

Presentation To COLORADO Environmental Health A Daring Look at the Future of Environmental Health

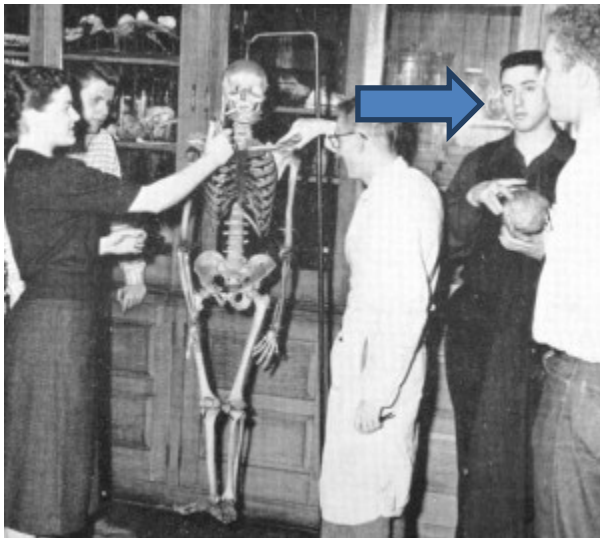
Thanks Dan!

And for those of you who are curious – that last state is North Dakota! I don't even know if they have golf courses there!

Speaking of the unusual, I'm happy to begin my presentation to you this morning by telling you something that you seldom hear from a speaker at the beginning of his/her talk. Instead of telling you to please turn off your cell phones and put them away, I'm asking you to please pull your cell phones out and turn them on. I want you involved in various parts of my presentation and I'm going to accomplish that through your cell phones and texting.

One other introductory note – time permitting, it is my intent to provide you with both a presentation and an epilogue. Let's see how this goes!

Ok - my presentation this morning takes aim at the future. However, to build a path to the daring vision of our future that I am anxious to talk to you about, I want to first take you backwards in time. More specifically, let's return to that wonderful day when we were all sitting in a tenth grade biology class and learning about evolution!



Bet you didn't know that I could find a picture of Dan in tenth grade, eh?! It wasn't easy!

I need to first talk about evolution because this is the concept that has driven my thinking and my vision of where I believe our profession can go and even prosper.

Let me also clarify that I want to talk about evolution – not as a controversial biological theory that has spawned debates with creationists – but rather as a concept. I find the concept of evolution to be one of the most powerful concepts ever devised to describe life, time and change.

Please also note that I am not passing off evolution as simply change.

We all hear the platitude that everything changes and that we too must change. What the hell does that mean?

What I want to do is to talk about evolution as a life force. Yes it results in change but the concept is much more elaborate and even elegant than the simpleton notion of mindless and random change sometimes only for the sake of change.

Evolution and in particular evolution by natural selection is an incredibly complicated concept that deals with an organism's fitness to survive and reproduce. As a concept, evolution by natural selection essentially means the following:

SLIDE

- Organisms define themselves based on various heritable traits.
- Events occur in our natural environment
- Organisms with certain traits adapt better to these events and are able to produce more offspring than other organisms which don't have these traits.
- Over time, the organisms which had the traits that allowed them to adapt become more widespread in the general population of that organism.
- In short, nature "selects" for those organisms which adapt best to changing environmental circumstances.

One of Darwin's most famous quotes was:

SLIDE:

"It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change."

I would add – the ones best able to adapt to change -

You know the expression that a picture is worth a thousand words ...

Some famous but unknown scientist portrayed evolution as follows:

SLIDES: Bush and Clinton

To *further* get you into the mindset of evolution – which is what I am trying to do here albeit in an amusing way - let me defer to several other depictions of this concept brought to us by the geniuses Homer Simpson and Guinness Beer.

Homer Simpson and Guinness Beer Videos

I want to anchor your thinking in evolution because the crux of my entire presentation is that we must evolve as a profession to survive and prosper.

Ok ... It is somewhat disconcerting to me that when I talk to members of this profession about what it is that NEHA should be doing, time and again, I get told that NEHA's job is to "Protect the Profession"! To justify this, you tell me that you like what you do. You like working within health departments. You don't want technicians coming into our field. Nor do you want to absorb any budget cuts. **Just keep things as they are.**

I am here to tell you that EH will change because it will evolve. That is the natural order. We will adapt to the new normals that are emerging today and take up new lines of work because if we don't, we will become increasingly obsolete and consequently less likely to survive – at least in the image of what we look like today.

I am also arguing that the protectionist stance that many of our profession's members and even leaders advocate, close us off from evolutionary possibilities and promises - that right now are there for

the taking but which will soon disappear into other professions if we don't seize the moment.

So let's grasp the concept of evolution a bit more concretely since it is the bedrock upon which my presentation is built.

It is important to understand that everything evolves - not just biological organisms. Marriages, United Airlines, beer commercials, the odor in your shoes, the garden in your backyard, your job, language, warfare, the relationship between you two during this presentation, and yes, even professions ... everything evolves – even slobs!

Slob Video

Let's now look more closely at our profession and the environment within which we practice.

Some 30 years ago and out of the cataclysmic event generally referred to as the creation of the EPA, I witnessed this profession go through a gigantic adaptation. We survived even though this evolutionary event

ended up pulling such mainstay programs out of public and environmental health as air pollution, water pollution and solid and hazardous waste.

Since then, however, not a whole lot has changed. Yes, we have incorporated technology more deeply into our practice. And yes, we have expanded the boundaries of environmental health a little to accommodate such topics as emergency response and pandemic planning. These adaptations, however, have been fairly slow, gradual and insignificant.

Those days are over. Today we are facing another event that is at least as large as the EPA episode of our history. And despite our resistance, this event too promises to change us in some major ways. **What is the event that I am referring to POLL SLIDE**

The event of which I speak is the Great Recession and its lingering aftermath. **SLIDE**



If I had the time, I would lay out for you trends and statistics that are mind boggling. As I've told my board on numerous occasions over the past three years, I now spend more of my time studying economics than vector control, food safety, marijuana dispensaries and even global warming combined. As I am quick to mention when I am interviewed, the state of our economy is the single most powerful factor affecting environmental health today.

This economic event is not going to go away any time soon and things are not going to return to normal. In fact, the literature is now replete with references to new normals – and especially in the world of public

administration which is the world in which most environmental health professionals play.

Though I promised you that I wouldn't recite a string of statistics, let me just make a couple of quick points to drive home the magnitude of what we are now going through.

I've quickly learned that economists agree on very little, however, there *is* one point that they all agree on. Unemployment will remain elevated for years to come. Even President Obama's ambitious jobs plan is expected - at most - to lower unemployment by only 1 percentage point to a little over 8%.

Why is this significant?

Consumer spending accounts for almost 70% of the economic activity that drives our economy. If the consumer is compromised in their spending – and with so many people out of work, that's precisely the situation we are in and will be in for years to come – this economy can't fully recover – even if we are technically out of a recession.

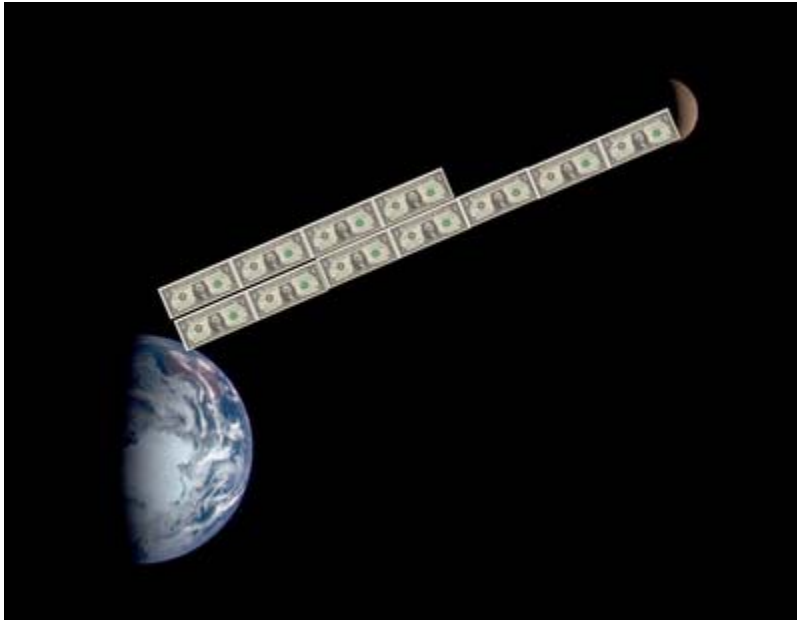
Think about this ... 30% of all mortgages are now in delinquency and one in five Americans have a mortgage that is now upside down. I was giving a presentation in Nevada several weeks ago. There, one in every eleven homeowners has actually been served a foreclosure notice! In Colorado, we are more fortunate though we are among the top ten states in the nation for foreclosures. For the past year, our unemployment rate has swung between 8.5 and 9.3%. The nation's is over 9% though some would argue it is closer to 18% if those who have given up trying to find a job are also counted. It is also difficult to comprehend that one out of every six Americans are now in poverty – the highest rate in 30 years.

Our total national debt is approaching \$15 trillion dollars and this year, our federal deficit will be between 1.3 and \$1.5 trillion.

These are big numbers. Let me help you to digest them.

Suppose you make the average annual salary in the U.S. of \$44,410. It would take you 22,517 years to earn a billion dollars.

Slide



If you laid one dollar bills end to end, you could make a chain that stretches from the earth to the moon and back again 200 times before you ran out of just one trillion dollar bills.

Other forces that I won't go into but which are having giant impacts on the economy include massive layoffs in the public sector – where most of our profession resides, an increase in the number of communities

looking at Chapter 9 bankruptcy filings, unfunded and enormous pension fund liabilities, the continuing difficulty in getting credit and high energy and food prices. From abroad, our economy is vulnerable to the growing financial debt crisis in Europe, the distinct possibility of further unrest in the Arab world, and rising energy prices and energy scarcity.

To repeat, I regard the Great Recession to be one of those great evolutionary environmental events. Let's look now at how it is impacting our profession of environmental health.

- Early this spring, NACCHO (National Association of City and County Health Officials) released its fourth in a series of reports over the last three years that have documented the impact of the recession on local public health. In this latest report, it is pointed out that over this three year time span, 20% of the public health workforce was extinguished. The report notes that environmental

health was among those public health programs that were hit the hardest with these cuts.

- NEHA too has been studying the landscape.
- In one study, we looked at five states (Michigan, South Carolina, Arizona, Massachusetts and Texas) to try to get a sense for how the recession was specifically impacting environmental health.
- That study taught us that because housing starts and new restaurant construction were both down, so too was the fee income that environmental health programs derive from inspecting septic tanks and conducting restaurant facility plan reviews. In some states, this drop in income was huge. The overall result was that environmental health programs had to cut back on staff because there wasn't enough money available to sustain existing staffing levels.
- On top of the loss of fee income, many states have cut back on the funding support that they have traditionally been providing to

local environmental health programs. That too has served to further squeeze the budgets and the staffing of such programs.

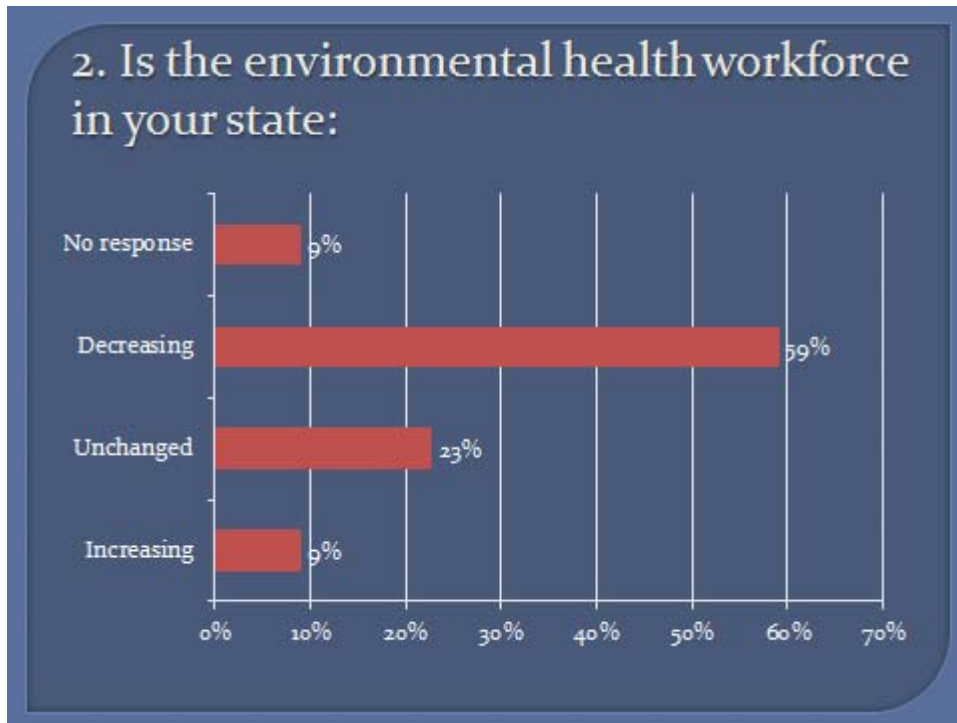
- In yet another study, the Council to Improve Foodborne Outbreak Response (CIFOR) hired NEHA to specifically look at the recession's impact on food safety programs in environmental health. Some early findings from that study were as follows:

SLIDE

- 44% of EH Food programs around the country decreased staff
- 12% by between 24 and 49%
- 57% decreased budgets
- 59% decreased travel budgets
- 51% decreased training budgets
- Only 19% were able to increase their staff's salaries
- 14% increased their budgets but of those, 33% increased staff's workload
- Not surprisingly, morale is down in many of these programs

We recently polled our affiliates about the general situation in their states.

SLIDE



59% reported that EH employment is decreasing in their state.

Environmental health has been hit so hard in Louisiana that our affiliate in that state had to cancel its annual meeting because they couldn't get anyone to attend.

In North Carolina, the state EH program was eliminated.

Ft. Worth eliminated their Public Health Department.

SC has eliminated its indoor air program.

In Sacramento, the number of full-time Division of Public Health employees has fallen to 170, from 305 five years ago.

Across the country, we see EH departments being consolidated and even turned over to private sector services. We also see our people taking salary cuts, benefit losses and furloughs.

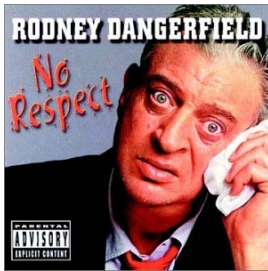
I could go on and on -

Let me go back to the idea of evolution again for a moment.

A big event has occurred – that being the Great Recession and its legacy. When major events like this occur, organisms and entities adapt to survive.

In view of this event, how has our profession adapted? The answer to that question is absolutely fascinating!

The group think within the profession has been focused **not** on adaptation but rather on protecting the status quo. Remember my earlier observation that people expect NEHA to protect the profession? The very idea that we can somehow draw a perimeter around what we have as if we could inoculate our profession from having to adapt to the changing environment around us, is a fantasy! I further believe that this idea is the product of an immensely powerful, deeply held and largely unchallenged Rodney Dangerfield type narrative that has for decades dictated how we in environmental health see the world. That narrative goes something like this:



Rodney Dangerfield Narrative Slide

- a. We are neither understood nor appreciated. (This conclusion comes from the belief that if we were more appreciated, we would enjoy greater funding support and public recognition.)
- b. Yet we do great and noble work.
- c. If the public only knew who we were and what we did, we would receive greater political and funding support.
- d. The path to a more deserved future is to therefore develop clever marketing campaigns that can educate and even inspire the public on the true value of our profession.
- e. Once the public starts catching on, we will no longer be the “invisible” profession.
- f. More significantly, the public will lobby their policy makers to increase their support of us.
- g. Voila! Problem solved.

Based on this powerful narrative, for thirty years, our strategy has been to look toward marketing as the golden brick road from our doldrums

to a better future. It also describes how we continue to respond to the evolutionary environmental event of the great recession.

I am here to tell you that even though various versions of this strategy have been pushed, promoted and tried ... none have worked or even made a dent in the problem. For thirty years, our profession has been shrinking. The only thing different about these days is that this trend has accelerated.

As an aside, think for a moment about this strategy. It has nothing whatsoever to do with adapting to where future trends might be taking us. It has everything to do with preserving the status quo and protecting the profession. Seen from the perspective of the sweeping power of evolution, this strategy and more importantly the narrative that it is based on, never had a chance. And yet this is the uninspired strategy and misinformed narrative that most of our thought leaders have promoted and to this day, continue to promote.

It is time to change both the narrative and the strategy. Neither serves us. Instead, they act like powerful drugs, holding us a trance and fostering the illusion that all we need to do is to try harder and improve our marketing and then somehow, finally, this strategy will work.

It is time for this dream to end. It is time to understand the power of evolution and to more openly embrace the evolutionary possibilities that are open to this profession ... instead of fighting them.

In the remaining time I have with you, I will describe what NEHA is doing along these very lines and how we are attempting to guide the profession into a future that offers promise, excitement and even growth for its practitioners.

I will begin that part of my presentation by first asking you to think for a second about what is taking place across most all professions today.

Virtually to a one – with the possible exception of police and fire – most all professions are standing on a street corner, waving posters that speak to the importance of their profession and the dire consequences

that will unfold if their profession is cut back by policy makers. They yell and scream – all hoping to be heard.



SLIDE

While other professions are out on the street corner hoping to be heard, NEHA has found a way not only to get in to talk to the policy makers but to actually be invited in! Mayors, County Administrators, Boards of Commissioners, city councils, city managers, government finance officers etc. are all in fact, asking NEHA to please come in and talk to them. More than that, they are asking us to guide them through their budget process!!

We have realized that the only real issue on the minds of policy makers today is finances and how to make their budget work. Knowing that,

last fall NEHA made the audacious move of hiring two experts in local finance.

Imagine that. An environmental and public health organization goes out and hires two experts in local governmental budgeting. I don't mind telling you that more than one person thought I had lost my mind!

These two individuals were more than just financial wizards, however.

They had invented a process that is the first of its kind as it successfully correlates spending decisions to the priorities that a community defines for itself. In other words, this new process takes a government through an exercise that allows it to see how their spending decisions impact the priority outcomes that they believe their government is in the business to achieve. It is a process that was recently hailed and endorsed by all the major professional societies that local policy makers belong to such as ICMA, GFOA and the Alliance for Innovation. Just last week at the ICMA annual conference, ICMA broadcast this program of ours to all of its members. We've also picked up degrees of support for

this process from the National League of Cities, the National Association of County Officials and even the National Conference of State Legislators.

Shortly after hiring these two individuals, NEHA created the Center for Priority Based Budgeting. In less than a year since we began the operation of this Center, we have been interviewed by no less than the Wall Street Journal and the Financial Times of London as our process is being seen as a way for local governments to find their way through these unprecedented times.

Our Center has already been hired by over twenty governments to help them through their budget process and that number is growing exponentially as I speak. We've been hired by cities as large as San Jose (America's 10th largest), as innovative as Boulder Colorado, as environmentally based as Monterrey California, and as suburban and successful as Blue Ash Ohio – a suburb of Cincinnati and home to several Fortune 500 Giants. Ironically, the city that we are meeting in,

Fort Collins, has just asked us to begin working with them starting in January of next year.

But what is important for purposes of this presentation is what the Center is doing and how it is helping us to envision what the future of environmental health can look like.

The process that the Center follows features several key steps.

SLIDE that summarizes PPB

The first step involves getting the policy makers to define what their government is in business to achieve. In other words, why does this city or county or special district exist?

The second step involves developing a complete inventory of all the programs that a government conducts. Mind you, we are not talking about departments here. Rather, we are identifying all of the programs that exist across all departments.

All programs are placed into one of four quartiles based on how much they each contribute to the realization of the government's priority outcomes. The higher the quartile that a program falls into, the more important and deserving of funding that program is.

The fourth and last step then involves policy makers deciding which programs should actually get funding. Needless to say, those programs that end up in the third or fourth quartile are those that are most vulnerable to be cut or even eliminated.

Ok – so what in the world does this have to do with environmental health let alone the future of the profession? Glad you're wondering!

The key piece to this entire scheme pops up in the outcomes that community leaders identify. To put it simply and bluntly, once community leaders are forced to go through a process to identify why their government even exists ... environmental health shows up all over the place! In other words, rather than scream and holler on a street corner that environmental health is important or conduct dead end

marketing campaigns where we get lost in the noise of the campaigns of other professions, policy makers already know that environmental health is important and we have the data to prove that!

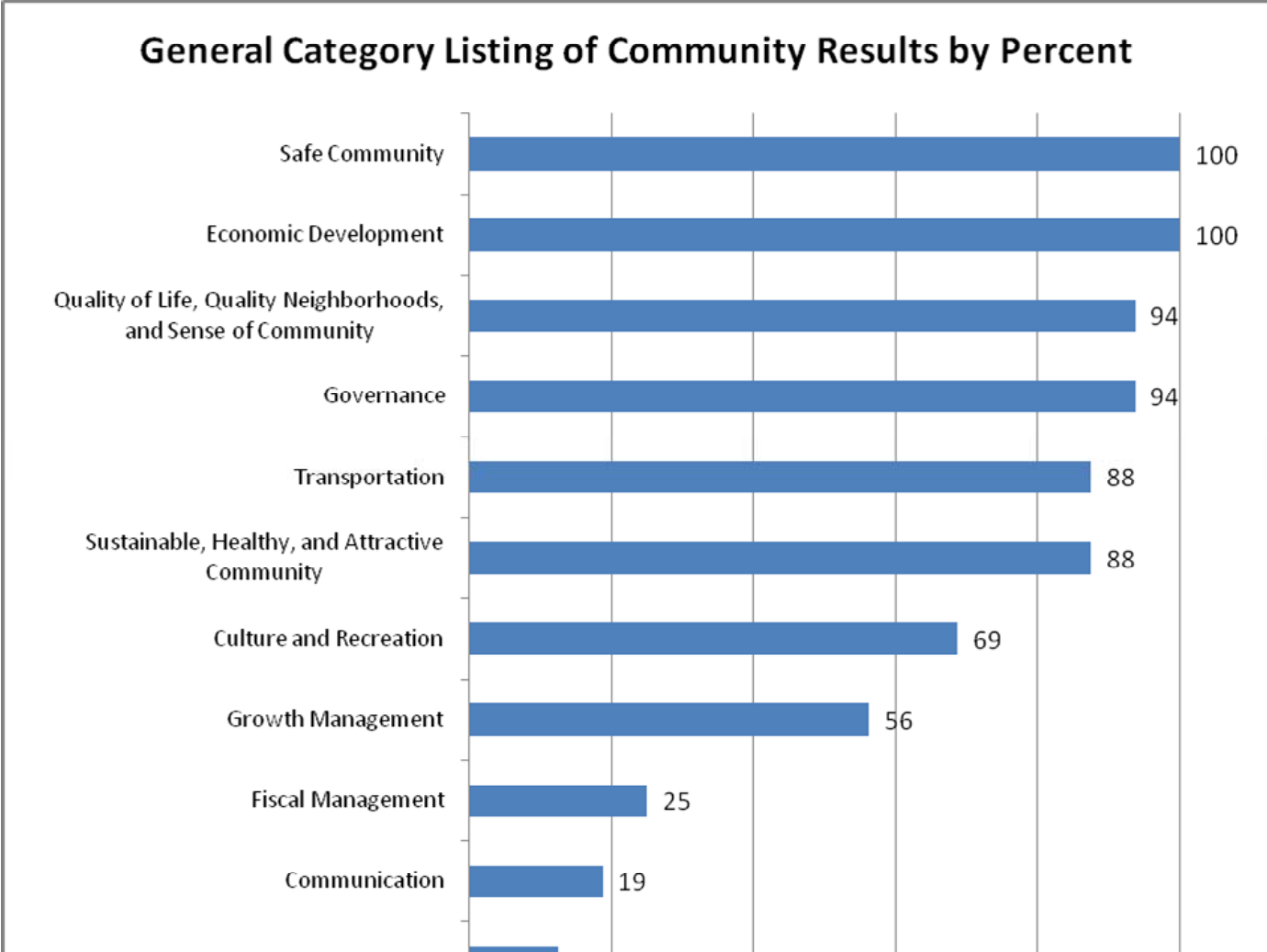
To make this all clearer, let's actually look at some of the outcome maps the local policy leaders have developed so that you can see for yourself how prominently, environmental health is featured. **RUN**

THROUGH OUTCOME SLIDES

Explain quartiles Slide (Two of them)

Plano Health Dept Slide

Let me make the effort to convey the significance of all that you have now seen.



Governments are telling us that they highly value environmental health.

How many of these programs do you see an EH role in POLL QUESTION

After all – look at their top priorities:

Safe Community = That includes EH

Involves program work in healthy environments, safe food, safe built environments, emergency response.

Economic Development = That includes EH

Without a sound EH infrastructure, a community can't develop. We had a case three years ago in Alamosa, Colorado where the town's drinking water supply was contaminated. The economic impact on that town was huge. The environmental disaster that happened in Joplin was huge and without building up the EH infrastructure again, there would be no economic recovery. In Colorado Springs, businesses are not moving in partly because they question whether the EH infrastructure is strong enough to support a safe and healthy environment for their employees.

Quality of Life = EH

This includes work in sustainability, safe and clean recreational facilities, vector control, and the like.

Sustainable Healthy Communities (including neighborhoods and built environments) = EH

This includes work to maintain parks and recreational areas like beaches and pools in a safe and healthful condition. It also includes substantive work in sustainability, built environments, green programs, resource conservation, smart growth, health impact assessments, etc.

Growth Management = EH

This involves participation in land use planning from a health perspective. This also involves developing healthy life style opportunities through the use of parks and open space, and less reliance on the car.

Ok - we are all over these priorities!

But ... there are two catches that we have to deal with.

ASK AUDIENCE!!

Catches Slide

Catch #1

Though **we know** that we are showing up all over these priorities, too many policy makers don't. Instead, they see environmental health as basically nothing more than health inspectors buried in the basement of the local health department.

Sustainability? Smart growth? Health effects of global climate change?

Built environments?

Let me tell you where the expertise for dealing with these topics is coming from. Many local governments are funding and implementing brand new sustainability programs and are locating them out of the city manager's office or county administrator's office. And staffing these

program are history majors, political science majors, some land use planners, and only a smattering of environmental health people.

The same is happening with programs designed to achieve smart growth, healthy neighborhoods and healthy built environments.

While environmental health has been content to sit back in that basement, others and especially the land use planners – who have no training in public health of any kind – have aggressively gone out to stake a claim to these emerging topics and programs.

Let me make this point as clearly as I can.

Local policy makers ARE saying that environmental health is at the top of their agenda. They **are** saying that they are willing – even in these very difficult times – to commit funding for these environmental health programs.

We don't have to lobby or market to them. In this era of new normals, they are defining one of the new normals to be strong environmental health programs.

The first catch is that we need to do a much better job at letting our policy makers know that they have just dialed **our** number and we are ready to answer their call. Land use planners dealing with the health implications of global warming? Are you kidding me? We are the ones who need to be all over this issue. And yes, the health effects of global climate change is very much an environmental health issue.

Slide on health effects of global climate change

The second catch is that many of these new and emerging programs lie outside of the traditional agendas that most environmental health practitioners have been following for decades and quite frankly, since the last big event occurred that transformed our profession – that being the creation of the EPA. Unless and until we embrace this new evolutionary branch to the tree we call environmental health, we will

continue to wither away and increasingly be replaced by technicians, new technology, and private sector consultants. In addition, many of our programs will continue to just be eliminated with nothing new coming in to replace them.

CATCHES SLIDE (again)

In other words, we have to embrace these new topics, acknowledge that our field is evolving and ride this wave. We have a remarkable opportunity right here in our hands to engage some incredibly exciting topic areas that are contemporary, socially relevant, highly visible and hugely important, and which at their heart, are environmental health issues.

I'm proud to say that NEHA is today moving to develop training materials and tools that will help the profession convey that if healthy communities or public safety is the goal, we are ready, willing and able to help our policy makers meet those goals.

We are also moving to build helpful tools to help our profession develop their competence in these new branches of environmental health.

And finally, we are moving to help our professional family realize that it is ok to practice environmental health in a public safety or police department, a land use program, a city manager's special office, a parks and recreation program, or even a housing program. We must not lose sight of the end game here. The goal is not to necessarily bring these programs into a public health department – though that would be nice. The goal is to have an impact on these issues! And if that means that in the particular community in which you work, you might have to move into a land use program, so be it if that's what it takes to bring environmental health to bear on decisions impacting smart growth, healthy communities, healthy built environments, sustainability, etc.

As I now move into the final stage of my presentation, let me summarize my portrait of the future of environmental health and clarify why I've chosen to call it daring.

Summary

Summary Slides

First, evolution is arguably one of the most powerful forces acting on life and this world of ours.

Environmental events happen. We either adapt or we hope that the impact of an event doesn't completely destroy us.

We have an evolutionary event taking place today – the Great Recession and its lingering hold on us - that is about the biggest thing to ever hit environmental health.

The impact of this event on our profession so far has led to a significant downsizing of our ranks and a reduction for many in benefits, working hours and net wages.

Our profession's response to this monumental event has been to engage in marketing with the aim to basically preserve what we have. This strategy has basically gotten us nowhere.

In the meantime, local governments across that country are now feverishly engaged in discussions about new normals and priority programs. NEHA is not only in the middle of these discussions, we are leading many of them!

As these discussions play out, governments are including environmental health considerations in most all of their top priorities!

Unfortunately, local policy makers tend not to recognize the environmental health thread within their priorities let alone how their own environmental health workforce can help them to accomplish their priority goals.

Our adaptation strategy must change and must involve our profession making the case that these priority areas of interest include the new branches of environmental health's evolutionary tree. If we don't establish our legitimate role within these issues, other less well suited professions are going to ultimately take responsibility for them.

NEHA is working to educate policy makers that their priorities are laced with environmental health themes. We are also working to ignite a movement within our profession to move into these new areas.

I can't stress enough that we have the chance to see the evolutionary event of the Great Recession as an opportunity and a spring board to a better future.

Manning the barricades to "protect the profession" from evolutionary change holds no promise and quite frankly, little chance of success for such a position fights not only the trends that are sweeping across the profession today but in addition, it pits us against the incomparable power of the evolutionary process.

I've called my presentation a daring look at the future because I've dared to challenge several long held and cherished narratives that have held this profession captive for years. I've challenged the sacred strategy that the way forward is through marketing. I've challenged the idea that policy makers don't care about environmental health. I've challenged those who claim that the recession is just a passing event and that things will soon return to normal. I've challenged you to think about a future for environmental health that features meaningful work on a new branch to our evolutionary tree in healthful communities, smart growth, built environment, health effects of global warming, and sustainability. I've challenged the popular position that NEHA's job is to protect the profession. And,

My daring portrait argues that we need to embrace evolution, adapt to the changes taking place today and branch out into new areas of practice – even if it means leaving the comfortable confines of a health department if that is what it takes to get the job done.

ENDING BEFORE EPILOGUE SLIDE

Now normally, one ends a speech like this by calling for some action.

I'm going to do just the opposite. Before I get to my epilogue, I'll end this presentation by simply calling upon you to not allow environmental health to qualify for one of those Darwin Awards – which will happen if we ignore the new buds emerging on our evolutionary tree.

Run through Darwin Award slides

We don't want environmental health appearing in pictures like this!

Now to my epilogue ...

I will close by first sharing a comment that chilled me to the bone when I first heard it. The comment was that we are fast approaching the time when – for the first time in American history – parents can look down at their children and say, our life expectancy will exceed yours!

Now most all environmental health professionals seem to be quite comfortable with the concept that environmental health basically

means protecting the public's health from environmental threats to health. **Do Poll On This** - **If our job involves protecting health, what then would you regard to be the greatest threat to health and the reason for this bone chilling comment?**

It would be hard to argue that there is any greater threat to health today than the growing obesity epidemic.



Obesity SLIDE

CDC claims that a third of the American adult population is obese and that fully half of our population will be obese by 2030. Mind you, I'm not talking about overweight; I'm talking about obese.

Today, 17% of all children in America are obese!

No state has met the nation's *Healthy People 2010* goal to lower obesity prevalence to 15%. The number of states with an obesity prevalence of 30% or more has increased to 12 states in 2010. In 2009, nine states had obesity rates of 30% or more.

There is no health issue in this country that is larger, more expensive or more threatening. And the environment plays a major role in this issue. Our communities are practically designed for obesity. We are so car dependent that exercise for many Americans has become little more than opening and closing their car doors.

As the philosophical idea goes, sometimes when we are deep into something, we completely miss the bigger picture. We all know e.g., that we can drive our cars through McDonald's to get that quick meal. But take a

step back with me as I try to impress upon you the totality of how car centric our communities have become.

Car Dependence Slides

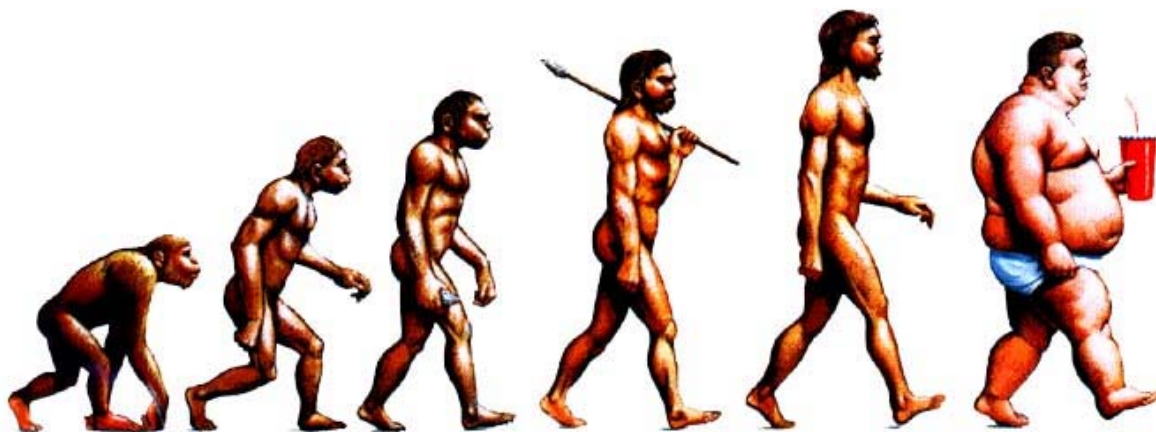
It doesn't have to be this way.

Frankfurt Pics

A month ago, I was in Frankfurt Germany. I was amazed by the number of bicycles I saw downtown. They were everywhere. People were everywhere, walking and enjoying life. I found the same to be the case in Montreal. Why can't we do this?

Obesity is at least partly, an environmental health issue. The quality and condition of our urban design and our built environments play a substantial causal role in this issue. We have to find a way to control the rising costs of health care or we will bankrupt this country of ours. As a

profession, we can help. It will take, however, the courage to move into some of these new branches of our environmental health tree such as urban design, healthy communities and even sustainability for us to have the impact that we are capable of making.



Obesity and Evolution Slide

Thank you slide

Thank you for your time and attention. This is a great profession and there is no reason why it can't evolve into an even greater and more contemporary profession – if

we move more vigorously to seize upon the evolutionary opportunities before us.

The Choice is Ours Slide
