

What is It? The gallery consists of a sampling of the graphic illustrations we've created over a decade at Stewards of Change symposia, trainings and consultations. You can see scores more like them – along with videos, research materials, and other content on our websites or just point your phone's camera at the QR code on any of the murals.

How Do I View Them? The murals are organized in “rooms” with general themes. They can be viewed individually and/or in relationship to one another for a fuller understanding of the ideas they address. You can also listen to an audio tour of the Gallery by scanning the QR code on other side of this guide.

Room 1: Keeping our work person-centric is critical to ensuring a focus on all the factors that contribute to health and well-being.

1. **Persona: Robert Lanton.** This is the first of our illustrative “personas,” which use human-centered design to depict the complex life situations of various types people to inform a holistic service approach.
2. **Connecticut Department of Social Services: Strategic Action Plan.** This mural encompasses a year-long effort Stewards led developing a strategic action plan with over 100 of the department's senior leaders.
3. **The Role of Social Determinants in Health Care.** Key ideas related to the social determinants of health and well-being, which are fundamental for achieving whole-person, value-based care.
4. **Diversity and Equity in HHS.** Achieving better, more-equitable outcomes is the goal, with a focus on race equity – which permeates every part of society, and our health and human service systems.
5. **Connecting Health and Health Care for the Nation: A Shared Nationwide Interoperability Roadmap.** An overview of the guidance in the 10-year roadmap developed by the Office of the National Coordinator for Health IT.

Room 2. Place-based, strategic initiatives that have embraced interoperability and the key themes, challenges and opportunities they are grappling with to advance their work.

6. **Vision Roadmap: Montgomery County, MD.** The county created this “change vision” to guide its multi-year journey toward creating an integrated agency to serve its residents more holistically.
7. **Community Information Exchange, San Diego County, CA.** Overview of this decade-long journey to create a comprehensive ecosystem by connecting its health information exchange, electronic health records, emergency services, pharmacies, county programs and community-based services.
8. **Moving from Theory to Reality in Baltimore and Oakland.** A look at how these cities are using data to improve their understanding and interventions while addressing social determinants, racism and structural inequities.
9. **Bridgeport Prospers: Moving Upstream from Birth to Three.** An inspiring new initiative that brings together home visiting, hospitals, clinics/FQHC's, schools, Medicaid and others to support the most-at-risk babies and moms in the state.

Room 3. The murals at the center of the gallery provide an overview of Stewards of Change Institute's (SOCI) conceptual models, tools and methodologies to advance cross-domain information-sharing and interoperability.

10. **Enterprise Systems-of -Systems Thinking for HHS.** A “systems engineering” framework that we adapted to manage the vast array of HHS systems so they interoperate more effectively and efficiently.
11. **SOC Institute's Models and Tools Overview.** The key models, tools and methods that SOCI has developed for helping train and build resilient, responsive and interoperable systems that cut across multiple domains.

12. **Introducing the National Interoperability Collaborative.** This mural outlines the goals of our National Interoperability Collaborative (NIC), an ambitious, cross-domain “Community of Networks” initiative.
13. **National Roadmap for Implementing InterOptimability at the Administration for Children and Families.** A roadmap to guide this federal agency and its leadership to build an interoperable, person-centered future.

Room 4. The spotlight here shines on some of the key technical change drivers that are critical to making progress in building and sustaining cross-sector, information-sharing initiatives.

14. **The Role of Research and Analytics to Improve Lives of Children and Families.** An exploration of how research and analytics can be applied to improve information-sharing, decision-making and care delivery.
15. **Privacy and Confidentiality: Getting to Yes.** Insights, questions and guidance for meeting and overcoming the privacy and confidentiality barriers that inhibit information-sharing and interoperability.
16. **Employing Cognitive Computing to Improve Program Effectiveness in Child Welfare.** An exploration of new and emerging technologies that are helping to turn data into information and then actionable knowledge.
17. **Advancing and Sustaining Progress: The View from the Top.** Insights and some “war-stories” from three state HHS leaders who have led and sustained change in large organizations.

Room 5. This section highlights the critical importance of advancing upstream efforts to improve surveillance, prevention and early-detection programs to address acute and chronic conditions.

18. **The Opioid Epidemic: A Case Study.** This mural depicts the lack of actionable surveillance and early-intervention programs to address knowable, upstream factors to prevent substance misuse disorders and other health crises.
19. **Diversity and Equity in Health and Human Services.** This mural focuses on the “invisible social determinants,” (implicit bias and institutional discrimination) that negatively impact U.S. health and social care programs.
20. **Persona: The Garcia Family.** This second persona depicts the multi-generational challenges of a family and the systemic changes needed to provide better care.

Room 6. The last section of the gallery contains reminders of a few important concepts that we hope you’ve considered during your tour. It’s also where we invite you to share your observations, recommendations and responses to the guiding questions distributed around the gallery.

21. **The 1St National Human Services Vision.** This “heroic journey” envisioned a person-centered, holistic system to connect health, education and human services. While it was created in 2007, most of the observations and precepts are still relevant today.
22. **Introducing the National Interoperability Collaborative.** As you leave the gallery offers a reminder of the aspirations of our NIC “Community of Networks.”
23. **Persona: Antwon Baker.** This final persona outlines the challenges of foster youth, as well as the continuing struggle to develop ways that our HHS systems and services can assist them.
24. **Applying Social Determinants to Improve Health and Wellness.** A reminder of the foundational concepts of social determinants and the challenges for redesigning systems to be more responsive to holistic needs.

Please let us know what you think by adding your ideas and suggestions to the ideation board – and join us in furthering the important goals we are all working to achieve by signing up with NIC.



Scan the QR code to listen to an audio tour of the Mural Gallery.