



Get Connected  
BLOG

About Stewards' Pathway Stewards' Resources Our Work ReThinkers' Blog

Who Are Stewards? Stewards' Pathway Stewards' Terms

# Who Are Stewards?



working with others to create conditions that all people need to thrive, beginning with those who are struggling and suffering. Stewards may be affiliated with organizations or may act on their own agency, such as a resident. Stewards have (or are interested in developing) an equity orientation in regard to purpose, power, and wealth.



## They understand

**Purpose** must be larger than oneself and one's organization.

**Power** must be built and distributed with others, not consolidated.

**Wealth** must be invested, not withheld, to create long-term value as





**Wealth must be invested, not withheld, to create long-term value as well as address short-term urgent needs.**

As a Rippel initiative, we are interested in working with a particular kind of steward—those who are positioned to influence how regional decisions are made, and how resources are spent—to equitably shift the system in ways that better produce health and well-being.

### How do stewards shift the system that produces health and well-being?

Rippel's best hypothesis is that as stewards mature in their ability to facilitate cross-sector collaboration and alignment, they are able to create a new ecosystem for health and well-being in their regions; an ecosystem known for producing equitable outcomes. This hypothesis is backed by both empirical and anecdotal evidence. Like Rippel, you might be wondering: how do stewards mature? Working together with stewards to discover "how" is the reason for Rippel's ReThink Health initiative and its multiple projects.

One of the major contributions of the ReThink Health Frontiers and Ventures projects was to develop **A Pathway for Transforming Health and Well-Being Through Regional Stewardship**. This Pathway clarifies Rippel's hypothesis about the essential practices stewards should commit to and develop as part of their quest. It also describes what stewards can expect to experience when they work together in these ways, across five phases of development.

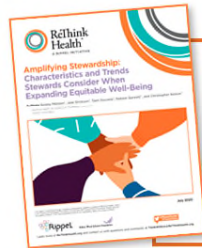
As our team works with stewards, we all get more and more knowledgeable about what the Pathway ought to include. With the passing of time we have refined our hypothesis, making it stronger and better for stewards





Who Are Stewards? | **Stewards' Pathway** | Stewards' Terms

As our team works with stewards, we all get more and more knowledgeable about what the Pathway ought to include. With the passing of time we have refined our hypothesis, making it stronger and better for stewards who want to use it as a framework for transforming the regions they serve. Refinement will continue as we take on each new initiative and project.



**Amplifying Stewardship: Characteristics and Trends Stewards Consider When Expanding Equitable Well-Being**

This report profiles characteristics of people who are not only impressive stewards, but also are helping to grow the entire field of system stewardship for well-being.

 [Download the Report](#)

## Dive into the Pathway and learn about



1. The essential practices stewards should commit to and develop as part of their quest to create equitable opportunities for everyone to reach their full potential for health and well-being
2. What stewards can expect to experience when they work together in these ways, across five phases of development





## What happens when stewards work with Rippel's ReThink Health team?

ReThink Health's team works together with stewards as learning partners. As stewards mature, they conquer challenge after challenge, and then encounter new ones. Rippel works hard with stewards who are at the forefront of discovering what it takes to overcome these challenges, including:

- **Regional cross-sector groups who are the furthest along on the Pathway.** These groups often include regional philanthropists, policymakers, corporate, nonprofit, and resident leaders. For example, we worked with multisector partnerships in six regions on Ventures. We also worked with THRIVE, a coalition in central Michigan working to transform health and the economy in their region.
- **Individual or cross-sector groups convening in state or nationwide networks to influence regional work.** For example, we've partnered with the California Accountable Communities for Health Initiative (CACHI) to help networked leaders of regional multisector partnerships advance in their resident engagement and sustainable financing activities. We also work with the National Academies of Sciences, Engineering, and Medicine (NASEM) to shape the nation's agenda for population health.
- **Stewards who recognize the regional influence their organization has, and seek to have greater impact.** These stewards often have major national influence on regional work, or who are anchor institutions with a vested interest in the region's prosperity and are unlikely to leave the region. For example, we work with major hospital systems in a variety of regions on our Hospital Systems in Transition project, and that project is funded by the Robert Wood Johnson Foundation as part of their interest in learning how regional stewards can best transform health and well-being.

### What is a region?

Regional stewards determine their geographic area of focus for their transformation effort, and there isn't a standard way to do so. Stewards may draw a "regional area" boundary by neighborhood, zip code, county, city, hospital service area, hospital referral region, or other self-defined configurations.

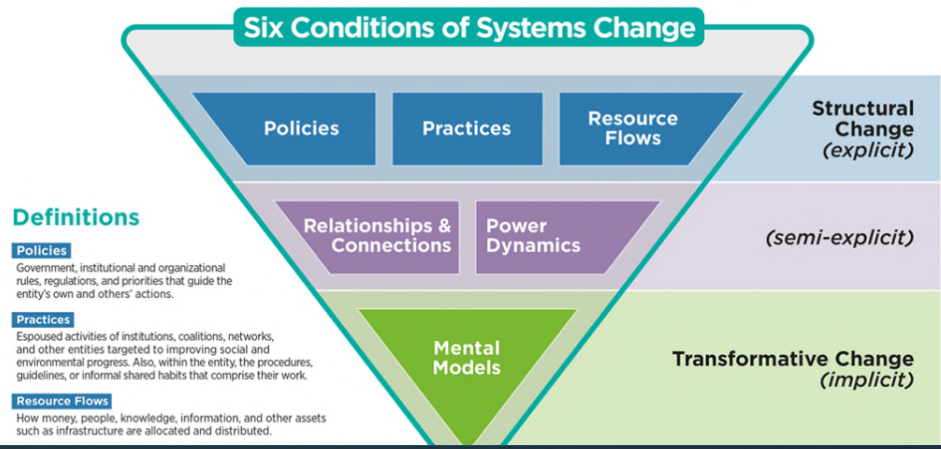




Who Are Stewards? | Stewards' Pathway | Stewards' Terms

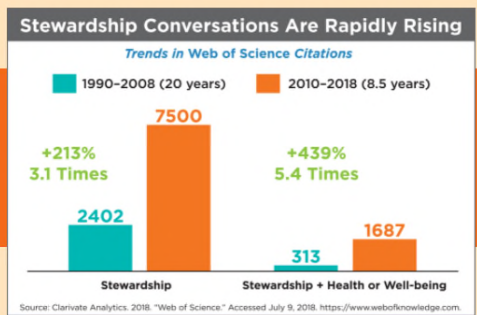
We work with our steward partners to carefully consider the six conditions of systems change, and ask: what conditions are holding the problem in place and how can stewards shift them to produce better health and well-being for all? Then, we prototype, make sense of, and refine strategies that best help stewards move along the Pathway and nudge their systems forward. We share the most promising strategies widely, so many more stewards can benefit.

### Shifting the Conditions That Hold the Problem in Place



## Stewardship is an already-established practice

In 2000, the World Health Organization broadly defined stewardship as “the careful and responsible management of the well-being of the population”, and in the most general terms as “the very essence of good government.” [CITATION]



### A Brief History of Stewarding Health, Wealth, and Well-Being

Highly respected leaders from around the world have also identified stewardship as a means to health and well-being. Here is a sample of their works:





Who Are Stewards? Stewards' Pathway Stewards' Terms

External Resource



**Stewardship and Public Service: A Discussion Paper**

From the Field  
03/31/1997

This discussion paper prepared for the Public Service Commission of Canada presents stewardship as a bridge between purely market-based approaches and broader public sector responsibilities. While market-based reforms have shown many possible outcomes,

External Resource



**Health Stewardship: The Responsible Path to a Healthier Nation**

From the Field  
01/01/2009

The Aspen Institute published this paper explaining the value of health stewardship and making a case for its importance for successfully navigating the challenges facing the system that produces health and well-being.

External Resource



**What Help is a Steward? Stewardship, Political Theory, and Public Health Law and Ethics**

From the Field  
12/20/2011

As part of The Northern Ireland Legal Quarterly Journal's special issue on 'super-stewardship' and the related work of Roger Brownsword, this paper critically



Learn about a groundbreaking initiative to bring about a new future for health and well-being.







Who Are Stewards? Stewards' Pathway Stewards' Terms

### Stewardship and Public Service: A Discussion Paper

From the Field  
03/31/1997

This discussion paper prepared for the Public Service Commission of Canada presents stewardship as a bridge between purely market-based approaches and broader public sector responsibilities. While market-based reforms have shown many possible outcomes,

### Health Stewardship: The Responsible Path to a Healthier Nation

From the Field  
01/01/2009

The Aspen Institute published this paper explaining the value of health stewardship and making a case for its importance for successfully navigating the challenges facing the system that produces health and well-being.

### What Help is a Steward? Stewardship, Political Theory, and Public Health Law and Ethics

From the Field  
12/20/2011

As part of The Northern Ireland Legal Quarterly journal's special issue on 'super-stewardship' and the related work of Roger Brownsword, this paper critically



14 Maple Avenue Suite 200, Morristown, NJ 07960, USA  
678 Massachusetts Ave, Suite 400, Cambridge, MA 02139, USA

Phone: 973.540.0101  
Email: ThinkWithUs@ReThinkHealth.org

[Subscribe](#) [Media Center](#)

Learn about a groundbreaking initiative to bring about a new future for health and well-being.



