young house officer in New York City to pursue a career as a tobacco control researcher; that individual is now writing these words.

The institute here that bears his name continues his legacy by conducting research, education, and outreach that seeks to mitigate threats posed by the unhealthy promotion and risky use of consumer products such as tobacco, alcohol, and fast food. Our annual conference, which focuses on tobacco control, was held here last week.

Again, thank you for attending today's conference. I know that the wisdom and experience of our honored guests, Dr. Koop's successors, will inform your practice of medicine and public health for years to come.

Kind wishes,

Steve

**Steven L. Bernstein, MD**

Director, C. Everett Koop Institute at Dartmouth  
Chief Research Officer, Dartmouth Hitchcock Medical Center  
Senior Associate Dean for Clinical and Translational  
Research, Geisel School of Medicine  
Professor of Emergency Medicine

# SPECIAL THANKS

*Healthcare*

Rachel Benoit | Associate Director, Strategic Events

Steven L. Bernstein, MD | Chief Research Officer for Dartmouth Hitchcock Medical Center

Libby LeBlanc | Loud Mouse Design, Inc., Graphic Designer

Megan A. Campbell | Executive Assistant to the Dean

Duane A. Compton, PhD, | Dean of Geisel School of Medicine

Dartmouth-Hitchcock Video Conferencing Services

Jon Fitzgerald | Executive Director of Development for the Geisel School of Medicine

Megan Dodge | Associate Director of Alumni Engagement

Jessica Giordano | Director of Strategic Events

Mayra Guardiola | Senior Program Coordinator, DICE Office

Firoj Gurung | Senior Program Coordinator, DICE Office

Derik Hertel | Director of Communications and Marketing

Tina Hoisington | Assistant to the Associate Dean for Student Affairs

Inna Lishchenko | Project Manager

Nick Ryan | Chief of Staff for Geisel Dean's Office

Michael Sarra | Executive Director of Strategic Engagement, Dartmouth Health & Geisel School of Medicine at Dartmouth

Cora Koop | Wife of the late Dr. C. Everett Koop

**We are Proud  
Supporters of  
the Surgeons General  
Roundtable Discussion**

# Genentech

*A Member of the Roche Group*

Genentech is a biotechnology company dedicated to pursuing groundbreaking science to discover and develop medicines for people with serious and life-threatening diseases.

LEARN MORE >>



## Geisel School of Medicine at Dartmouth College Selected as a 2023 Health Professions Higher Education Excellence in Diversity Award Winner

**Geisel School of Medicine** has received the 2023 Health Professions Higher Education Excellence in Diversity (HEED) Award from INSIGHT Into Diversity magazine.

The School of Medicine was recognized for its robust Diversity, Equity, and Inclusion (DEI) infrastructure across campus, numerous efforts designed to provide education and training opportunities for the next generation of doctors, basic science researchers, health scientist, and rural initiatives that improve access to care for all New Hampshire residents.

As a recipient of the annual Health Professions HEED Award — a national honor recognizing U.S. health colleges and universities that demonstrate an outstanding commitment to diversity and inclusion — the School of Medicine will be featured, along with 64 other recipients, in the December 2023 issue of INSIGHT Into Diversity magazine. It marks the first time the Geisel School of Medicine college has been selected for the recognition, which is presented annually by the largest and most well-respected national diversity and inclusion publication and website in higher education.



“The Health Professions HEED Award involves a rigorous application process that examines the recruitment, retention, and support of underrepresented students and employees, effective leadership in diversity mission-setting, innovative programming aimed at inclusive excellence, and many other aspects of diversity and inclusion across campus,” said Lenore Pearlstein, President and Co-owner of Potomac Publishing, Inc. and Co-publisher of INSIGHT Into Diversity magazine.



**Dartmouth**  
GEISEL SCHOOL OF  
MEDICINE

Office of the Dean  
Geisel School of Medicine  
1 Rope Ferry Road  
Hanover, NH 03755