









Rippel®

THRIVING TOGETHER

STRENGTHENING VITAL CONDITIONS THROUGH SHARED STEWARDSHIP

IMPACT REPORT: 2023-2025

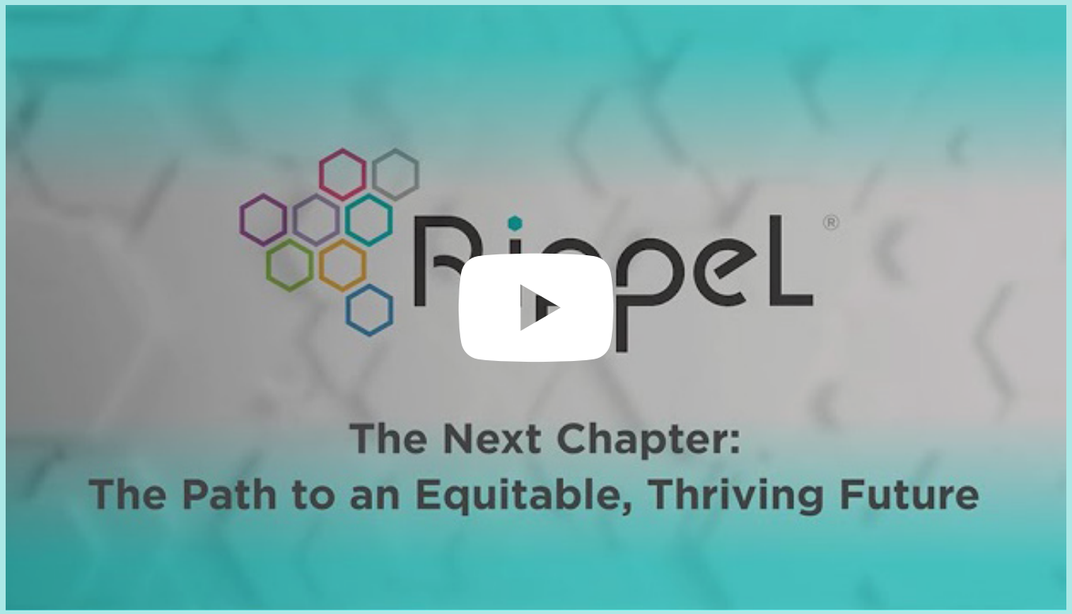


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LETTER FROM OUR PRESIDENT AND CEO

BECKY PAYNE

I want to begin with a simple but weighty idea: **impact is not something we claim—it is something we practice, together, over time.**

At the Rippel Foundation, we believe that lasting change comes from the relationships, systems, and shared responsibility that allow people and places to thrive together. Right now, despite real hardship and widening divides, we are seeing those relationships flourish in communities across the country. People are choosing to stay engaged. Local leaders are stepping forward. Organizations are asking harder questions of themselves. These are not small acts. They are signals of what is possible.

At The Rippel Foundation, we are holding a disciplined balance—responding to the real crises people face today while refusing to let urgency crowd out the long arc work of building the conditions for tomorrow's thriving. This balance shapes who we are as an organization. Over the past three years, we have been intentionally transforming Rippel into an organization of **stewards**, mirroring the shift we are inviting in the field. That means cultivating shared responsibility, long-term commitment, and the courage to act in relationship with others, even when outcomes are uncertain.

As an operating foundation, Rippel holds a unique role in this moment—not as the owner of solutions, but as a movement steward helping others find one another, make meaning together, and act in concert. Our contribution is made through making our time, talent, and tools as widely and freely available as possible.

"Our work is grounded in courage and love—the courage to confront systems that are not working, and the love and trust required to stay in relationship as we build something better together. We believe lasting change happens when people embrace shared stewardship and the work of creating the vital conditions for all people and places to thrive together."

Becky Payne, President and CEO, The Rippel Foundation

We bridge national insight and local wisdom, translating across sectors, places, and lived experience so that good ideas do not remain siloed and local breakthroughs are not left to stand alone. Much of this work is connective: aligning language, sharing frameworks, surfacing patterns, and strengthening relationships that allow stewards across the country to move with greater confidence and purpose.

We hold this role because we are deeply committed to fostering the conditions that make thriving together possible. That has meant strengthening our internal culture to reflect our **values** of belonging, interdependence, learning, respect, and taking risks. It has meant listening—carefully, humbly, and repeatedly—to partners in communities closest to the work. And it has meant resisting the pull toward quick answers in favor of approaches that honor complexity, interdependence, and place.

Our work is grounded in a clear belief: **lasting change does not come from programs alone, but from the relationships, systems, and shared stewardship that allow people and places to thrive.** In short, how we do our work matters just as much as the work itself. And that work is producing results. Communities have invested in the **vital conditions for health and well-being**—the foundational factors that shape whether people can thrive—and are seeing benefits extend well beyond any single program. They are measuring success by ensuring that people, places, and institutions can reach their full potential.

I am deeply grateful to our staff, board, and partners, who continue to walk this path with us. Your trust makes this work possible. Your challenge makes it better. And your partnership reminds us that none of this is meant to be done alone.

Thank you for engaging with this report. I invite you to **read it not only as a record of what has been, but as an opening—an opportunity to imagine what we might build next, together.** That is why we are calling on fellow stewards across the country to join us in a concrete commitment: to increase thriving by 20 points over the next 10 years. Today, **52 percent** of our neighbors are struggling and suffering. That is not inevitable. It is a condition we can change if we act together, with urgency and with patience, at the scale this moment demands to ensure people have what they need, not just to survive, but to live full and meaningful lives.

With gratitude and resolve,



Becky Payne

President and CEO of
The Rippel Foundation

RIPPEL FOUNDATION'S STEWARDSHIP JOURNEY

For more than 70 years, Rippel has been a champion of change and investments in population health and well-being. **For more on our history, mission and vision, see Appendix A - B**. Initially, we invested in initiatives addressing cancer, heart disease, the health of women and the elderly, and the maintenance of our nation's hospitals. Today, we approach our mission through a much broader focus—guiding transformational change that enables better health and well-being for all.

Three years ago, the leadership and staff at Rippel embraced the paradox at the heart of systems change work: you cannot invite others into a different way of working if you are not living it yourself. What followed was a genuine reckoning with how decisions were made, how power was held, and whether the organization's internal culture reflected the values it was asking of the field. That work on culture, governance, and accountability is ongoing, but it's now foundational to how we pursue impact.

THE STARTING POINT

"My top priority in these early years [of my leadership] was our internal culture," said Becky Payne, president and CEO. "We had to get in right relationship with ourselves as individuals, with each other, with our board, and with the field. None of what we've accomplished could have happened without internal foundations first." **For more on our staff and board, see Appendix C**.

To move forward, Rippel needed a clearer sense of shared purpose. We anchored in a single north star—all people and places thriving together, no exceptions—committed to a 10-year strategic roadmap, clarified our theories of change, and refreshed our values (**see pages 16-17**). This marked a new era within Rippel, grounding our work even deeper in ambitious inquiry, humility, and interdependent action. **For more on our refreshed values and our theory of change, see Appendix D—E.**

"Previously, people had separate projects all vying for attention," Payne said. "The roadmap said: no more. We're all moving in the same direction. That included a board learning journey on values and mission aligned investing, which resulted in a revised investment policy statement and a recognition that by aligning our endowment with our values, it can be a source of impact as well as revenue."

Katherine Wright, deputy director for strategic initiatives, describes the shift as an identity change as much as an operational one. "We moved from big externally driven projects to coaching, field testing, and asking what actually works in practice. The foundation of shared understanding had to be built first, but once it was, we could get deeper, faster."

CHOOSING BOLDNESS

Internal alignment created a new kind of opportunity. With a shared direction and strengthened governance, Rippel moved away from incremental improvements and toward the harder work of system-level change.

"You can't be an organization working to improve the human condition and play small," Payne said. "It may feel impossible, and the workload is real. But we choose being bold in our ambition over incremental change."

Bobby Milstein, director of systems strategy, frames the shift as a question that changed: "We've moved beyond feasibility. We know change is possible. The question is no longer 'Can we do this?' It's 'How far, how fast, and where?'"

That confidence comes partly from what Milstein sees as an immense asset of operating foundations: their proximity to actual work in real-world situations. "We can take risks, model new ways of operating, and invest time, talent, and relationships alongside dollars. By translating across sectors and elevating local wisdom to national conversations, operating foundations can help move good ideas to scale." **For more information on our financials, see Appendix F.**

Anna Creegan, director of systems change, traces a through line from Rippel's earliest work to where the organization stands now. "Fifteen years ago, we were asking where the field needed to go. The vital conditions framework emerged from that as a way to invest differently and move beyond constant crisis response. Today, the question at the frontier is settled. It's clear what is at the core: thriving as the north star, vital conditions as the focus, stewardship as the how."

That clarity revealed an opportunity to commit a bold goal: to increase thriving by 20 points across the United States over the next 10 years. It's a measurable stake in the ground that reflects not ambition for its own sake, but accountability to the **52 percent** of Americans who are currently struggling and suffering. **For more on our evaluation principles, see Appendix G.**

"[Our work] isn't about telling people what to do. It's about working alongside them to redefine what's possible."

Anna Creegan, Director of Systems Change





CULTURE AS CATALYST

The most important lesson from Rippel's internal transformation journey is that alignment matters. When internal practices align with values, it can change how an organization shows up with partners, how credible its asks become, and how much others are willing to trust and risk alongside it.

"The change we're talking about isn't instant," said Wright. "The little actions add up. The way you do your work every day can create an impact you may not see until years later."

In the first three years of implementing our strategic roadmap, our investments in culture are paying dividends. Commitments across the field are more courageous and visible with partners adopting thriving together, committing to the vital conditions, and growing in their shared stewardship nationally. Local leaders report greater confidence in their ability to pursue long-term thriving. Conversations that once centered on crisis response have shifted toward addressing underlying conditions and how to build to support thriving.

"The realization that our purpose is to be in service to a broader social movement—that changed everything," Payne reflected. "There's enough shared language and trust now that people say: 'We don't know exactly what this will look like yet, but we're in.'"

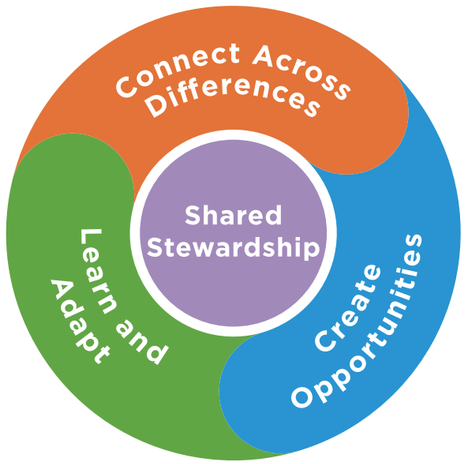
Progress on our internal culture has been a catalyst for change, fostering more connections across sectors, more communities with the language and confidence to act, and a growing movement to thrive together. It's easier to call others into shared stewardship when you're living it yourself. The inside and the outside were never separate.

VITAL CONDITIONS AND SHARED STEWARDSHIP



VITAL CONDITIONS FOR HEALTH AND WELL-BEING

The vital conditions for health and well-being framework focuses attention on seven essential conditions that allow people and communities to thrive. By focusing on these underlying conditions, communities can move beyond addressing symptoms to strengthening the systems that shape well-being across generations. **For more on the vital conditions framework, see Appendix H.**



SHARED STEWARDSHIP PRACTICES

Strengthening these conditions requires collaboration that reaches beyond any single organization or sector. That is where shared stewardship comes in. Shared stewardship is the practice of working across boundaries—connecting institutions, community leaders, residents, and organizations to take collective responsibility for the well-being of people and places. **For more on the essential practices of shared stewardship, see Appendix I**.

Across our efforts, Rippel focuses on supporting stewards—people and organizations who build relationships with others to strengthen the conditions that enable everyone to thrive, beginning with those who are struggling and suffering.

Together, these frameworks offer both a focus and a way of working. The vital conditions clarify what communities need in order to thrive. Shared stewardship provides the mindset and practices that help people align actions, share power, and sustain progress over time.

"When people feel connected, cared for, and have opportunities to shape decisions in their communities, the entire system functions differently. The vital conditions framework invites all of us to play a role as shared stewards of an equitable and thriving future."

Becky Payne, President and CEO, The Rippel Foundation

DRIVING PROGRESS OVER THE NEXT DECADE

STRATEGIC ROADMAP 2023-2033

In 2023, we embarked on an ambitious **ten-year strategic roadmap**. Setting a long-term horizon helped create coherence across our programs by aligning our projects and efforts around our north star: all people and places thriving together—no exceptions. In collaboration with partners and supporters, we are leveraging a rising movement to thrive together by orienting our efforts around four interconnected commitments that our decades of learning and practice have shown have the highest potential to transform our nation's approach to health and well-being and give millions of people the opportunity to thrive.





REINFORCE A UNIFYING NARRATIVE OF THRIVING TOGETHER:
Develop and promote the uptake of a narrative that demonstrates how we can thrive together—and a path for achieving this north-star goal through shared stewardship that is focused on hope, abundance, and the vital conditions for health and well-being.

ALIGN ACTIONS AND INVESTMENTS WITH THE VITAL CONDITIONS FOR HEALTH AND WELL-BEING:
Aim to strengthen the ability of all stewards to develop investments, policies, and structures that achieve equitable system change in their communities.

BRIDGE DIFFERENCES TO ADVANCE SYSTEM CHANGE:
Develop and promote methods and resources that help stewards break through barriers to system change, drawing upon our diversity and plurality as assets.

MEASURE MOVEMENT:
Drive the development of a measurement infrastructure that tracks national progress in the movement to thrive together and can inform the decisions of any steward or community.





SHARED STEWARDSHIP, STRONGER COMMUNITIES

RIPPEL HAD CLOSE, COACHING RELATIONSHIPS WITH

345 ORGANIZATIONS AND OVER 3,000 INDIVIDUALS

ACROSS GOVERNMENT, PHILANTHROPY, HEALTHCARE, AND THE PRIVATE SECTOR

BETWEEN 2023 AND 2025

The work of building healthier communities rarely follows a straight line. Some impacts of shared stewardship emerge quickly: new partnerships form, decisions shift, and investments begin to support the conditions communities need to thrive. Other changes take longer to unfold. They grow through years of relationship-building, shared leadership, and steady shifts in how institutions work together.

Rippel's flagship initiative, **ReThink Health**, provides real-world tools, frameworks, and expertise that help individuals, organizations, and communities consider how to make transformative, lasting change and shift investments in meaningful ways that support thriving populations.

The following real-world examples show how shared stewardship practices strengthen communities.

LEARNING AND ADAPTING: COMMUNITY HEALTH CENTERS IN THE PACIFIC NORTHWEST

For 32.5 million Americans, community health centers (CHCs) are more than clinical providers. They are trusted neighborhood institutions—a first place people turn to for support, and one of the few places that know them across generations. That trust makes them natural starting points for stewardship.

Working with the Northwest Regional Primary Care Association (NWRPCA) and the National Association of Community Health Centers, Rippel supported CHCs across Oregon, Alaska, and Washington in expanding their role beyond direct care—building partnerships with housing organizations, schools, and community leaders to address the conditions that shape how people live.

The centerpiece of this work was the NWRPCA's inaugural Innovation Lab Series, co-designed with Rippel and two partner organizations. Between October 2023 and May 2024, six CHCs came together for a structured learning experience focused on how and why they were doing their work.

The results were tangible. Participants reported stronger peer connections, a clearer stewardship orientation, and greater use of shared language in their day-to-day work. By the end of the series, participating stewards expressed a strong commitment to deepening their stewardship practice as a result of their participation in the labs.

The partnership with Rippel also resulted in a **primer** that supports CHCs in pursuing the vital conditions framework. Also during this time, the National Association of Community Health Centers launched a Vital Conditions Member Committee and launched a center focused on the vital conditions.

"CHCs are often so busy with their day-to-day work. The Innovation Lab gave them the opportunity to step back and think—not necessarily about what they're doing, but how they're doing it."

– Participant

CONNECTING ACROSS DIFFERENCE: THE LEHIGH VALLEY, PA

In Pennsylvania's Lehigh Valley, a health system and a community health institute began asking what genuine cross-sector collaboration would require in practice.

Through a sustained coaching partnership with Rippel over the last three years, Lehigh Valley Health Network and the Leonard Parker Pool Institute for Health built the relationships and coordination structures to respond to community needs, in real time.

"When you deeply understand the role each other plays," said Samantha Shaak, executive director of the Leonard Parker Pool Institute and vice president of community health at Lehigh Valley Health Network, "it's easier to take a breath, to not be reactive, and to be coordinated in responding when needed."

That kind of trust is built through repeated collaboration, honest conversation, and a willingness to slow down before speeding up.



LISTEN TO THE PODCAST EPISODE

NATE BOATENG

Strong Partnerships Are Helping to Create a Thriving Lehigh Valley



LISTEN TO THE PODCAST EPISODE

SAMANTHA SHAAK, PhD

Relationships Strengthen Health and Well-Being in the Lehigh Valley

CREATING TRANSFORMATIVE OPPORTUNITIES: DELAWARE

In Delaware, the question was on a statewide scale: what would it take for every community in the state to thrive, and not solely the ones with the strongest organizations or the most resources?

Healthy Communities Delaware had been supporting dozens of community organizations across the state, but progress often felt fragmented. Through strategy sessions and tools from ReThink Health, leaders strengthened their ability to **think upstream**, balance urgent services with long-term investment, and coordinate efforts across sectors.

In 2023, Delaware became the first state in the nation to integrate the **vital conditions framework** into its **State Health Needs Assessment** and State Health Improvement Plan—**embedding a shared language** for well-being into the planning, funding, and accountability structures that shape what gets resourced and prioritized across government, philanthropy, and healthcare.

"The vital conditions framework gives us a shared language from the start," said Katherine Wright, Rippel's deputy director for strategic initiatives. "We've watched it unlock new conversations in Delaware, align unlikely partners, and help systems move faster because everyone is focused on creating conditions for thriving rather than debating what thriving means."

For those closest to the work, the shift was practical as much as philosophical. "The ability to look not just at health outcomes but at the root causes—the vital conditions themselves—enables us to zoom in on specific community needs, compare data across communities, and build a shared measurement approach," said Ebony Mapp, program officer at Healthy Communities Delaware.

Kate Dupont Phillips, HCD's executive director, put it simply: "Rippel helped us grasp clear concepts, clear language, and clear tools that we can use to do the things we already wanted to do. It was an accelerator."

BUILDING SHARED POWER: PALM BEACH COUNTY, FL

In **Palm Beach County**, the work began in response to a crisis. After the Parkland school shooting, community leaders formed **BeWellPBC** to address the region's mental health challenges and quickly discovered that the toughest question wasn't what resources were needed, but who got to decide how they were used.

Using the vital conditions framework and shared stewardship, partners restructured decision-making, bringing funders and community residents to the same table and giving residents real authority over investment priorities. The result wasn't just new programs. It was a different relationship between systems and the people they serve.

"Sometimes that meant stepping out of the way so the community can do it for themselves," said Lauren Zuchman, former executive director of BeWellPBC. "We broke from business-as-usual to reimagine a health system where solutions are co-designed with the community, and what grew from that is a network of more than 40 community and systems leaders modeling what shared stewardship actually looks like."

In the past three years, this foundation has led to shared stewardship remaining central to **BeWell PBC's strategy**, the ongoing work of their **Stewardship Council** dedicated to building power in the community, and a continuing focus on **stewardship coordination and alignment** including the development of the **Community Changemakers Fund** inspired by Palm Beach County winning the 2020-2021 **Robert Wood Johnson Foundation Culture of Health Prize** in recognition of the way residents take the lead in creating solutions to build healthier communities.

BUILDING THE FIELD: TOOLS, CONVENINGS, AND PEER LEARNING

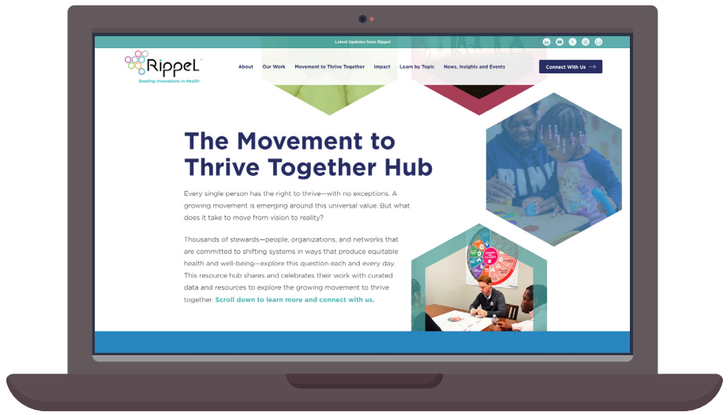
Alongside its direct coaching and facilitation work, Rippel has invested in building the shared resources that enable stewards across the country to learn from one another and move with greater confidence.

In 2023, Rippel launched the **ReThinkers Collaborative**, a peer learning community for current and former partners committed to advancing health equity through the vital conditions framework. The Collaborative creates space for storytelling, creative problem-solving, and the kind of relationship-building that formal convenings rarely have time for. Also launched in 2023, the **ReThink Health Toolbox Webinar Series** provides stewards with practical approaches for driving transformative change in their communities.

In May 2024, Rippel partnered with **TheCaseMade** to **host a gathering** of 100 changemakers from 50 organizations at the Carter Center in Atlanta. The event brought together leaders working across three interconnected areas—multiracial democracy, well-being economy, and equitable healthcare—for two days of exchange focused on learning from one another's work and to co-create strategies to build public will for transformative change. The connections formed there have since expanded Rippel's partnerships in California's **Inland Empire** and in the **Winston-Salem** region of North Carolina.

In 2025, Rippel partnered with CommonSpirit Health, one of the nation's largest nonprofit health systems, operating 142 hospitals across 24 states, on a seven-month Community Health Team Learning Lab. Six monthly sessions, followed by a dedicated period for reflection and sense-making, helped CommonSpirit teams connect learning to action and begin integrating the vital conditions framework across the organization. "We need to focus more time, effort, and investment on multisolving interventions with cross-cutting measures," one CommonSpirit participant noted. The vital conditions are now informing CommonSpirit's community health needs assessments.

Also in 2025, Rippel launched the **Movement to Thrive Together Hub**—a free, public resource that brings together data, tools, and community stories to support the movement to thrive together. The Hub equips stewards with insights on thriving and the vital conditions, along with practical tools and resources to support action. Just as importantly, it helps illuminate the movement as a whole—showing where momentum is building and how efforts connect across places. It offers a space to track equitable, place-based systems change and inform strategic decision-making. The Hub is still growing—and there's a role for you in shaping it. We invite stewards to share stories, offer feedback, and help shape what it becomes.



RIPPEL DEVELOPS TOOLS, FRAMEWORKS, AND RESOURCES DESIGNED TO BE USED. BETWEEN 2023-2025, IT'S SEEN:

17,905 downloads of blogs, tools, and frameworks

1,628 streams of the Unsung Stewards podcast

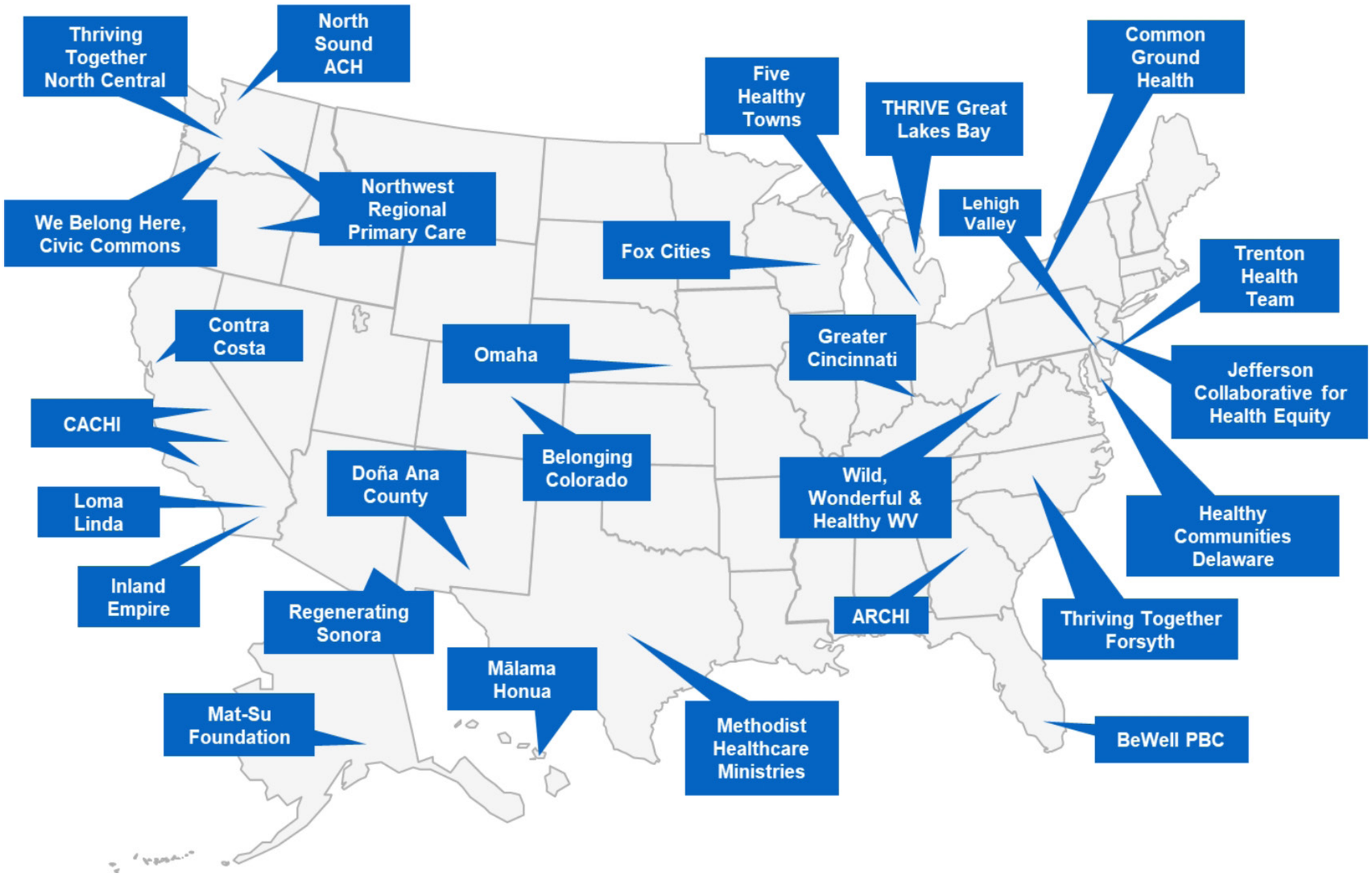
882 attendees for ReThink Health Toolbox webinars

A GROWING MOVEMENT TO THRIVE TOGETHER

From rural counties to major cities, stewards across the United States are using the vital conditions framework to align priorities, strengthen partnerships, and invest in what their communities actually need to thrive. Dozens of organizations and thousands of individual stewards are represented in this map, each one part of a growing movement to thrive together.

A growing cadre of organizations now explicitly focus on establishing the vital conditions. This map illustrates only a portion of those stewards.

Our website shows the **nationwide organizations** using this framework.



NATIONWIDE MOVEMENT

National organizations are aligning their work around a shared aim: all people and places thriving together—no exceptions. Many are using the vital conditions framework to connect efforts and accelerate impact. These include the **AAMC Center for Health Justice**, the **National Association of Community Health Centers** (NACHC), the **Federal Reserve Bank of New York's Making Missing Markets initiative** and Investing in Flourishing Design Team, along with a growing set of democracy and civic innovation networks.

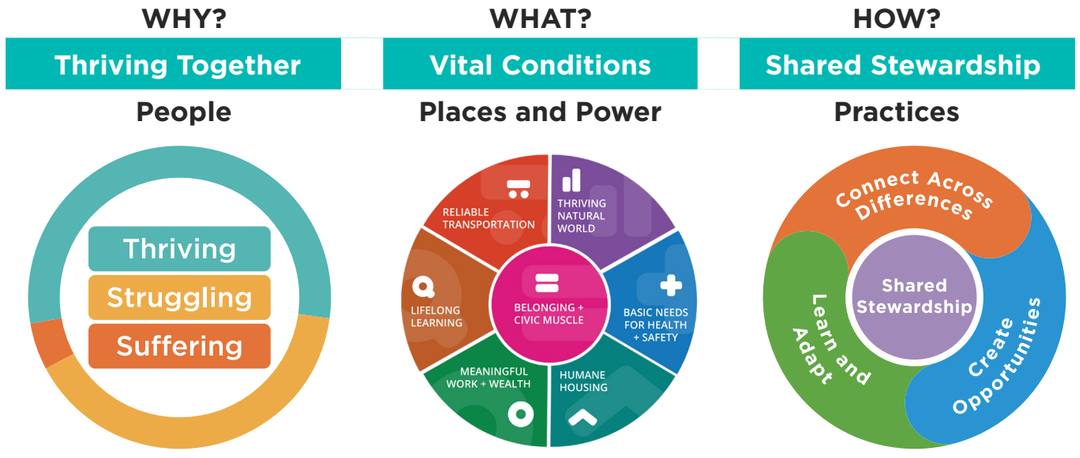
In 2023, Rippel's ReThink Health initiative received the **System Dynamics Application Award** from the System Dynamics Society, recognizing the strongest real-world application of system dynamics.

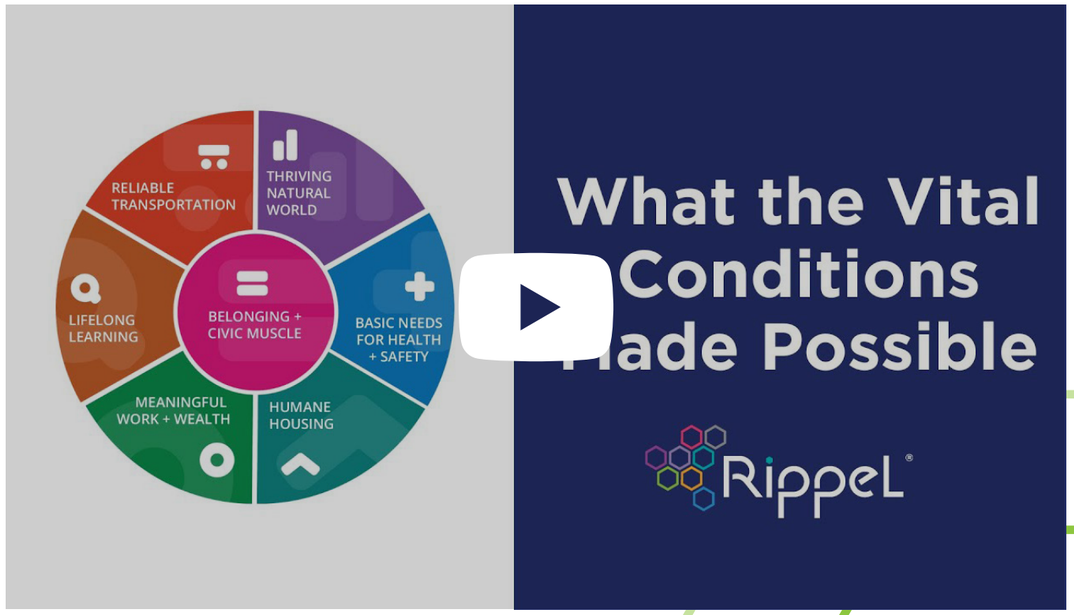
The National Forum for Heart Disease and Stroke Prevention has integrated the vital conditions into recent annual meetings. In 2025, Rippel received the **National Forum Public Policy Award** for advancing the vital conditions framework—making the drivers of health more understandable and actionable—and for promoting measurable systems change that strengthens cardiovascular health across communities and over time.

Rippel also participated in the **Roundtable on Population Health Improvement**, convened by the National Academies of Sciences, Engineering, and Medicine. The roundtable brings together leaders across sectors to deepen understanding of what shapes health and to strengthen cross-sector collaboration to improve conditions in communities nationwide.

> *"The vital conditions gave us a framework, and now we're connecting with other communities and organizations doing this work.* ***As we continue, what will emerge is a new way of being and a new system. There's a sense of joy****. It provides a greater sense of purpose, and I feel that in our community we are constantly being pulled forward by that."*
>
> *— Kellie Easton, co-CEO, Action4Equity*

HOW IT ALL CONNECTS

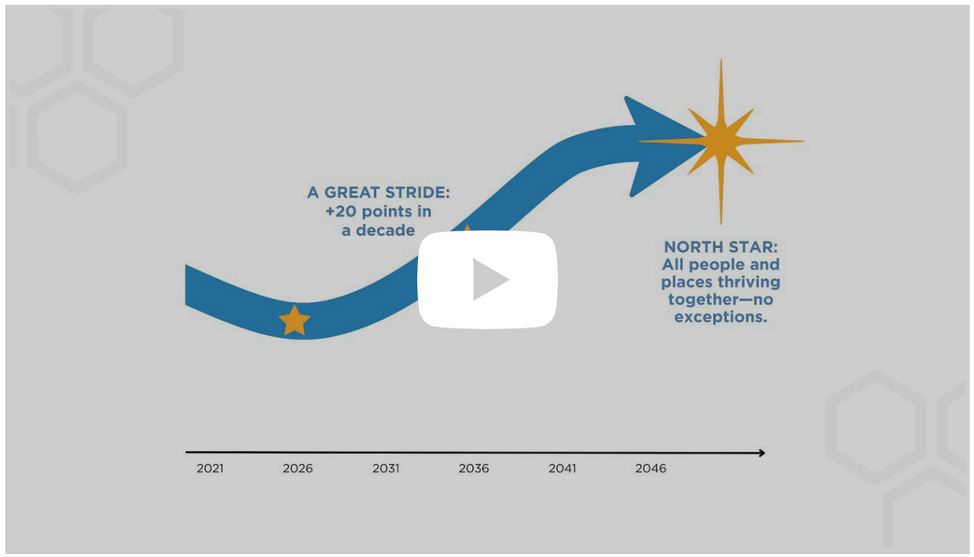




A GREAT STRIDE FORWARD

INCREASING THRIVING BY 20 POINTS IN THE NEXT DECADE

Since 2008, **Gallup's Life Evaluation Index** has tracked how Americans rate their present lives and their expected future. Today, 52 percent of our neighbors—friends, family members, people in our communities—are struggling or suffering. That's not acceptable, but it can change.



The Rippel Foundation is committed to increasing thriving by 20 points over the next ten years. The movement to thrive together is real and growing, and it needs even more people willing to step into their sphere of influence and act alongside their neighbors to ensure that we all thrive together, no exceptions.

To learn more about the four drivers of well-being, see **Appendix J**.

HERE ARE WAYS TO GET INVOLVED:

- **STAY CONNECTED.** **Sign up** for our emails and follow us on **LinkedIn** for updates, resources and stories from stewards across the country.
- **MEET FELLOW STEWARDS.** The **Unsung Stewards** podcast spotlights the people quietly and consistently doing this work, building conditions for thriving in their communities every day.
- **READ STORIES.** Discover the real-life successes and challenges of stewardship in action on our **Stewards Rising** storytelling platform.
- **THRIVE TOGETHER.** Visit the **Movement to Thrive Together Hub**, a public resource hub that brings tougher data, tools, and stories.
- **USE THE TOOLS.** Rippel's **tools and resources** cover systems transformation, financing, resident engagement, dynamic modeling, case making, and more—all informed by decades of work in the field.
- **SHARE YOUR STORY.** The movement grows when stewards find one another. **Share your story** and what you're learning.

APPENDIXES

APPENDIX A: OUR HISTORY

The Fannie E. Rippel Foundation was established upon the death of Julius S. (J.S.) Rippel in memory of his wife, Fannie E. Rippel. The Foundation was established in 1953 to invest in initiatives addressing cancer, heart disease, the health of women and the elderly, and the maintenance of our nation's hospitals. In directing funds, the Board of Trustees was granted broad authority to adopt approaches it deemed appropriate for changing times.

In 2007, the Board reflected on the relevance of the Foundation's mission in today's environment. The Trustees considered the writings of Julius A. Rippel, the founder's nephew and the first Foundation President. Julius A. had advocated for the important role of foundations as "pioneers" who must "have the courage to take initiative" in response to "changes in modern life." As it planned for the Foundation's future, the Board acknowledged the complex relationships between how health is achieved, how care is provided, and how resources are directed to reduce the prevalence of chronic diseases.

The Rippel Foundation at 70: Origins and Legacy

Evolution: Rethinking Health and Well-Being

The Rippel Foundation: The Path to an Equitable, Thriving Future

APPENDIX B: MISSION, VISION, STRATEGY

Mission: Guiding transformational change that supports equitable health and well-being—a future where everyone thrives, without exception.

Vision: We envision a cohesive health ecosystem that focuses on health and well-being and extends beyond health care: one that is thriving, equitable, and sustainable.

Our Strategy: Achieving this vision requires a collaborative effort to improve the systems that influence health and well-being. We work with national and regional stewards to design and execute the strategies they need to guide transformative change and produce better health and well-being for all.

We detail how we believe change happens in our Theories of Change. For more on our Theory of Systems Change and Theory of Organizational Change, see Appendix D.

OUR FLAGSHIP INITIATIVE: RETHINK HEALTH

ReThink Health, The Rippel Foundation's flagship initiative, provides guidance and coaching to equip stewards and changemakers with tools, resources, and frameworks to transform systems for health and well-being.

Our work with people and organizations in a diverse range of industries and disciplines, including health systems, philanthropy, government, business, and communities has produced practical meaningful impacts on the ground. It is also driving innovation in stewardship as a field of practice. In this way, ReThink Health does not simply talk about change: it helps real people in real places throughout our country make it a reality.

APPENDIX C: STAFF & BOARD OF DIRECTORS

STAFF

Molly Belsky COMMUNICATIONS ASSOCIATE

Cierra Bryant MANAGER, LEARNING AND IMPACT

Maggie Cooke ASSOCIATE DIRECTOR, STRATEGIC PARTNERSHIPS

Anna Creegan DIRECTOR, SYSTEMS CHANGE

Dana DiNatale DIRECTOR, BUSINESS OPERATIONS

Kimberly Hines Hart CORPORATE COUNSEL

Laila Hussain DIRECTOR, COMMUNICATIONS AND INFLUENCE

Steve Kohn IT CONSULTANT

Joey Lee ASSOCIATE DIRECTOR, FINANCE

Amanda McIntosh COMMUNICATIONS MANAGER

Alex Middleton SENIOR VICE PRESIDENT, STRATEGY, CULTURE, AND OPERATIONS

Bobby Milstein DIRECTOR, SYSTEM STRATEGY

Tiona Moore DIRECTOR, SYSTEMS CHANGE

Tara Oakman SENIOR VICE PRESIDENT, STRATEGIC INITIATIVES

Becky Payne PRESIDENT AND CEO

Komal Razvi DIRECTOR, SYSTEMS CHANGE

Jasmine Shabazz PROGRAM ASSOCIATE, STRATEGIC INITIATIVES

Verinda Sood PROGRAM ASSOCIATE

Katherine Wright DEPUTY DIRECTOR, STRATEGIC INITIATIVES

Victoria Yam EXECUTIVE ASSISTANT

BOARD OF DIRECTORS

Carolyn Brooks TRUSTEE

Yvonne Goldsberry TRUSTEE

Anu Gupta TRUSTEE

Michael Harris TRUSTEE

Douglas Jutte TRUSTEE

Lydia Nadeau CHAIR

James Sonneborn TRUSTEE

Becky Payne PRESIDENT AND CEO

APPENDIX D: WHAT OUR VALUES LOOK LIKE, FEEL LIKE, AND SOUND LIKE

At Rippel, we all share a deep commitment to our north star goal of a future where everyone thrives together—with no exceptions. Our values provide meaning, authenticity, and guidance for how we go about the work of making that north star goal a reality. They create the conditions for us to do our best work, setting a strong foundation for us to operate as people, teams, and as an organization to achieve our greatest impact. As we clarified and leaned into our values, we articulated what each value looks like, feels like, and sounds like to ensure we're best living into our values.

VALUE	LOOKS LIKE...	FEELS LIKE...	SOUNDS LIKE...
BELONGING We believe in fostering kinship, authentic relationships, and compassion. These are essential ingredients that enable us to contribute to our fullest, while centering individual and collective well-being.	• I am recognized and also recognize others for a job well done • Rippel's employee policies help me feel and promote belonging • I actively nurture relationships with my fellow colleagues, direct reports, and supervisors • When assigned a project or task, I make an effort to bring in diverse voices and encourage others to do the same • Seeing diverse representation amongst leadership and coworkers • I accept the opinions and perspectives of others, even when I disagree or see things differently	• I feel seen, appreciated, and valued • I am able to show up with confidence in meetings, on teams, and at work as myself • Being the same/similar person at work as you are outside of work • I feel validated at work and cared for by fellow Rippelers • I enjoy working with my colleagues • My contributions feel fulfilling • I am confident that I can respectfully disagree or voice a concern in a healthy way without rupturing relationships	• I'll be near your town during a trip; let's meet! • We haven't talked in a while, let's catch up over zoom • I want to thank you for your great work on XYZ. The way you showed XYZ skills on this project is something to be proud of. • What can I do to support the whole you? • I'm here with you and for you. • How can I help you? What do you need from me? • I think we could be doing things differently and would like to talk that through with you to see what you think
RESPECT Our work is based on respect and trust for each other and our partners. We are guided by our belief that both are critical for people and groups to come together to build an equitable and thriving future.	• I give and expect to receive productive and thoughtful feedback that is carefully considered • Starting with compassion, especially during difficult moments • Feedback received is acted upon. If it is not acted upon, an explanation is shared • I am mindful of my intent vs. impact of words, action, and body language • All staff speak to each other in a polite and friendly way • Being mindful of nonverbal communication • I honor others' commitments, time and boundaries and I share my own boundaries transparently • Honesty and transparency • I respect other's value, differences, and contributions—both within Rippel and externally	• I feel accepted, valued, and trusted by others to complete my work • I am clear about my role on the team and know what is expected of me • I am able to name when team dynamics, roles, boundaries, and trust are impacted • Balancing and sharing power dynamics • Role clarity • Confidence • I take pride in my work and provide support for others in their work • Positive mental state • Pride is one's role on the team • Kindness • Autonomy	• Thank you for your feedback. I used it when I was working on XYZ. • XYZ teammate is on the west coast Let's schedule our check-ins to accommodate their work hours. • I apologize for my demeanor earlier, I was working through something and didn't come across as my best self. • Can we talk about what just happened? • XYZ is on vacation. Let's manage this issue internally and respect their time off. • I haven't heard back from X yet, perhaps I should check in on them to make sure they're ok.

VALUE	LOOKS LIKE...	FEELS LIKE...	SOUNDS LIKE...
LEARNING We strive to understand and embrace diverse experiences, perspectives, and ways of being in all that we do. We believe that learning is continuous and comes from every experience, including our mistakes.	• I take advantage of learning opportunities at Rippel for personal and professional growth • I explore and bring in diverse perspectives to my work • Within existing structures, I build in time and space to reflect and build on insights internally and externally with partners • Approaching partnerships with a balance of subject expertise and a willingness to learn • I share knowledge appropriate for the audience and in a user-friendly • Comprehensive and user-friendly knowledge sharing structures • Audience-centered design (adaptive)	• I feel curious and engaged • I feel that learning benefits me personally and professionally, and improves the quality of my work • I can understand the content, and when I don't, my questions are welcome • Feeling invested in learning • My peers won't judge or resent me for asking questions	• What knowledge base and skills are you interested in sharpening? • How can I learn more about this? • Can you help me understand this? I need some time to process this new information. • I'm not quite clear on what you just explained, can you clarify for me? • I'm curious how we came to this decision, could you share a bit about the process? • I will not judge you for any questions you ask. I'm here to help and answer your questions. If I don't know the answer, I'll have someone who does get the answer to you. • We tried something new and it didn't go as expected Let's think through what happened, why, and what we might do differently next time.
INTERDEPENDENCE We are all interconnected, and silos do us more harm than good. We strive to show up with commitment and intention, knowing that we all have a role to play and a stake in creating a thriving future.	• I am part of an intergenerational movement for equitable health and well-being • Our interdependence spans generations —our future generations are dependent on us and the choices we make today. • shared responsibility for projects, outcomes, successes, failures. • I am responsible for completing the tasks I'm charged with, and I understand that others depend on me to get my work done • Honor our commitments to one another and to partners • I see where I can contribute my own assets on teams or projects • Balancing historical knowledge and expertise with new ideas • Extending the opportunity for everyone to contribute according to their interests, ability, capacity, and experience • I actively communicate with others about constraints, assets, opportunities of my work and expect the same from others	• I feel connected with others and understand the work as a "whole" • Not feeling "in the dark" • I feel like my assets are welcome and needed for our work to be successful • Collaborative, teamwork, trust • I feel I have the information I need to move work forward in parallel with others • Cohesive, generative, efficient, strategic alignment • I can see how the outcome was stronger/ better as a result of us working together as a team	• I realize that my co-workers depend on me doing what is expected of me. • I am responsible to accomplish my work, on-time, with quality. • How does this impact others on my team? • I'm running behind on reviewing the document you needed me to look at, is it okay if I take another day? • I'm seeing connections between this and XYZ project. • I trust your expertise. • This seems like a good resource to share with XYZ. • I understand my role on the team and where everyone else's role connect/ enhance mine. • We need each other. • I know what is going on within my project and how my role supports it.
TAKING RISKS We recognize that meaningful and lasting impact often requires letting go of business-as-usual practices and taking risks. We value the learning, growth, and progress that comes with those risks.	• I look for opportunities to try new things and share them with others • Working creatively to fill gaps/ needs of the field • I use my knowledge of past successes, setbacks, failures to inform how I move work forward • Taking risks and learning from successes, setbacks, and failures is tied to learning • Making decisions based on current knowledge, trends, field (knowing we will never have all the information) • I embrace imperfection in my work and support others in doing the same • Everyday acts of courage are also places where we take risks—e.g. engaging in crucial conversations, holding others accountable for their commitments	• I feel supported to try new things and push myself • Comfort with trial and error • Creative, courageous • Pushing yourself and identifying places for growth (personal growth) • It may feel like failing, but is actually a place for learning • I feel energized and innovative • I can adapt if something isn't working the way I thought it would and have the support to do so • Adaptive Learning, flexibll	• I think we should try this based on what we learned from last time • Let's analyze what caused these results so we can learn what works and what doesn't • Let's assess the risk of this decision • What do we need to know to assess risk? What patterns can we track to know when to make shifts? • The pros are....and the cons are... • I'm curious if approaching this project/task differently would lead to a better outcome. What if we tried it [this] way instead? • XYZ approach might feel risky, but this is an opportunity to test an approach that has tremendous potential for impact. If it doesn't go the way we hoped, we will pivot.

APPENDIX E: THEORIES OF CHANGE: SYSTEMS AND ORGANIZATIONAL

A Theory of Change (ToC) is a comprehensive visual and framework that maps out how and why a desired change is expected to happen in a particular context. It makes clear assumptions people and organizations hold, and helps define and clarify complex pathways to change.

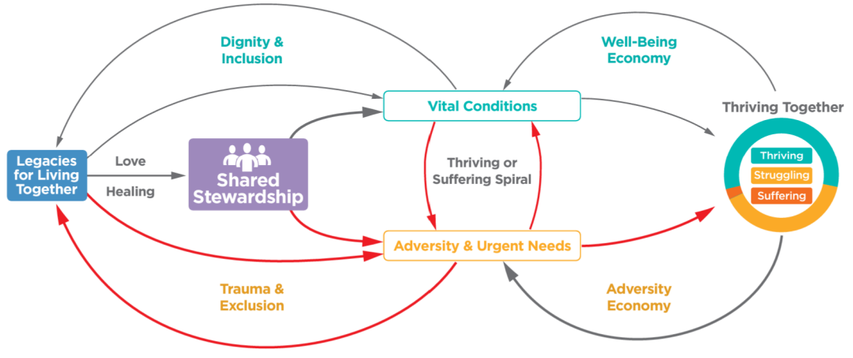
Rippel's work is guided by two theories of change: a Theory of System Change and a Theory of Organizational Change that clarifies our contribution. Both express our beliefs about how the world works and how we can change it.

OUR ASSUMPTIONS:

- Rippel is one of many, humbly driven by the imperative for racial justice and social equity, even facing opposition.
- Stewards are people, organizations, and networks working together to create the conditions that everyone needs to thrive together, beginning with those who are struggling and suffering.
- Rippel engages with local and national stewards who are dissatisfied with the status quo and aspire to create a future with all people and places thriving together—and are willing to work with others differently to get there.
- Contexts, histories, and cultures shape and may be re-shaped by Rippel's efforts.
- Rippel's roadmap commitments are interdependent and work across scales so that local changes multiply nationally and vice-versa.

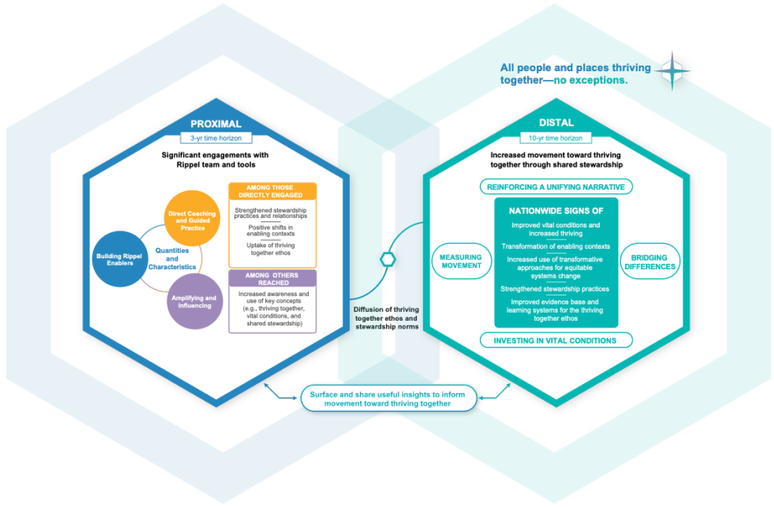
THEORY OF SYSTEM CHANGE

The Theory of System Change illustrates what it will take for stewards everywhere to reach the north star goal of all people and places thriving together. It is shared by many across the field and was collaboratively developed with hundreds of stewards.



THEORY OF ORGANIZATIONAL CHANGE

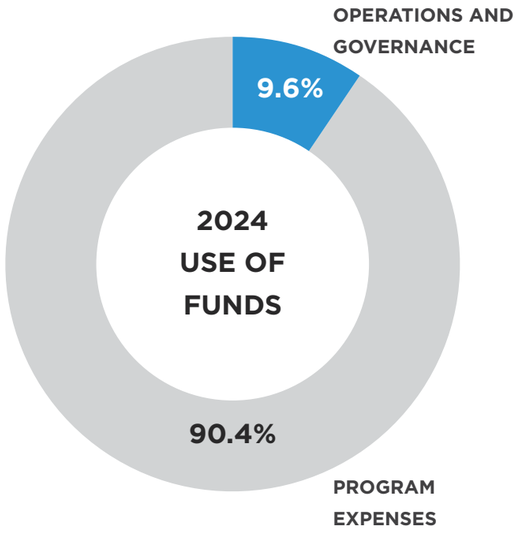
Rippel's Theory of Organizational Change clarifies Rippel's unique role, acknowledging that we are one of many contributing to the growing movement to thrive together. It is grounded in our strategic roadmap, organizational values, and insights from past work. It clarifies assumptions about what it will take to live into Rippel's strategic commitments and the full range of outcomes that we hope to see as a result.

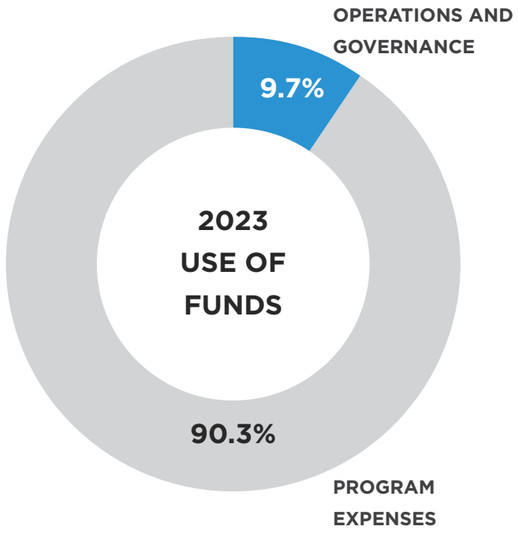


APPENDIX F: FINANCIALS

	2024	2023
REVENUE AND SUPPORT		
Investment Return	$7,843,709	$5,811,326
Grants and Contributions	$1,513,000	$63,000
Other Income	$321,701	$330,775
Total Revenue and Support	**$9,678,410**	**$6,205,101**
EXPENSES		
Program Expenses	$5,435,773	$6,216,499
Operations and Governance	$576,583	$666,848
Total Expenses	**$6,012,356**	**$6,883,347**
Change in Net Assets	$3,666,054	$(678,246)
NET ASSETS - END OF YEAR	**$85,317,978**	**$81,651,924**

Years ended December 31, 2024 and 2023. Financial information reflects audited results for fiscal years 2023 and 2024. Fiscal year 2025 results are not included as the audit process was ongoing at the time of publication.





APPENDIX G: HOW WE MEASURE CHANGE: ENTERPRISE EVALUATION

In mapping out our Theory of Change, we made clear the assumptions we're holding and how and why we expect change to happen as a result of our efforts. This helped us define and clarify complex pathways to change—and how we want to measure them.

RIPPEL'S EVALUATION APPROACH

- Build evidence—what works, for whom, how, and under what contexts
- Emphasize patterns across Rippel's portfolio
- Embed emergent learning principles
- Prioritize measures relevant for Rippel and the field
- Value changes that are most significant to project participants
- Clarify Rippel's contribution to those changes
- Center approaches in service of equity and social justice
- Fuel internal effectiveness and growth



Our Theory of Organizational Change (see Appendix E), outlines the three-year and 10-year changes we expect to see as a result of our work.

APPENDIX H: VITAL CONDITIONS—THE PATH TO THRIVING TOGETHER

Why do some people and places thrive when others struggle and suffer—even when they appear to have similar resources, programs, and investments?

Too often, people and organizations have to focus on delivering urgent services without having the shared language and understanding to examine the underlying conditions that shape opportunity over time. Fragmented systems, short-term funding cycles, and siloed decision-making can unintentionally reinforce inequities, leaving root causes of suffering untouched. Imbalanced power dynamics rooted in differences in belonging, civic muscle, trust, and alignment across sectors profoundly influence outcomes, even for well-funded efforts, and can cause them to fall short of creating thriving communities.

The **vital conditions for health and well-being framework** offers a clear, actionable solution to this challenge. The framework focuses on the shared conditions that shape opportunity across a lifetime and across generations—conditions that make thriving possible for all people and places no exceptions.

Vital conditions are the characteristics of people, places, and institutions that we all need, all the time, to reach our full potential. They include essentials like food, water, humane housing, reliable transportation, and a thriving natural world, as well as less tangible but equally critical elements such as belonging and civic muscle.

By focusing on conditions rather than outcomes alone, the framework helps stewards move beyond managing symptoms toward strengthening the systems that produce well-being in the first place. It does not replace earlier models, such as the social determinants of health, but evolves them—offering a simpler, more relatable structure that supports alignment, prioritization, and action.

In the U.S., only **10 percent of health outcomes** are attributable to clinical care. By focusing on the seven vital conditions for health and well-being that affect a person's life, it becomes easier to create the scaffolding for a better system to tackle disparities and invest in health equity and equity more broadly.



BELONGING & CIVIC MUSCLE is at the center because it is both a vital condition and a practical capacity that is necessary for equitable success in every other kind of work.

Sense of belonging and power to shape a common world.

THRIVING NATURAL WORLD

Sustainable resources, contact with nature, freedom from hazards. Clean air, water, soil; healthy ecosystems able to sustainably provide necessary resources; accessible natural spaces; freedom from the extreme heat, flooding, wind, radiation, earthquakes, pathogens

BASIC NEEDS FOR HEALTH + SAFETY

Basic requirements for health and safety. Nutritious food, safe drinking water; fresh air; sufficient sleep; routine physical activity; safe, satisfying sexuality and reproduction; freedom from trauma, violence, addiction and crime; routine care for physical and behavioral health

HUMANE HOUSING

Humane, consistent housing. Adequate space per person; safe structures; affordable costs; diverse neighborhoods (without gentrification, segregation, concentrated poverty); close to work, school, food, recreation, and nature

MEANINGFUL WORK + WEALTH

Rewarding work, careers, and standards of living. Job training/retraining; good-paying and fulfilling jobs; family and community wealth; savings and limited debt

LIFELONG LEARNING

Continuous learning, education, and literacy. Continuous development of cognitive, social, emotional abilities; early childhood experiences; elementary, high school, and higher education; career and adult education

RELIABLE TRANSPORTATION

Reliable, safe, and accessible transportation. Close to work, school, food, leisure; safe transport; active transport; efficient energy use; few environmental hazards

APPENDIX I: WHAT DO STEWARDS BELIEVE, KNOW, AND DO?

WHAT WE BELIEVE: OUR VALUES AND WORLDVIEWS

We can thrive together: We all share an aspiration to become thriving people in a thriving world. When we translate that aspiration into action, it becomes a commitment to create communities where all people have a fair chance to participate, prosper, and reach their full potential. Our best hope to realize a resilient and vibrant America for generations to come is to organize local and nationwide action around a single unifying and measurable expectation: All people and places thriving—no exceptions.

Justice makes us all stronger: When large numbers of us are struggling, suffering, and experiencing unfair burdens, it frays our national fabric of justice and stability. We reject structural racism and all forms of social exclusion as toxic forces that destroy lives and dehumanize us all. We celebrate human differences and diverse cultures as strengths, not liabilities, when trying to thrive together in a rapidly changing world.

We can join each other in shared stewardship: Ordinary people in every walk of life, along with organizations in every sector or industry, can move into meaningful roles as shared stewards of well-being and justice. Stewards are people and organizations who work with others to create the conditions that everyone needs to thrive together, beginning with those who are struggling and suffering. That is how we co-create a society in which everyone can participate, prosper, and reach their full potential.

WHAT WE KNOW ABOUT THRIVING TOGETHER

Without vital conditions, it is not possible to *thrive*: Vital conditions are properties of places and institutions that we all need all the time to reach our full potential, like humane housing, access to meaningful work and wealth, and a sense of belonging. When those vital conditions are absent or impaired, people tend to struggle and suffer, driving demand for urgent services. Urgent services are essential, but they are temporary fixes that don't address broader, long-term conditions that are needed to thrive—we cannot "urgent service" our way to thriving.

Without reckoning with ever-present *legacies of justice and injustice*, it is not possible to *thrive together*: We have inherited legacies that confer dignity and foster resilience. We have also inherited legacies that dehumanize, exclude, and inflict trauma. The decisions we make today will shape the legacies that we pass on to future generations.

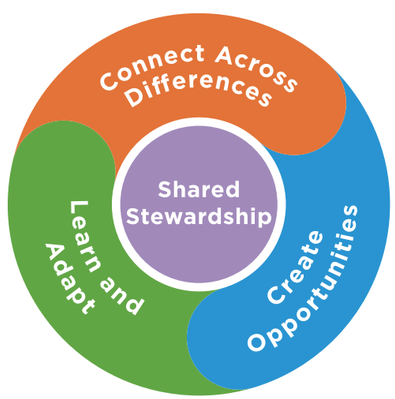
Without expanding belonging and civic muscle, we cannot work across differences as shared stewards of the systems that shape our lives: Lasting change across the country depends on everyone feeling like an important part of a community, contributing to its vibrancy, and developing the power to co-create a common world. Building belonging and civic muscle strengthens social ties, increasing trust and cooperation, making it easier to work together. This creates a virtuous cycle: When people feel valued and cared for within the community, they are more likely to contribute and participate in creating healthy, equitable places.

WHAT WE DO: ESSENTIAL STEWARDSHIP PRACTICES

There is nothing newfangled or technical about what stewards do, and they don't rely only on experts with special knowledge to guide the way. Instead, their practices are based on age-old concepts that have enabled communities and cultures around the world to sustain legacies for living together over centuries.

We intentionally depict the practices in a circle because stewards hardly ever pursue them in a linear path. Changes in one practice often cascade into shifts and insights elsewhere. Most stewards are already strong in some practices, while others need improvement or are new frontiers altogether.

There are countless practices that stewards enact in their quest towards thriving together. These practices rise to the level of being essential because of their unique power to support and generate lasting change in any setting. The practices group into three patterns that stewards everywhere can deepen to drive progress towards everyone thriving together, no exceptions:



Connecting Across Differences: Stewardship is not a solo act, and becomes increasingly powerful as more people and organizations are drawn into the work together.

Creating Opportunities: Our progress depends on actively breaking from the status quo by continually creating opportunities for a different future to take hold.

Learning and Adapting: Our world is constantly changing; adaptive approaches will help us to move forward together, even in the face of uncertainty.

STEWARDSHIP PRACTICES

Connecting Across Differences

a. **Weave Vested Interests:** Actively seek to understand the values and priorities of others. Emphasize curiosity, vulnerability, and deliberative dialogue in shaping a way forward.

b. **Value Unheard Voices:** Develop authentic working relationships with residents. Ensure that all change efforts are done with, not to those they are meant to support.

c. **Earn Trust:** Prioritize transparency through continual, authentic communication. Repair harm through honesty and reconciliation. Build and honor mechanisms for mutual accountability.

d. **Strengthen Interdependence:** Distinguish the unique contribution that each steward can make. Create just enough structure for ongoing and emergent forms of collaboration. Nurture alignment.

e. **Build Shared Power:** Build capacity, energy, and power for shared action across individuals and institutions. Draw others into stewardship and help them to deepen their practice so it becomes the de-facto way of working together.

Creating Transformative Opportunities

f. **Expand Aspirations:** See the "whole system," not just isolated pieces. Orient all strategies towards the north star of thriving together.

g. **Change the Story:** Cultivate stories of hope, shared humanity, and mutual strength. Change expectations about what is possible.

h. **Commit to Multisolving:** Choose solutions that advance multiple goals at once, are mutually reinforcing, and have many co-benefits.

i. **Bridge Timescales:** Work over the short- and long-term simultaneously. Appreciate the decades-long nature of the work at hand, and the need to make decisions now that bring a different future to life.

j. **Align Investments:** Align financial incentives with community health and well-being. Develop and support funding sources and financing mechanisms that align organizational interests with broader goals for thriving together.

Learning and Adapting

k. **Embrace Complexity:** Appreciate that the work of social change is messy, unpredictable, and always evolving. Cultivate comfort with the unknown

l. **Promote Abundance:** Eschew zero-sum thinking. See tensions and differences as opportunities to create new understanding and possibility. Solve problems by being creative with existing resources, rather than first seeking more resources.

m. **Habituate Action Learning:** Create a culture of continuous shared learning. Integrate multiple points of view along the way. Regularly adapt to new information and perspectives. Minimize risk by testing small-scale prototypes.

n. **Consider Legacies Past and Future:** Explore positive and negative legacies with candor. Articulate those that need to be left in the past and those that need to emerge to create a different future.

o. **Use Data to Chart Progress:** Actively find ways to share and integrate data. Use that data to support coordination and track shared progress towards the north star of thriving together and the path for getting there.

To learn about how the essential stewardship practices were developed, click here.

APPENDIX J: THE FOUR DRIVERS OF WELL-BEING

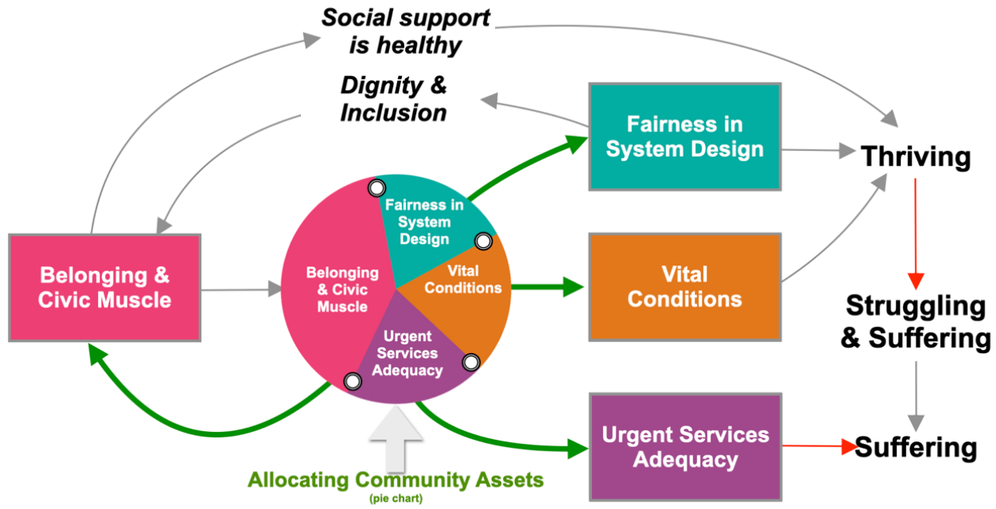
ReThink Health's dynamic modeling identifies four main, interconnected drivers (or investment areas) that, when addressed equitably, can significantly improve multiractial well-being:

Expanding the Vital Conditions: Investing in the essential elements for thriving, such as humane housing, lifelong learning, reliable transportation, meaningful work and wealth, and a thriving natural world.

Strengthening Belonging and Civic Muscle: Fostering community power, agency, and the ability to shape a common future.

Ensuring Fairness in System Design: Proactively addressing structural inequities and ensuring just policies across color, class, and gender.

Reducing Overreliance on Urgent Services: Meeting immediate needs and crises, such as health care, addiction treatment, and food assistance, while also working to reduce the need for them.



"Really going deep with the vital conditions can be a common language across a region. It provided a common way for us all to communicate, but also to set our goals as individual organizations. ***It made it so that we could all be moving in the same direction...it's capturing people's imagination of how the different aspects of our communities are connected."***

— Paulette Brown-Hinds, publisher of Black Voice News and founder of Voice Media Ventures



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