New Rules for Radical Redesign in Health Care

**Change the balance of power:** Co-produce health and wellbeing in partnership with patients, families, and communities.

**Standardize what makes sense:** Standardize what is possible to reduce unnecessary variation and increase the time available for individualized care.

**Customize to the individual:** Contextualize care to an individual’s needs, values, and preferences, guided by an understanding of what matters to the person in addition to “What’s the matter?”

**Promote wellbeing:** Focus on outcomes that matter the most to people, appreciating that their health and happiness may not require health care.

**Create joy in work:** Cultivate and mobilize the pride and joy of the health care workforce.

**Make it easy:** Continually reduce waste and all non-value-added requirements and activities for patients, families, and clinicians.

**Move knowledge, not people:** Exploit all helpful capacities of modern digital care and continually substitute better alternatives for visits and institutional stays. Meet people where they are, literally.

**Collaborate and cooperate:** Recognize that the health care system is embedded in a network that extends beyond traditional walls. Eliminate siloes and tear down self-protective institutional or professional boundaries that impede flow and responsiveness.

**Assume abundance:** Use all the assets that can help to optimize the social, economic, and physical environment, especially those brought by patients, families, and communities.

**Return the money:** Return the money from health care savings to other public and private purposes.