

Faculty of Design

2019

## Hospitals as anchor institutions: Eco-systemic leadership to nourish patient, community, and planetary health

Hsu, Cheryl and Lapalme, Hayley

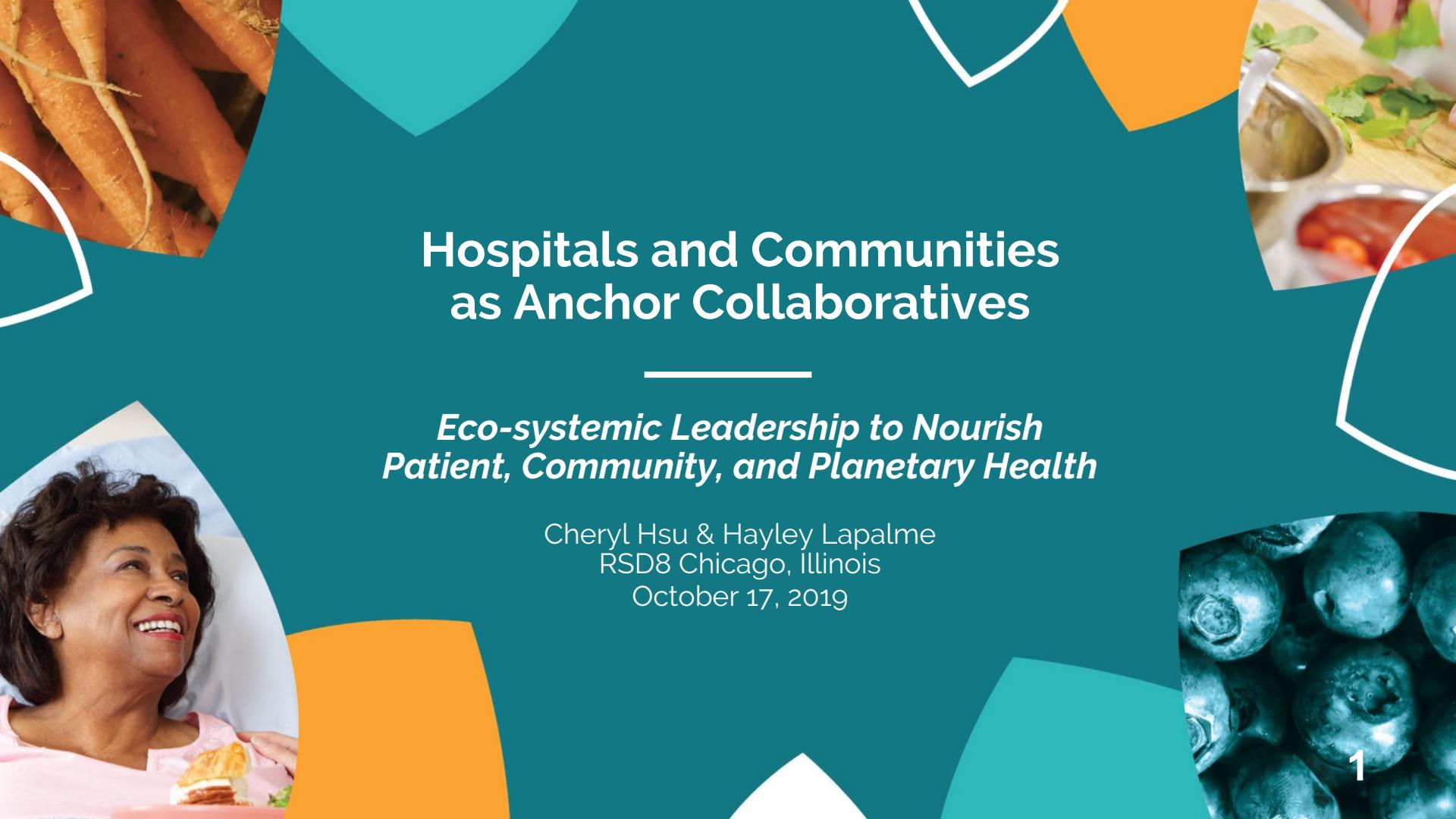
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### Suggested citation:

Hsu, Cheryl and Lapalme, Hayley (2019) Hospitals as anchor institutions: Eco-systemic leadership to nourish patient, community, and planetary health. In: Proceedings of Relating Systems Thinking and Design (RSD8) 2019 Symposium, Oct 13-15 2019, Chicago, USA. Available at <http://openresearch.ocadu.ca/id/eprint/3201/>

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# Hospitals and Communities as Anchor Collaboratives

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*Eco-systemic Leadership to Nourish  
Patient, Community, and Planetary Health*

Cheryl Hsu & Hayley Lapalme  
RSD8 Chicago, Illinois  
October 17, 2019



## OVERVIEW

1. **Background**
1. **Insights from 3 years of Nourish**
1. **Present day strategy development** - what does a made-in-Canada anchor strategy look like?

# Background: Evolution of a Question

***How might we leverage the power of food in health care...***



# Nourish 1.0



**NOURISH**  
The future of food  
in health care.



## INSIGHTS GOING IN

**“You cannot change a system unless you change the awareness of the people who work inside the system.”**

-- Otto Scharmer

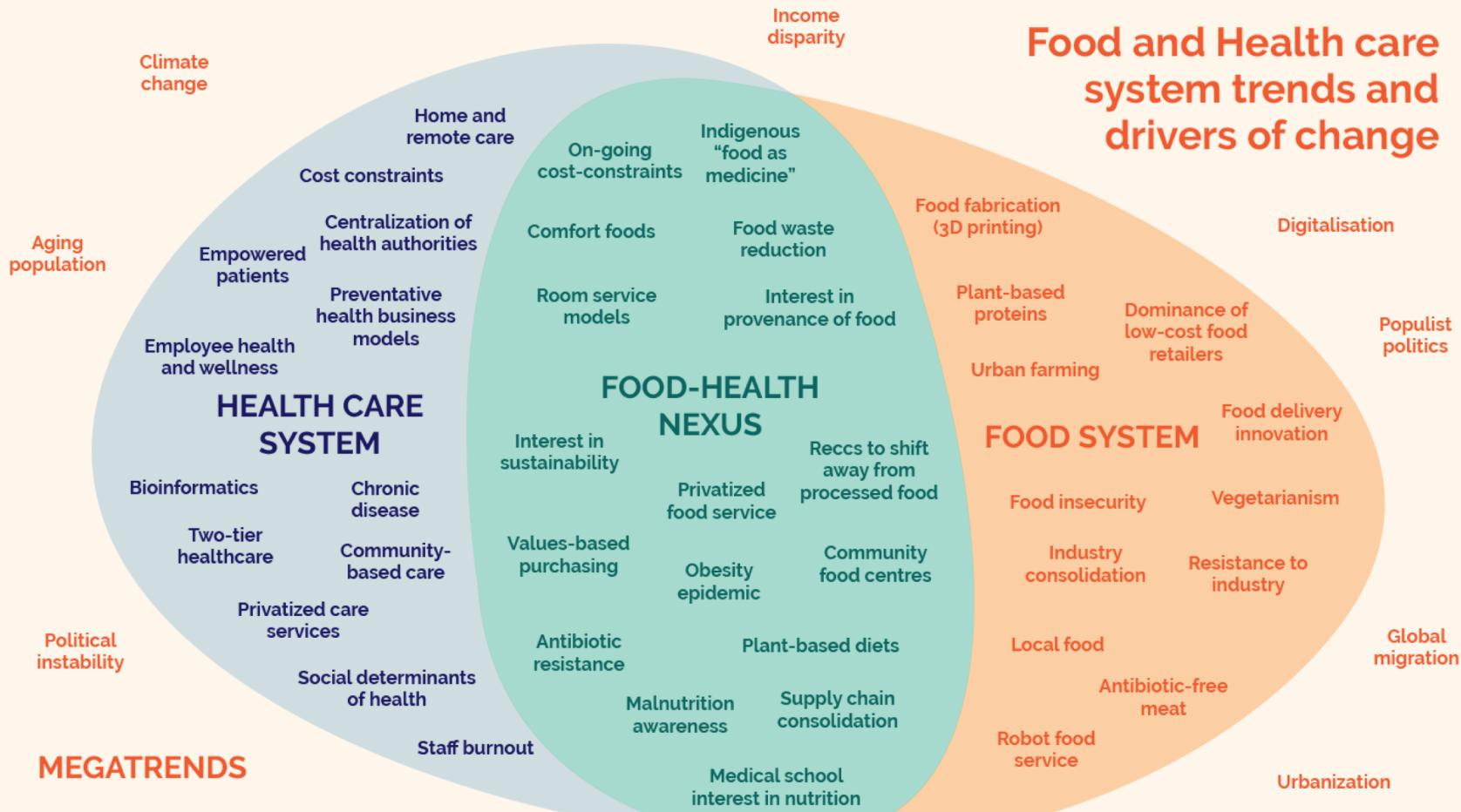
## INSIGHTS GOING IN

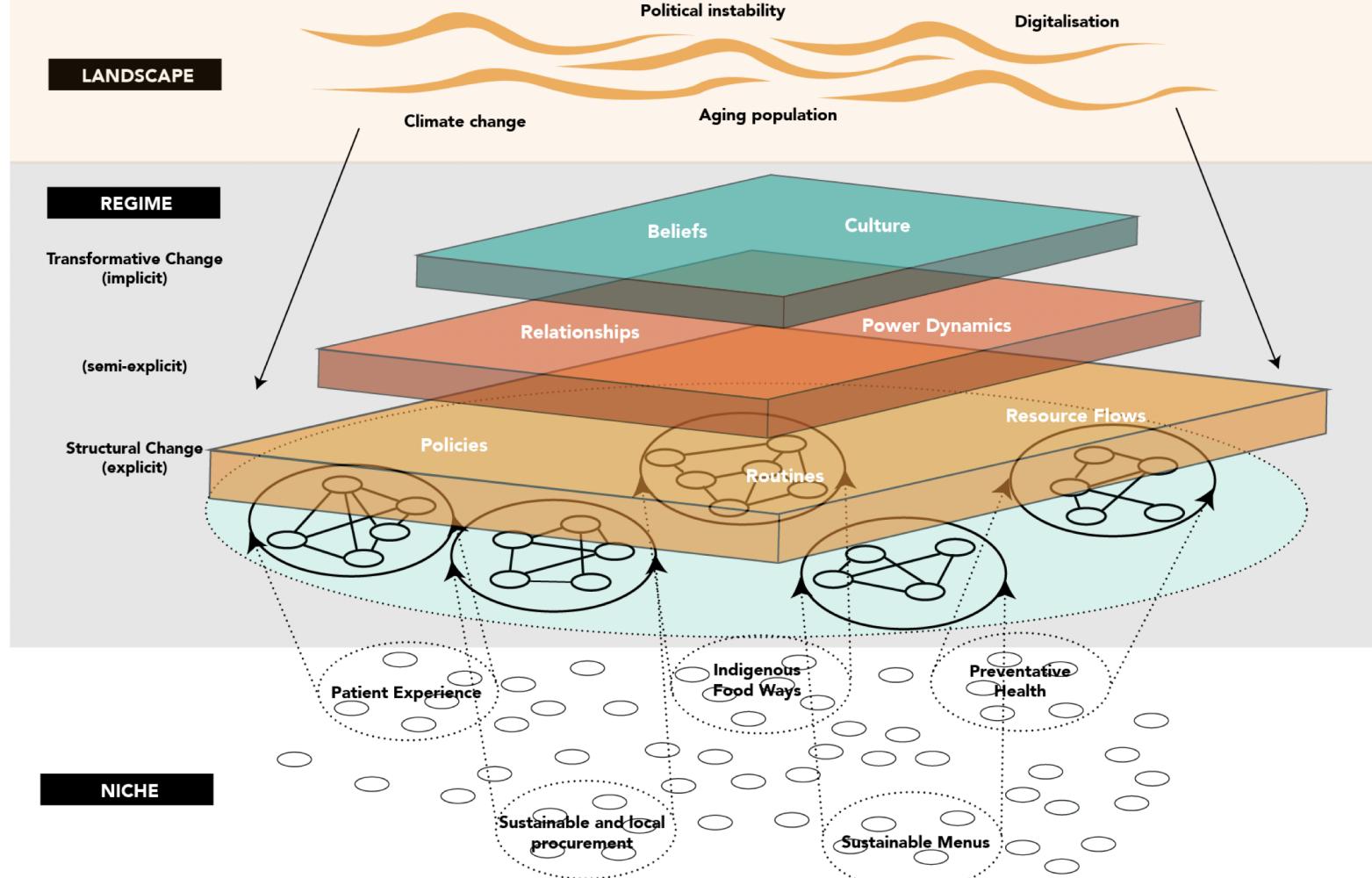
**“Critical connections are more important in a long-term transformation process than critical mass.”**

-- adrienne marie brown



# Food and Health care system trends and drivers of change





(Adapted from Geels, 2011)

SCARCITY

“What’s the cost?”

“What’s the opportunity?”

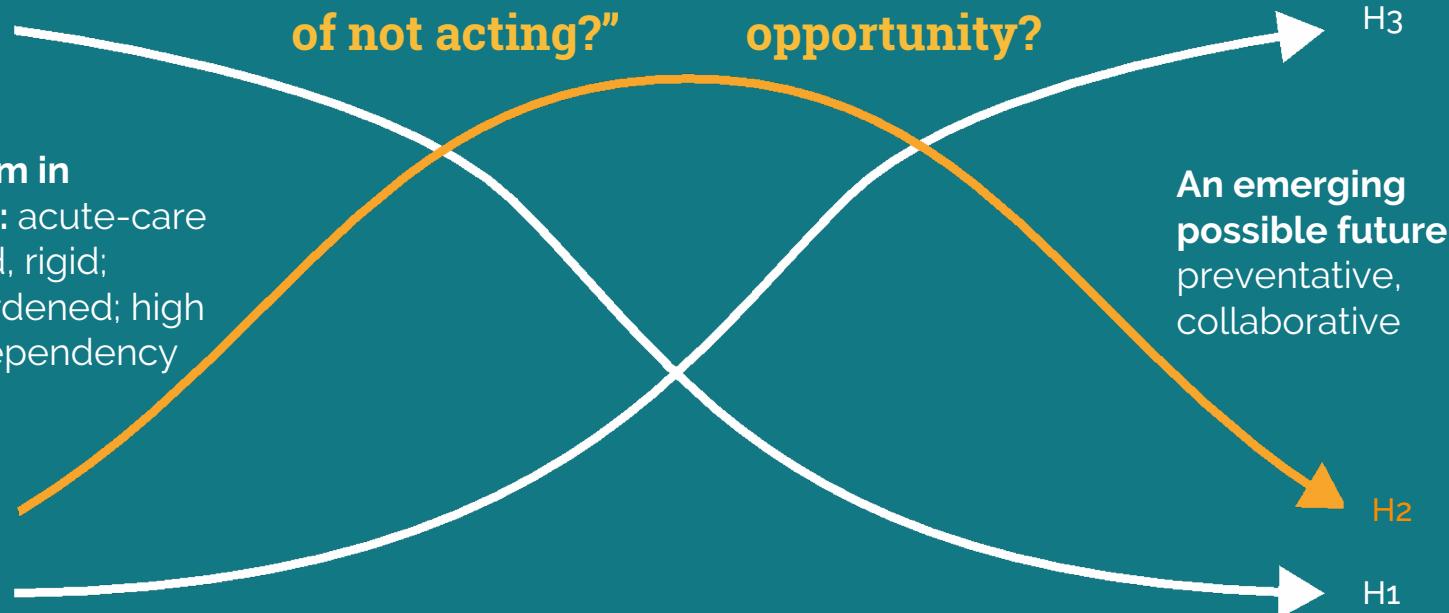
ABUNDANCE

“We believe that people and planetary health are interconnected.”

**A system in decline:** acute-care focused, rigid; overburdened; high path-dependency

“What’s the cost of not acting?”

**An emerging possible future:** preventative, collaborative



## INSIGHT GOING OUT

We're not just working in the food and health systems, we're working in deeply entrenched and invisible systems of power, like colonization and capitalism.



## INSIGHT GOING OUT

A whole-of-hospital approach is key to unlocking the power of food to promote and build health – for people and the planet.



## **DESIGNING NOURISH 2.0**

With new **ambitions**  
come new **questions**,  
a new **scale** &  
a change in **strategy** and **form**.

**How might we unlock the power of  
food in healthcare as a pathway to  
anchor institution leadership that  
builds health for people & planet?**

(Reframe, and another trojan horse.)

## **WHAT IS AN ANCHOR INSTITUTION?**

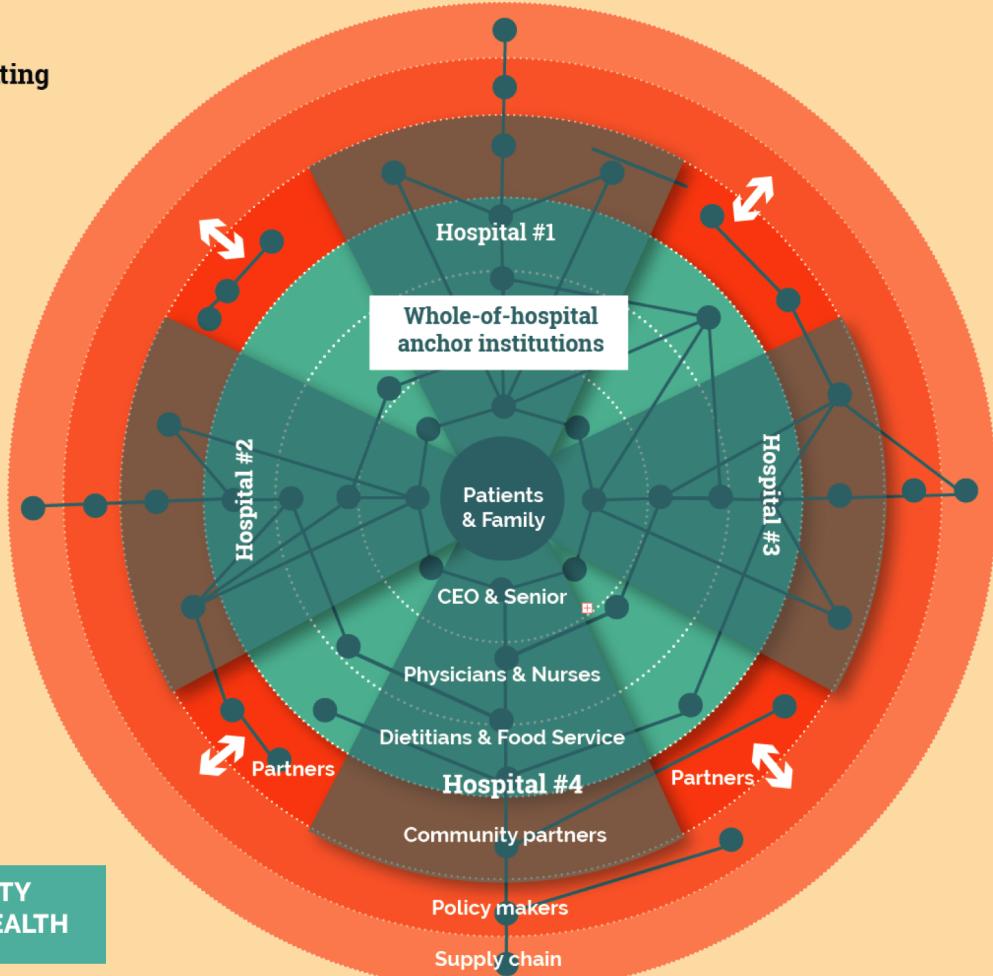
- 1. Publicly-funded institutions or non-profits**
- 2. Place-based organizations that rarely move locations**
- 3. Mission binds them to long-term welfare of their communities**
- 4. Have assets that can be leveraged for local development -  
procurement, hiring, research and evaluation**

(adapted from Zuckerman, 2013 and Howard, 2015)

- Nourish & participating actors and partners
- Anchor institutions
- Health care
- Wider community

## What is a Made-in-Canada Anchor Collaborative?

Partnerships that leverage the assets of **anchor institutions**, **communities**, and their **organizations** - in a place and land-based way.



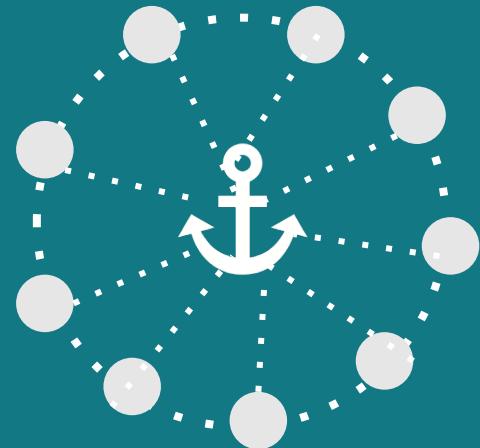
EQUITY

CLIMATE  
LEADERSHIP

COMMUNITY  
HEALTH & WEALTH

## CONSIDERATIONS FOR ANCHOR COLLABORATIVES

- **Bridging paradigms**, building trust, creating the conditions for **collaboration**.
- Finding ways to **share power and risk**.
- Weaving and **resourcing various traditions of wisdom and evidence**; de-centering the hospital and supporting a stretch into mission.
- Recognizing **policy windows** and investing in influential communities.
- **Humility** (and a principles-driven approach) in aspirations for change-at-scale.



## CONCLUSION

**It's really complex  
to get to change  
at scale.**

But we think it's worth trying. Again.



# Thank you!

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