



TEXAS A&M HEALTH
Institute for
Healthcare Access

TRUST BY DESIGN: ORGANIZATIONS, INSTITUTIONAL CAPTURE, AND DATA MODERNIZATION

Health Truth to Power in the Era of Data Modernization

Trust, Law, and Data Modernization Panel

Presented by Keegan Warren, JD, LLM at the
Health Law Professors Conference at
Georgia State University in Atlanta on
June 4, 2026



PRESENTATION ABSTRACT SUMMARY

Institutional capture—through corporate influence, bureaucratic silos, and performance metrics misaligned with community needs—erodes organizational trust and fuels professional defeatism in public health and medicine.

This presentation critiques those blind spots and examines how institutional design choices either reproduce capture or create space for stewarding organizational trust.

Drawing on the example of medical-legal partnership, it shows how cross-disciplinary teams can address moral distress, reorient data modernization toward structural reform, and build organizations that working-class communities experience as genuinely on their side.

Related Publication

Sage, William Matthew and Warren, Keegan, Health Truth to Power: Professional Collaboration to Bolster Trust Against Misinformation (January 01, 2026). Houston Journal of Health Law & Policy, Vol. 25, No. 1, pp. 115-40, 2026. <http://dx.doi.org/10.2139/ssrn.6069728>.



ORGANIZATIONS ARE THE HINGE OF TRUST.

Organizations are where modernization becomes lived experience.

Institutional capture distorts truth-telling through pressure from government, industry, and the crowd.

Medical-legal partnership shows how institutions can build trust through collaboration, reduce moral distress, and realize tangible community benefit.



MODERNIZATION IS EXPERIENCED ORGANIZATIONALLY.



INSTITUTIONAL CAPTURE DISTORTS TRUTH-TELLING.



Government

political interference in health communication



Industry

corporate influence and externalized health impacts



Crowd

misinformation, distrust, and populist pressure

CAPTURE PRODUCES DEFEATISM AND DISTRUST.

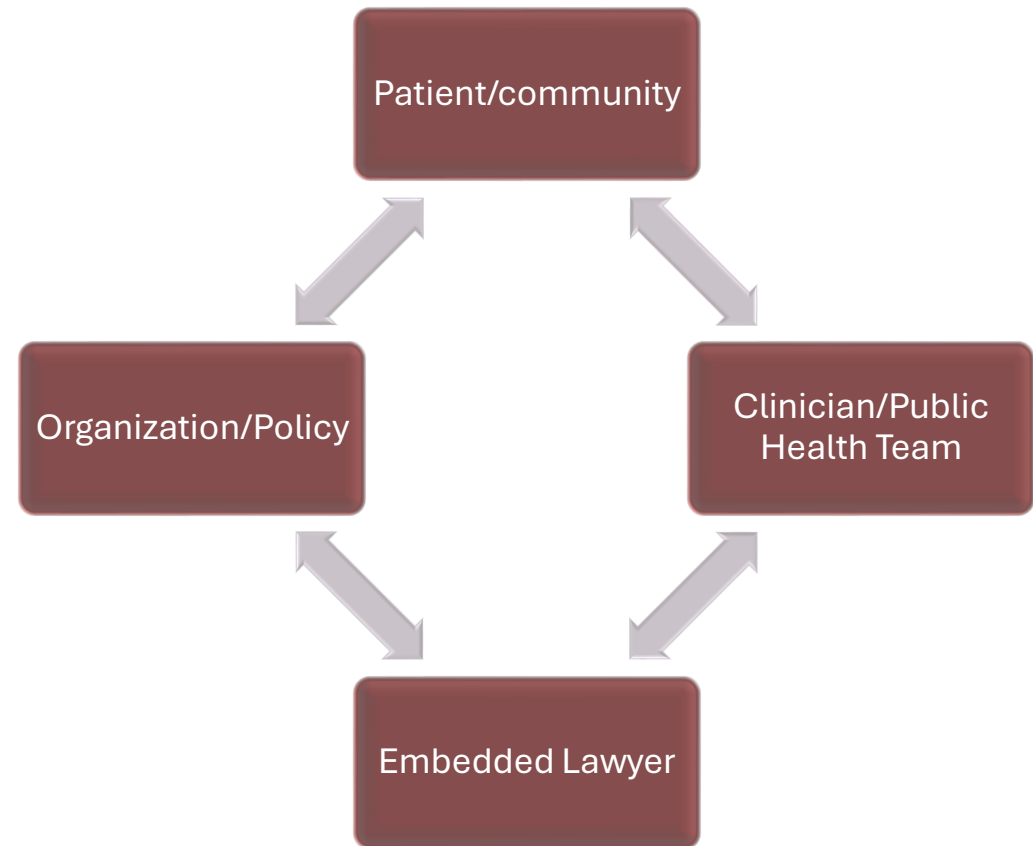
Professionals experience moral distress when institutions invoke modernization while masking political interference and institutional inertia.

Communities often encounter institutions as extractive, moralizing, or absent.

Distrust is reinforced when organizations ask for more data without delivering visible benefit or honesty.

MEDICAL-LEGAL PARTNERSHIP AS INSTITUTIONAL DESIGN

- Embeds lawyers within care teams to address health-harming legal needs.
- Helps professionals act on structural causes of harm rather than merely document them.
- Offers a collaborative model for resisting capture and reconnecting institutions to community realities.
- Is a governance model for building organizational trust and demonstrating trustworthiness.





TRUST AS INSTITUTIONAL OUTPUT: IMPLICATIONS FOR HEALTH LAW



Trust is not a messaging strategy; it is a function of governance, organizational design, and professional collaboration.



Data modernization must ask what institutional incentives and partnerships make data use legitimate to workers and communities.



Health law teaching should integrate organizational analysis, professional collaboration, and models like MLP alongside traditional approaches.



“Health truth to power” requires structures that let professionals contest capture and redirect institutions toward public purpose.

Presenter Information



Keegan Warren, JD, LLM

*Executive Director, Institute for Healthcare Access
Lecturer, School of Law
President, Texas Medical-Legal Partnership Coalition*

kwarren@tamu.edu

Keegan brings a civil justice lens to bear on health and wellness, specializing in non-medical cost drivers and health equity. Her talks, courses, and research focus on health justice—and especially the ways that law incidentally impacts health and patient outcomes—as well as healthcare law and policy.

An FQHC director with two decades of senior management experience spanning both health and human services, Keegan is a national SME on medical-legal partnership, a care delivery model that leverages legal services and expertise to advance individual and population health. She has consulted on MLP implementation nationwide.

Keegan's local impact includes the Texas Health Integration Recommendations Committee and the Texas Design in Health Advisory Council. She recently completed service on the National Academy of Medicine Board on Health Care Services.

In her spare time, Keegan rows crew competitively. She adores time with her twin daughters, who just graduated with degrees in chemistry and linguistics, respectively, and her husband, Patrick, who is Sierra Club's President and a national SME on sustainability and climate.



Texas A&M University

Institute for Healthcare Access