Ken Segel – Value Capture (he/him/his)

Welcome, listeners and watchers, to the Habitual Excellence Podcast. I know I say I'm excited about everyone, and this one is no exception. This one is a very special one to me.

In part because we get to talk with Geoff Webster, who is not only my partner in crime professionally for almost 30 years now—going back to the co-founding, together with Paul O'Neill Jr., of Value Capture itself—but even before that, into our predecessor work, which Geoff may allude to.

And someone who has always been there for me personally and professionally in a way that's really made a difference, and someone I've learned from tremendously, as many of you have, and will. So, Geoff, welcome to the program.

We're... we're really glad to have you, and we're really excited to talk about the topic of the work you and many partners have been doing to move upstream from health—from the health system as it's structured or not structured now—to do some dramatic things using the principles to preserve health.

And doing it through a vehicle that is very exciting itself called Pittsburgh Futures. And we'll get into all of that. But before that, I gave people an overview of our connection. Will you introduce yourself—tell a little bit about your career and your path to this work?

Geoff Webster (he/him/his)

Thank you, and completely mutual, Ken—looking forward to it.

Sure, absolutely. So, first of all, my background is in public administration and public health. So going all the way back, you know, public health has been a fundamental element of sort of how I think about the world.

I was incredibly fortunate—way back in the early 90s, really dating myself now—to work with Bob Ross at the Philadelphia Department of Health, and then Bruce Siegel at the New Jersey Department of Health, and a great team there. And then in our work with hospitals at VHA of New Jersey, Kurt Lindbergh and Nancy Altimus, who really exposed me to all kinds

of strains of thought and experiences, including our work with hospitals with Don Berwick and Tom Nolan and others.

Where, at that time, already, people were thinking a lot about the social determinants of health.

And a lot of the futuristic thought was about, *Well, when will hospitals go away?* You know—when will we need many, many, many fewer beds because we are actually doing the right things upstream to keep people from ever getting sick?

And of course, that vision has not yet materialized, but it is still the right vision.

And so the question really becomes: Why haven't we gotten there?

When I moved back to Pittsburgh in 1996 and joined the Jewish Healthcare Foundation, and you and Karen Feinstein, and had this dual role with the Consumer Health Coalition and the Pittsburgh Regional Healthcare Initiative for a while—on the one end, I'm seeing all these families who just have very basic direct needs for preventive healthcare, for food, for shelter, and all kinds of other things. We're trying to meet those needs on the one end.

And then we're working with health systems that are extremely well-intended and extremely good at meeting the back-end needs that people have after they're sick—but completely mal-designed for meeting those front-end needs, or even thinking about how to go about doing that in very effective ways.

So from the very beginning, there's been that struggle of: how do we take the outside—the things that aren't even considered healthcare, but they are—and build them in?

And I remember in particular when Paul Sr. introduced us to Mr. Oba. Mr. Oba was one of the leaders of the Toyota Supplier Support Center and taught us so much about how to use ideal-state thinking and systems principles to drive excellence within health systems. But one of the questions he came back to us with was: *What would a system that creates health look like?*

I remember all of us going off and scrambling and doing our drawings and trying to think about what that would look like, and many of them included things that were trying to be upstream of the healthcare system.

But even at that time, as much as we were being inspired and trying to think about things in a different way, all of us were—and I think continue to be—trapped by the current weight of the framework that there is for what healthcare is. We define our healthcare system as this thing, which really means hospitals and a bunch of ambulatory centers. And that's not where the majority of *real* health is bred.

It really comes from things like food, and shelter, and mental health, and stress, and wealth—you know, income that maintains you. All of those things are what create health.

And then the health system just reacts to the back end when those things aren't true.

So a lot of where Futures comes from is trying to think about: how would we create a region where everyone thrives? And to do that, you have to think way upstream. It's not even about healthcare per se.

But health is an *outcome* of everyone thriving—just like wealth is an outcome of everyone thriving, or safety is an outcome of everyone thriving, or education is an outcome of people thriving.

So we try to really think about the common roots that enable people to thrive.

And if we work on the common roots, we will create health and wealth and safety and education and all of these other things.

The only other real influence that I want to mention here is that I had the great privilege of going to work at San Mateo Health System for a number of years, and that was where a lot of this really coalesced.

Louise Rogers, who was their leader—a real visionary—looked at San Mateo County, which is one of the counties with the highest life expectancies in the entire country, and in many ways a model of public health. But when you looked closer: Black people in East Palo Alto had a life expectancy **19 years lower** than the rest of the population of the county.

Her aim was to help create a health system that could enable that to change.

And over time, it has changed somewhat—not nearly enough.

But I think we did some really unique things there, including these death reviews, where we would try to understand the root causes of deaths of people who had particularly complex connections to the health system. They had connected with aging adult services, conservancy, behavioral health, children and family health, the emergency room at the health center, and so on. These were people who had touched multiple parts of the health system.

And when we started doing the deep dives into what caused this person to die when they were touching multiple parts of our health system, over and over again, things like this emerged:

They had experienced a childhood trauma that hadn't been resolved, which led to mental health and addictions issues, which were treated in silos—not together as one holistic human experience with that person and their family, but as separate treatment plans.

Many of the folks they were treating had as many as five case managers, and the average was three. So the siloing of the system itself sets people up for not getting a holistic experience.

So a lot of what we're trying to do at Futures is figure out how, as a region, to break down those silos so that it's possible to meet needs one by one in a much more holistic way that rolls upstream into so many benefits as a region.

So we'll dive in there next, but...

Ken Segel – Value Capture (he/him/his)

So, what an introduction, and I think all the listeners here... you know, what you've gained from your mentors, the depth of the systems thinking that you have always had as you came into our work to help the health system be better—but always looking upstream, and how do we get there?

And these formative experiences, which I think many of us can certainly relate to, but also listeners hear your passion, your expertise, your commitment.

And so you've sketched out the frame for Pittsburgh Futures, but then at some point, you, Paul O'Neill Jr., others decided to make it concrete. Can you talk about that story of founding Pittsburgh Futures, a little bit more about what it is, and tell us some stories about the early work?

Geoff Webster (he/him/his)

Absolutely. So really, Futures' origins date back to 2020. The pandemic had started, Paul O'Neill Sr. had recently passed away.

And Paul Jr. and I were having a series of conversations about: how can we speed things up? What's next? How can we take things to the next level?

And a lot of that came out of Paul really walking his local neighborhood—which is a fairly affluent neighborhood—but he's looking at house after house after house and saying: *Every house has needs. I know these people, right?*

Some people have food needs, some people have domestic violence needs, regardless of what the needs are. Humans have needs, and we don't always see them, but they're there, and our systems are not set up to address them.

And we were also thinking about this question of the region, and how could we create... There's a power to localness, and there's a power to the interconnectedness of people across the communities.

So we were thinking a lot about how to tap into that. As we usually do, we turned to the smartest and most talented people that we knew. In this case, it was Christina Dixon and Heidi Norman.

They had led a lot of work using these same ideas to think about how to redesign—and actually produce results in redesigning—education and social services at the Women's Center, at the City, and in operations at the City, and some prior work that Heidi and I had done with the Peduto administration.

And so we really started to coalesce around this vision of: *What if we could enable the leaders in the Pittsburgh area to agree on a vision that was about creating the first region in the world where every single individual could grow to their fullest potential and thrive?*

Why couldn't we do that? Because we believe that all of the resources and talent and knowledge and everything that's needed to do that already exist.

They're just being wasted—not out of intention, but for all the same siloing reasons that I talked about with San Mateo. We have thousands and thousands of wonderful organizations filled with wonderful people, meeting human needs on a daily basis.

But they are doing it disconnected from each other, often competing with each other.

With resources that seem constrained—but they're really constrained because of the amount of waste that goes into the way that work happens, just like we've seen in healthcare organizations.

And we know how to work with leaders to create systems that make it possible to do much, much more with much, much less, and make it much easier for the workforce by tapping the ingenuity of the workforce—which creates respect and dignity and all of those things in and of themselves.

It creates more people who are more actualized themselves in the work. So all of this is a virtuous cycle when you do it right. But that takes leadership.

And we looked around, and we said: What leaders do we have, or what leaders can we expect to have?

And the timing was just right, because we were about to have elections for our mayor. We were about to have, in a couple of years, elections for our new county executive. We knew that leadership was turning over at some of the health systems and there might be opportunities to work there. And we knew that there was likely to be turnover in the Pittsburgh Public School District leadership.

So it created this opportunity—rather than trying to convert people who already had decades of leadership, maybe not leading in ways that create habitual excellence—to try to *develop* leaders who could create habitual excellence, in those and many, many other organizations.

So that's why we created Pittsburgh Futures.

We really work not to do the work ourselves, but to advise the leaders of organizations to do work in ways that create habitual excellence in their organizations.

And then we also see this opportunity to create tables where leaders get together on agreed-upon goals—and this is an agreed-upon way to achieve those goals—and work across their silos to achieve results that any individual organization could not do.

So we can dive into some of those examples, but...

Ken Segel – Value Capture (he/him/his)

Yeah, no, absolutely, and I'm sure everybody's heard the power of the idea that's hard to resist, and the sort of root cause thinking about what gets in the way of actualizing what's already known that we can do so that this vision of everybody thriving can be true.

So... and then the savvy thinking about leaders, and where to get them, and how... but let's now take it to that concrete. So what happened? Who did you start working with? What were some of the early...

Geoff Webster (he/him/his)

Vocci, and... and what happened?

Yeah. Well, we are realists, and we're opportunists. So we focus on: where are there leaders who are interested in growing and learning and working with us to lead in ways that produce excellent results?

And the first person to pull was Mayor Gainey. He won his election in 2020, 2019, took off... or 2022, he took office.

And, you know, no matter who the mayor is, the mayor is a necessary partner in this work, because if you don't have the mayor, you don't have the county exec, you don't have the Pittsburgh Public School superintendent.

You're leaving out great organizations that have the opportunity to do incredible things for people. So we were really excited to be able to work with the mayor.

He's been an excellent partner who really took the O'Neill Sr. playbook and ran with it. And the O'Neill Sr. playbook starts with: let's make our own workforce safe, and let's make all of our residents safe. So that was a mantra from the very beginning. And what we've achieved in those regards has been remarkable.

The City of Pittsburgh is down well more than 20% across the whole city workforce in incidents that cause enough harm to their workers that they need medical attention.

And over the first two years of that work, we were already at more than $10 million reduction in workers' compensation costs—not as the target, that's not why we were doing it. We were doing it to not hurt the workforce.

But it's a result, because when you don't hurt the workforce, you don't have to pay their medical bills. So it's a perfect example of upstream thinking, and there are dozens and dozens and dozens. Actually, there are 1,400 events in the safety system right now in the City of Pittsburgh that have been reported and worked on to try to get to root cause.

Like in many organizations, it's actually a small fraction that, really, you get to root cause and prevent it from happening anywhere else, but it doesn't take 100%. It takes a very tiny percent to produce those kind of results.

My favorite example is from the Department of Public Works, where Chris Hornstein has led some amazing work to drive this kind of work.

It was a snowy day, and there's a snow truck—a plow—driving around town, trying to keep the roads clear. It itself slips and hits a guardrail.

And no one was hurt, but it's called out, and the first instinct is, well, why did this happen? "Well, it was icy."

Well, yeah, so there's nothing we can do about it being icy.

In Pittsburgh, it's going to be icy sometimes. So that was it.

And Chris looks at this, and he says to himself, "I don't think that that's the root cause, so let's dive a little deeper. Can we go see where this happened with the people who experienced this?" When they get to the spot, it's icy because there's water on the road.

Why is there water on the road?

Well, there's water on the road because there's a culvert under the road that is blocked.

And so the water's pooling and coming up on the road. Well, why is the water pooling? The water's pooling because there's overgrowth of all kinds of vegetation.

Why is there overgrowth of all kinds of vegetation?

There's no standard whatsoever for clearing vegetation out of culverts to keep them from getting blocked, to keep the water from going on the road.

So, of course, they first get the ice off the road, and then they have to wait for the ice to thaw enough to take the vegetation out, but they do it there, and so that's great. But then they ask the question, "Well, where else do these conditions exist?"

And guess what? There are 78 places in the City of Pittsburgh where there were culverts that were overgrown enough to have water up on the road that could…

So from this one event, doing real root cause problem solving—where you go and you see, and you're with the people who do the work, and you ask "why"s enough to actually understand what's going on—

They found 78 places where they could clear the vegetation, and they created the standard that keeps that from happening again.

So this isn't one truck in one place. This is prevention of possibly hundreds of accidents over years where not only city trucks, but also just drivers and residents of the City of Pittsburgh could get harmed.

And there are, as I said, thousands of those examples. So this habitual excellence is not about a program or a particular project. It's about creating those eyes to see in the people who do the work, calling out thousands of problems every day, solving them to root cause, and creating better conditions for people. So, that's…

Ken Segel – Value Capture (he/him/his)

And designing what perfect would look like, yeah, and using these tools to design what perfect would look like. So that is one example, and those of you in the audience that have

worked with us on the principles of habitual excellence through Value Capture, or Pittsburgh Futures, or other sister allied groups, will be excited to hear that example and the results tied to it.

Geoff, can you sort of talk about some of the other things? As you said, it's not a... it's not a project, it's not a program, it's a way of thinking and leading and doing, and it spreads virtuously. So can you talk about some of that spread into other areas and tell us some more stories?

Geoff Webster (he/him/his)

Absolutely. So, a couple more stories. One is, we just recently did an employee recognition event. And first of all, there had not been this kind of employee recognition event, as far as we know, in the history of the City of Pittsburgh. There are many, many people who have worked at the city for 30 and 40 years and have never been recognized for their work to make the city better. So that in and of itself is something really important.

At the event, there were between 150 and 200 people, all of whom had been nominated by people within their departments because they had taken these ideas and run with them in a hundred different ways. So again, back to this isn't about a program—it's about a system that enables people.

But let me get into a couple of the places where we did do deeper dives, because not all of it is about one-by-one problem solving.

Ken Segel – Value Capture (he/him/his)

Right, right.

Geoff Webster (he/him/his)

And we did—there are a few that are really noteworthy. One is the city has signed on to the idea of Vision Zero for traffic safety.

Many leaders don't have the courage to aim for zero because they're afraid they're going to get dinged if they don't hit it. But aiming for zero is a necessary thing in order to really unleash habitual excellence.

And so far, the city is down about 31% in serious traffic events over the past, I think, four years. And that work needs to continue. And that's really about creating infrastructure that

makes it so that it's not all about behaviors—it's about creating the infrastructure so that it is very hard to behave in the wrong ways.

Which is critically important.

We've also done things like create walkable neighborhoods—four miles of walkable neighborhoods. There was no system to make walkable neighborhoods because people own their own sidewalks. The only thing the city could do was cite them until they fixed their sidewalk. And of course, some people don't have the money to do it, and others don't feel legally bound, so they just don't do it.

We basically created a system of cost sharing and having the city do the work so you don't have to deal with contractors and all those kinds of things. And that has enabled miles and miles of sidewalks, including around schools like Arlington, where they've seen reductions in chronic absenteeism because people can safely get to school now in ways they couldn't before. That's how these systems are interconnected.

But the most impressive work, I would say—the stuff that I'm proudest of—is the violence elimination work.

From the very beginning, the idea was that we really shouldn't have any murders or non-fatal gunshots in the City of Pittsburgh. It's just not an acceptable condition to say we're going to have those things. And of course, a lot of people say, "Well, that's impossible. You can't do that. People are going to be violent."

Well, throughout the city, more of a public health approach has taken hold. And while the country as a whole has seen substantial reductions in violence coming out of the pandemic—about 25% reductions—the city is running at **52%** as of this morning.

And in one particular neighborhood, the Southside Hilltop, with the incredible leadership of people like Chrysara Johnson, the Stop the Violence coordinator, and a team of community members, they invented a system to understand: who's at the fork right before going down a violent path or a nonviolent path? Who is at high or moderate risk?

Let's figure out how to find people in that situation, treat them with humanity, figure out the problems in their lives that create those conditions, and then literally handhold through the process with support, trust, and an adult relationship that can solve those kinds of problems—related to housing, addictions, mental health, trauma, or anything else.

And they are able to mass-customize using the systems principles that we teach.

In that neighborhood, we are now at a **91% reduction in homicides** compared to the peak of the pandemic.

At this time of year then, there had been 11 homicides. This year, there has been **1**.

And in terms of non-fatal gunshots: at the peak, there were 20. This year, there have been **4**—an **80% reduction**.

So to people who say it's not possible: **it is possible**. But it takes intelligent system design, engagement of the people who know and do the work, and most of all, truly treating everybody with dignity and respect.

And that's fundamentally what this work is about. It's incredibly valuable work. One of the team members, Kiana, who's just absolutely wonderful, said during our work:

"If we pull this off, we're not just changing violence in Pittsburgh—we're changing Pittsburgh."

And that is the truth. We've changed that part of the city, and we're going to continue—with support—to work with the next mayor, and continue this work, and spread it to the county and PPS and elsewhere.

Just incredibly exciting.

Ken Segel – Value Capture (he/him/his)

Amazing, and amazing, powerful—couldn't add a word to increase the power of what you're describing.

Geoff, you started to say what's next, and so people won't be surprised—it's extending some of the same thinking. And you started to hint about other partners.

Knowing you, you've put together an extraordinary organization whose mission is to help draw other organizations and entities together. Say a little bit more about this key strategic moment and what's ahead.

Geoff Webster (he/him/his)

So the future is incredibly bright in many, many ways. There are obviously a lot of countervailing forces in the world, but that's why Futures is all the more needed.

We have an incredible partnership going with Pittsburgh Water, where Will Pickering is leading a similar kind of initiative. Already they have **42% reductions in worker safety events** within the workforce of Pittsburgh Water in just the first five months of doing work like this.

And they're working on critically important things like lead line removal, speeding it up, and working on their valve systems so that they have safer water for everybody. Just incredibly important.

But what's next is: how do we take these partnerships with a handful of organizations and get even broader?

A great example of that is actually thinking about the work with the city and Pittsburgh Water and then thinking about things like a **one-dig idea**.

Right now, around Pittsburgh, the city paves roads and digs up roads when they need maintenance. Pittsburgh Water digs up roads and puts them back. Gas companies dig up roads and put them back. Cable... and so on. Roads get dug up repeatedly with no coordination.

I am a witness to the truth of this statement.

Any rational person looking at this regionally would say: *Why do we do this?*
The reason is silos—individual needs, systems, processes—but none of them work together.

So imagine a world where, instead of doing that, we had a table where we get the people who do this work together, and say: most work is planned—how can we plan and align our work so the miles of roads dug up each year are dug up **once**, together?

We could bring all the infrastructure up to top level—add conduits for future high-speed networks and other upgrades we might not have funding for yet, but we could plan for.

And let's take the savings from digging again and again and put it into putting the roads back not as they are, but as **they should be**. Vision Zero and Complete Streets have already created the designs.

When we put them back, let's put them back safer—and use the savings to help achieve Vision Zero for traffic, pedestrian, and bike safety.

It's that kind of visionary thinking that, if used across organizations, with all leaders deploying their resources intelligently, could give us a fundamentally different region in 20 years.

But if we don't do those things, all the sunk costs of what we're doing now become waste—because we're just going and digging again, and not doing the things we need to keep people safe.

And that is public health. When you do those things right, you have safe water, safer air, safer streets, less violence, and cleaner communities. That **is** public health.

So that's part of our vision.

Ken Segel – Value Capture (he/him/his)

Oh, it's great, Geoff. And it's public health and it's leadership, and again, you've been so clear about pointing to the way of thinking and the systems design and the basic framework that leaders have to have—rooted in respect for people, but also putting together intelligent systems across silos.

To solve these problems... and that the resources are there to create greatness from.

And today, they're being lost and wasted in ways that frustrate everybody and frustrate the results that leaders ultimately really want.

So, it's so exciting, and it's so exciting to hear your passion.

Geoff Webster (he/him/his)

Let me dive into one more example.

Ken Segel – Value Capture (he/him/his)

Go ahead.

One more example. Okay, great.

Geoff Webster (he/him/his)

One more example, because the Violence Learning Line has created a space where we have learned how to identify people who have needs and meet those needs.

And the same needs that would cause some people to move into a space of violence just lead other people into a space of not having the space to be educated, or a space of being unhealthy in ways that relate to their mental health, or their diet, or their drug use and addictions, right?

So the other huge piece of this vision—and this is where I think a partnership with the city and the county and the school districts and all these other partners come in—is: it would

be possible for us, in this day and age, to understand the needs of basically every individual and every family.

And amongst us, create systems—like we've done with the Violence Learning Line—that essentially meet every person and family's needs, with many fewer resources than we already use.

So that, to me, is the ultimate challenge, because if we can do that—whether we use the lens of violence or health or safety or any other lens you want to use—if we can help find and support people and families to thrive, everything else... that's the root cause. If we work on that.

And meet the needs that people have for their fundamentals—just Maslow's hierarchy of need at the most fundamental levels—

So that people are getting closer and closer to that sort of self-actualization and growth, we can do anything as a region. So that's, I think, our ultimate vision.

And we believe we're closer than ever to being there, by our existence, but also by the incredible partners that exist around the region to tap to make that true.

Ken Segel – Value Capture (he/him/his)

Amazing.

Geoff... what do you think are some of the key lessons you've gleaned from doing this work? You've always had a powerful vision related to this. You've worked with health system leaders that want to go this direction, you've now done this visionary work.

What have you learned about leadership yourself as a leader, and observing other leaders during this Pittsburgh Futures experience, that you think bears underlining for other leaders who, you know, have a challenging seat—but seats of great privilege?

Geoff Webster (he/him/his)

Yeah, absolutely. So, you know, we've learned a ton from a lot of people, obviously around the whole country. One place that I think we've gone and seen a couple times is Cincinnati.

Ken Segel – Value Capture (he/him/his)

Yep.

Geoff Webster (he/him/his)

Where the All Children Thrive Network, with the great leadership of Uma Kotagal and Rob Kahn and folks like that, have taught us a lot about community engagement—

Built from the community—and about the power of using improvement principles and teaching people the improvement principles and enabling growth of those principles across organizations.

So we've learned a ton from them, and I think they continue to learn from us in terms of using habitual excellence principles and aiming for zero, and the role of leadership, and a lot of different things. So that's been a great partnership and learning.

And I've, in particular, been in kind of a mutual coaching relationship with Laura Mitchell, who used to be the superintendent of schools in Cincinnati, where they drove third grade reading... just incredible improvements in third grade reading, including reductions in the racial gap in performance in the schools.

So much to the degree that their school district was, like ours, shrinking. And they were closing schools—and within five years, they were buying back schools because people wanted to go rather than not. So there are huge lessons there that we can learn as a city.

If I were to say one thing that is really important that I've learned and continue to learn, it's this: you have to put yourself in uncomfortable spaces every day to challenge yourself to grow.

And if you find yourself avoiding the uncomfortable spaces, you're not leading.

So, for me, that has meant—in many cases, just like I challenge leaders all the time—I think one of the values that Futures can bring to the table (and it's not just me, but our whole team, and many others who've played the role with our team, like Gerald Harris and Lisa Beckwith, and some of the Value Capture team that has been critically involved in much of this work):

The value we bring is that a lot of leaders don't get challenged.

They don't want to be challenged, and so they put themselves in a space with people around them who will not challenge them.

You will not be a great leader that way.

And the same is true for me and for everyone else.

If you don't put yourself in a space where you're challenged, you will not grow. And growth is everything. So I would just say that's a key lesson for me, and a key lesson that I continue to see and learn with all of the leaders that I work with.

If you put yourself in a stagnant space, you'll stay stagnant, and you'll never improve.

Ken Segel – Value Capture (he/him/his)

Pretty profound.

Pretty profound.

I know I found myself scribbling down some of these wise words, and I'm sure listeners are as well.

Geoff, I'm also sure listeners are going to want to learn how they can learn more. So what are the best ways that people can tap into Pittsburgh Futures—the framework, the thinking, knowledge about it? Where can they find more information and connection?

Geoff Webster (he/him/his)

Absolutely. So, our website is pghfutures.org. You can always go to our website and find a variety of case studies and "about us," and sort of learn more and contact us.

We also have a Substack newsletter called *A More Perfect Region* that you can subscribe to, and that's a great way to keep track of the various things that we're learning and that are going on in the region through our work.

And then we have a LinkedIn account as well, *Pittsburgh Futures Collaborative*. If you search it on LinkedIn, you can get connected there.

And, of course, always, you can reach out to me at **gwebster@pghfutures.org**.

Ken Segel – Value Capture (he/him/his)

Amazing.

Listeners, you know, if you want to get more experience with the principles of habitual excellence, the Value Capture website, valuecapturellc.com, and all of our writing…

And make sure to like and follow this podcast, *Habitual Excellence,* wherever you get your good, deep leadership lessons.

Geoff, I know I've been inspired by my whole career working with you. This hour is no exception. Watching what you've done with real courage in Pittsburgh Futures has been inspiring and deeply hope-giving.

And I know it will [be for] others who listen to this. So thank you so much for being a guest.

Geoff Webster (he/him/his)

It is quite mutual, and I forgot to mention, Ken, your insights at the beginning of Pittsburgh Futures are critically important as well. So thank you for all that you've contributed to all of our work together—but Pittsburgh Futures as well.

Ken Segel – Value Capture (he/him/his)

We have catchball all the time, and, you know, I think Value Capture, where you still have a hand in, and, you know, we could not be more excited about the, in a way, sister-organization work that you and Paul have driven together with your colleagues.

We're just excited, and I think the healthcare leaders listening, I hope, are really thinking about those upstream lessons, which, I have to say, diverge a little bit from some of the standard talking points about moving upstream.

And they have a gravity and a reality to the way you're putting it and framing it around leadership and the results you're creating that I hope will give people energy, insight, and move more folks to action—because you're showing it's possible together with your partners.

So thank you, Geoff. Thanks for being here.

Geoff Webster (he/him/his)

Thank you.