

# SHARED STEWARDSHIP IN

# HEALTH CARE

## TRANSFORMATIONAL PRACTICES FOR THRIVING TOGETHER

We recognize that many health care leaders across the country are shaping the lives and experiences of patients, residents, and employees in equitable, healthy, and positive ways. We hope to build on accomplishments of health care, while also reckoning with the harms and trauma we have caused.

We invite you to join us as we work to transform internal and external practices, supporting employees and practitioners in their own health and well-being; create incentives that go beyond a sick care system to a “health” or “well” care system; and share power with and center the expertise of community members and leaders from other sectors.

This guide is divided into three sections, building toward practical approaches that can meet individuals and organizations where they are:

### SECTION ONE: WHAT IT TAKES TO THRIVE TOGETHER

This section weaves insights from *Thriving Together* with the unique and necessary contributions and responsibilities of the health care sector to reach our north star: all people and places thriving, no exceptions.

### SECTION TWO: WHAT IS STEWARDSHIP

This section introduces the term stewardship to describe leadership as values and mindsets that support new ways of working and learning together, offering experiences of stewardship in action within and in partnership with health care.

### SECTION THREE: SHARED STEWARDSHIP PRACTICES FOR HEALTH CARE

This section shares practical, tangible practices for leaders to implement as they engage in stewardship to advance thriving in their organizations and communities, including specific examples from a range of health care organizations addressing different (yet common) challenges.

On July 4, 2020, Community Initiatives Network, ReThink Health, and Well Being Trust, with support from the Centers for Disease Control and Prevention (CDC) Foundation, published *Thriving Together: A Springboard for Equitable Recovery and Resilience in Communities Across America*. Written in the early days of the COVID-19 pandemic and in the wake of the murders of George Floyd and Breonna Taylor, Thriving Together drew on the contributions of more than 100 leaders and organizations.

*Thriving Together* presents a unifying approach for action that 1) describes what it will take to transform our inequitable systems; 2) captures our shared values and commitment to equitable well-being; and 3) frames decisions within the context of a clear, measurable goal: all people and places thriving together, no exceptions.

This guide is designed to carry the spirit of *Thriving Together* forward, in partnership with the people and organizations working in and with the health care sector.

Learn more at Thriving.US: Explore the Springboard, including contributions from subject matter experts working across the vital conditions for well-being and justice, at Thriving.US.



“When you know that your community investments are not adding up to measurable population-level impact, it is unethical to continue doing the same and claiming what you are doing is working.”

**Maureen Bisognano**  
Chair, Well Being Trust National Advisory Council  
President Emerita, Institute for Healthcare Improvement

# HEALTH CARE STEWARDSHIP STARTS WITH POWERFUL QUESTIONS

The practice of stewardship provides an approach rather than a recipe or explicit direction. One point of entry, no matter where we are—in geography, in leadership, in circumstance, in our organization’s journey—is to ask a powerful question.

Powerful questions bring us into a stewardship mindset and heart-set, encouraging us to hit pause, reset our conditioned reactions, and reorient ourselves.

Explore our stewardship practices for health care leaders with the powerful questions below.

## CONNECT ACROSS DIFFERENCES

What’s an example of a collaboration that has worked well because it involved stakeholders who held really different perspectives?

How can we fully engage community members, particularly underheard voices and marginalized groups, in the process of co-creating solutions?

What’s a current community challenge/ opportunity that is calling for shared stewardship—working across a wide range of different perspectives—for the well-being of our community?

**Weave Mutual Interests**  
**Engage Unheard Voices**  
**Share Power**

## CREATE OPPORTUNITIES

What is a past harm (i.e., legacy decision, action, or practice inherited from our ancestors) that hinders members of our community from thriving?

What is a common narrative about our community and/ or our system that has a profound impact on how we think and behave?

What vital condition (in addition to Basic Needs) do you see as our most significant contribution to our community’s well-being?

**Expand Aspirations**  
**Harness the Power of Story**  
**Commit to Multisolving**  
**Align Investments**

## LEARN AND ADAPT

What’s an example of a time when our community or system adapted (bounced back) from a significant setback or adverse circumstance?

What are the signs and attributes of a community or system that has a strong culture of learning?

What is one strategy or action we could take to substantially improve how we learn, act and adapt together?

**Embrace Complexity**  
**See Everything as a Learning Opportunity**  
**Make Wise Use of Data**