

Welcome to the Interoperability Mural Gallery. This unique showcase includes a small sampling of the graphic illustrations Stewards of Change Institute has created over the past decade from our symposia, trainings and consultations. You can see scores more like them – along with videos, research materials, and other content from our events – by going to our website. Or just point your phone’s camera at the QR code on any of the murals in the gallery.

As you tour the gallery, you’ll see that the murals are grouped into six sections, each with its own general theme. They can be viewed individually or in relationship to one another for a fuller understanding of the ideas they address.

Room 1. Several core concepts are contained in the five murals in this first section. They include an introduction to Robert Lanton, one of three “personas” you’ll find in the gallery. Using a human-centered design approach, we outline the complex life situations and challenges he grapples with every day. We use personas because they enable organizations to focus on the people they are serving and the many factors that influence their health, safety and well-being.

In keeping with that theme, another mural in this section provides an overview of the social determinants of health and well-being, which encompass the environmental, biological and lifestyle factors that – in addition to healthcare – influence 80% of health outcomes. This holistic approach is critical for achieving the goals of whole-person care and value-based payment.

The quest for better and more-equitable outcomes is depicted in mural that examines the impact of race, which permeates every part of our society and health ecosystem.

In the next mural here, the strategic action plan we developed with the Connecticut Department of Social Services communicates the agency’s vision, mission, values and goals – all on one page. Small copies of it were reproduced and given to all DSS employees to support the organization’s strategic plans for the following year.

The final mural in this section addresses the challenges of connecting health and other service areas, which is, of course, the central theme of this conference.

Room 2. The second section of the gallery includes organizational change murals from initiatives created with Stewards support in Maryland, California and Connecticut. The illustrations highlight their organizational visions, as well as key concepts and goals they established as part of their interoperability journeys. They show how each jurisdiction approached the issues it faced – based on its own population and specific concerns – while providing key insights about all their commonalities, challenges and successes.

The Community Information Exchange mural is particularly relevant, as it depicts San Diego County’s decade-long effort to create a comprehensive health ecosystem by connecting its health information exchange, electronic health records, clinics, emergency services, pharmacies, county programs and community-based services.

Room 3. The four murals in the center of the gallery provide an overview of the conceptual models, tools and methodologies Stewards of Change uses to help organizations plan and execute their cross-domain efforts.

The mural depicting our National Interoperability Collaborative shows key elements of the NIC “Community of Networks,” which are building to facilitate online and in-person learning, sharing and networking about a wide range of topics – many of which are referenced in this Gallery.

The concepts embedded in the Enterprise Systems Thinking mural are core to our overall methodology. We adapted this “systems of system engineering” framework to help manage the vast array of unconnected and legacy systems across the HHS ecosystem. Our goal is to help organizations interoperate across programs and sectors more effectively and efficiently.

Take a look at the video in this room, too. It offers a surprising, low-tech example of how a system of systems can work. And, finally, please take a moment here to join NIC; we would value your expertise, and we believe this ambitious effort can bring real benefits to your own work.

Room 4. The spotlight here shines on the key drivers of change that are critical to making progress in cross-sector, information-sharing initiatives. The four murals in this section focus on the technology that enables progress and on the technical challenges that organizations must address in order to move forward – such as research, privacy and confidentiality, and governance and leadership. These are some of the “change drivers” we include in our unique InterOptimability methodology, which we use to assist organizations with their change efforts.

Room 5. The long national vision mural here contains many of the core themes found elsewhere in the Gallery. Somewhat surprisingly and disappointingly, many of the ideas on this mural -- first articulated in 2007 – still resonate today. Large-scale change does indeed take time.

Other murals in this section include the Garcia family persona, and another focusing on the opioid crisis. The latter mural, created from a Stewards case study, examines ways to include more of a prevention focus. This upstream approach is generally lacking in the national response to the worst public health epidemic in modern US history.

Our goal, including with our recently published Opioid Use Disorder Prevention Playbook, is to show that “going upstream” will not only better-address this crisis strategically, but also will provide greater insights for dealing with additional health and human services challenges.

Murals relating to racial equity and the social determinants are also included here because they are critically important to achieving these kinds of insights – and to making overall progress.

Room 6. This last section of the gallery contains a final persona, and also a reminder of a few key concepts you’ve encountered during your tour. Most importantly, this is where we invite you to share your observations and recommendations, as well as your responses to some of the guiding questions distributed around the gallery. Please let us know what you think, then join the conversation on NIC’s website. Together, we can further the important goals we are all working to achieve. Thank you for taking the time for this tour. We look forward to hearing from you.