



Harvest Document

Healthier Healthcare Systems: Daring to Create
Together What The Needed New Can Be
Salt Lake City, Utah -- January 2012

Tenneson Woolf, Christy Lee-Engel, Jean-Luc Moreau, Diane Altman Dautoff

This is us. A group that gathered in Utah. Twenty-five of us. Healthcare professionals from across North America. Traditional and naturopathic physicians, practitioners, administrators and consultants from health, public health, dentistry, acute and long term care. We came from Wisconsin, Illinois, Texas, Oregon, Ohio, Minnesota, Washington and Utah. From Nova Scotia, Ontario, and Alberta.

We all responded to something in the invitation to create healthier healthcare systems. We are aware of crisis, yes. But more so, we welcomed the invitation to create aspects of the new together. To influence policy where possible. To improve projects and initiatives. To increase personal resiliency. And to help shift the global narrative of what healthcare and wellness could be.

We met in the pattern of The Art of Hosting. Sharing stories. Asking compelling questions. Listening. Even trembling a bit. To learn well together from and with each other. To build relationships necessary to support pioneering efforts. And to work together.

This is some of the story of our gathering. It is brief description of our process. It is some of the content (our key questions, learnings about organizing patterns for creating the new in healthcare, notes from open space working groups, and key talking points for the new story). We offer it to encourage other pioneers to gather with us and in other constellations. To help claim a story for health and wellness for human beings. To spark action and practice from a new story. May it serve well.



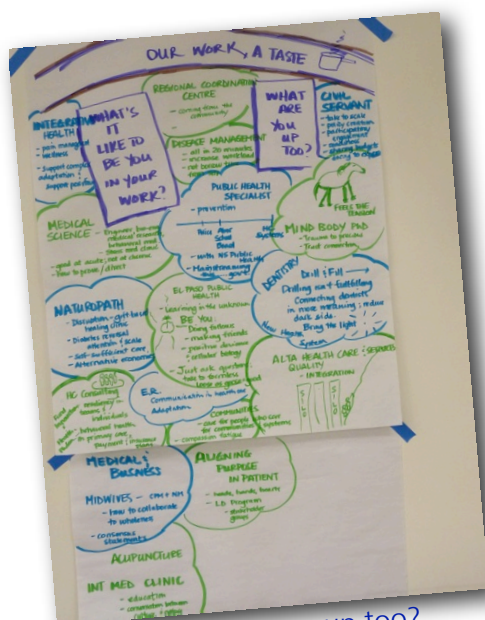
Day 1: Arriving, Deepening In



The Wasatch Retreat and Conference Center was **home to our gathering**. It is a center hosted by the Episcopal Church in Utah. It is beautiful in design, has lots of natural light, and simple sleeping rooms for 28.

Our time together began with context and poetry. Co-hosts Steve Ryman, Kathy Jourdain, Marc Parnes and Tenneson Woolf set a **context**. Naming some of the movement energy that is shifting large systems in the world. Referencing the Art of Hosting taking place in Egypt to help reinvent democracy. The Real Conversations in Health series offered by colleagues in Ontario, Canada. And referencing [Journalism that Matters](#), a 10 year-old movement that supports a national dialogue on responsible journalism. It was a call for us to dare to imagine change at big levels. A call for us to be meet deeply as human beings and professionals.

Kathy Jourdain offered a **contextual teaching** on a Community of Practice Model (first created by Chris Corrigan). It emphasizes attention on co-learning, building relationships, and getting to work. Without any one of these three, the work we attempt is often flat and unsustainable. Kathy challenged us to notice how these could improve healthcare systems.



Link -- [What are you up too?](#)

Check-In was a simple and spacious. Who are you, really? Why did you choose to come here, really? "I'm here for hope. To listen with colleagues. To let go. To walk to the edge together." Funny how the "really" invites heart-full presence.

The second round of check-in was invitation for people to speak of who they are professionally. What are you up to? What is that like for you? Responses were popcorned out. Beginnings of hearing perspectives from integrated health, regional coordination centers, science, dentistry, civil service, and emergency room care.

To help us with our further arriving, after lunch Tenneson and Michelle Murton offered a second **framing**, the Two Loops model often spoken by people at The Berkana Institute. It was shared with invitation to have participants populate the curve with stories from healthcare. It was told

with invitation to put particular emphasis on creating new systems, not just tweaking the old.

Building on the Two Loops model, the remainder of the afternoon was a **cafe** hosted by Marc and Steve. The first round was an invitation to name some of the stuck points; What are the stuck points for you in the current systems of health care? Responses included: enormous pressure to get it right that prevent experimenting; limited use by the general public of healthcare and wellness information; the business management aspects of care that reduce cost, yet sometimes also impede optimal care; limited time spent with patients, alienated patients and physicians; burdensome relationship to the insurance industry; restricted and limited definitions of health and wellness; the assumption that primary care is a responsibility of the system and not of the individuals; the pattern of managing disease rather than supporting wellness; the belief that doctors heal us, not ourselves.



The next two rounds shifted the focus to the needed new: What is the needed new for you in creating healthier healthcare systems? It was an invitation to begin imagining together some of the aspects of the needed new. And from that imagination to notice some of the key questions, the wicked questions, that could guide us together and individually to the needed new.

Wicked Questions for the Needed New?

- How do we enable people to become experts on their own healing?
- How does data contribute to the well-being of the system?
- How do we understand that living systems include death and dying and chaos?
- What would a community engagement look like?
- How can we gather community members to talk about health?
- How do we talk about stigma'ed disease – make it ok to talk not “medicate”?
- How to create the new primary care around a medical home multidisciplinary team?
- What is the untapped possible in the relationship of person-health and person-provider?
- How do we get people to see depression differently? (30 million people on anti-depressant medication)
- How do we come to value the pain and struggle?
- How do we support teaching in families?
- How do we create an ongoing conversation about difficult topics?
- How do we change the educational system of our doctors, and medical school?
- How do we enhance health “literacy” for wellness and resilience?
- How to teach and facilitate resilience?
- What if malpractice insurance providers paid part of the profit back into healthcare?
- How to get health insurers out? Or be nonprofit?
- How do we fix healthcare when we rely on broken systems of education and economics?
- How to incentivize from procedures to wellness and prevention?
- How to reduce the high cost of end-of-life care?
- What are some low-hanging fruit that we could start doing now?
- Have we moved beyond understanding care as disease or commodity?
- Is there a “real” value for health?
- How do you financially protect physicians as their role shifts from health “expert” to health “coach”?
- Should we legislate the location of grocery stores and fast food?
- What can we create as a needed new that will be sustainable?
- Should we control the supply of healthcare providers?
- Vital force : how will it work, how do we support it?
- What does health mindfulness look like?
- What is the power of wanting to be like your friends?
- How to incentivize personal responsibility?
- What apps? what will have young people listen?
- Health app? How to use social media
- What would our world look like if we encourage everyone to be CEO of their own health?
- What would health care look like if all doctors became health coaches?
- How can there be personal, community, responsibility?
- From Healer to Health Coach - ?How?
- What if purpose wasn't extending life or reducing pain or based in fear?
- How do we host death?
- What does/should the new (system) serve?

The afternoon ended with a brief private journaling time, dinner, and invitation to join in design for the next day.

Day 2: Letting Go, Rolling Up Our Sleeves



Our second day began with **morning practices** offered by participants. Yoga, Pilates, meditation and jogging.

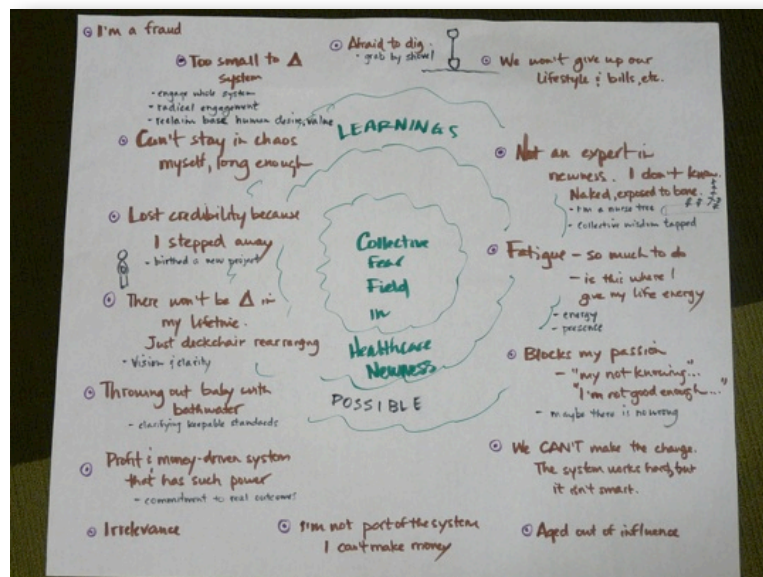
After breakfast and then a welcome to the day, Kathy spoke some of the significance of the two loops teaching and what had settled for her over night. It was the importance of pioneering. Though the two loops teaching offers a framework for taking emergence to scale, the primary position of people that had come to this gathering were as pioneers. It was a **further challenge** to welcome pioneering intentions into the room.

Our **checkin** was a short embodiment offered by Michelle. Breathing and movement from her yoga tradition to release trapped and stuck points. to the sun and to the ground.

Steve offered a **teach** on double loop learning and living systems theory. Highlighting the contrast of living systems and mechanical systems world views, his invitation was to look beyond the boundaries and paradigms of what we typically are able to see. Change not just *what* we see but *how* we see it.



In new paradigms, there are fears and limiting beliefs that can dwell with us. How could it not be so to work at these levels of change? Cari Caldwell hosted us in **partner discussions** to explore the voice of fear and welcome its gift. Tenneson harvested some of the spoken words. Michelle later worked these words into a five minute video, [Friends to Our Awareness](#).



Link -- [Learnings and Possibilities with Fear](#)

After a short break Kathy and Tenneson invited participants to some additional **play and learning about patterns** in living systems. Using the mediums of stones, play dough, magazines, pipe cleaners, and lego, participants were invited to create in silence an individual representation of new healthier healthcare systems for them. The exercise included shifts of position, to let go of the work they had done and to add to the representations of others. The harvest was at two levels below: 1) individual and collective expressions of the new, and 2) observations on choices organizing patterns.

Individual (i) and Collective (c) Expressions of the New

- (i) Messing with others stuff
 - Ownership in all
- (i) Unnerved – Not knowing others
 - Attachment
 - Letting go discovered something new
 - Shovel Metaphor
- (c) Hesitancy in removing things
 - Respecting existing wholeness
- (c) Not sure what we created
 - Takes humans to connect to it
- (i) Masculine and Feminine difference
 - Person vs. System
- (i) Growth out of not knowing
 - Magical
 - No longer about healthcare but about Beauty
 - After first move notice connecting to something more
- (i) Complexity envisioned as Connected
 - Become more “simple”

Organizing Patterns

- Sensing beauty
- Respecting what came before
- Using available materials
- Surplus – not everything fit
- All material part of system
- Some always seems outside
- Fun and silliness
- Path needed beauty
- Place I could find my soul
- Heart
- Issues of vulnerability and vibrancy
- Observing others
- New dimension – add instability to the system
- Has everything it needs within it
- Search for meaningful pieces
- Looking for the whole
- Connecting
- compelled to move
- Bridges
- Created a center



Our afternoon was hosted in **Open Space Technology**, hosted by Marc and Steve. It was an important shift in our time together, to move into the deliberate learning of self-organized working groups: From your letting go, what would you create in your wildest imagination?

There were two rounds of sessions:

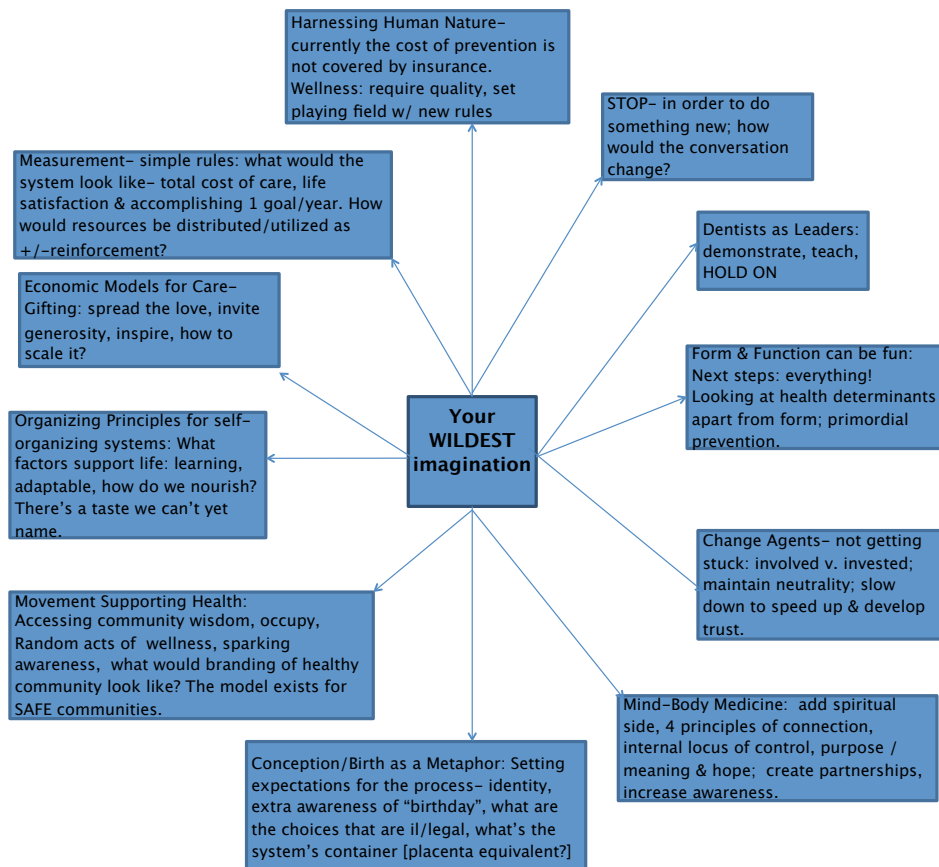
Open Space Topics, Round 1

- 1: Soul Talk for Cells, Cells Talk for the Soul (Steve Prather, Lee Smith)
- 2: From Healers to Health Coaches: Mind-body Interventions and Dentist leaders in Health (Beth Haggett, Marielle Pariseau)
- 3: Embracing Change in Order to Move into the Unknown Future (Diane Altman Dautoff)
- 4: Economic Models of Care & Gifting as Radical Transformation (Aumatma Shah)
- 5: What are the Measurements for the Needed New? (Mark Morrow)
- 6: Form Follows Function (Bruce Parsons)

Open Space Topics, Round 2

- 1: Stop (Gaynor Watson Creed)
- 2: What would a grassroots / community based movement look like that could begin to shift the consciousness of the populace related to health? What is the energy of Occupy? How might a single neighborhood gather to support health for its members? (Shari Black, Michelle Murton, Dawn Ellison)
- 3: How can we consciously birth the new systems / endeavors drawing on wisdom / principles of physiological birth? (Cari Caldwell)
- 4: Developing a healthcare system harnessing the power of greed, jealousy, and power. (Joe Black)
- 5: Organizing principles for a living healthcare system: How can we (Organizations / Individuals / Networks) containers be for self-organization? (Steve Ryman)

Diane created this map from verbal **harvest** reports. Full harvest notes and pictures can be found in this [separate document](#) for those that want more detail. We concluded with community news, an improv statement of what happened during the day, dinner, and again, design for the next day.



Day 3: Deeper Still, Story, Commitments



As a hosting team, we woke sensing that there were still deeper levels to reach as a full group. We were aware that the enormity of staying focused on creating the new of system wide change could easily be sacrificed. Its easy to dismiss it as too big.

To help with that, our **checkin** on this day, offered by Kathy, was a guided imagery experience that involved listening, drawing, and partner conversations. In those partner conversations we were each asked to share our drawings and use them as symbols on which to extract meaning through five questions.

- *Share your picture and tell the story that is stirring in you.
- *If you were to activate this story, what would you do next? Who are our collaborators and co-creators?
- *What is the not knowing you are entering as you activate this story?
- *What more do you need to let go of?
- *What is the courage you need to step into this story with fierceness, playfulness, and eagerness?

After a break, Tenneson and Marc hosted another **cafe** to bring people to clarity about the key points of changing story: What is the story that you want to be heard from this gathering?

The harvest was chapter titles or beginning talking points that all of us can carry as we invite a new story of healthcare. Tenneson worked this into further harvest below, five key practices for helping to create the new.

Five Essential Aspects for Creating Today's Healthier Healthcare Systems: Beliefs, Stories, and Practices

1. Invite Everyone

- All There Is Is Us and Us
- Invite Everybody: Health as World Pub
- Inviting New Questions and Hosting Conversations that Illuminate New Stories
- Voice is Power
- Your Power is Part of the Pattern

2. Reclaim the Focus on Wholeness

- Healing the Whole
- Whole Health for Whole Humans
- Shifting Healthcare is Shifting Health Consciousness

3. Put Down Your Perfect and Pick Up Your Ordinary

- Beyond Perfection Lies Beauty
- Simplify
- A Forest Fire Starts with a Spark
- The New Spirit Begins with Me

4. Speak the Truth

- Health Care is Killing Us
- The System Has Many Myths
- Healing is the Hosting of Natural Healing Processes
- Life Wants to Help / Heal

5. Welcome the New

- Eyes Shut to See
- Channel Energy for Change
- Gifting as Radical Transformation

Our final afternoon was spent in supporting commitment. First, Steve and Jean-Luc Moreau hosted us in a brief **action open space**. It was a last touch to help people name their next immediate steps. These notes are also included in the [Open Space Harvest Notes document](#).

1. Sensing the Need, Purpose, Principles, and Questions re Community Wellness - Clarifying Values
2. Begin to Work & Serve from the Place of Wholeness
3. Positive Health in Utah (Steve Prather)
4. Supporting our HHS Community of Practice (Steve Ryman, Kathy Jourdain)
5. Convening Conversation in My Community, Profession, Area (Cari Caldwell)
6. Creating a Harvest Document from HHS (Tenneson Woolf)

Our **closing circle**, hosted by Michelle and Tenneson was an invitation to speak gratitudes and commitments. The gratitudes were heart felt. Appreciation for the surprise of the depth of learning, the brilliance of each in the room, the effectiveness of learning through sharing stories and questions. For the way that this event itself felt healing. How it awakened conviction for the new.

Commitments were similarly inspiring. To support a healthier healthcare community of practice. To welcome and live true to the inner yearnings of possibility. To carry these learnings to respective regions. To welcome new and surprising partnerships. To experiment with gift culture in medical practice. To stay awake. To hope.

There is a hope. Simple as it may be. It comes from our time together. Some of it can be articulated. Some will be over time. To have the 25 of us awakened, inspired, committed, planning, inspired, renewed, moving to action -- from simply turning to one another -- perhaps that is the most enduring and promising story

Further Resources for The Curious:

Hosting Team Contact Information:

Kathy Jourdain: www.shapeshiftstregies.com; kathy@shapeshiftstrategies.com

Steve Ryman: www.itineriscoaching.com; sryman@gmail.com

Marc Parnes: www.ouptimalhealth.org/oohcms/; m.parnes@att.net

Tenneson Woolf: www.tennesonwoolf.com; tennesonwoolf@me.com

Ning Group (Art of Hosting Ning Site, photos, conversation group, event artifacts)

www.artofhosting.ning.com/group/healthier-healthcare-systems

Open Space Notes (from working groups)

<http://www.box.com/s/dq55pj9jo4oko7yptqkd>

Kathy Jourdain Blog Posts

Hosting Lessons from the Field - Part 1: www.shapeshiftstrategies.wordpress.com/2012/01/31/hosting-lessons-from-the-field-part-1/

Innovators and Pioneers in System Change: <http://shapeshiftstrategies.wordpress.com/2012/01/15/innovators-and-pioneers-in-systems-change/>

Healthier Health Care - Now! A Taste of What's Cooking: <http://shapeshiftstrategies.wordpress.com/2012/01/15/healthier-health-care-now-a-little-taste-of-whats-cooking/>

Tenneson Woolf Blog Post

Field Notes on Circle: http://web.me.com/tennesonwoolf/Tenneson_Woolf/Blog/Entries/2012/1/18_Field_Notes_on_Circle.html

Resources Links (Healthcare Articles and Links from Participants):

<http://www.box.com/s/myx29dptctkchnm5axzq>