

Thrive![®]

Building Thriving Future For All



Gary "Chris" Christopherson
Former Senior Executive, U.S. Federal Government
Founder, *Thrive!*[®], Building a Thriving Future
Founder, HealthPeople[®], Building Healthy and Thriving Future

University Park, MD

Nelson, WI

***Thrive!*[®] - Building Thriving Future For All**

As we look around, much of what is important to us is already broken or endangered, much of it unnecessarily so. Because it is people who have broken much of the world and endangered its future, it is people that can and must fix what is broken and build a surviving and thriving future. This is our moral imperative.

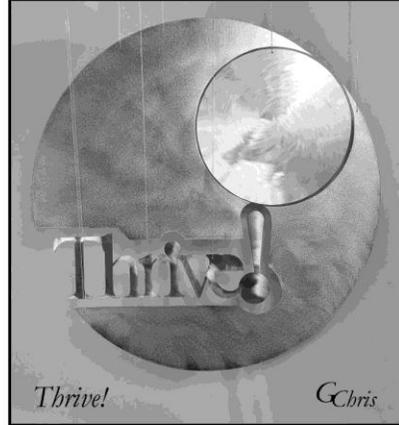
First and most important change. Be unselfish. Being unselfish is the key human behavior that creates and sustains large, positive, and timely change creating a thriving future for all. But for that change to occur, people must be motivated and able to be unselfish.

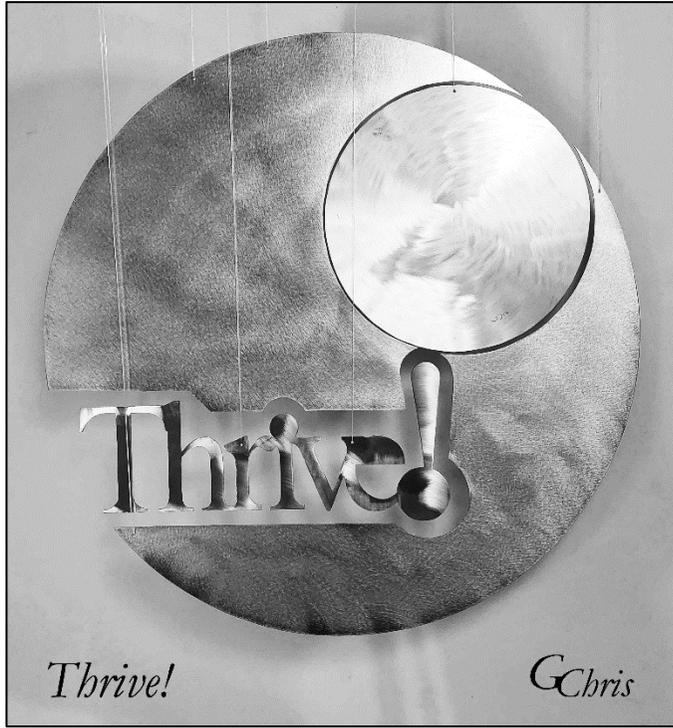
If we want a thriving future for all, **Thrive!** is the call for action by our leaders, all of us together, and each of us individually. To help make that happen, **Thrive!** provides “next generation” strategy and the enabling framework for creating large, positive, and timely change.

Thrivism[®] (**Thrive!**) is the path to, belief in, and vision of thriving future for all - people, other creatures and Earth. It is hopeful path. Inspiring vision. Positive belief system. Positive way of life.

We are now at a “tipping point” when our future is most endangered and we are most capable. Large, positive and timely change must happen now. Creating and sustaining a thriving future requires understanding that it is people who have broken the present and endangered the future. It is only people, working together that can create and sustain necessary large, positive and timely change for building a thriving future for all. But only if people are unselfish.

“**Thrive! - Building Thriving Future for All**” can serve as motivation and a manual for creating and sustaining positive change and a thriving future for all.





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Gary “Chris” Christopherson

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Dedication

People who help build and sustain a thriving future for all.

People who are unselfish.

Irene and Lynn Christopherson, nurturing and inspiring parents.

Dr. Patricia Haeuser, friend and supporter.

Thrive! Related Trademarks

Registered by Chris with United States Patent and Trade Office

Thrive!®

THRIVE! ENDEAVOR®

Thrivism®

Thrivist®

T!®

All Thrive Forever®

What will you do?®

HealthePeople®

About The Author

GARY (CHRIS) CHRISTOPHERSON has worked on national and local issues on health and human service strategy, policy, systems, models, performance, reform and management and on reducing vulnerability. Currently in the **Thrive! Center** he founded, he develops strategy, management, policy and performance models and tools for creating, managing and sustaining large scale, positive change and building a better and thriving future. He is Founder of *Thrive!*[®], Thrivism[®], Thrive! Park, and HealthgPeople[®]. Websites: ThrivingFuture.org ThriveEndeavor.org Unselfish.world Thrivism.world HealthePeople.com ThrivePark.org

This draws from 30+ years of experience in creating, managing, evaluating and sustaining large scale change at national and local levels in public and private sectors. Over his career, he has served in many senior leadership, management and policymaking positions, including with organizations with multi-billion dollar budgets and thousands of employees.

His experience includes: Principal Deputy Assistant Secretary and Acting Assistant Secretary of Defense for Health Affairs and Senior Advisor to Assistant Secretaries for Health and Reserve Affairs, Department of Defense; Associate Director, Presidential Personnel, Executive Office of the President, White House; Fellow, National Academy for Public Administration; Senior Advisor to Chief Operating Officer and Deputy Director for the Quality Improvement Group, Centers for Medicare and Medicaid Services, DHHS; Senior Advisor to Under Secretary, Veterans Health Administration, VA; Senior Fellow and Scholar-In-Residence, Institute of Medicine, National Academy of Sciences; Chief Information Officer, Veterans Health Administration, VA; Director of Health Legislation, House Select Committee on Aging, U.S. House of Representatives; and Deputy Director, Municipal Health Services Program (funded by The Robert Wood Johnson Foundation and based at John Hopkins Medical Institutions); and Special Projects Director, City of Milwaukee Health Department.

He is a sculptor of Thrive! Sculpture, abstract art focusing on mobile and stabile sculptures and has created over 200 sculptures. GChris.com

He received his bachelor's degree in political science and his master's degree in urban and regional planning from the University of Wisconsin – Madison, and did doctoral work in health policy and management at the John Hopkins University School of Public Health.

Contents

Dedication	iv
Thrive! Related Trademarks	iv
About The Author	v
Contents	vii
Summary	viii
Section 1 – Thrive! Strategy for Building and Sustaining Thriving Future for All.....	1
Chapter 1. Thrive! Strategy – Strategy for Building Thriving Future for All	3
Chapter 2. Thrive! Strategy (aka viaFuture) - . Framework and Supportive Strategy for Creating and Sustaining Large, Positive Change	13
Chapter 3. Thrive! Philosophy - Philosophy of Surviving and Thriving Together	57
Chapter 4. Thrive! System© (TS). Ideal Systems to Achieve Highest Levels of Thriving for All.....	71
Chapter 5. Thrive! Endeavor – Action to Build and Sustain Thriving Future for All.....	95
Section 2 – Thrive! Strategy in Action	105
Chapter 1. Be Unselfish – Achieve Unselfish World via Thrive! Strategy	107
Chapter 2. HealthePeople® - Build a Healthy Future Via Thrive! Strategy	123
Chapter 3. Thrivism – Build Path to Thriving Future via Thrive! Strategy	137
Chapter 4. Thriving Communities – Build Thriving Communities via Thrive! Strategy.	155
Chapter 5. Thrive! – Build and Sustain Thriving Future for All.....	173
Appendix A. Thrive! eMedia and Publications.....	181
Appendix B. Thrive! Center and Thrive! Park.....	187
Appendix C. Behavioral Effectiveness Model (BEM).....	199

Summary

As we look around us in America and the world, much of what is important to us is already broken or is endangered, much of it unnecessarily so. Because it is people who have broken much of the world and endangered its future, it is people that can and must fix what is broken and build a survivable and thriving future. This is our moral imperative.

In order to create and sustain large, positive and timely change and a thriving future, the key is people's behavior. People's behavior is what most endangers our future. People's behavior is what offers the best chance to build a thriving future. But for change and the behavior that brings about that change to occur, people must be motivated and able. The **Behavioral Effectiveness Model (BEM)** can be used to improve personal ability, motivation and behavior. **Thrivism** is the path to, belief in, and vision of thriving future for all – all thrive forever. It is hopeful path. Inspiring vision. Positive belief system. Positive way of life.

What is the key behavior change that will build a thriving future for all? Very simply and powerfully, **be unselfish**. Changing people's behavior, from selfish to unselfish, changes the future to a thriving future for all.

In this book, **Thrive! - Building a Thriving Future for All**, the initial focus (Section1) is Thrive! strategy for building and sustaining thriving future for all/

- Chapter 1. Thrive Strategy – Strategy for Building Thriving Future for All
- Chapter 2. Thrive Philosophy - Philosophy of Surviving and Thriving Together
- Chapter 3. Thrive! Strategy (aka viaFuture) - . Framework and Supportive Strategy for Creating and Sustaining Large, Positive Change
- Chapter 4. Thrive! System© (TS). Ideal Systems to Achieve Highest Levels of Thriving for All.
- Chapter 5. Thrive! Endeavor – Action to Build and Sustain Thriving Future for All

The second focus (Section 2) is Thrive! strategy in action, demonstrating its use to:

- Chapter 1. Be Unselfish – Achieve Unselfish World via Thrive! Strategy
- Chapter 2. HealthePeople - Build a Healthy Future Via Thrive! Strategy

- Chapter 3. Thrivism – Build Path to Thriving Future via Thrive! Strategy
- Chapter 4. Thriving Communities – Building Thriving Communities via Thrive! Strategy.
- Chapter 5. Chapter 5. Thrive! – Build and Sustain Thriving Future for All

But for transformation and the behavior that brings about that change to occur, people must be motivated and able. **Thrive!** is the motivating call for action by our leaders, all of us together, and each of us. **Thrive!** provides “next generation” strategy and the enabling framework and strategy for creating that large, positive, and timely change.

While helpful to issues (e.g., health) and subpopulations (e.g., the vulnerable), the framework and strategy are especially helpful for whole communities (including non-geographic populations, towns, cities, counties, states, regions, nations, and the whole world). Five examples demonstrate their use:

- Achieving an unselfish world
- Building a healthy future via HealthePeople
- Building a path to thriving future via Thrivism
- Building thriving communities
- Building a thriving future for all

Building and Sustaining a Thriving Future is the most comprehensive approach for building a thriving future for all persons, all communities, and the whole world. And for all humans, all other creatures, and Earth.

We are now at a “tipping point” when our future is most endangered and we are most capable. We must act now and not fail. Creating and sustaining a thriving future requires understanding that it is we who have broken the present and endangered the future. It is only we, working together and using “next generation” strategies and tools, that can create and sustain necessary large, positive, and timely change and build a thriving future for all.

Now is our time to act responsibly and effectively. We know failure is unacceptable. We know success is highly desirable and absolutely necessary. We have the necessary strategies. With all of this, now is the time for current and future leaders and all of us to step forward, and take large, positive and timely action. Now is the time that we must and can join together and jointly create and sustain a survivable and thriving future for all. Now is the time to activate and effectuate **Thrive!** and build and sustain a thriving future for all.



**Section 1 – Thrive! Strategy for Building and
Sustaining Thriving Future for All**



Chapter 1. Thrive! Strategy – Strategy for Building Thriving Future for All

Thrive! Vulnerable! These are the keys to a call for creating and sustaining large, positive and timely change and building a thriving future for all. We are all vulnerable but that can change for the better. **Thrive!** is that call to action and a rallying cry for a better and a thriving future. It is a vision and a mission for those wanting to build a better future. It strives to energize and empower people together building a thriving future for our families, communities, nations and world. For all humans, all other creatures and Earth.

What Thrive! Is.

Thrive! envisions, calls for and strives to achieve a thriving future. Its mission is to help create and sustain positive change to help communities and a world not only survive but thrive.

- | | |
|-------------------------|---|
| Thrive! Vision | A thriving future. Calls for and envisions a thriving future for non-geographic populations and our families, communities, states, nations, regions, and world. |
| Thrive! Mission | Build and sustain a thriving future. To help create and sustain large, positive and timely change to help non-geographic populations and our families, communities, states, nations, regions, and a world to not only survive but thrive. |
| Thrive! Strategy | All generations together using “next generation” strategies and tools to fix what is broken and save an endangered future. |
| Thrive! Path | Uses Thrive! vision, mission, strategy (including policy, program, management, operations) to increase thriving and reduce vulnerability using Thrive! strategic and operational models and tools. |

The **Thrive!** strategy is to have people of all backgrounds and generations join together. It strives to motivate governments, private sector organizations and people to seek a thriving future and to work together to build that future. Key is people joining, networking, spreading the word, and acting on key issues, cross-cutting issues, non-geographic populations, communities, nations and world.

Thrive! plays a shepherding, supportive role to ensure we stay true to our “thriving future” mission and our actions are positive and create and sustain positive change for the near and long term future.

Thrive! provides “next generation” strategies, models and tools to determine where we are today and where we want to go in the future. To achieve that future, it helps design, manage and execute the supportive strategies, policies and programs, and fosters critical collaborative and individual actions.

Why Thrive!

As we look around us in America and the world, much of what is important to us is already broken or is endangered, much of it unnecessarily so. Because it is people who have broken much of the world and endangered its future, it is people that can and must fix what is broken and build a survivable and thriving future. This is our moral imperative.

Achieving a better future demands a great effort using “next generation” strategies for solving large problems and creating and sustaining positive, large scale change. We need them to build and sustain a thriving future.

To say that our approach to dealing with major problems is broken is an enormous understatement. Our financial systems' failure did and still could bring down nations' and the world's financial system. Housing bubbles have burst and now many people cannot buy homes or own homes they cannot afford or sell. Health care remains inaccessible, unaffordable and of poor quality for many people. Education systems leave children behind and fail to educate children to their full potential. Our economic system rewards many people far beyond their contribution, hold many far below their potential contribution, and keep many in or near poverty. Our environment is seemingly under more stress than it can handle in the decades and centuries to come. On energy, our future was bet on non-renewable energy sources and now we must turn to conservation and renewable energy at a level commensurate with long term energy needs. What is worse is these are only individual, usually "stove piped" issues that become more challenging when they "crosscut" with related issues, e.g. health with the economy.

But these are just individual issues whose proposed solutions are often disconnected from the rest of what is going on in a "community". Here the term "community" applies to a non-geographic population, a family, a neighborhood, a town or city, a county, a state, a country, a region or the whole world. To truly create and sustain change and to build a thriving future, a whole community and all its issues (individually and together) must be successfully addressed. This means substantially improving a community (e.g., Detroit, New Orleans, Haiti, central Africa) deep in trouble on all issues. Or it means substantially improving a community that is barely surviving but is unlikely to ever thrive (many urban and rural communities, some developing countries, the world as a whole). Or it means moving a community upward that is surviving reasonably well and with reasonable potential to thrive (e.g. some urban and rural communities, some developing and most developed countries).

Thrive! and its supportive efforts grow out of a realization that saving parts of a "community" is helpful if done well, but is not enough. It is an effort that takes a "whole community" view and has a "whole community" vision of what we must, can and will achieve.

What are the issues that **Thrive!** is designed to address? First, there is too much vulnerability:

- Vulnerable people (individuals and groups of persons)
- Vulnerable families
- Vulnerable neighborhoods, villages, cities, counties
- Vulnerable regions
- Vulnerable states
- Vulnerable nations
- A vulnerable world

Second, our world, especially certain parts of the world, is doing poorly:

- Performing poorly or badly (as individuals and communities on all levels and on key issues)
- Poor (financially)
- Poorly nourished
- Poorly housed
- Poorly protected (exposures, crime)
- Poorly educated
- Poor physical and mental health
- Poorly growing/developing
- Poor physically
- Living within poor, bad, or deteriorating habitat
- Excessively vulnerable
- Not sustainable

How does Thrive! Do It.

Our past demonstrates that most current policy and strategy models are too limited in scope for addressing today's problems and wholly inadequate for succeeding with a much more challenging future. Generally, current policy and strategy models fail to learn from past failures and fall far short of being "next generation". Next generation policy and strategy models must succeed with a future world that has high aspirations but is at high risk with threats to its sustainability, is large and broad of scope, is complex, is highly interactive and interdependent, will depend heavily on what people do, and will change with or without us.

Many people with good intentions are trying to fix large problems and build a better future. That is good news, to some extent. Unfortunately, that includes much bad news unless we change our approach. Most people are focused on single issue areas, e.g., housing, health, income, transportation, education, plant/animal habitat, climate, or natural resources. Most are focused on only a part of a single issue area. Most treat people as parts rather than whole persons. If successful, most make some progress in the near term and relatively little for the longer term. Most waste valuable resources and reach less than optimal near and long term solutions. Many do not coordinate their work with that being done in related issue areas.

All this can be helpful, but solving a community's, a nation's or broader area (e.g., a region or larger) problems takes more than this. We need to have and effectively use "next generation" strategy. But what does that mean?

1. First, "next generation" strategy must focus on whole "persons" -- individuals with unique abilities, motivation, and behaviors uniquely affected by and affecting their "environment." After all, it is people who build the future. But is also people who create most problems and it is people who can and should fix the problems. It is people who must create and sustain a better future.
2. Second, "next generation" strategies must be much more effective at addressing the important issue areas, especially large, complex ones like jobs, economy, energy, environment, education, food, housing and health.
3. Third, "next generation" strategies must effectively handle the cross-cutting issues (e.g. energy and environment together) of a highly interactive and interdependent world.
4. Fourth, "next generation" strategy and policy must tackle issues as "systems" (e.g. a health system, a resource system, a community) interacting with other systems and within larger systems (e.g. communities, nations, world).
5. Fifth, "next generation" strategies need to effectively handle whole "systems", including whole persons, whole communities, whole nations, and, whole broader areas.
6. Sixth, "next generation" strategies need to effectively handle the future in terms of sustaining whatever progress we make and adjusting to a changing future.

Past and current approaches have major limitations and defects. **Thrive!** is unique and better because it:

- Strives to achieve a thriving and sustainable future. But it also helps ensure survival, a necessary but not sufficient step to achieving a thriving future
- Joins people of all backgrounds/generations together to achieve a thriving future.
- Able to address every person, community and issue.
- Uses whole "community" (local, regional, State, national, global) strategy for creating and sustaining change and building thriving futures. No longer should we rely on just survival and piecemeal strategies.
- Uses whole "person" strategy for change and thriving futures. No longer is the focus only on parts (health, hunger, poor education, insufficient income, etc.).
- Uses whole "system" (community, health, education, economy, housing, etc.) strategy for change and thriving futures. No longer should we rely on survival and piecemeal strategies for just parts of a system.
- Takes an integrated approach to cross-cutting issues.
- Uses an integrated approach to people/environment strategy, change and thriving futures. No longer is the focus only on people or the environment.
- Uses a "person-centered" strategic approach that recognizes people's behaviors are the problem and the solution. No longer should we fail to address "people's behavior".
- Uses strategic/operational planning with strategic/operational execution.
- Uses next generation strategy, models and tools to create and sustain change and build thriving futures. No longer should we rely on past approaches that failed or had limited success.
- Uses social networking to expand communication and joint action and activate a large community in "real time".

To enact our vision and measure progress, the first composite measures that **Thrive!** addresses and strives to maximize and sustain are:

- Thriving people (persons)
- Thriving families
- Thriving neighborhoods, villages, towns, cities, counties
- Thriving regions
- Thriving states
- Thriving nations
- A thriving world

The second composite measures that **Thrive!** addresses and strives to improve performance so that we and our world are:

- Performing well
- Well-off (financially)
- Well nourished
- Well housed
- Well protected (exposures, crime)
- Well educated
- Well physically/mentally
- Growing/developing well
- Living within good habitat
- Not vulnerable
- Performing to produce personal and public goods
- Living within a stable, positive climate
- Sustainable

No single strategy, model, or tool by itself will help us do all this. But a core set of “next generation” strategies, models and tools together can help if it:

- First, is effective for individual and cross-cutting issues,
- Second, is effective in dealing with people’s behavior,
- Third, can incorporate and work well with other effective strategies, models and tools,
- Fourth, is effective as a coordinated approach for addressing the “systems” and “wholes” requirement,
- Fifth, can effectively address the future and adjust to and sustain the future.

The good news is that “next generation” strategies and supporting models do exist. **Thrive!** strategy provides strategies/models/tools to help create and sustain large, positive, strategic and operational change. Today it is ready to address persons, behavior, systems, individual and cross-cutting issues, and performance, outcomes and status improvement.

The times require us to set aside policymaking approaches that fail to deliver and waste scarce, valuable resources. By immediately adopting “next generation” policymaking and management approaches that are more efficient, effective and future-oriented, we can build and sustain a thriving America and a thriving world overall.

Why Thrive! Action Is Needed Now!

We are in trouble and it is getting worse every day. To change this, people and their leaders must lead large, positive and sustainable change. We need a better future and a better vision for that future. Our vision should be of communities, an America and a world where, for example, we:

- Strengthen schools to maximize our greatest future resource – children.
- Have an energy policy that gets us closer to the goal of sustainable energy.
- Protect our environment and ensure its long term sustainability and long term capability to support life.
- Ensure right to affordable, quality and accessible health care. Protect against major threats, including disease pandemics.
- Protect current and future elders by protecting retirement income support, strengthening retirement savings and ensuring affordable health care.
- Protect current and future children by providing effective education, providing basic necessities of life (shelter, food), strong family and community support, and ensuring quality, accessible, and affordable health care.
- Substantially reduce poverty by expanding access to jobs, making work pay, strengthening families, increasing the supply of affordable housing, and by tackling concentrated poverty.
- Combat our common threats, including nuclear weapons, terrorism, climate change, poverty, genocide and disease.
- Reduce vulnerability and increase thriving for every person.

This vision includes but goes beyond our current efforts to save "parts of the world" - a country, a race, a religion, a gender, a generation, a species or the environment. Our vision should be bolder - a better future for every community, for every nation and for the "whole world", including the earth upon which we live and depend.

Must we achieve it? Can we achieve it? Will we achieve it?

We **must** because our communities and world are in trouble and our future is at great risk. All our generations have the responsibility to fix our communities and world and help them survive and thrive for both the near and long term.

We **can** because we have the people, knowledge, tools, and resources to create and sustain large, positive and timely change for communities, nations and the world. We can use lessons from the past to help us understand how to succeed. We can use the knowledge we have on how to make our communities and world less vulnerable and on how to build a better future. We can create large change efforts which can positively change the future without repeating many of the negative effects of some past efforts.

We **can** work together collaboratively. All generations can unite for this common cause. We can save all generations today and for the future.

We **can** positively lead and manage this large, complex, long-term effort. We can address the world's problems as a whole and join with those who are constructively addressing its parts (an issue, a country, a race, a religion, a gender, a generation, a species or the environment).

We **can** make systems (e.g. a person, a population, a health system, a financial system, an energy system, an environment, a neighborhood, a community, a State, a nation, a world) function better on a sustained basis by using the knowledge we have of how systems work and perform highly. We are more able as we learn more about people's behavior (both its destructive and constructive elements) and use our knowledge to change it for the better. We can continue to improve our technology, understand its positive and negative consequences, and carefully use it to help build a better future world.

We **can** measure the status of communities, nations and the world as they improve or decline and keep people informed on our progress or lack of it. We can continue to learn from and build upon our successes and failures as our and our children's future unfolds.

We now can, but will we?

We **will** save our endangered future if all generations join together to achieve this vision.

We **will** if all of us together and each of us individually make this happen.

We **will** if all of us are leaders and press ourselves and our leaders to build a positive, sustainable future.

We **will** if all of us together act upon the **Thrive!** call to action for building a thriving future for people, key issues, and communities, nations and world.

We **will** if we:

- Join together with **Thrive!** and together help build a thriving future.
- Spread the word on the **Thrive!** vision, mission and call for action using blogs and networks.
- Network, with **Thrive!**, using blogs and networks.
- Act, together with others, to help build a thriving future on key issues.
- Act, together with others, to help build a thriving future for our people, communities, states, nations and world.



Chapter 2. Thrive! Strategy (aka viaFuture) - . Framework and Supportive Strategy for Creating and Sustaining Large, Positive Change

If we are to achieve the better and thriving future envisioned by *Thrive!* future, we need “next generation” strategies for solving large problems and creating and sustaining positive, large and timely change. We need them to build and sustain a thriving future. The **Thrive! Strategy** (aka *viaFuture*) and the supportive strategies, models and tools are “next generation” strategy.

Thirty years of experience at the national and local levels strongly suggests that most current policy and strategy models are too limited in scope for addressing today’s problems and wholly inadequate for succeeding with a much more challenging future. No single strategy, model or tool by itself will help us do all this. However, a “next generation” strategic framework coupled with a core set of “next generation” strategies, models and tools together can help. The core set and system of supportive models addresses persons, systems, motivation, ability, behavior, performance and its improvement, process measures, and, most importantly, positive outcomes and improved status.

To help create and sustain large, positive and timely change and a thriving future, the combined **Thrive! Strategy** vision, mission, framework and strategy includes but is not limited to the following elements:

- **Thrive!** - Motivation for action(s) that build and sustain a thriving future. ThrivingFuture.org

- **Thrive! Strategy** - Vision for creating and sustaining change and a thriving future coupled with the necessary enhanced ability (next generation strategy/models/tools) and strong motivation. Includes "*via*", the needed supportive strategies/models/tools.
- **HealthPeople - Building a Healthy and Thriving Future** - Using **Thrive! Strategy** for an issue to build a healthy community, America and world. HealthPeople.com
- **Thriving Communities** - Use of **Thrive! Strategy** to build and sustain a thriving future for a "community" (non-geographic populations, localities, states, nations, regions).
- **Thrive! Systems** - These are whole personal and community systems that target "whole person" and "whole community" and all issues that have substantial impact on a person and a community. TheThriveSystem.org
- **Thriving Future** - Overall use of **Thrive! Strategy** to build and sustain a thriving future for all. ThrivingFuture.org

Why Thrive! Strategy Framework And Supportive Strategies?

Why **Thrive! Strategy**? Going back to what it means to be "next generation", here is how they match up to the need.

1. First, they focus on individual "persons" -- individuals with unique abilities, motivation, and behaviors uniquely affected by and affecting their "environment." "Person" aspects are addressed by the Behavioral Effectiveness Model (BEM) and the "Person-centered Model". They have been used to help improve health and health care.
2. Second, they are designed to be more effective at addressing issue areas, especially large, complex ones. Large, complex issue areas (e.g., health) have been addressed with them.
3. Third, they are designed to effectively handle the cross-cutting issues of a highly interactive and interdependent world. Cross-cutting issue areas, including health and vulnerability, have been explored with the full *via* strategy core set.

4. Fourth, they are designed to tackle issues as a system (e.g. a health system) interacting with other systems and within larger systems (e.g. communities, nations, broader areas). Systems (personal health, health care delivery systems, and public health) have been addressed with the full *via* strategy core set, including the “system” models.
5. Fifth, they are designed to effectively handle “whole” systems, including whole communities, whole nations, and whole broader areas. Systems have been addressed (e.g., health system for America in context of America and the world) or explored (e.g., vulnerability, community, a nation) with the full *via* strategy core set.
6. Sixth, they are designed to effectively handle the future in terms of sustaining whatever progress we make and adjusting to a changing future. Sustainable, future-adaptive systems have been addressed (e.g., personal health, large health care delivery systems) or explored (e.g., vulnerability, community, nation) with the full *via* strategy core set, including the predictive aspects of the core set’s models.

What Is The Thrive! Strategy Core Set And How Does It Work In Supporting a Thriving Future ?

The **Thrive! Strategy** overall strategy and strategy core set is explored here along with four areas of potential application:

- Health, a large, complex, individual issue area, where it has already been applied.
- Vulnerability, a large complex cross-cutting issue area, where it is being explored to develop coordinated strategy and policy.
- Whole persons, where it helps support a person and those they most care about.
- Whole communities, whole nations and whole broader areas where it is being explored to develop coordinated strategy and policy.

What does the strategy core set include? As shown in Table 4.1, the core set includes the overall Strategy, the Performance Improvement Model, the **Thrive! Strategy** Model, the Behavioral Effectiveness Model (BEM), the Person Model, the Population Model, the System(s) Model, the Strategy Model, and the Status Model. Using **Thrive! Strategy**, the overall core set and the supportive components can be applied to a single issue area, cross-cutting issue areas, and whole non-geographic populations, communities, nations and broader areas. Though this paper focuses on their use as a set, each can be used independently as well.

Overall Thrive! Strategy and Strategy Core Set.

What is it? As displayed detailed in Table 1, the overall strategy core set is to effectively use the strategy core set as a set of integrated, coordinated components to produce the necessary knowledge and an effective overall strategy with supportive strategies. By using the full core set in **Thrive! Strategy**, we can better identify and understand the targeted system (e.g., community, nation), decide what we want to achieve on a sustained basis, understand and select the target behaviors, design and select what interventions we need, and develop the overall strategy and supportive strategies to achieve the desired state. [Table 1.]

How does it work? It works through the systematic application of the core set by people who have both the motivation and the ability to help create and sustain positive, large and timely change.

Though the steps in Table 2 imply their sequential application that is not always the case. Step 1 is important in our understanding what is the current system, its status, its projected actions, and its projected people and population behaviors. Step 1c helps us organize that thinking of how we might get from the current situation to the desired status for the targeted system. Step 2 helps us work through what needs to be changed and how we might make that change. Step 3 pulls all this together to help us create and execute the overall strategy and supportive strategies. Step 4 is to make sure we evaluate how we are doing and provide input for changes in strategy. Step 5 focuses on the successful execution of the overall strategy and supportive strategies. Step 6 makes sure we understand that strategy is not static and needs to adjust to unanticipated input and environmental changes, and the strategy needs to be executed successfully on an ongoing basis.

Table 1: Thrive! Strategy Core Set and Applicable Issue Levels and Scope

Thrive! Strategy Core Set	Issue Level and Scope		
	Single Issue Area (E.g. Health)	Cross-cutting Issue Areas (E.g. Vulnerability)	Whole Community, Nation, Broader Areas
Overall Strategy	X	X	X
System(s) Model, Including “Ideal” Systems	X	X	X
Performance Improvement Model	X	X	X
Model	X	X	X
Behavioral Effectiveness Model (BEM)	X	X	X
Person Model (applying BEM over individual person’s time & life stages)	X	X	X
Population Model (applying BEM over multiple persons’ time & life stages)	X	X	X
Strategy Model (strategies & interventions)	X	X	X
Status Model	X	X	X

Table 2. Overall Strategy - Creating and Sustaining Positive, Large Scale Change

The overall strategy for creating and sustaining positive, large scale change is:

1. Assess current and projected state of target issue area, cross-cutting issue, or “whole”.
 - a. Use Systems Model (including “Ideal Systems”) to understand targeted system (e.g. health system, community, nation, broader area) today.
 - b. Use Status Model to identify current status for “whole” (e.g., community, nation, broader areas), issue areas (e.g., health, education), or cross-cutting issue area (e.g., vulnerability, climate, habitat) targeted for positive, large scale change.
 - c. Use **Thrive! Strategy** Model to analyze the positive/negative actions currently impacting or projected to impact issue area, cross-cutting issue, or “whole”.
 - d. Use Person Model to identify what individual people are likely to do in future.
 - e. Use Population Model to identify what populations are likely to do in future.
 - f. Use Behavioral Effectiveness Model (BEM) to assess projected people behaviors.
2. Design strategy to achieve desired status for target issue area, cross-cutting issue, or “whole”.
 - a. Use Systems Model (incl. “Ideal Systems”) to identify desired future system state.
 - b. Use Status Model to identify desired status for targeted system.
 - c. Use Performance Improvement Model to identify changes, including behavior, needed to progress from current status and achieve desired status for targeted system.
 - d. Use **Thrive! Strategy** Model to identify potential interventions for creating and sustaining desired positive, large scale change.
 - e. Use Person Model to identify what individual people should do to help achieve the desired positive, large scale change.
 - f. Use Population Model to identify what populations of people should do to help achieve the desired positive, large scale change.
 - g. Use BEM to identify ability, motivation and desired behaviors that help achieve desired change and to develop supportive strategies to achieve desired behaviors.
 - h. Use Strategy and Supportive Strategies Model to identify and assess and organize supportive strategies (sets of interventions) for creating/sustaining desired change.
3. With above inputs, develop overall, self-perpetuating strategy for creating and sustaining desired positive, large scale change across target system.
4. Apply evaluation methodology for assessing strategies’ and interventions’ impact on near and long term status and for implications for future interventions and strategies.
5. Execute overall strategy and supportive strategies successfully.
6. Adjust and execute overall strategy and supportive strategies to meet changing inputs and environment.

How has it been used and helped? The combination of **Thrive! Strategy** and the strategy core set has been used for several large scale changes, including systems such as the \$15+ billion Military Health System (Department of Defense), the \$1+ billion HealtheVet VistA health information system (Veterans Health Administration), the draft Strategic and Operational Plan for the \$500+ billion Centers for Medicare and Medicaid Services, a potential strategy for reducing vulnerability for communities and nations, and a potential strategy for Building a Healthy America (over 1/6th of the U.S. economy).

In 2006, the Centers for Medicare and Medicaid Services (CMS) used the combination for drafting a strategic and operational plan for 2007-12. Essentially, the whole strategy was used, working with the CMS staff, to develop a strategic plan covering six years for the \$500+ billion agency and its programs. The desired health status and outcome measures were identified. The “ideal” system was identified. The performance improvement model was developed as the framework. Evaluation measures were developed. The strategy addressed “person”, “population” and behavioral issues and how to address them. The end result was a comprehensive draft strategic and operational plan that was developed with the staff. The plan remains available for future CMS use.

An important example of the combination’s use in the early 2000s, was to create and sustain positive change to the Veterans Health Administration (VHA) health information system, a nationwide system covering over 1000 sites of care and with an annual budget of over \$1 billion. The desired change was to build upon and expand the capability of VHA’s existing VistA health information system by creating a sustainable next generation system named HealtheVet VistA. The new system was approved by VHA, the Department of Veterans Affairs and the Office of Management and Budget. It received increased funding of about \$125 million annually.

The combination of **Thrive! Strategy** and the strategy core set is being explored on the cross-cutting issue of vulnerability. Here it is being used to create a potential strategy for minimizing vulnerability and maximizing thriving for a whole population (e.g., community, nation). The resulting strategy addresses the system of a community or a nation. It establishes the desired status as minimized vulnerability and maximized thriving and includes a set of measures for that status. It uses the full core set to lay out the performance improvement framework, to analyze and design interventions, to determine how best to address both an individual person and whole populations over time, to develop the behavioral interventions, and to design the overall strategy and supportive strategies. While the **Vulnerable In America** strategy has not been used to date, it is ready for application.

The combination has also been used to design a **HealthPeople** strategy to improve health and health care across America. The same design has applicability in communities, states, and other nations.

The combination's application to whole communities, nations and broader areas is also being explored as a total system interacting with other systems.. In this case, the focus is on the whole population and its individual whole persons. It also addresses animals, plants and other natural resources in the context of the community, nation or broader area. The full range of significant issue areas within the target community, nation or broader area is explored, including their interaction and interdependency. Status indicators to assess current and desired future state are being developed. The intended result is an overall, sustainable, executable strategy for improving the status of a community, a nation or a broader area.

Performance Improvement Model.

What is it? The Performance Improvement Model lays out the process by which a desired performance or status (e.g. minimized vulnerability and maximized thriving, high health status, sustainable and good human and animal habitat, sustainable energy) is set and compared to the current status. Based on that, a strategy is developed that makes the necessary changes to achieve the desired performance or status. [See Figure 1.]

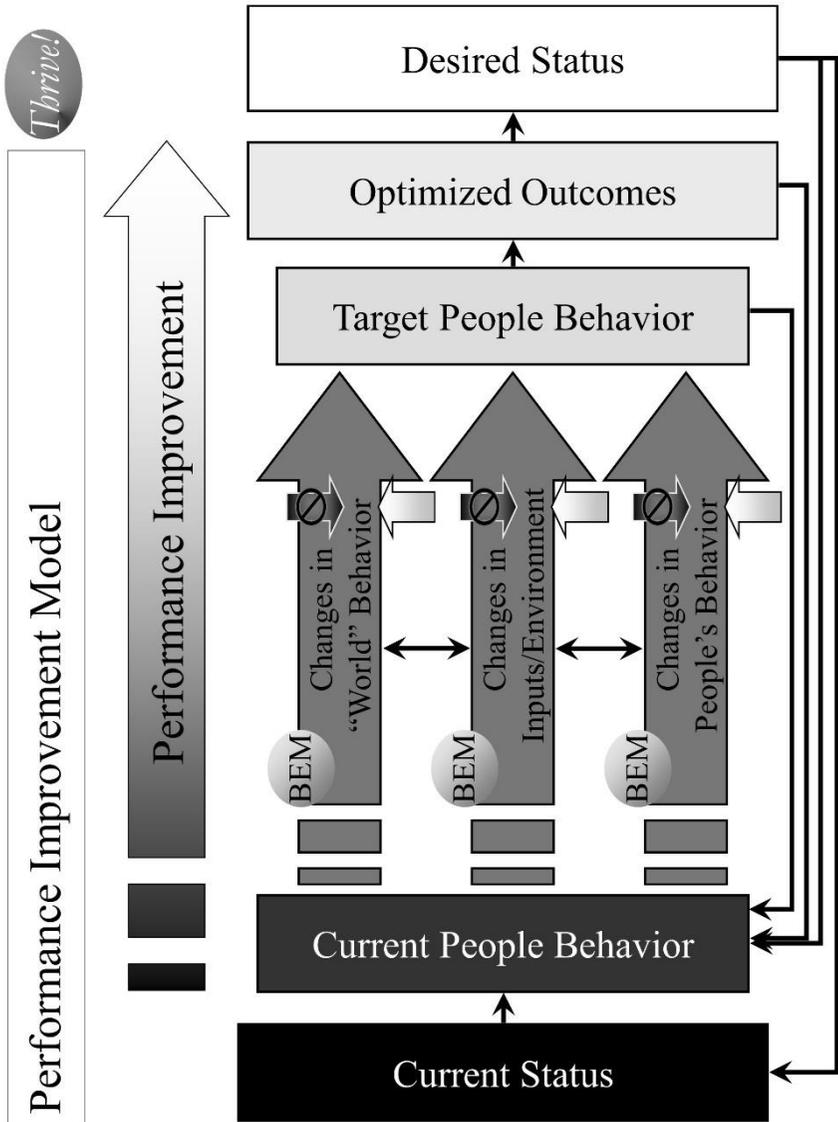


Figure 1. Performance Improvement Model - Strategies for Improving Performance to Achieve Desired Status.

How does it work? Based on an understanding of the system that is to be improved and its current status or performance level, a desired level of status or performance is chosen. The model is designed to help determine what it will take to achieve that performance or status level. [See Table 3.]

How has it been used and helped? The Performance Improvement Model's primary use to date has been for improving health care quality, outcomes and status. Its potential use is being explored in creating an overall strategy for reducing vulnerability and improving the status of a community, nation or broader area.

At the Centers for Medicare and Medicaid Services (CMS), the model was used in 2006 to design an overall strategy for national quality improvement for health care, including but not limited to care funded by Medicare and Medicaid. The desired outcome was health status based on the best knowledge on how much health status can be improved through health care. The current status was based on the best available information on current health status. The model helped identify what outcomes, properly optimized, could best produce the desired health status. Further, it helped identify what target people (persons, health care personnel) behaviors could best produce those optimized outcomes. The Person Model was used to understand how individual persons do and should behave over time. The Population Model was used to understand how populations do and should behave over time. The BEM Model was used to determine what interventions would likely produce the desired behavior change. The *via* Model was used to determine how to apply those interventions as a coordinated, ongoing strategy. These strategies and interventions were used to enhance the overall quality improvement program for CMS.

Table 3. Performance Improvement Model – Strategies for Improving Performance to Achieve Desired Status

The overall strategy for improving performance is as follows:

1. Based on an understanding of the system that is to be improved, assess its current status or performance level.
2. Determine what should be the desired level of status or performance.
3. Assess what is the delta (difference) between those two levels.
4. Determine what outcomes need to be produced in order to achieve the desired level of status or performance.
5. Determine what people's current behaviors are.
6. Determine what people's target behaviors should be.
7. Assess what is the delta between those two sets of behavior and what behavior changes are desired.
8. Determine how "world", input/environment, and people behavior already occurring or projected to occur affect people behaviors. "World" behaviors are changes in people behaviors that are outside the system being changed. "Inputs/Environment" changes are non-people behaviors such as climate change, and plant and animal change.
9. Determine the set of strategies and interventions needed to change people behaviors by using other models, including the Behavioral Effectiveness Model (BEM), the *via* model, and the Person and Population models. These strategies and interventions may be applied to any or all of "world", input/environment and people behavior already occurring or projected to occur.
10. Measure the effect that these strategies and interventions are having on changing people's behavior, the outcomes and the status.
11. Feed the strategies and interventions into the Overall Strategy and Supporting Strategies.
12. Determine how changes in status, outcomes and behavior create a new level of "current" status, outcomes and behavior and rerun the Performance Improvement Model on an ongoing basis.

Thrive! Model.

What is it? The Model serves as a basic framework for interventions that improve the status of an issue area (e.g., health, vulnerability, environment) or a “whole” (e.g., a non-geographic population, a community, a nation, or a broader area). [See Figure 2.]

How does it work? As detailed in Table 4, the Model includes what it is we want to achieve and avoid, how to work through interventions and actions that affect that achievement, and how to measure progress.

How has it been used and helped? The Model’s primary use to date has been for improving health care. Its potential use is being explored in creating an overall strategy for reducing vulnerability and improving the status of a community, nation or broader area.

The combination has also been used to design a **HealthPeople** strategy to improve health and health care across America and beyond. The same design has applicability in communities, states, and other nations.



“Thrive! Model” – Interventions Improving Status

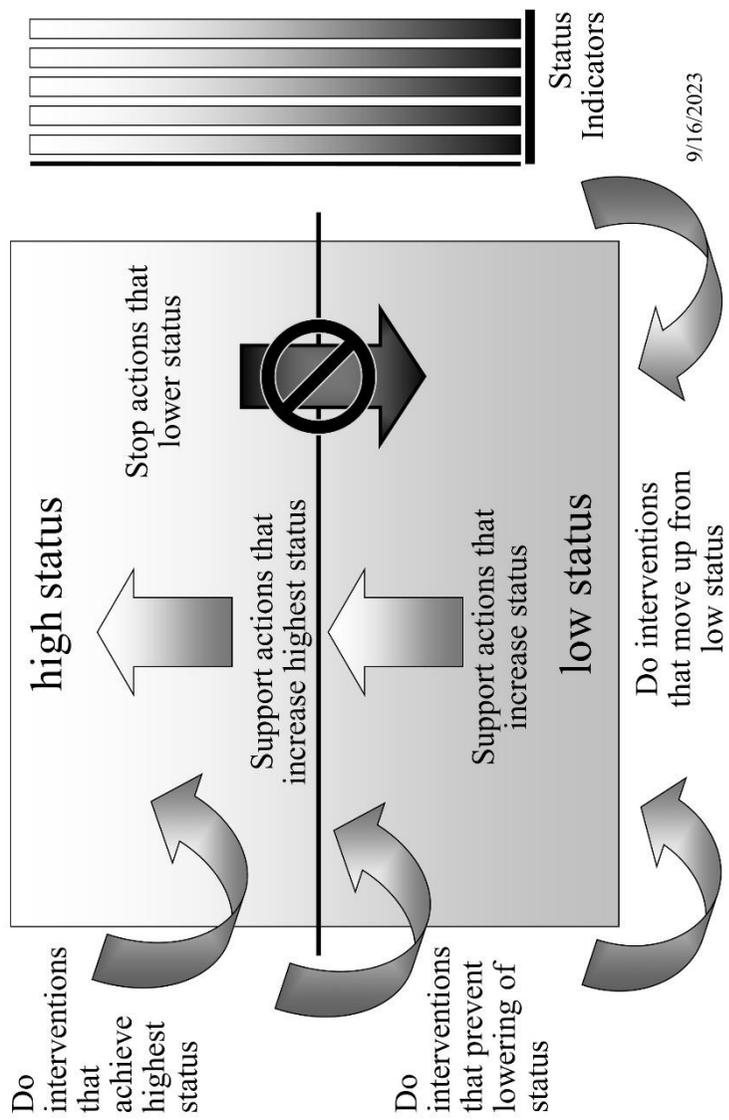


Figure 2. “Thrive! Model” for Interventions Improving Status.

Table 4. Thrive! Model - Interventions Improving Status

The Thrive! Model use for interventions improving status is as follows:

1. Decide what issue area or “whole” needs status improvement.
2. Decide what status indicators will be used to measure current and desired status.
3. Identify current and projected actions that affect status in one of the following ways:
 - a. Actions that lower status.
 - b. Actions that increase status for that portion above the mean or median.
 - c. Actions that increase status for that portion below the mean or median.
4. Identify what new interventions that positively affect status in one of the following ways:
 - a. Interventions that help achieve highest status, including supporting actions that further increase high or highest status.
 - b. Interventions that help prevent lowering of status, including stopping actions that lower status.
 - c. Interventions that help move up from low status, including supporting actions that increase status.
5. Measure the effect that the interventions are having on the current and projected actions and on the status indicators.
6. Feed the interventions into Overall Strategy and Supporting Strategies.

At the Centers for Medicare and Medicaid Services (CMS), the model was used in 2006 to design the draft CMS Strategic and Operational Plan for 2007-12. It assessed current and projected actions by CMS and others affecting health status. It identified new interventions to stop actions that lower health status and to support actions that increase high and low status. New interventions were also identified that directly help achieve high and highest health status, prevent lowering of health status and move up from low health status. These Model interventions were then used to develop the draft overall Strategic and Operational Plan for CMS.

The model is being used on the cross-cutting issue of vulnerability. Here it is used to help create a proposed strategy for minimizing vulnerability and maximizing thriving for a whole population (e.g., a non-geographic population, a community, a nation). In this case, high status was “high thriving” and low status was “high vulnerability”. An assessment has been done on what actions are already occurring or projected to occur that will affect vulnerability. The model is being used to determine what interventions could be used to reduce vulnerability and maximize thriving. As indicated earlier, the overall **Vulnerable In America and World** strategy has not been used to date, but is ready for application and can be applied in America and beyond.

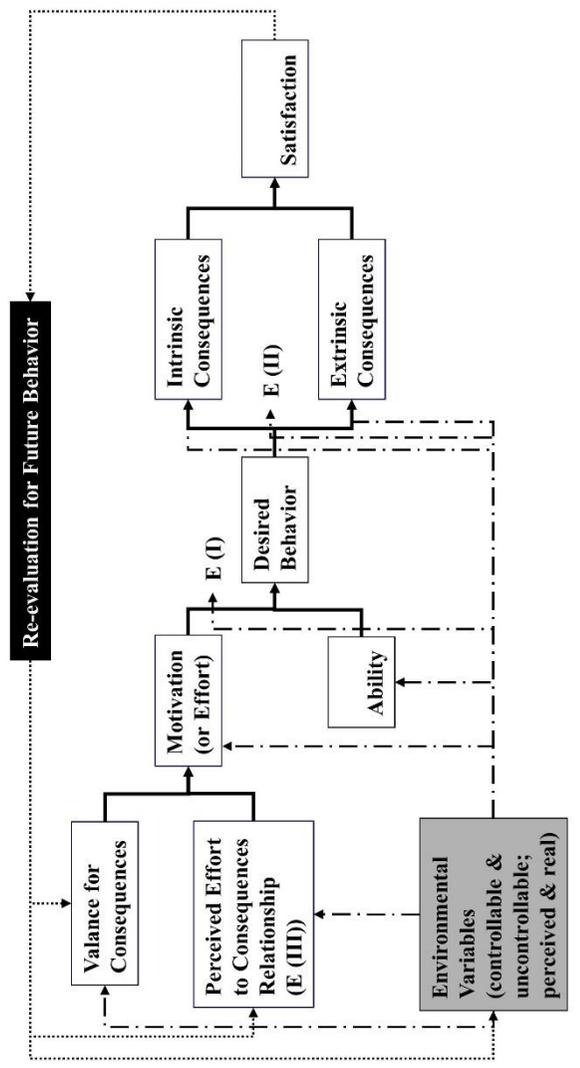
Preliminary work has also been done on using the model for non-geographic populations, communities, nations and broader areas. That work incorporates the work done on health and vulnerability into an expanded use applicable to whole communities, nations or broader areas. The focus is on a whole population and its whole persons, along with the respective animals, plants and other natural resources. It addresses the target area as a system with subsystems (e.g. issue areas like health, income, habitat, climate) and with interactions and interdependencies with other systems (i.e., other communities, nations, and broader areas).

Behavioral Effectiveness Model (BEM).

What is it? The Behavioral Effectiveness Model (BEM) is built upon several related models from expectancy theory, instrumentality theory, theory of reasoned action, contingency theory, system theory, social cognitive theory, behavioral theory, etc. that have been in use and refined over 30-40 years. A very detailed explanation of the BEM model and its use is provided in the Appendix: Behavioral Effectiveness Model (BEM). The *via* approach is built upon the premise that a person or a population’s behavior is key to what creates and sustains positive change. [See Figure 3.]

BEM’s value lies in 1) being relatively parsimonious, 2) incorporating key aspects of other behavioral models, 3) being “computable” (i.e., it can use databases (personal and environmental characteristics, desired behaviors and tailored interventions)), 4) tailoring applicability to more than one person simultaneously by using individual characteristics and desired behavior(s) and 5) using evidence-based interventions that can be tailored to those characteristics and the desired behavior.

Behavioral Effectiveness Model (BEM)



E (I) – Perceived motivation (effort) to behavior relationship
 E (II) – Perceived behavior to intrinsic and extrinsic consequences relationship
 E (III) – Perceived effort to consequences relationship

9/16/2023 Based on Behavioral Effectiveness Model (BEM), Gary Christopherson, 1974 & 2004

Figure 3. “Behavioral Effectiveness Model (BEM) - Improving Personal Behavior/Performance

How does it work? As shown in Table 5, the BEM model is designed to 1) apply interventions that help achieve the desired target behavior, 2) learn more about the person or population involved, 3) learn more about interventions and 4) learn more about the “system” in which intervention are used. It can also be used for prediction, analysis and program development and evaluation. The model can be applied to 1) an individual person, 2) populations whose characteristics are sufficiently the same, and/or 3) populations of individuals for which each individual gets a personalized and tailored intervention. The model can be linked to a database so that it can use and produce information and support personalized and tailored interventions:

- For any number of individuals and over any period of time
- For one-time behaviors and behavior over time
- For change in a single behavior and multiple behaviors.

How has it been used and helped? The Behavioral Effectiveness Model’s primary use to date has been for improving health. Its potential use is being explored in creating an overall strategy for reducing vulnerability and improving the status of a non-geographic population, a community, a nation or a broader area.

Its earliest use was in the middle 1970’s, helping develop a high blood pressure control program in Milwaukee, Wisconsin. The desired behavior was adherence to methods for controlling high blood pressure. These methods could be medication use and/or life style change (e.g., diet, exercise, stress reduction). Through the use of BEM, the program was better able to get people to get their blood pressures checked and controlled and to determine the likely success of particular methods with a specific person and with persons with similar characteristics. The blood pressure control program was seen as a national model for community blood pressure control.

**Table 5. “Behavioral Effectiveness Model (BEM)” –
Improving Personal Behavior/Performance**

The BEM Model use for achieving desired behavior is as follows:

1. Identify the person or population whose behavior is targeted.
2. Decide what is the desired behavior or behaviors. Note that some behavior is one-time and some is recurring.
3. Assess motivation in terms of its current and future characteristics.
4. Assess ability in terms of its current and future characteristics.
5. Assess environmental variables, both controllable and uncontrollable and both perceived and real.
6. Assess how motivation, ability and environmental variables are likely to affect future behavior without further intervention.
7. Assess what are likely to be the intrinsic (internal to the person or population) and extrinsic (external to the person or population) consequences of projected behavior and what is likely to be the person or population’s satisfaction.
8. Assess how consequences and satisfaction are likely to affect future behavior
9. Assess how projected behavior, without further intervention, matches to desired behavior.
10. Assess what interventions will best move projected behavior to desired behavior for the near and long term.
11. Apply the interventions and assess their effect.
12. Adjust the interventions as needed over time and based on result.
13. Feed the interventions into the Overall Strategy and Supporting Strategies.

BEM is also being used on the cross-cutting issue of vulnerability. Here it is being used to help identify what behaviors are associated with vulnerability and thriving. It helps identify what ability and motivational factors are and would be determinants of vulnerability and thriving behavior as well as establishing what interventions to use to reduce such vulnerability and maximize thriving. Based on these, the potential strategy, **Vulnerable In America and World**, was created for minimizing vulnerability and maximizing thriving for a whole population, in this case America as a whole. As indicated earlier, the overall has not been used to date, but is ready for application.

With respect to communities, nations or broader areas, BEM is used for addressing the full breadth of issue areas and of people, animals/plants, and other natural resources. Here it helps identify what behaviors are associated with the relevant status indicators. It helps identify what ability and motivational factors are and would be determinants of improving status. The model determines what interventions could improve the motivation and ability factors and, as a result, improve status. Based on these, a strategy is being created for improving status for a whole population, in this case America as a whole.

Person Model.

What is it? The Person Model helps us to understand that each person goes through several life stages depending on how long they live. If status (e.g. health, income, performance) is to be improved, it is seldom a one-time intervention and generally should be done across the life span. As a result, the Person Model works by applying the Behavioral Effectiveness Model over an individual person's time and life stages. [See Figure 4.]

How does it work? The Person Model, with BEM as the underlying model, recognizes that each person is different at the beginning, throughout the life stages, and near the end. For status to be improved, the strategy needs to be both specific to each person across the life span and effective for all persons across the life span. [See Table 6.]

How has it been used and helped? To date, the Person Model's primary use has been for improving health. Its potential use is being explored for creating an overall strategy for reducing vulnerability and improving the status of a community, nation or broader area.

The model has been used to design the **HealthPeople** strategy to improve health and health care across America. The same design has applicability in communities, states, and other nations.

Table 6. Person Model – Applying BEM Over Each Person’s Time and Life Stages

The Person Model use for achieving desired behavior is as follows:

1. Identify the person or population whose behavior is targeted.
2. Decide what is the time frame or life stage(s) to be addressed. The preferred time frame is the whole life.
3. Decide what is the desired behavior or behaviors over time and through life stages.
4. Apply BEM model as a recurring model (running the model as many times as necessary) adjusting to changes in motivation, ability and environmental variables.
5. Assess what interventions will best move projected behavior to desired behavior for the covered time and life stage(s).
6. Apply the interventions and assess their effect on an ongoing basis.
7. Adjust the interventions as needed over time and based on result.
8. Feed the interventions into the Overall Strategy and Supporting Strategies.

Its earliest use was in the middle 1970s to develop a high blood pressure control program in Milwaukee, Wisconsin. The desired behavior was adherence to a protocol for controlling high blood pressure over the person’s remaining life. Through the use of the Person Model, the program was better able to understand how to match the intervention to time and different life stages. With respect to time, the interventions needed during the initial treatment were different than during the maintenance phase of treatment. With respect to life stages, interventions required refining for matching the behavioral determinants for a younger versus middle-age versus older persons. The blood pressure control program served as a model of community blood pressure control programs.

At the Centers for Medicare and Medicaid Services (CMS), the model was used in 2005 to enhance the overall strategy for national quality improvement for health care. The desired behavior was of health care providers over time and their careers. The model helped identify what target health care personnel behaviors, on an ongoing basis, could produce the best outcomes. Based on that, an approach was laid out using current and new interventions to improve health care provider behavior in a way that would produce improved outcomes and health status for the foreseeable future and over the health care providers' careers (life stages). These interventions were used to improve the overall quality improvement program for CMS.

The model was used in the early 2000s to create a new model called "person-centered health". [See Figure 5.] The Person-Centered Health Model has been used to refine the programs of the Veterans Health Administration, including overall care, care in the community and the VHA health information system (electronic health record and personal health record systems). It was also used at the Centers for Medicare and Medicaid Services to help with the draft strategic and operational plan.

The Person Model is also being used on the cross-cutting issue of vulnerability. Since vulnerability is relevant over a person's whole life span and changes through the life stages, the model helps identify what ability and motivational factors, over time and across life stages, would be determinants of vulnerability and thriving behavior. It recognizes that reducing vulnerability prior to birth is very different than doing so for an adolescent or for a senior adult. Some factors (e.g. financial and cognitive ability) carry across a person's life and can help lower vulnerability throughout a person's life. Some factors (e.g. ability reduced by Alzheimer's disease or low birth weight) always or most likely occur at a specific life stage. As a result, **Vulnerable In America and World**, the strategy for minimizing vulnerability and maximizing thriving in America and beyond, is a living strategy that adjusts for time and life stages. This comprehensive strategy has not been used to date, but is ready for application.

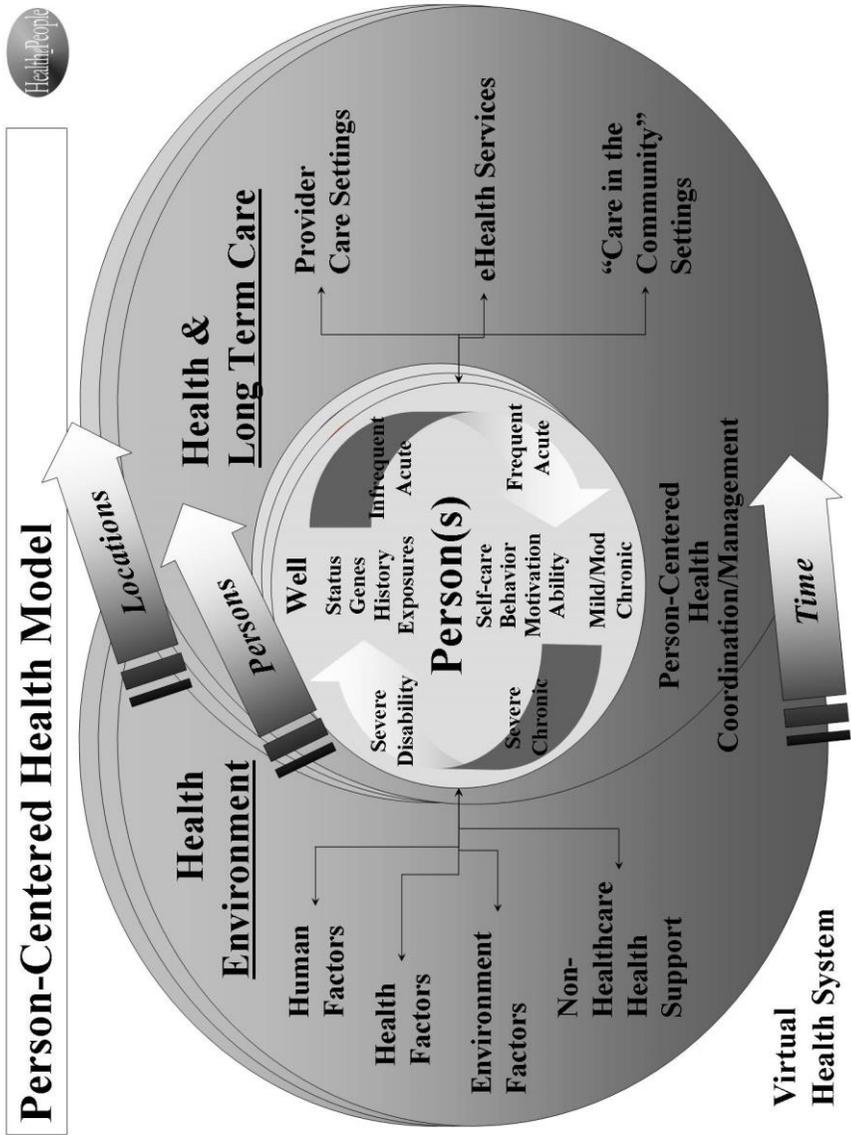


Figure 5. Person-Centered Health Model.

Population Model.

What is it? The Population Model addresses status from the perspective of what is happening at any point in time and the effect on a diverse or non-diverse population. Again, BEM is the underlying model for adjusting strategy to address points in time across persons and their life stages. This model also applies to other differences (e.g., racial, ethnic, income, vulnerability) in the target population [See Figure 6.]

How does it work? The Population Model, with BEM as the underlying model, recognizes that strategy, at any point in time, must be both specific to each applicable person across the life span and effective across all persons across the life span. [See Table 7.] Taking a time slice, the model recognizes that at any specific time, the target population likely includes persons from all different stages of life (pre-birth, birth, child, adolescent, early adult, middle adult and senior adult). At that time, each person has different status levels, different factors affecting status, and different responses to efforts at improving status. This can be seen in how major disasters (e.g., tsunamis, earthquakes, disease outbreaks, crop failures, drought) affect people differently. This can be seen in how program interventions (e.g. education, housing programs, financial assistance, health insurance programs, heating assistance, taxes) affect people differently.

How has it been used and helped? The Population Model's primary use to date has been for improving health. Its potential use is being explored for creating an overall strategy for reducing vulnerability and improving the status of a community, nation or broader area.

At the Centers for Medicare and Medicaid Services (CMS), the model was used in 2006 to design the draft CMS Strategic and Operational Plan for 2007-12. It was used to address CMS's disparate beneficiary population and the timing and design of program interventions. The plan was designed to address the needs of both younger and older Medicaid beneficiaries, beneficiaries with disabilities, and healthier and severely ill Medicare beneficiaries. It also addressed the populations that are pre-Medicaid and pre-Medicare. The plan recognized that over time, these populations change as new age cohorts moved into the program. These Population Model interventions were then used to develop the draft overall Strategic and Operational Plan for CMS.

Table 7. Population Model – Applying BEM at a Point in Time Across Persons and Their Life Stages

The Population Model use for achieving desired behavior is as follows:

1. Identify the population whose behavior is targeted.
2. Decide what are the point(s) in time and life stage(s) to be addressed.
3. Decide what is the desired behavior or behaviors at different points in time across persons and their life stages.
4. Apply the BEM model across time and across populations and their life stages taking into account their differing motivation, ability and environmental variables.
5. Assess what interventions will best move projected behavior to desired behavior across time and across populations and their life stages.
6. Apply the interventions and assess their effect on a population on an ongoing basis.
7. Adjust the interventions as needed over time and based on result.
8. Feed the interventions into the Overall Strategy and Supporting Strategies.

For the DoD Military Health System (MHS), the model was used in the 1990s to work with pre-military, active service, Guard and Reserve, veterans, retirees and their families. All are the responsibility of the MHS. Key points in time greatly affect how the health programs work and their effect. Earlier wars (and their effects) such as the two World Wars and the Korean War are very different than the Vietnam War than the first Iraq War, as well as the second Iraq War and then the Afghanistan operations. They are all likely to be different than future wars and other military actions. All of these factors were built into the overall strategy for the future Military Health System that was re-engineered to improve performance, adopted as a force health protection program, and was made more flexible to adjust to different futures.

The model has also been used to design a **HealthgPeople** strategy to improve health and health care across America. The same design has applicability in communities, states, and other nations.

The Population Model is also being used on the cross-cutting issue of vulnerability. Since vulnerability is relevant at different points across a person's life stages, it is used to help identify what ability and motivational factors at those different points are most likely determinants of vulnerability and thriving behavior. For example, applying new policies on financial assistance or taxes over the next twelve months will have very different effects across the population of persons. If the intent of the new policies is reducing financial vulnerability across the U.S. population, then they must be modeled, at a minimum, against each subpopulation and, preferably, against each "person". The more desirable policies are those that both reduce vulnerability most for the most vulnerable and substantially reduce vulnerability for all persons. The most desirable policies are the ones that do this and continue the positive effect as the population moves through time (i.e., sustainable, reduced vulnerability for all people). As indicated earlier, the overall strategy has not been used to date, but is ready for application.

System(s) Model (Including "Ideal" Systems).

What is it? The System(s) Model views the world as a system of systems. When a strategy is being designed, it is important to determine what the target system is, what larger system it is part of, what its subsystems are, and what other systems it relates to. A system can be a community, a nation, or a broader area. It can be an issue area system such a health system, an education system, or an ecological system. The Ideal Systems Model, developed by people such as industrial engineers (e.g. Gerald Nadler) decades ago, is another key model for looking at how well a system could perform and how to achieve the highest performance for that system. [See Figure 7.]

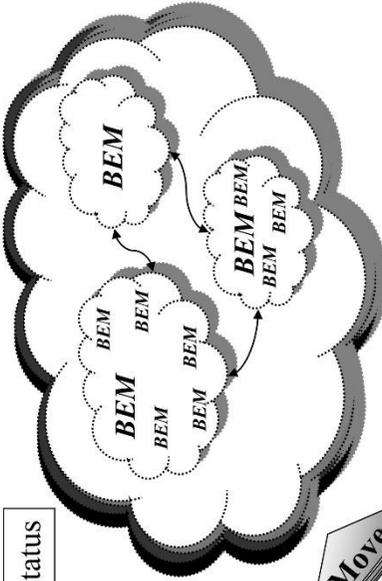
“System(s) Model” – Systems Impacting Status

Thrive!

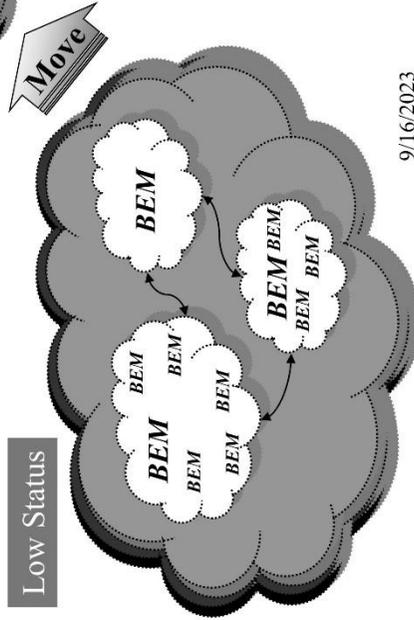
“Living” Systems:

- Part of other systems and have subsystems
- Complex
- Overlap
- Interact
- “Permeable” boundaries (open systems)
- “Infinite” and “finite” in numbers
- Artificial constructs
- Possess “chaos” and “order” (real; perceived)
- “Real” only to limited extent

High Status



Low Status



Behavioral Effectiveness Model (BEM):

- Applies to person and/or population within/across systems
- Helps predict and understand human behavior within/across systems
- Helps address determinants of behavior within/across systems
- Helps with systems-oriented program design and evaluation for reducing vulnerability and increasing thriving

9/16/2023

Figure 7. Systems Model – Systems Impacting Status

How does it work? For efforts to improve status to be successful and sustainable, the strategy and its execution need to be systematic and positively change a system (a whole community, a whole nation or a whole broader area) of systems (e.g., health, education, employment/income, housing, habitat, climate) on a sustained basis. [See Table 8.]

Table 8. Systems Model – Systems Impacting Status

The Systems Model use for achieving desired status is as follows:

1. Identify the target system within which status is to be improved.
2. Identify other systems that are related and might either be impacted or have an impact.
3. Identify the status (lower than desired) for the current system and key characteristics of the current system.
4. Identify the desired status and characteristics for the future system using the Ideal Systems Model.
5. Identify the key behaviors in the current systems and what they need to be in the future system.
6. Determine what changes need to be made to the current system to move it to the desired system.
7. Assess what interventions will best change the current system into the desired future system.
8. Apply the interventions and assess their effect on behavior change and on status.
9. Adjust the interventions as needed over time and based on result.
10. Feed the interventions into the Overall Strategy and Supporting Strategies.

In a systems model, there is recognition that systems are “living”. They change internally, impact other systems and are impacted by other systems. Systems are part of other systems and they have subsystems themselves. They are usually complex. They often overlap with other systems. They interact with other systems, sometimes fairly predictably and sometimes not. They often have permeable borders that are not always understood or constant. They may be nearly infinite in number. Often we apply an artificial construct to them to help us understand and work with them. Some systems are formal constructs (e.g., the British National Health Service system, the Kaiser Permanente system, the Military Health System, the veterans health system) and some are informal constructs (e.g. the American “health system”). They may be or appear to be “chaotic” or “ordered”. They may be or appear to be “real”.

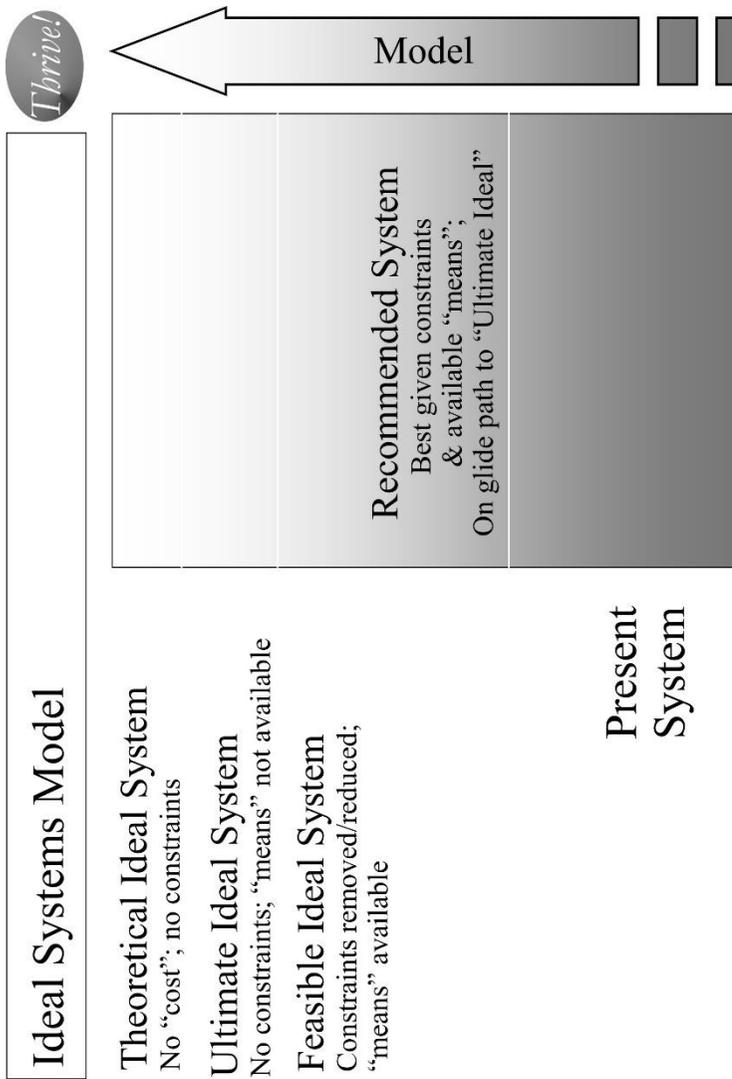
To positively change a system (e.g. the American “health system”) on a sustained basis, we need to understand the impact that existing and future systems will have on each person’s or a population’s status. We need to understand the impact of systems that we create, change or delete will have on other systems and, ultimately, on each person’s status.

Within “human” systems are real people (individual persons, populations of persons) and organizations (made up of persons) whose behaviors collectively help determine the behavior of the system. The Behavioral Effectiveness Model (BEM) helps us understand the behaviors and their determinants (ability, motivation, environmental factors) on an individual level and on a population of individuals level. In the systems model used here, there is recognition that moving from low status to high status requires moving individual behavior on a massive scale if it is a large system like the American “health system”. This movement includes the persons we want to move to higher status and the persons that help or hinder that movement.

As shown in Figure 8, the Ideal Systems Model helps determine the desired system. It starts out by assessing the current system. It then sets what is the theoretical ideal system assuming there are no costs or constraints preventing us from reaching that system. The theoretical ideal is a guide but is not reachable in the real world for the foreseeable future. Then the model helps us think through the options between the current system and the theoretical ideal system. The ultimate ideal system is one which imposes no constraints but is not yet feasible due to the “means” not yet being available. The feasible ideal system is one where the constraints are removed or reduced and the “means” are available. Finally, the recommended system is the best given the constraints and available means and is on the glide path to the ultimate ideal. The *via* Model helps design and assess these different systems.

How has it been used and helped? The primary use of the System Model (this adapted version) to date has been for improving health. Its potential use is being explored in creating an overall strategy for reducing vulnerability and improving the status of a community, nation or broader area.

One of its earliest uses was in the late 1970s to design and execute an inner city health system for Milwaukee, Wisconsin. The result was a new public/private multi-clinic system providing preventive services, primary care, maternal and infant care, mental health care, dental care, and social services for the community poorest and highest risk people. The total system also included hospital services from public and private hospitals. The system operated successfully for over 30 years and has been viewed as a successful model for improving inner city health care.



9/16/2023

Gary Christopherson, 2009; Adapted from Work Design: A Systems Concept, Gerald Nadler, 1970

Figure 8. Ideal Systems Model

At the Centers for Medicare and Medicaid Services (CMS), the Systems Model was used in 2006 to design the draft CMS Strategic and Operational Plan for 2007-12. Rather than approaching the plan as a program by program plan or a CMS only plan, the whole American “health system” was used as the framework. The plan was designed using the Ideal Systems Model to improve health across the total American population using the entire American “health system”. The CMS plan strategies were built on how best to move to high health status by using both CMS programs focused on Medicare and Medicaid beneficiaries and programs with broader scope. For example, CMS’s quality improvement program has impact far beyond care for CMS beneficiaries. Similarly, CMS’ payment programs serve as the driver for non-CMS payment programs (e.g. health insurers). The plan was designed to address the needs of both younger and older Medicaid beneficiaries, beneficiaries with disabilities, and healthier and severely ill Medicare beneficiaries. It also addressed the populations that are pre-Medicaid and pre-Medicare. These Systems Model interventions were then used to develop the draft overall strategic and operational plan for CMS.

For the Department of Defense (DoD) Military Health System (MHS), the model was used in the middle 1990s to work with full set of DoD health-related programs. The Military Health System was treated as a system that encompassed health care for 1) service members when not engaged in military action, 2) service members (including the Guard and Reserve) when engaged in military action, and 3) family members, retirees, Guard and Reserve in non-active status, veterans served by other providers (e.g., Veterans Health Administration and private providers). It also encompassed preventive services for service members, and force health protection (including protective tools when deployed). The overall MHS strategy was built using the Ideal Systems Model coupled with other “futures” models. It included the health of all of these people. The strategy included all the services needed to protect and improve their health. It included working with other entities, including the Veterans Health Administration and the Centers for Disease Control. All of this was built into the overall strategy for the future Military Health System that was re-engineered, adopted a force health protection program, was more effective and efficient, and was more flexible to adjust to different futures.

The model has also been used to design a **HealthgPeople** strategy to improve health and health care across America. The same design has applicability in communities, states, and other nations.

The Systems Model is also being used on the cross-cutting issue of vulnerability. Since vulnerability is both personal and heavily affected by the “system” in which people live, the model is the best way to address both. The idea is to move from low status (high vulnerability and low thriving) to high status (low vulnerability and high thriving). To best accomplish that, the Systems Model is being used to address the whole system (e.g. the United States) but has its impact on the person level. The Ideal System Model is used to determine what overall strategy would not only minimize vulnerability and maximize thriving at a point in time but to do it on a sustained basis. The strategy identifies what status measures would be relevant at the system-wide level and at the individual person level. It identifies what interventions and actions would both reduce vulnerability most for the most vulnerable and reduce vulnerability substantially for all persons. The Ideal Systems Model is being used to ensure the strategy is one that does this in both the near and long term. As indicated earlier, the overall **Vulnerable In America and World** strategy has not been used to date, but is ready for application.

The model’s application is being explored for whole communities, nations and broader areas where these are treated as total systems interacting with other systems outside. Building an appropriate set of status indicators is a critical step given the breadth of such systems and the need to assess current and desired future status. The focus is on the whole human population (as well as its individual whole persons), and on animals, plants and natural resources within the targeted community, nation or broader area. The full range of significant issue areas within the target community, nation or broader areas is explored, including their interaction and interdependency. The Ideal Systems model is used to both set the vision and design the recommended systems for now and for the future. The intended result is an overall, sustainable, executable strategy for improving the status of a community, a nation or a broader area.

Strategy Model.

What is it? The Strategy Model builds on the above groundwork and brings this all together to develop and execute sustainable, effective strategies for improving status. It includes the model for building the strategies as well as the framework into which the strategies fit. The model includes both the overall strategy and supportive strategies and the actual interventions supporting the strategies. [See Figure 9.]

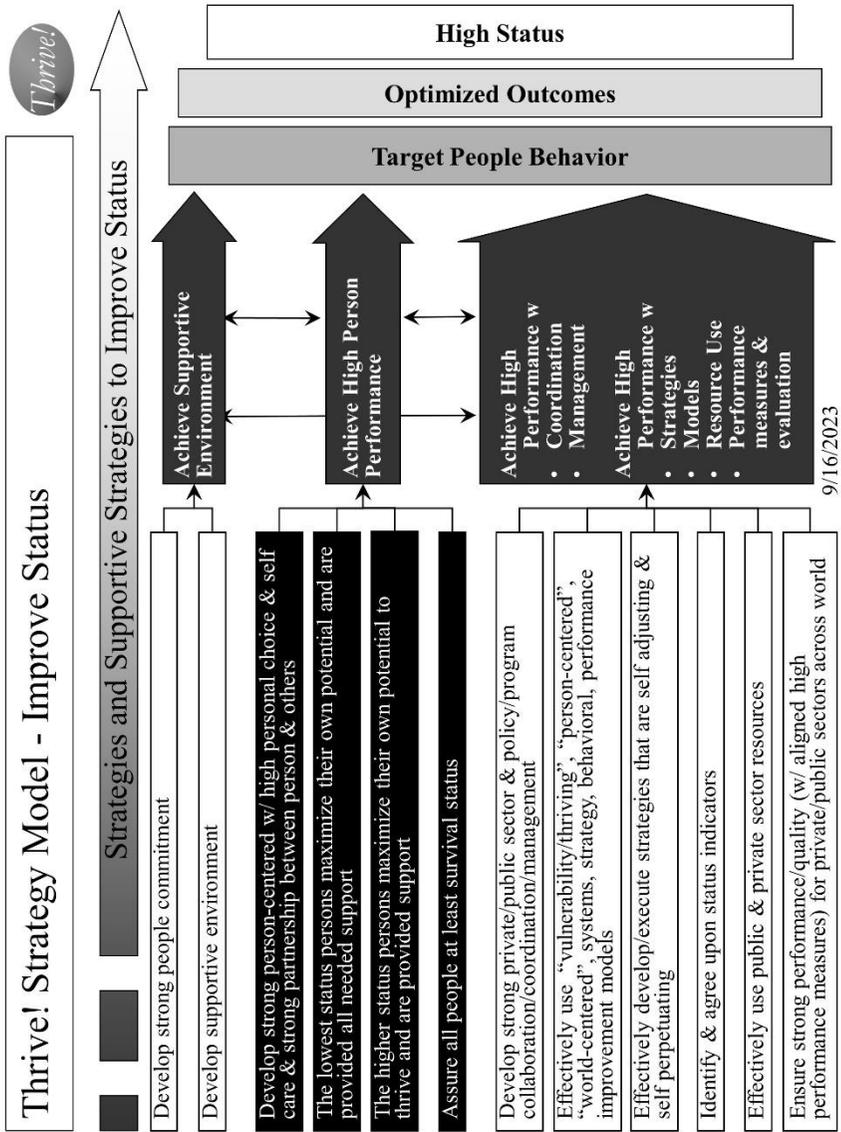


Figure 9. "Strategy Model" – Improve Status

How does it work? The model brings together all the previous information into an overall strategy and supportive strategies to improve status (e.g. health, income, vulnerability, habitat, climate). [See Table 9.]

Table 9. Strategy Model – Improve Status

The Strategy Model use for achieving desired status incorporates previous work from the other models and input and is as follows:

1. Load the desired status and the associated indicators.
2. Load the optimized outcomes that will best produce high status.
3. Load the target behaviors that will best produce the optimized outcomes.
4. Use pathways to connect how the supportive strategies will best produce the target behavior. The pathways are customized to the issue area or “whole”.
5. Identify the specific supportive strategies that, working through the pathways will best produce the target behaviors.
6. Execute the strategy and its supportive strategies effectively.
7. Assess the progress on improving status. Assess the effectiveness of the strategy and its supportive strategies.
8. Revise strategy and supportive strategies as needed to be effective and sustained over time.

How has it been used and helped? The Strategy Model’s primary use to date has been for improving health. Its potential use for creating an overall strategy for reducing vulnerability and improving the status of a community, nation or broader area is being explored.

At the Centers for Medicare and Medicaid Services (CMS), the Strategy Model was used in 2006 to design the draft CMS Strategic and Operational Plan for 2007-12. The result of that effort was a plan similar to what is shown in Figure 10. For each of the supportive strategies, a set of specific interventions were developed to make the plan fully operational. With respect to quality improvement for CMS, a more in-depth strategy was developed using the Strategy Model.

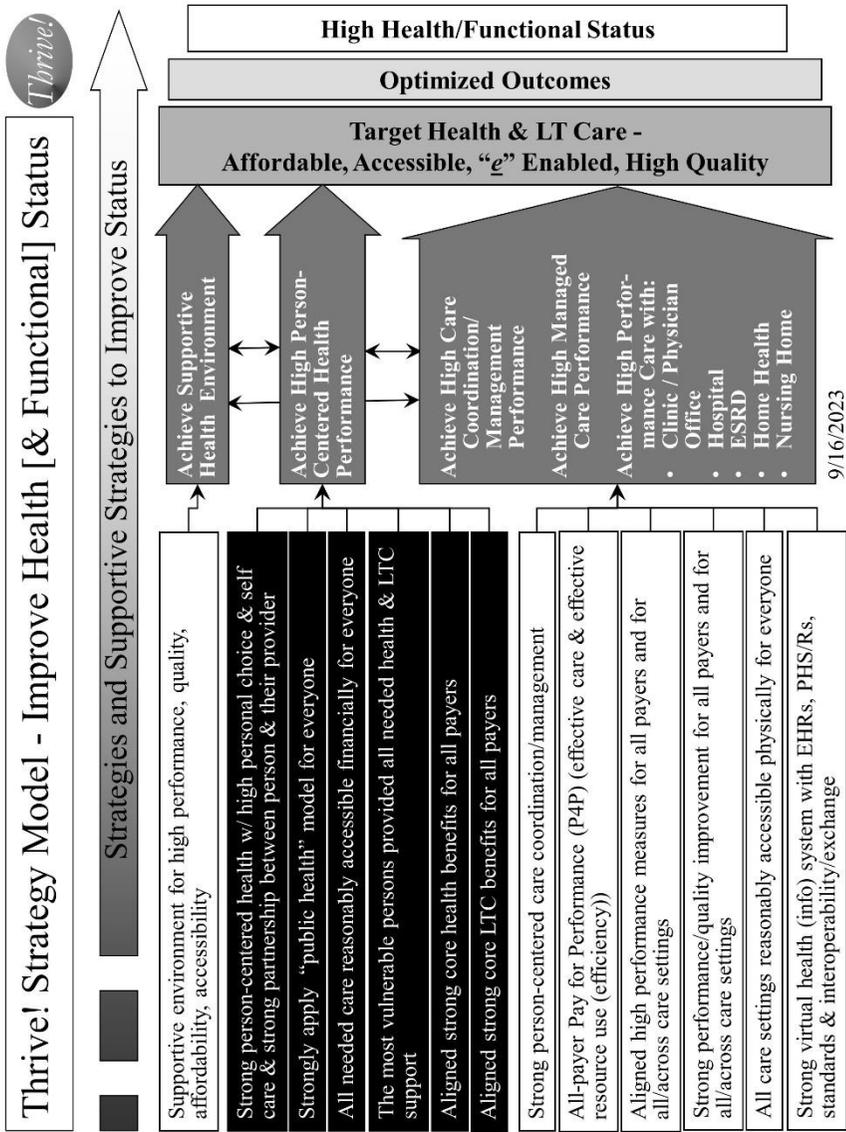


Figure 10. Strategy Model – Improve Health [and Functional] Status

The model is being used on the overall American health system. It is being used to try to answer how could we “achieve a healthy America” using an enhanced whole American health system. With many similarities to the CMS Plan, the strategy model helps create a strategy, **Health~~the~~People**, but with the larger scope of all Americans, all payers and all health providers.

The Strategy Model is also being used on the cross-cutting issue of vulnerability. As indicated earlier, the overall strategy, **Vulnerable In America and World**, has not been used to date, but is ready for application.

Similarly, it is being used to build an overall strategic approach, **Building a Better Future**, addressing whole communities, nations and broader areas.

Status Model.

What is it? The Status Model is used to identify the desired and current status for “whole” systems (e.g., a non-geographic population, a community, a nation, a broader area), issue areas (e.g., health, education) or cross-cutting issue areas (e.g., vulnerability, climate, habitat) that are targeted for positive, large scale change. It also includes the status indicators and their supportive measures such as those shown in Figure 11.

How does it work? For efforts to create and sustain positive systems to be successful, we need to determine how we are doing today, how we are doing as we progress to the desired system and how we are doing when we achieve and work to sustain the desired system. The Status Model helps do that as shown in Table 10.

How has it been used and helped? The Status Model’s primary use has been for improving health. Its potential use is being explored in creating an overall strategy for reducing vulnerability and improving the status of a community, nation or broader area.

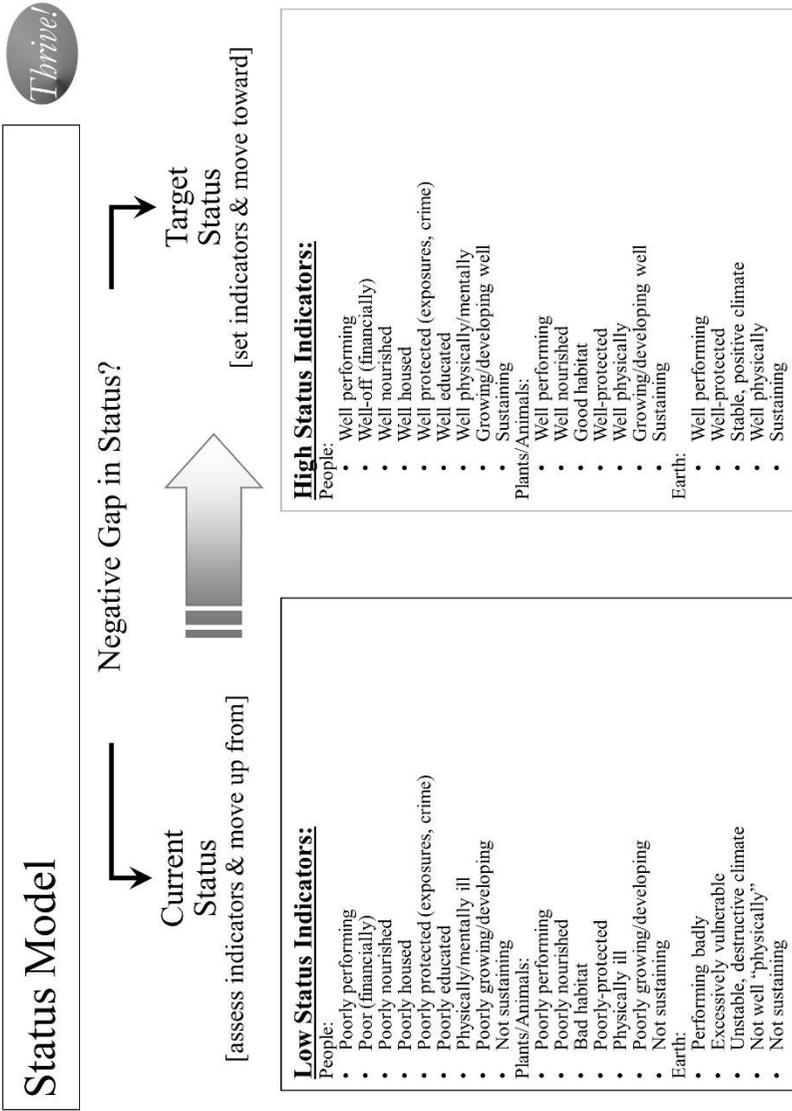


Figure 11. Status Model

Table 10. Status Model

The Status Model is as follows:

- Determine what is the issue area, cross-cutting area or “whole” system for which the strategy is targeted and status indicators are needed.
- Decide how high, in general, is the desired status. Is it optimal? If not, how close can we get to optimal?
- Identify all of the indicators that, as a set, indicate the desired high status. These are the “Target Status” set of indicators.
- Decide what each indicator’s level should be to match the desired high status.
- Decide what each indicator’s level is to describe low status.
- To the extent needed, identify more detailed measures for each indicator.
- Assess the “Current Status”, i.e., the current level of indicators for the target population.
- Assess the “Negative Gap” between the current status and the desired target status. This is the gap to be closed with the overall strategy.
- Execute the status model effectively and measure progress.
- Assess the effectiveness of the status indicators.
- Revise status indicators, individually and as a set, as needed to be effective.

In both the draft CMS Strategic and Operational Plan (2006) and the work being done on how to “achieve a healthy America”, the model’s applications are similar. Both include status indicators that apply across America. Both depend on more detailed measures to support and add depth to the indicators. The CMS approach focused a bit more on CMS beneficiaries but did include all Americans.

The “healthy America” approach uses status indicators that apply to all Americans. The health status indicators address the person’s ability and motivation to achieve high health status. The same is true for health care providers. These are more process indicators. The status indicators include outcomes of various treatments and other health interventions. The status indicators go further and include what most consider as “health status” indicators such as low morbidity and mortality, high quality of life, high satisfaction, and low future risk for adverse events. Current status is assessed as well as the negative gap between the desired future high health status and current lower health status.

The model is being used on the overall American health and to answer what is a “healthy America”. With similarities to the CMS Plan, the status model helps support a strategy, **Health~~the~~People**, with the larger scope of all Americans and all health providers. [See Figure 12.]

In the cross-cutting work **Vulnerable In America and World**, the primary status indicators are the ones in the overall model that apply to people. However, there are several others that are important to working on human vulnerability, including many of the “earth” and “plant/animal” indicators.

For the broader work on communities, nations and broader areas, the full set of status indicators is very large but can be grouped into high level categories with supportive measures. They should encompass all the significant indicators covering the full breadth of the target area. On the highest level, they must be meaningful enough to provide guidance on improving the whole target area as a whole system. They must be supported by clearly defined measures that can be measured by data that is available into the future. Further, the status indicators must be flexible enough to adjust to changing future conditions. With these status indicators, a strategy can be developed and its progress assessed.

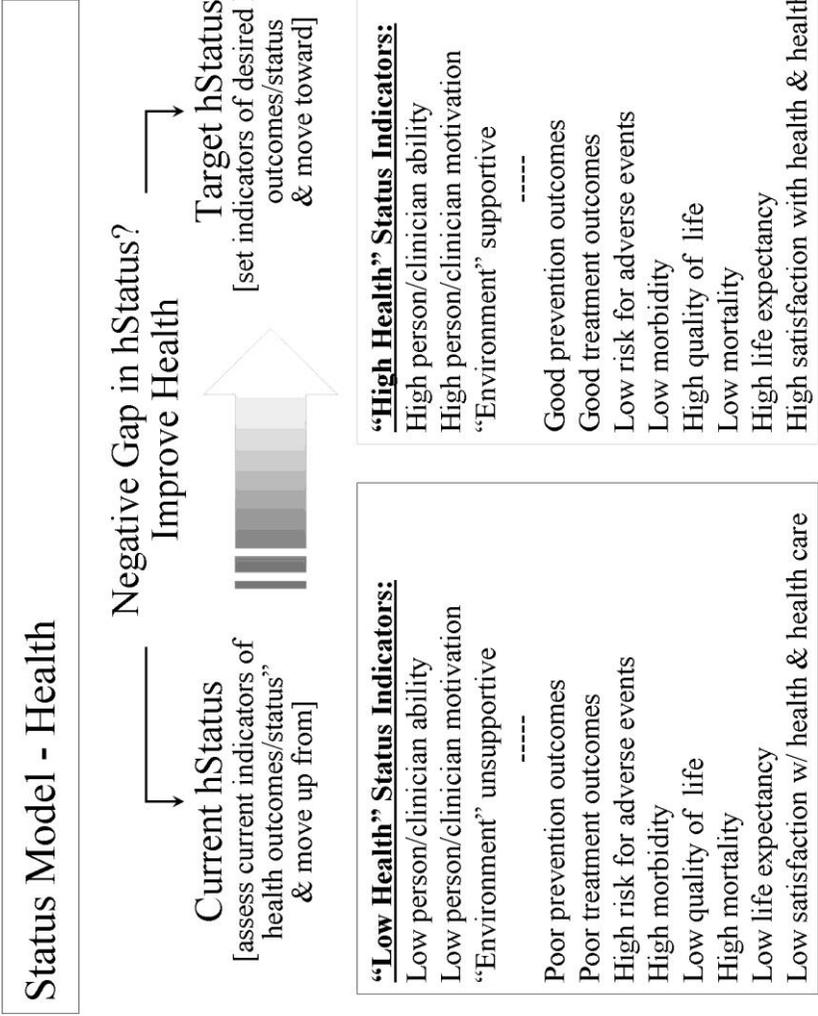


Figure 12. Status Model - Health

The Path Ahead

Potential “next generation” models do exist for strategy at system (issue area, community, nation, broader area) and person levels. As proposed here, one such model is the combination of **Thrive! Strategy** and a core set and system of supportive models addressing persons, systems, motivation, ability, behavior, performance and its improvement, process measures, and, most importantly, positive outcomes and improved status. While parts of the strategy can be used independently, they have more power and are more likely to produce the best results when used as a full set.

The path ahead offers many opportunities, as outlined above, to tackle large, complex issue areas, cross-cutting issues and whole communities and nations. Already late, now is the time to aggressively use “next generation” strategies for solving large problems and creating and sustaining positive, large scale change and a thriving future.



Chapter 3. Thrive! Philosophy - Philosophy of Surviving and Thriving Together

The **Thrive!** philosophy is that “a person and a people need to survive and desire to thrive in the current world and a sustainable future world.” Its mission is “to help a person, a people and the world achieve a survivable and thriving future.” The philosophy is built on the underlying assumption that “a person needs to survive and desires to thrive.”

“Thriving” for a person, a people and the world is the human endeavor and the ideal. As the ideal, “Thriving” is “a person, a people and the world surviving and thriving together.” As the human endeavor, “Thriving” is “the lifelong (a person) and never-ending (a people and the world) striving to survive and thrive in the current world and a survivable and thriving future world.”

Thrive! is designed to be a defensible, understandable, usable, sustainable and valuable philosophy for a person and a people for today and the future.

The **Thrive!** philosophy strives to help achieve a survivable and thriving future for the world and the people who live in it. The philosophy’s ultimate aspiration and ideal is “Thriving”, the achievement of a survivable and thriving future for a person, a people and the world. Its value lies in improving life for a person, a people and/or the world. Its greater value lies in helping a person, a people and the world survive together on a sustained basis. Its greatest value lies in helping a person, a people and the world thrive together on a sustained basis.

The “Thrive!” Philosophy.

What is the “Thrive!” philosophy? The **Thrive!** philosophy is that “a person and a people need to survive and desires to thrive in the current world and a sustainable future world.”¹ Its mission is “to help a person, a people and the world achieve a survivable and thriving future.”

The philosophy is built on the underlying assumption that “a person needs to survive and desires to thrive.” With that underlying assumption, the philosophy makes two more assumptions:

1. a person depends on other persons (a people) for survival and thriving, and
2. a person’s future survival and thriving depends on there being a future world.
3. If these three assumptions are true, the philosophy argues that:
4. a person and a people both need to survive and desire to thrive,
5. this need and desire applies to both the current and future world, and
6. the future world must be sustainable and sustained to fully meet the need and desire.

“Thriving” for a person, a people and the world is the human endeavor and the ideal. As the ideal, “Thriving” is “a person, a people and the world surviving and thriving together.”

As the human endeavor, “Thriving” is “the lifelong (a person) and never-ending (a people and the world) striving to survive and thrive in the current world and a survivable and thriving future world.” A person and a people strive for and can achieve a high level of motivation and ability (including knowledge).² That achievement is the foundation for striving for and achieving even higher levels of ability and motivation and even higher levels of survival and thriving.

Ideally, the person and the rest of the world are continuously and simultaneously striving with the best combination of independence and interdependence in joint pursuit of survival and thriving.

¹ A “people” is a group of persons such as a family, community, state.

² This striving and increasing ability is evident in overall human development to date. It can be argued that a people will achieve that high level of ability over time.

The **Thrive!** philosophy is designed to be a defensible, understandable, usable, sustainable and valuable philosophy for a person and a people for today and the future. It addresses what are generally a full philosophy's key elements:

- Our nature, as a person and a people, is our need to survive and desire to thrive in the current world and a sustainable future world. “Being” is what a person is currently or will be at a future time. It is always temporary.³ “Becoming” is a person changing when striving to survive and thrive. The philosophy's aspiration is reached when what a person is and is becoming are in harmony at very high levels and a person is still moving to higher and higher levels.
- Our knowledge of our selves and the world comes from a) inputs⁴ resulting from striving to survive and thrive and b) the mind processing those inputs to achieve knowledge and thinking.
- Our actions are driven by our need to survive and desire to thrive but influenced by a) other persons and the surrounding world and b) the need and desire for a long term, sustainable future.
- Our relationship with other persons and the surrounding world is driven and governed by our need to survive and desire to thrive in the current world and a sustainable future world.
- Our mind and body relationship is a combination of independence and interdependence based on their individual and joint need to survive and desire to thrive.

What is its context? Philosophy is a human creation. It is unique to human beings as they strive to understand themselves in their current and future world. It is unique to human beings as they strive to best live in their current and future world.

Throughout human history, philosophers offered views on reality, knowledge and life's guiding principles. While this work contributed much to current knowledge and thinking, it has not always been defensible, has often been difficult to understand, has been difficult to apply to real life, has limited sustainability, and has often had limited value to real life.

³ “Not Being” is the absence of (for example, not yet born), the ending of (for example, death), or the conscious rejection of current being. It can be the beginning of “becoming”.

⁴ “Inputs” include the “senses” (sight, hearing, smell, taste, touch, pain, balance, motion/acceleration, time, temperature, direction) as well information from and experiences with other persons and the surrounding world.

Thrive! is designed to be a defensible, understandable, usable, sustainable and valuable philosophy for a person and a people in the current world and a sustainable future world.

By design, this brief treatise on **Thrive!** does not go into great detail. Rather, it starts down a path. It lays out the basics of the philosophy. It lays out the underlying assumptions and arguments for the **Thrive!** philosophy. It very briefly addresses several of philosophy's key elements. Finally, it lays out the philosophy's potential uses in real life.

What are its underlying assumptions and argument? The **Thrive!** philosophy is that “a person and a people needs to survive and desires to thrive in the current world and a sustainable future world.”

As stated previously, the philosophy is built on the underlying assumption that “a person needs to survive and desires to thrive.” With that underlying assumption, the philosophy makes two more assumptions:

1. a person depends on other persons (a people) for survival and thriving, and
2. a person's future survival and thriving depends on there being a future world.
3. If these three assumptions are true, the philosophy argues that:
4. a person and a people both need to survive and desire to thrive,
5. this need and desire applies to both the current and future world, and
6. the future world must be sustainable and sustained to fully meet the need and desire.

What are the human endeavor and the ideal? “Thriving” for a person, a people and the world is the human endeavor and the ideal. As the ideal, “Thriving” is “a person, a people and the world surviving and thriving together.”

As the human endeavor, “Thriving” is “the lifelong (a person) and never-ending (a people and the world) striving to survive and thrive in the current world and a survivable and thriving future world.” A person and a people strive for and can achieve a high level of motivation and ability (including knowledge).⁵ That achievement is the foundation for striving for and achieving even higher levels of ability and motivation and even higher levels of survival and thriving.

A person’s and a people’s striving for a survivable and thriving future is motivated by needs and desires and enabled by experience, knowledge, and thinking (for example, creativity and reasoning).

During the striving, there are successes and failures. There are progress and regress. All contribute to achieving and continuing “Thriving”. Over time and as a person and a people strives and grows, successes should exceed failures and progress should exceed regress.

Striving follows a nonlinear path through a complex world toward the ideal.⁶ The nonlinear path makes life more challenging and more interesting. But there is a negative risk during the nonlinear progression toward the ideal. A particular regression can be so severe as to end progression.⁷ Human existence, for all practical purposes, can end before the ideal can be reached.

Within the **Thrive!** philosophy and ideally, the person and the rest of the world are continuously and simultaneously striving with the best combination of independence and interdependence in joint pursuit of survival and thriving. This is also true for a people.

The **Thrive!** philosophy strives to achieve a survivable and thriving future for the world and the people who live in it. The philosophy’s ultimate aspiration and ideal is “Thriving”, the achievement of a survivable and thriving future for a person, a people and the world.

⁵ This striving and increasing ability is evident in overall human development to date. It can be argued that a people will achieve that high level of ability over time.

⁶ “Nonlinear” means not going in a straight line or not continuously progressing or regressing.

⁷ The risk is that in the progression toward the ideal, a regression (for example, loss of natural resources, death of a people and/or the world) may be so severe as to end the progression.

What are key elements and questions? A full philosophy should address key elements and related questions. The “Thrive” philosophy addresses these as follows:

- **What is the nature of being and the world?** The nature of human being (and becoming) is that a person (and a people) needs to survive and desires to thrive in the current world and a sustainable future world. These are life’s drivers. Through successes and failures and progress and regress, these drivers produce a desired nonlinear progression of a person, a people and the world toward a survivable and thriving future. However necessary and desirable, achieving a survivable and thriving future is not inevitable. The philosophy’s aspiration is reached when what a person is and is becoming are in harmony at very high levels and a person is still moving to higher and higher levels. This is also true for a people.
- **What is the nature and scope of knowledge?** A person’s knowledge of one’s self, of a people and of the world is the combination of a) inputs resulting from striving to survive and thrive and b) the mind processing those inputs to achieve knowledge and future thinking. This recognizes that knowledge cannot be gained by the mind by itself alone or by only sensing the world. Knowledge comes only when a mind interacts with the surrounding world, receives inputs from the world, and successfully processes those inputs.
- **How should a person and a people act?** A person’s actions are driven by one’s need to survive and desire to thrive but are influenced by a) the surrounding world and b) the need and desire for a sustainable future. This sustainability applies to one’s self. This also applies to the people (for example, family and friends) and the world (for example, plants and animals) with which a person has a personal bond. This also applies to the people and world on which a person depends for survival and thriving. Though striving to survive and thrive has the potential to become selfish and destructive, it becomes constructive when there is recognition of the personal bond with other persons and the world. It also becomes constructive when there is recognition that survival and thriving depend on other persons and the world. This is especially true when moving beyond the short term future to a sustainable, long term future. This governs much of how a person and a people should and will act.

- **What is the relationship of a person and a people to other persons and the state?** A person's relationship with other persons (including family, community and state) and the rest of the world is driven and governed by a person's need to survive and desire to thrive in the current world and a sustainable future world. This is affected by a) a person's current and future personal bond with other persons and the world and b) a person's current and future dependency on other persons and the rest of the world for surviving and thriving. The state's relationship to its people is driven and governed by the people's need to survive and desire to thrive in the current world and a sustainable future world. The state's relationship is also affected by the state's current and future dependency on the rest of the world its and its people's survival and thriving.
- **What is the nature of the mind and its relationship to the body?** The mind and body relationship is a combination of independence and interdependence based on their individual and joint need to survive and desire to thrive. At times, the mind temporarily reduces that interdependence so as not to be constrained by the immediate needs of the body or immediate inputs from the body or the surrounding world. This temporary reduced interdependence better enables the mind to achieve knowledge and/or future thought. At times, the mind and body are totally interdependent as they carry out life activities. This is also true for a people. Over a person's and a people's life, this produces a positive progression of mind and body separately and as an integrated whole.

The Thrive! Philosophy in Real Life.

To meet the full need and provide the full value desired of a philosophy, it must be defensible and it must be understandable to, usable by, sustainable for and valuable to essentially all persons. The defense (the underlying assumptions and arguments) of "Thrive" has been laid out previously.

Is it understandable? The first test of “real life” understandability is whether or not a person who creates, teaches, or analyzes philosophy finds it understandable. This is the “expert”. The second and more important test of “real life” understandability is whether or not a person who wants to use philosophy in real life finds it understandable. This is the “general public”. While the “Thrive” philosophy is designed to pass both tests, the final determination will be made by the “experts” who analyze it and by the “general public” who tries to use it in real life.

In real life, the philosophy is understandable because it is what a person lives and understands every day. From the moment that a person awakes in the morning and throughout most of each day, ensuring survival drives a person’s life. A person eats, drinks and practices hygiene to survive. A person works or otherwise obtains resources (for example, income) to acquire the basic survival necessities such as food, shelter, knowledge, and health. A person acquires these basic survival necessities throughout most of their life.⁸ A person acquires and develops relationships with other persons in order to gain survival necessities. This may be related to social needs, resource acquisition needs, and/or survival necessities. A person acquires and develops relationships with the surrounding world (for example, the state) as the person strives to survive. This might be to a) get a driver’s, vehicle or a professional license, b) obtain a permit to build or renovate shelter, c) buy food and clothing, d) obtain health care, or e) meet societal/legal obligations (for example, pay taxes).

Unless survival is all consuming, a person also desires to thrive in the current world and a sustainable future world. A person desires a better, preferably thriving life. This may be better food, health, knowledge/skills, recreation, shelter and/or relationships. The latter may take on the form of a better relationship with existing family (for example, parents and siblings) or acquiring a family (for example, a spouse and children). This desire to thrive can take on a longer term perspective because a person generally does not want life to end and wants a sustainable, thriving future. A person may want a family line, a people and/or a state to continue into the future. The strength of the desire for a sustainable thriving future by a person, a people and a state will determine the strength of the drive to build a sustainable, thriving future.

⁸ To some extent, the exceptions are very young children and older persons with very limited cognitive ability.

This is not new or difficult to understand. It emerges in early childhood and matures throughout life. It is essentially what a person and a people know and live.

Is it usable? The philosophy can be used to help a person understand one's self, other persons and the world as the person survives and progresses through life. To successfully survive and progress through life, it is critical to understand the power of the need to survive for one's self and for other persons. Until and unless that survival need is ensured, a person (or a people) is highly unlikely to a) relate well to other persons (even those upon whom the person (or people) depends for survival), b) think about or act on the long term future, or c) think about or act on moving beyond surviving to thriving. Until basic, real and physical necessities are ensured, it is difficult to impossible for the person and other persons to focus on and strive toward a sustainable, thriving future. If and when a person does focus on and strive toward a sustainable, thriving future, the philosophy can help a person understand how the desire to thrive drives self behavior and other persons' behavior.

The philosophy can be used to better understand and manage the nonlinear (progress and regress) nature of life and a person's own needs (survive) and desires (thrive), and a person's own aspirations and ideals. If a person understands that life is nonlinear and will likely include many instances of progress (good things; going forward toward meeting needs and desires) and regress (bad things; going backward on meeting needs and desires), the person has context in which to think and act. Consistent with needs, desires, aspirations and ideals, a person can think through and act to avoid, stop, minimize and/or manage bad things and regress. Similarly, a person can think through and act to seek, start, maximize and/or manage good things and progress. These thoughts and actions help produce a better outcome (for example, less negative impact from regress, more positive impact from progress, and greater knowledge). Very importantly, it helps produce more knowledge for future thought and action.

It can be used to design and manage a person's own path through an ever changing life. A person can better design and manage a more positive path once the person a) better understands the need to survive and desire to thrive, b) better understands other persons and the surrounding world, c) better recognizes and accepts a changing world, and d) better understands the desire for a sustainable thriving future. A person can better use the needs, desires, aspirations and ideals to design the future path. A person's future path should ensure survival in a changing world and, at the same time, strive toward a thriving future. The path should be flexible to adapt to a nonlinear world and the changing future. The path should adjust as a person's needs and desires change. The path should be adjusted or a new and better path created if and when the world changes and/or when a path does not seem to be on track. While on the path, there should be ongoing scanning of other persons and the surrounding world for changes affecting the path.

The philosophy can be used to understand and manage a person's relationship with those with whom there is a personal bond (for example, friends and family). Once a person understands that a person with whom there is a personal bond has thoughts and behaviors driven by the need to survive and desire to thrive, the relationship with the other person is more understandable. Relating to the other person is easier, more positive and more likely to succeed. There is also the opportunity to jointly and cooperatively act in ways that are more likely to be successful and produce better outcomes for both.

It can be used to understand and manage relationships with that upon which a person depends for surviving and thriving. That includes other persons (for example, family, friends, co-workers, employers, government, educators, health care providers, food suppliers) and the world. Once a person understands that a person upon whom the person depends for one's own success has thoughts and behaviors driven by the need to survive and desire to thrive, the relationship with the other person is more understandable. Relating to the other person is easier, more positive and more likely to succeed. There is also the opportunity to jointly and cooperatively act in ways that are more likely to be successful and produce better outcomes for both. Similarly, a person needs to understand that the world (for example, plants, animals, and natural resources⁹) upon which the person depends also needs to survive and is better if it thrives. With that understanding, the person's relationship with the surrounding world can be more mutually beneficial.

The philosophy can help a person understand and deal with today and the near and long term future. It helps a person understand the strong driving force of a person's needs today and in the near term, foreseeable future. It helps a person understand that the failure to successfully address today's and near term needs is likely to result in the failure to address the long term future and build a sustainable, thriving future. As a result, the first action of a person, a people or a state is to ensure survival today and for the near term, foreseeable future. Recognizing this, one option is to build a sustainable, thriving future that includes survival for today and the foreseeable future. Another option puts off action to build a sustainable, thriving future until near term survival is ensured in real and perceived terms. The first option is better for the long term and possibly even for the short term. Short term survival actions should never be at the expense of long term survival and thriving.

⁹ This argues for relying on renewable and reusable resources to the extent feasible. Non-renewable resources by definition will not last forever and require careful use or no use.

It can help a person understand and help build a sustainable, thriving future for one's self, other persons and the world. A person can better understand how to create more effective paths to a survivable future and, preferably, a sustainable, thriving future. A person understands better what drives one's own and other persons' thoughts and behavior. As a person better understands a) one's own needs and desires, b) other persons' needs and desires and c) the surrounding world, a person is more able to build one's own sustainable, thriving future. Likewise, a person is more able and motivated to jointly build a survivable and sustainable, thriving future for a people and the surrounding world.

Is it sustainable? The philosophy is designed specifically to be sustainable. It should have a high probability of being sustainable because it is designed to be a defensible, understandable, usable, sustainable and valuable philosophy for a person, a people and the world for today and a sustainable, thriving future. It is a defensible philosophy in that it builds upon preceding philosophies and builds upon the basic nature of a person and a person's need to survive and desire to thrive on a sustained basis.

It is an adaptable philosophy that recognizes that the world changes and that a sustainable philosophy must retain defensibility, understandability, usability, sustainability and value throughout those changes. Change is inherent to the philosophy. Striving to survive and thrive by a changing person among a changing people in a changing world is inherent to the philosophy.

Is it valuable? The philosophy is valuable because it can help improve life for a person, a people and/or the world. It is most valuable when it is applied synergistically to all three. The philosophy does that. In real life, the philosophy can provide a better understanding of life's driving forces and how those forces affect near and long term behavior. It can provide a better understanding of how to use those driving forces to improve human behavior and improve human behavior's outcome - an improved life for a person, a people and the world.

It is more valuable because it can help a person, a people and/or the world survive together on a sustained basis. In real life, it can help a person and a people better understand the need to survive. It can help with understanding real need to survive versus perceived (but not real) need versus desire to thrive. It can help with understanding the conditions necessary to survival. It can help create and effectively execute an adaptable path to near and long term survival in an ever changing world.

It is most valuable because it can help a person, a people and/or the world thrive on a sustained basis. In real life, it can help a person and a people better understand the desire to thrive. It can help with understanding the desire to thrive on a sustained basis. It can help with understanding the conditions necessary to a sustainable, thriving future. It can help create and effectively execute an adaptable path to achieving a sustainable, thriving future in an ever changing world.

Conclusion.

In conclusion, the **Thrive!** philosophy is that “a person and a people needs to survive and desires to thrive in the current world and a sustainable future world.” The philosophy is built on the underlying assumption that “a person needs to survive and desires to thrive.”

“Thriving” for a person, a people and the world is the human endeavor and the ideal. As the ideal, “Thriving” is “a person, a people and the world surviving and thriving together.” As the human endeavor, “Thriving” is “the lifelong (a person) and never-ending (a people and the world) striving to survive and thrive in the current world and a survivable and thriving future world.”

The **Thrive!** philosophy’s mission is “to help a person, a people and the world achieve a survivable and thriving future.” It strives to help achieve a survivable and thriving future for a person, a people and the world for the foreseeable future. The philosophy’s ultimate aspiration and ideal is “Thriving”, the achievement of a survivable and thriving future for a person, a people and the world.

The **Thrive!** philosophy is a defensible, understandable, usable, sustainable and valuable philosophy for a person and a people for today and the future. Its value lies in improving life for a person, a people and/or the world. Its greater value lies in helping a person, a people and the world survive together on a sustained basis. Its greatest value lies in helping a person, a people and the world thrive together on a sustained basis.



Chapter 4. Thrive! System© (TS). Ideal Systems to Achieve Highest Levels of Thriving for All.

In the 1970s, inner city Milwaukee (WI) suffered from a severe shortage of health and related support for its low- and middle-income people. The author, serving as Director of Special Projects for the Milwaukee Health Department, designed and implemented a four-site personal support system providing support to inner city people. It was a rudimentary first instance of a Thrive! System. Bringing together a wide range of public and private organizations, a wide range of personal support was provided together in several sites. They included preventive health, public health, medical care, dental care, mental health care, social services, and financial assistance. This personal support was coordinated for persons by Nurse Coordinators in each site. The community was actively involved and supportive. The system was funded through a collaboration of the City, County, private hospitals, the dental school, The Robert Wood Johnson Foundation, Community Development Funds and waiver from the Medicare and Medicaid programs. This effort operated successfully for decades. While far short of what is described here as a Thrive! System, this effort served as a foundation for Thrive! Systems proposed here.

In previous chapters, vision and strategy for achieving thriving people and communities has been laid out. Also laid out has been the rationale for **Thrive! Systems (TS)**, ideal systems that can help achieve that vision.

In our lives, if we survive birth, only two things are sure about our lives. We are born. We die. Everything else varies from person to person and over a person's lifetime.

Better than our current incomplete and inadequate personal support, a Thrive! System (TS) gives us our best chance to survive and thrive throughout our lifetime.¹⁰ Our having a TS for our community ensures we are more thriving people in a more thriving community. (Table 1. Thrive! System – Helping Ensure Thriving for All)

A TS has persons and their communities at the center-. At the center with persons are their Primary Personal Support (PPS) surrounded by all needed and wanted Personal Support (PS). A TS adjusts when locations, time, person, and community change. It takes into account all of personal and community characteristics and all of health and well-being. It understands personal and community environment and its impact on thriving. It understands and uses the full range of thriving support to improve and sustain thriving. It connects all of these, with information and other support, into a fully integrated and supportive system for persons and their communities. (Figure 1. Thrive! Systems Ensure More Thriving People)

¹⁰ Thrive! Systems (TS) are comprehensive systems that can be of almost any size and for any type of community. Community includes legal communities (e.g., village, town, city, county, State, nation), geographic areas (e.g., regions), groups (e.g. families, ethnic groups, affinity groups), and worlds.

Thrive! System – Helping Ensure Thriving For All¹



Vision	Thriving people and communities with highest levels of thriving for all everywhere.
Mission	Achieve thriving people and communities with highest levels of thriving for all everywhere.
System	<ul style="list-style-type: none"> • Ensures accessible, affordable and high quality Personal Support for everyone in community. • Supports whole person and whole community's thriving rather than disconnected or partially connected support or supporting only parts of a person (e.g. only health) and a community. • Operates in partnership with the person and their family and community. • Provides a person-centered Primary Personal Support as the primary partner with the person to access and coordinate all needed Personal Support to achieve highest levels of thriving. • Provides a personal support system for persons and their Primary Personal Support. • Provides directly or indirectly the full range of Personal Support. • Provides directly and provides collaboratively via affiliations the full range of Personal Support to ensure accessibility for the person and the community. • Utilizes all payers (public, private and person) and optimizes costs to ensure affordability of Primary Personal Support and Personal Support for the person and the community. • Utilizes effective quality assurance collaboratively by Thrive! Systems and affiliated organizations to ensure high quality Primary Personal Support and Personal Support. • Ensures that all people, other creatures and Earth survive and thrive to maximum extent feasible.

¹ Thrive! System is the updated, upgraded and more comprehensive and complete version of system created for and implemented in inner city Milwaukee (WI) in late 1970s and which operated successfully for decades.

Table 1. Thrive! System – Helping Ensure Thriving for All.

Thrive! Systems Ensure More Thriving People

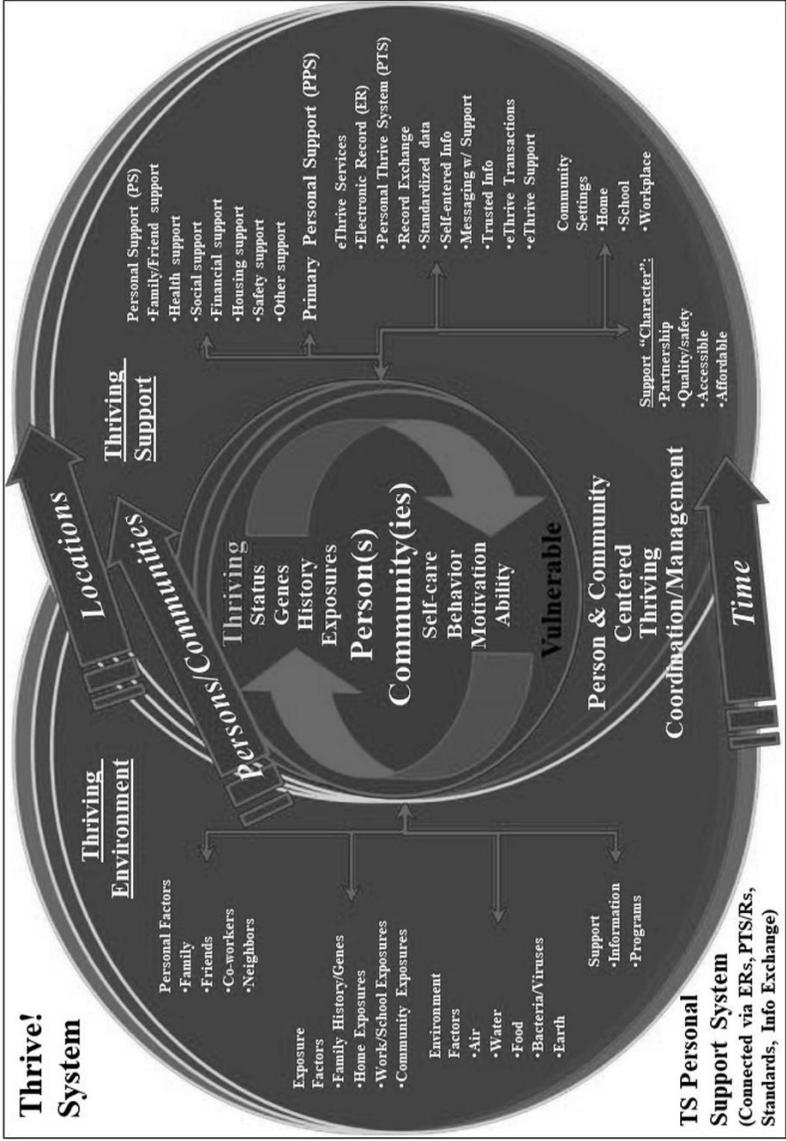


Figure 1. Thrive! Systems Ensure More Thriving People.

We want to thrive as much as possible over our lifetime.

We are born. If we live long enough, we are a child, an adult, and an older adult. Then we die. Over our lifetime and depending on how long we live, we may go through early development, may learn, may work, may expand our family, and may have post-work time. Then we die.

If we are fortunate, we live many years through all of these stages until we die a quick and painless death. If we are truly fortunate, we thrive through all of these stages. Very few of us will be that fortunate under the current incomplete and inadequate system.

During our lives after we are born, we may thrive and/or we may be vulnerable. Then we die.

We should want to thrive for as much of our lives as possible. We should do everything reasonable and possible to thrive. While we may be able and willing to do much by ourselves, we will be more successful with truly good partners (Primary Personal Support (PPS)) with all needed and wanted Personal Support (PS) in a truly good system (a Thrive! System (TS)). (Figure 2. Persons & Our Lifetime.)

What does it mean for us to thrive?

Very simply, we thrive when we do well throughout our lives. When our families and friends do well throughout their lives. When our communities do well now and for the long term. When our world does well now and for the long term.

More specifically, we, our families and friends, our communities and our world thrive when we are:

- Performing well,
- Well-off (financially),
- Well nourished,
- Well housed,
- Well protected (exposures, crime),
- Well educated,
- Physically and mentally well (people),
- Growing/developing well,
- Living within good habitat,
- Physically well (Earth, plants, animals, environment),

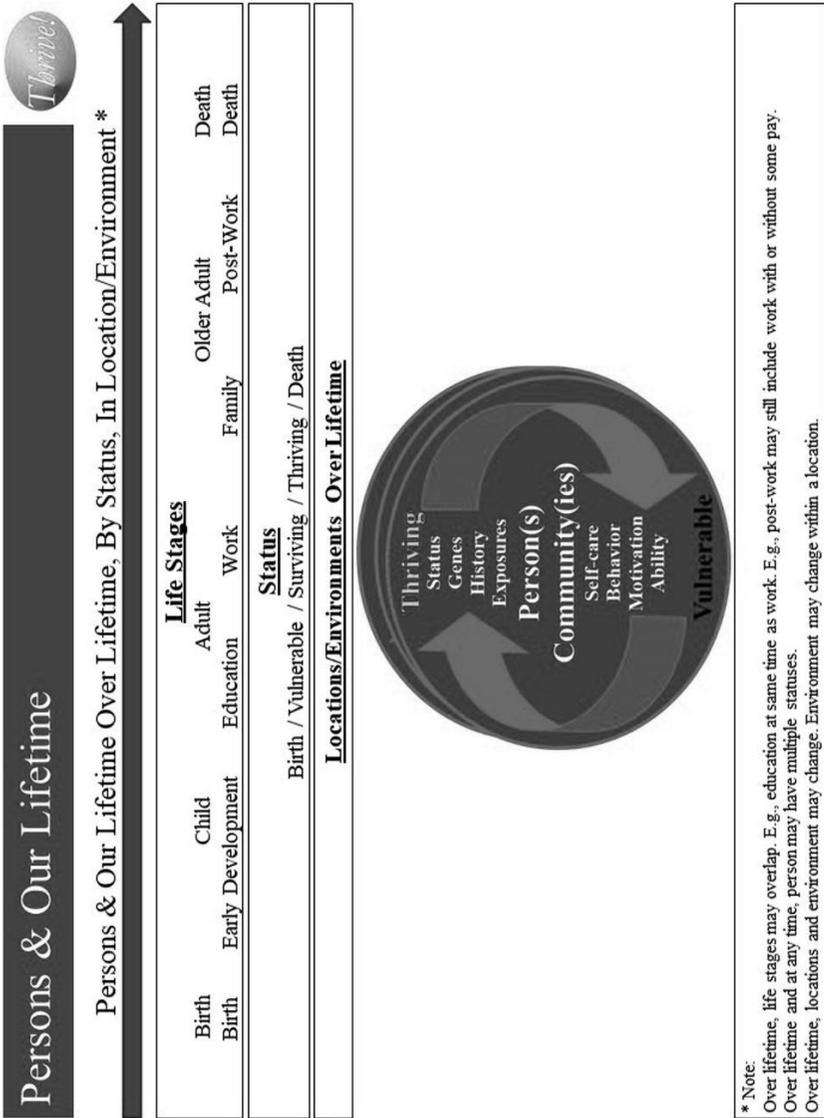


Figure 2. Persons & Our Lifetime.

We are more likely to thrive in a Thrive! System® (TS).

The U.S. Institute of Medicine (IOM) [now the National Academy of Medicine] provides a way of viewing a health system's performance through our eyes. What we want from a health system is that we are "staying healthy", "getting better", "living with illness or disability" and/or "coping with the end of life." Only considering health, this is a health system we want and need. This health system, a Thriving Health System, is described in to book - **HealthePeople® - Achieving Health People, Communities & World Via Thrive!®**.

Going beyond health and taking this one more major positive step via a Thrive! System (TS), we "start and stay thriving", "get better (from vulnerable to thriving) faster", "live as well as possible with illness or disability" and/or "cope as well as possible with end of life." Some of us may experience more than one of these at the same time. IOM's quality reports have six aims for a high performing health system. They stress it should be safe, effective, person/patient-centered, timely, efficient, and equitable. Going further, a Thrive! System should be safe, effective, person- and community-centered, efficient and equitable, and should help achieve thriving for both a person and a community.

Building on and going beyond the IOM work, a TS should perform well from the person's perspective and a community's perspective. As depicted in the attached figure, a TS would "check all the boxes." (Figure 3. Thrive! System's Six Aims & Person's and Community's Perspective on Thriving) As suggested earlier, a TS can, should and will do much better.

To get to the personal support we truly want and need, we need a TS that has us and our Primary Personal Support (PPS) at the center. Together as partners from birth to death, we access whatever other support is needed to help us start and stay thriving, help us get better (from vulnerable to thriving) faster, help us live as well as possible with illness or disability, and help us cope as well as possible with end of life.



Six Aims & Person/Community's Perspective on Thriving

Supportive of Institute of Medicine principles and aims, a Thrive! System supports persons, communities and their Primary Personal Support, and the rest of Personal Support in continuing to innovate and find better ways to achieve thriving.

Person & Community's Perspective on Needs	Aims for Personal Support Performance/Quality. Achieve Thriving for Both Person and Community.					
	Safe	Effective	Person & Community centered	Timely	Efficient	Equitable
Start & stay thriving	+	+	+	+	+	+
Get better (from vulnerable to thriving) faster	+	+	+	+	+	+
Live as well as possible with illness or disability	+	+	+	+	+	+
Cope as well as possible with end of life	+	+	+	+	+	+

Figure 3. Six Aims & Person's and Community's Perspective on Thriving.

Can we transform what we have into TS? Yes, but not easily. Most of the elements exist in our current communities. But they are poorly organized, poorly connected and poorly communicating. The first step is to put in place the Primary Personal Supports (PPS) and connect them to us and the rest of Personal Support (PS). We need to improve and organize the existing PS elements so they better provide and coordinate personal support. We need a lifetime electronic personal support system that tracks and appropriately shares both our interactions with our PPS and all other PS and appropriately and carefully tracks our own personal needs, wants, behaviors and conditions. We need our PPS and ourselves to appropriately share our information carefully and accurately only with whom we want when we want and how we want.

We are more likely to thrive in a Thrive! System[®] (TS) that addresses the whole person and the whole community.

A Thrive! System (TS) is very different from what we have today. TS addresses the whole person, not just piecemeal parts of the person. TS addresses the whole community, not just piecemeal parts of the community.

What we have today is a piecemeal approach to persons. It is more problem by problem oriented than effectively dealing with the full range of problems experienced by persons at a point in time or over their lifetime. Health is generally addressed separately from housing. Housing from income. Work from school. Public safety from environmental protection. Etc. The same is generally true for a community.

What we have today is more oriented toward solving individual problems rather than being oriented toward solving all problems that a person experiences. The same is generally true for a community.

What we have today is more oriented toward solving problems than helping the whole person thrive. The same is generally true for a community

What we have today is a non-system in which different parts of personal support are poorly coordinated, are disconnected and communicate poorly.

What we have today is a non-system where persons are essentially on their own when it comes to addressing the whole set of factors that reduce vulnerability and increase thriving. Not only is the person not well served but the community is not well served.

Very differently and much more effectively, a TS has a PPS for each person who partners with the person to address all factors that reduce vulnerability and increase thriving.

Very differently and much more effectively, a TS is fully coordinated, is fully connected and communicates well among persons, their Primary Personal Support (PPS), and their total Personal Support (PS). A TS addresses all the factors in a person's life that reduce vulnerability and increase thriving. A TS addresses all the factors in a community that reduce vulnerability and increase thriving.

We are more likely to thrive with a Primary Personal Support (PPS) partner in a Thrive! System[®] (TS).

A Primary Personal Support (PPS) functions as a partner with us within our community. A partner who brings more knowledge about how to reduce vulnerability and increase thriving than we have and who supports our efforts to thrive. This partner would preferably be a person with specific training and experience to be a PPS. This partner must be well trained and may come from a range of professions, including a social worker or a nurse.

On our behalf, a PPS partners with the rest of Primary Support (PS) across as many life stages and as much of our life as is appropriate and feasible.

Our PPS partner knows us, knows our key thriving and vulnerability factors, knows our needs and wants, knows our behaviors, knows our living and work environment, and provides continuity over as much of our lifetime as possible. Our PPS partner helps us start and stay thriving, helps us get better (from vulnerable to thriving) faster, helps us live as well as possible with illness or disability, and helps us cope as well as possible with end of life. (Figure 4. Persons & Our Personal Support)

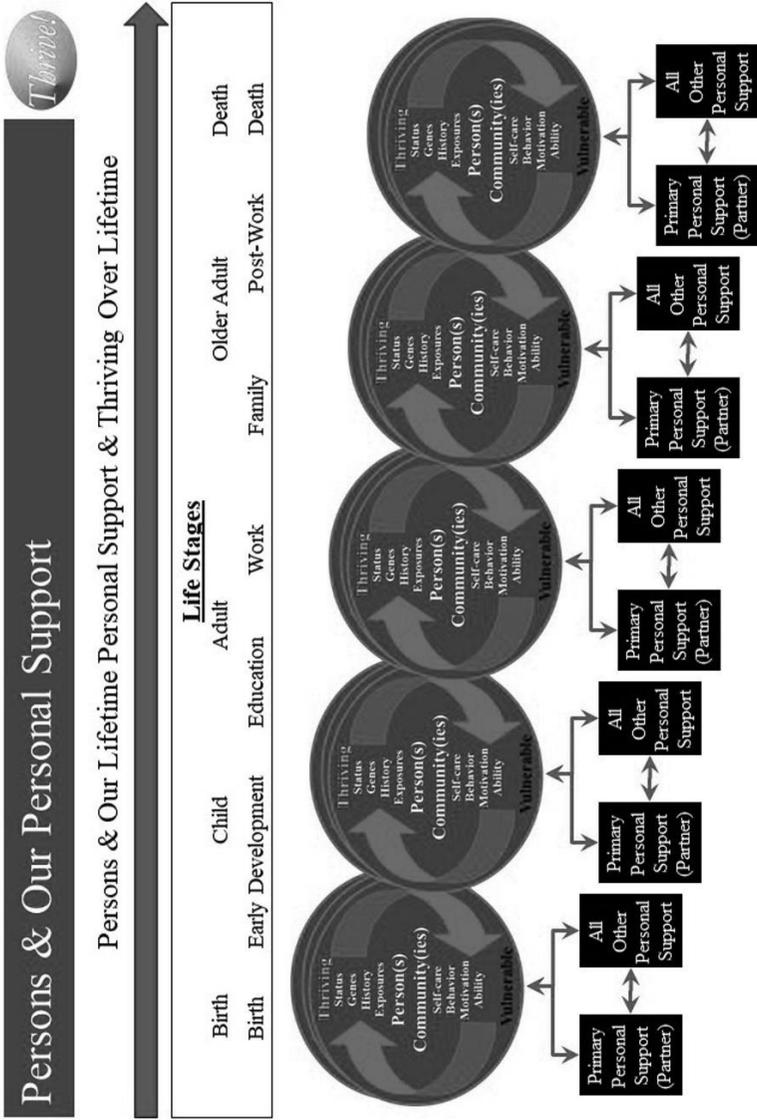


Figure 4. Persons & Our Personal Support.

We are more likely to thrive by having and using Thrive! System[®] (TS) personal support systems for persons and their Primary Personal Support (PPS).¹¹

As is increasingly the case with respect to health, persons and their Primary Personal Support (PPS) need personal support systems to help them collect and store personal information, access electronic support resources (information and tools), and decide and adjust the best path and actions to reduce vulnerability and increase thriving.

These Thrive! System (TS) personal support systems collect and hold the personal information on persons that relate to vulnerability and thriving. They help persons and their PPS assess the current status and develop and adjust the strategy that will achieve the most thriving. They utilize artificial intelligence and other decision support mechanisms to support decision-making. They track progress toward reducing vulnerability and increasing thriving. They help connect to and use the full range of internet and other electronic information and personal support resources. They enable communication and information sharing between persons and their PPS and with any other needed Personal Support (PS). They enable information to be moved from one PPS to a subsequent PPS. They enable connecting information on and for members of a family.

When persons want or need information or to take an action to reduce vulnerability or increase thriving, the TS personal support systems enable them to get the information, make better decisions, and effectively take the best action or actions.

¹¹ The TS personal support system is also known as a “Thrive! System”, a subsystem of the overall TS.

We are more likely to thrive by using all needed Personal Support (PS) partners in a Thrive! System[®] (TS).

To address the full range of conditions we may face in our lives, our Primary Personal Support (PPS) and we both need all needed Personal Support (PS) as partners. We need partners to help successfully address conditions such as an acute illness or injury, a chronic illness and/or a disability. Each of these conditions often require additional skills and knowledge. Maybe a specialist or subspecialist. Maybe rehabilitation people. Maybe a therapist of one kind or another. Maybe home care or community care people. Maybe a palliative or hospice care team.

PS may include family and friends. It may include public social services and financial assistance. May include spiritual healers, public health, and personal assistants. May include schools and employers. May include public safety people. May include food and nutrition people.

PS may be any one of the full range of personal support that can and should be provided when needed. Many different types of people and organizations will have the skills and knowledge to be partners and help address conditions. Depending on our need, any of these people may have an important role as partners in helping us start and stay thriving, helping us get better (from vulnerable to thriving) faster, helping us live as well as possible with illness or disability, and helping us cope as well as possible with end of life.

Our having full “Personal Support (PS)” is more and better than what supports us today.

To keep ourselves thriving, traditional personal support is not enough. While traditional support has a very important role to play, we need more and better support. Full Personal Support (PS) is more complete and is the full range of people, goods and services that can help us thrive as much as possible. This includes the partners described above. But it also includes electronic support (e.g. internet information, apps and devices, messaging, our personal record) and devices, sensors, computers, smartphones, tablets and many more support tools yet to come. A Thrive! System (TS) has the types of personal support we have today plus other important personal support and plus future personal support yet to be available or even developed.

At the center of a TS are persons and their Primary Personal Support (PPS). Together, they access whatever PS is wanted or needed. Traditional PS services may include health care and social services. When needed for a severe or terminal illness, PS may also include hospice and palliative care. When a person has a disability, PS may include personal assistance or home care. When a person has multiple issues, the Primary Personal Support (PPS) is especially important.

In the following figure, many more of the potential PS are detailed. But even this is not a complete PS list. (Figure 5. Thrive! Systems – Person and Primary and Other Personal Support.)

- Support For Thriving
- Support Against Vulnerability
- Community Support
- Family/Friends Support
- Financial/Income Support
- Health Support
- Food/Nutrition Support
- Disability Support
- End of Life Support
- Education/Training Support
- Supportive Environment/Habitat
- Housing Support
- Internet Info & Services
- Protection from Crime
- Protection from Exposures
- Growth & Development Support

There are many other types of personal support that are part of a TS. There is information that is provided through understanding a person's history, family history, environmental history, education history, work history and genetic makeup.

There is also indirect support, support that may never touch the person directly but that helps reduce vulnerability and increase thriving for the person. Examples of indirect support include advocacy, government executive and legislative branches, environmental protection, workplace protection, health-related research, food production, regulation, and standards setting.

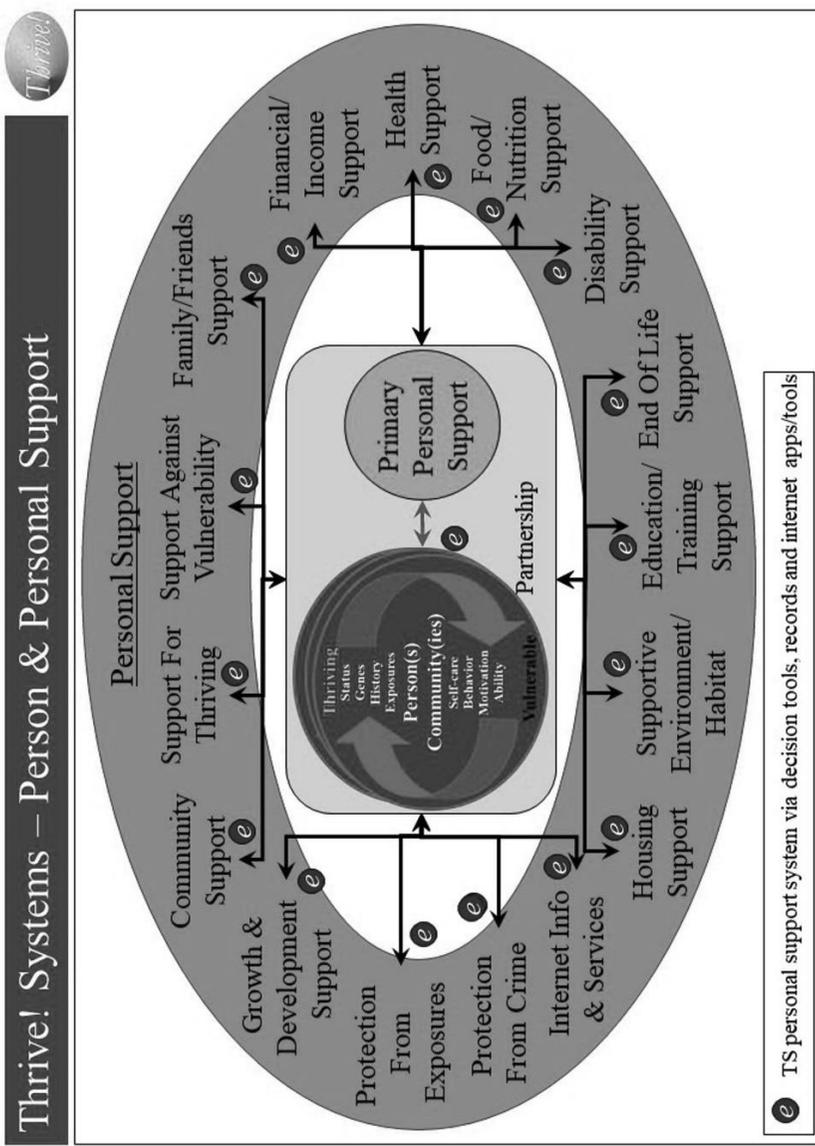


Figure 5. Thrive! Systems – Person and Primary and Other Personal Support.

In a TS, personal support is whatever support a person wants and needs that will improve or maintain thriving or will help a person who is vulnerable with a disability and/or with a terminal illness or injury. The PPS partners with a person to make best use of any or all available personal support.

Together in a TS, all of this personal support best supports persons and their PPS as they partner to help start and stay thriving, get better (from vulnerable to thriving) faster, live as well as possible with illness or disability, and cope as well as possible with end of life.

How is a Thrive! System[®] (TS) best organized to help us?

A Thrive! System (TS) for a community may provide personal support via a fully integrated TS (single organization with Primary Personal Support (PPS) at the center) and/or partially-integrated TS (well-connected multiple organizations with one or more Primary Personal Support at one or more centers). They both can support persons, their PPS and all other Personal Support (PS). (Figure 6. Thrive! Systems – Person & Community Centered Organizations.)

Public and private organizations provide personal support that is key to maintaining and improving thriving. Together, they should include PPS and other Personal Support, including health care, skilled nursing home, long term nursing home, home care, personal assistance, rehabilitation, illness/injury specific support, public health, nutrition, emotional support, hospice, palliative, and holistic therapies. They should include social service, food/nutrition, housing, income support, financial services, payment for health care, personal security, justice, education/training, environmental protection, regulation, roads, parks, waste disposal, utilities, libraries, and emergency assistance. Some employers provide personal support in- and/or outside of the workplace. Some schools provide personal support. The Federal government provides national security.

Connecting all of this PS with persons and their PPS are TS personal support systems that can and should hold and process information to be shared carefully and only when needed, appropriate and authorized. They must be able to exchange information in a standardized way that supports effective decision-making for the person, for a person's PPS and for a person and community's PS.

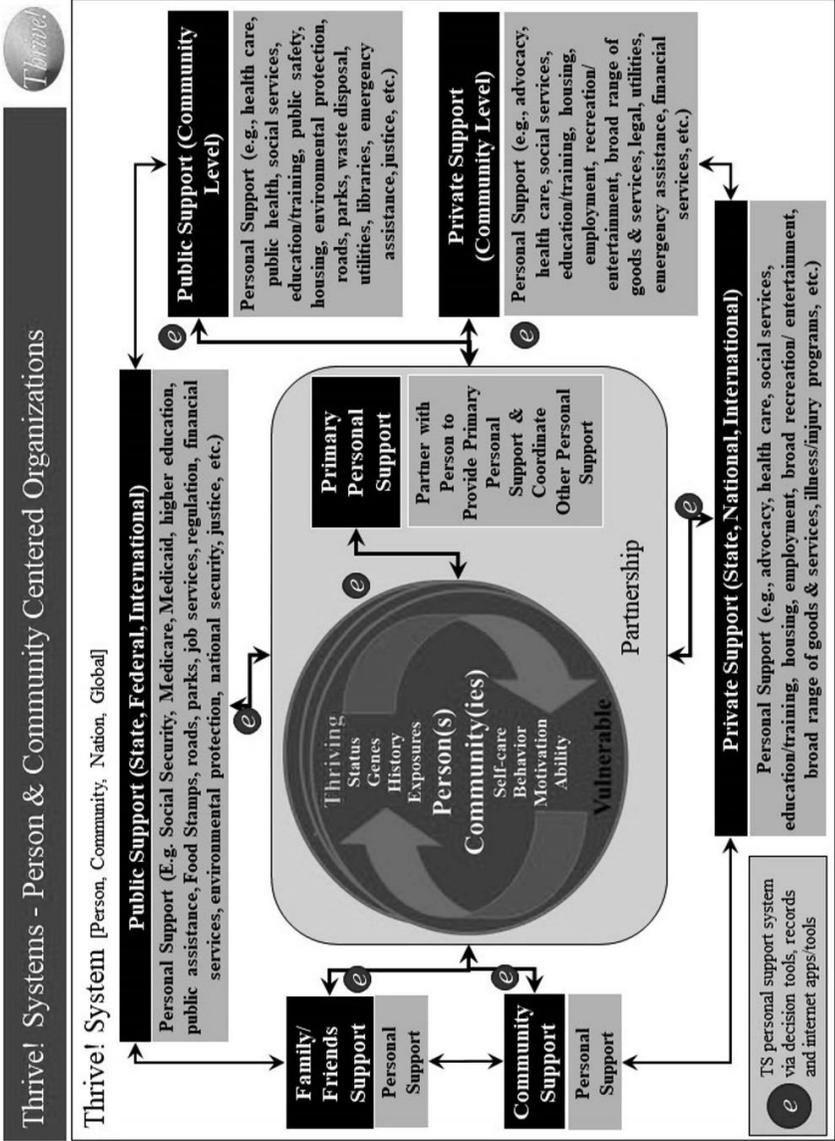


Figure 6. Thrive! Systems - Person & Community Centered Organizations.

How does a Thrive! System® (TS) support a person and a community?

A Thrive! System (TS) supports a person or persons from beginning to end. Prior to birth, we, via our family, are partnered with a Primary Personal Support (PPS). Starting with our birth and through childhood, we have a PPS partner. The PPS partners with us as individuals or with us and our family and helps us access all other Personal Support (PS). As children and as we grow, we take an increasing part in our own pursuit of thriving. The more the better.

When we become an adult, we may change our PPS partner. Our respective roles are similar. Our PPS may be one with more skills and knowledge to support our adult lives. As an adult and to the extent we can, we take on a stronger role in our pursuit of thriving. The more the better. If we have a family, we and our family may partner with a PPS as a family unit.

In our later years when any children have moved on to their own lives and we may experience more illness or disabling conditions, we may change our PPS to one who has more skills and knowledge with illness and/or disabling conditions. We and our PPS will need to access the PS that can best help us manage illnesses or disabling conditions. To the extent we are able, we should take a strong role in our pursuit of thriving. The more the better.

If we have a terminal illness or are just nearing the end of our lives as part of normal aging, our PPS may be one who can best help us best cope with end of life. We should live this part of our lives as independently and with as much dignity and quality of life as possible. The more the better.

At any point in our lives, we may experience a major illness or disabling condition that requires us to partner with a PPS with that skill and knowledge.

In a TS, all wanted and needed PS must be physically accessible. This is particularly challenging in rural areas but more doable today with internet and other communication resources. Special provisions must be made for people with physical or cognitive limitations.

Even if all this PS is available, interconnected and accessible, financial access must be ensured. PS must be affordable for all payers, including the person. Today, this is through private support, public support, charity and self-pay. There are possibly better ways a TS can ensure financial access. In a TS, no person fails to receive wanted and needed PS due to financial limitations or inability.

What will our lives be like in a Thrive! System[®] (TS)?

Starting with our birth and through childhood, we and our families and our Primary Personal Support (PPS) focus on how to increase and sustain thriving in the way we live our daily lives. Eat and drink healthier. Exercise better. Avoid or minimize environmental risks. Get age-appropriate health and well-being exams. Treat illnesses and injuries early and well. Obtain education and training. Track our personal vulnerability and thriving. Use effective Personal Support (PS) partners. Take responsibility for our and our family's thriving and for our community's thriving. Together, these actions help us reduce vulnerability and increase thriving.

When we become an adult, we take more responsibility for our own vulnerability and thriving. But we still do so in partnership with our PPS. We continue to eat and drink healthier. Exercise better. Avoid or minimize environmental risks. Get age-appropriate health and well-being exams. Treat illnesses and injuries early and well. Continue to learn and develop. Ensure our food and housing. Ensure our financial viability now and through the end of our lives. Ensure our personal safety. Track our personal vulnerability and thriving. Learn more about our specific risks from family history, genetic make-up, environmental risks, and how we live our lives. Together, these actions help us reduce vulnerability and increase thriving, help us deal with vulnerabilities earlier and better, and help us reduce vulnerability and increase thriving.

In our later years when any children have moved on to their own lives and we may experience more illness or disabling conditions, we continue with our PPS and with what we have been doing throughout our adulthood. But now we may be experiencing even more vulnerability, more illnesses, more disabling conditions, more of these at the same time and more severe versions of these. Together, we and our PPS help us reduce vulnerability, prevent illness and injury, help us deal with vulnerabilities earlier and better, help us reduce the severity of these, help us better deal with simultaneous vulnerabilities, help us better cope with a chronic or disabling condition, help us better deal with simultaneous and different PS, and help us reduce vulnerability and increase thriving.

If we have a terminal illness or are just nearing the end of our lives as part of normal aging, our PPS may be one who can best help us best cope with end of life. We still try to thrive as best we can, given that we are nearing the end. Managing pain better. Prioritizing what PS are done or not done. Addressing emotional issues better for ourselves and our family and friends. Making sure we have our final arrangements in order. Handling the end of our lives as we want and with dignity.

Across and throughout our lives, we effectively use effective PS partners. We take responsibility for our and our family's health and well-being and for our community's health and well-being.

We want our "status" to improve from "worst thriving (highly vulnerable)" to "best thriving (highly thriving)" status. (Figure 7. Thriving Status – Move From Vulnerable To Thriving.)

It is worst when we are highly vulnerable and experience low personal and support ability, low personal and support motivation, unsupportive "environment", poor prevention outcomes, poor treatment and intervention outcomes, high risk for adverse events, high morbidity, low quality of life, high mortality, low life expectancy, and low satisfaction with PPS and PS.

It is best when we are highly thriving and experience high personal and support ability, high personal and support motivation, supportive "environment", good prevention outcomes, good treatment and intervention outcomes, low risk for adverse events, low morbidity, high quality of life, low mortality, high life expectancy, and high satisfaction with PPS and PS.

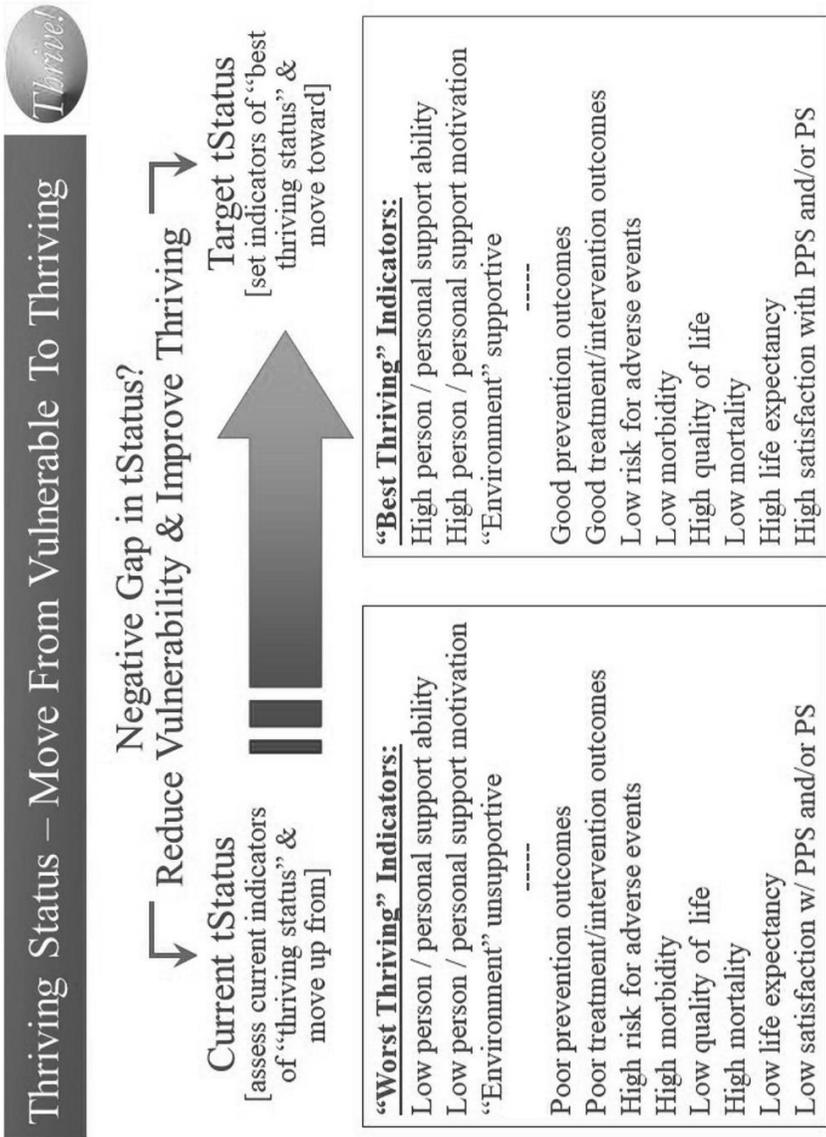


Figure 7. Thriving Status – Move From Vulnerable To Thriving.

We need to move each element of our lives from being worst (highly vulnerable) to being best (highly thriving). Move to best outcomes and status. Move to thriving. We do that best in a Thrive! System (TS).

How will we know when we are successful? When we are thriving? As noted earlier, thriving is when we are: performing well, well-off (financially), well nourished, well housed, well protected (exposures, crime), well educated, physically and mentally well (people), growing/developing well, living within good habitat, physically well (Earth, plants, animals, environment), not vulnerable, producing personal and public goods, living within a stable, positive climate, and sustained.

Our having Thrive! Systems® (TS) can and should achieve thriving people and communities for all everywhere.

Thrive!® and Thrive! Systems (TS) have a vision of thriving people and communities for all everywhere. They have the strategy to achieve that vision. (Figure 8. Thrive! Systems – Help Achieve Thriving).

The strategy is for us to thrive as best we can by doing the following:

- Stop actions that increase vulnerability.
- Support actions that increase thriving.
- Support actions that reduce vulnerability.
- Do interventions that best achieve highest thriving.
- Do interventions that best prevent more vulnerability.
- Do interventions that move up from vulnerability.

This is the **Thrive!** vision for Thrive! Systems and for us and the communities these systems support.¹² As people, communities, nations and world, we should proceed toward the vision of achieving thriving people and communities for all everywhere.

¹² Thrive!® - Vision, mission, strategy and supportive tools help create and sustain large, positive and timely change and build a thriving future for all forever. They help build a thriving and surviving future:

- Vision: All thrive forever. All includes persons, communities, and world.
- Mission: Large, positive, timely change achieving surviving and thriving future for all forever.
- Strategy: A joint Thrive! Endeavor and call to action building a thriving future for all forever.

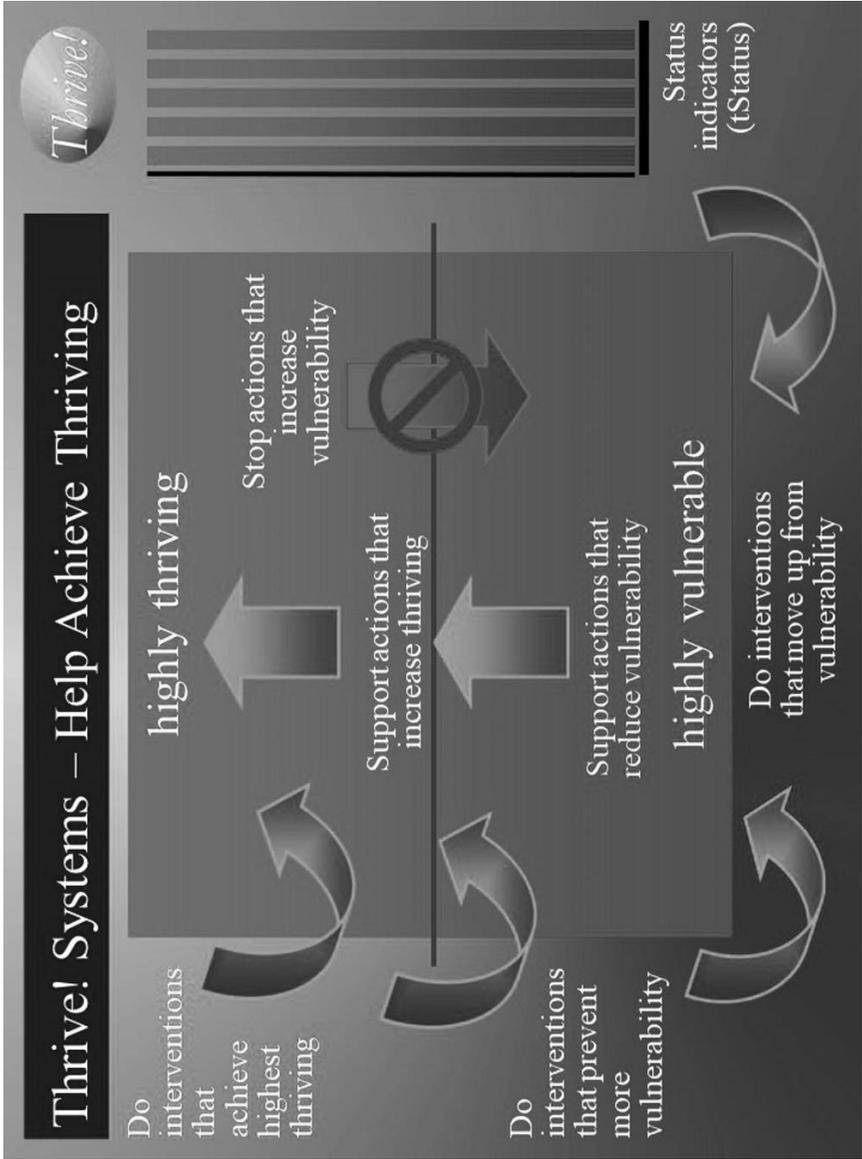


Figure 8. Thrive! Systems – Help Achieve Thriving.

We do this via a strategy of TS for all people and communities everywhere. TS are self-perpetuating, very affordable, easily accessible, “e” enabled, person-centered, prevention-oriented, and high quality systems. They produce high outcomes and status (thriving).

Such TS, partly physical and partly virtual and put into place by collaborative private and public partnerships, will greatly improve accessibility, quality and affordability for all people everywhere. They will greatly reduce vulnerability and increase thriving for all people everywhere and for all other creatures and for Earth.

Every community everywhere should have an effective and comprehensive TS. By every community having an effective and comprehensive TS, we can help people and communities thrive everywhere in the world. Every community’s TS should effectively connect with every other community’s TS. Together, they can best support people as they move amongst the world’s communities. Together, they can share valuable resources to most efficiently and effectively support people and their communities. Together, they can best support people, their communities and the world, including the Earth upon which we depend for our continuing existence and thriving.

We can and should build and sustain TS for all people everywhere. We can and should achieve substantially more thriving people, communities, nations and world. We can and should move toward a truly thriving world. All people everywhere deserve and should expect nothing less.



Chapter 5. Thrive! Endeavor – Action to Build and Sustain Thriving Future for All

A thriving and surviving future for you and all of us. We want and need it. We can achieve it. Now we are at the “tipping point” when our future is most endangered and we are most capable.

You can build thriving future for yourself and help build thriving future for your communities and our world. What will you do?®

The **Thrive! Endeavor® (TE!)** helps by motivating governments, private sector organizations and people of all backgrounds and generations to work together to build and sustain a thriving future.

Thrive!® (T!®) is aspiration, vision, mission and call to action. It is building, achieving and sustaining a surviving and thriving future for all forever.

T! Vision is “All thrive forever. You, your communities, our world.”

T! Mission is “Create large, positive, timely change that achieves surviving and thriving future for all forever.”

T! Strategy is “A joint **Thrive! Endeavor** building a thriving future.”

We can and should aspire to build, achieve and sustain a thriving future for all. Aspire to not only survive but thrive. Aspire individually and together to build a much better future. Aspire to thrive, achieving a thriving future for all forever.

Motivating us is the “human force”, a large, positive and sustained driver of our behavior. Humans need to survive and desire to thrive today and forever. Humans have a unique desire to thrive. Humans have a unique ability and motivation to think through how to survive and thrive in the future.

Thrive! builds on our ability and desire to build a thriving future. Builds on a 1000+ year and 50+ generation strategy. Builds on “levers” and “fulcrums”, enabling us to leverage our efforts to greater and long lasting outcomes. Builds on “tipping points”, historical opportunities to make greater achievements. Builds on “next generation” strategies and tools. Builds on "eMedia" to expand reach and speed progress.

To build a thriving and surviving future, our joint and individual actions must avoid and reduce vulnerability and must increase surviving and thriving for all.

What drives us is that people need to survive and desire to thrive.

What should motivate us is the interests of both self and others and a much better near and far future.

What enables us is our knowledge and tools (incl. **Thrive!** strategy and tools) which make us the most able in history.

What is current historical tipping point is that our future is most endangered and we are most capable in history.

Which future do we choose and achieve?

Full Thrive (Best) Future – We change to “full thrive” path. Thriving is high. Surviving and thriving are extended substantially beyond current path. All are performing well.

Partial Thrive Future – We change to “partial thrive” path. There is more thriving. Surviving is extended beyond current path. Compared to our current path, more are performing well.

Survive Future – We change to “survive” path. Thriving is low. Surviving is extended beyond current path. Compared to what should be, too much of our world is performing poorly.

Current (Worst) Future - We continue current path. Surviving and thriving are low. Surviving ends relatively soon. Compared to what should be, too much of our world is performing poorly.

Clearly, the best choice and the future we must achieve is the full thrive future.

To help you, your communities and our world survive and thrive, the **People's Guide to a Thriving Future [For All Forever]** is provided. It shows how to build a thriving future using **Thrive! Strategy and Action Plans**. It takes you through basics of building a thriving future along with detailed examples, worksheets and **Thrive! Next Generation Toolkit**. Available via [Amazon.com](https://www.amazon.com) or as free download @ [ThriveEndeavor.org](https://www.ThriveEndeavor.org).

Now is the time for **Thrive!**, strategic advocacy for a thriving future for each and all of us. It is for the whole person, whole family, whole community, whole country and whole world. It is to move people from low to high ability, motivation, performance and status. It is strategic advocacy to move us all from vulnerability to surviving to thriving.

Thrive! Survive! Vulnerable! These are the keys to a call for creating and sustaining large, positive and timely change and building a surviving and thriving future. We are all vulnerable to some extent but that can change for the better. **Thrive!** is call to action and a rallying cry for a better and thriving future. **Thrive!** is this future and is a bold vision and mission.

To achieve that vision and succeed with the mission, the **Thrive! Endeavor**, all of us together, strives to energize and empower people to build a thriving future for our families and friends, communities, countries and world. The **Endeavor** strives to build, achieve and sustain a surviving and thriving future for all forever, to the maximum extent possible.

Thrive! Survive! Vulnerable! These are the keys to a call for creating and sustaining large, positive and timely change and building a surviving and thriving future. We are all vulnerable to some extent but that can change for the better. **Thrive!**[®] is that call to action and a rallying cry for a better and thriving future. It is a vision and a mission for those wanting to build a better future. To achieve that vision and succeed with the mission, the **Thrive! Endeavor**[®], all of us together, strives to energize and empower people to build a thriving future for our families and friends, communities, countries and world. It strives to build, achieve and sustain a surviving and thriving future for all forever, to the maximum extent possible.¹³ **Thrive!** is this future and is a bold vision and mission.

Earlier, we laid out why build a surviving and thriving future for you and your family and friends, you and your community, you and your country, and you and our world. But to truly have a thriving future, we need to have it for you and everybody's family and friends and every community and every country and every part of and our entire world. When all this comes together, you and all of us will have built, achieved and sustained a surviving and thriving future.

How best to do this? We bring all this together with the **Thrive! Endeavor** where you and all of us together, build, achieve and sustain a thriving future for all forever.

Why the Thrive! Endeavor?

As laid out earlier, you and all of us want and need a surviving and thriving future because of our endangered future and our human need to survive and desire to thrive. And only people can and must fix all that is broken. And only people can and must build, achieve and sustain a survivable and thriving future. And only all of us joined together can succeed due to the scope (all), level (surviving and thriving), duration (forever) of the challenge. For these reasons, building, achieving and sustaining a surviving and thriving future requires a vast, sustained **Endeavor** of all of us together.

¹³ We must keep in mind that “our world” and “all” is expanding as we explore and move beyond earth to other parts of our universe. For that reason, “a thriving future for all forever” reaches as far as we reach or hope to reach.

What is the Thrive! Endeavor?

The **Endeavor** is all of us together. It is vision, mission, strategy and call to action. Its vision is a surviving and thriving future for all forever. Its mission is to create and sustain large positive and timely change that builds, achieves and sustains a surviving and thriving future for all forever, to the maximum extent possible. Its strategy is to energize and empower all of us together in the vast, sustained human endeavor building and sustaining a thriving future. Its call for action is to motivate all of us (individual people, groups of people, private sector organizations, governments) to seek a thriving future, to create and sustain the necessary large positive change, and to work together to build, achieve and sustain a surviving and thriving future.

In support of this vision and mission, the Endeavor adopts and embraces “**A People’s Constitution**” - “We the people, in order to form a more perfect union, commit to a thriving future for all forever.”¹⁴

Who is and will be the Thrive! Endeavor?

The **Endeavor** is all of us together building, achieving and sustaining a surviving and thriving future. “All of us together” include individual people, groups of people, private sector organizations and governments. “All of us together” include current and future generations. “All of us together” include you, and everybody’s family and friends, and every community, and every country, and every part of and our entire world.

Who does what and how in the Thrive! Endeavor?

What the **Endeavor** does and how it does it is different than past and current approaches which have major limitations and defects. The **Endeavor** is unique and better because it:

- Strives to achieve a thriving and sustainable future for all forever, to the maximum extent possible. But it also helps ensure survival, a necessary but not sufficient step to achieving a thriving future

¹⁴ The **People’s Constitution** should be just this brief, understandable and powerful. It should not replace any country’s constitution. The intent is for it to be embraced by and acted upon affirmatively by all people forever.

- Enables the building of a surviving and thriving future for you, your family and friends, your community, your country and our world.
- Joins people of all backgrounds/generations together to achieve a thriving future.
- Is able to address every person, community and issue.
- Uses whole "community" (local, regional, state, country, world/global) strategy for creating and sustaining change and building thriving futures. [No longer should we rely on piecemeal strategies.]
- Uses whole "person" strategy for creating and sustaining change and building thriving futures. [No longer is the focus only on parts (ill health, hunger, poor education or insufficient income).]
- Uses whole "system" (community, health, education, economy, housing, etc.) strategy for creating and sustaining change and building thriving futures. [No longer should we rely on survival and piecemeal strategies for just parts of a system.]
- Takes an integrated approach to cross-cutting issues.
- Uses an integrated approach to people/environment strategy, change and thriving futures. [No longer is the focus only on people or the environment.]
- Uses a "person-centered" strategic approach that recognizes people's behaviors are the problem and the solution. [No longer should we fail to address "people's behavior".]
- Uses eMedia and social networking to expand communication and joint action and to activate and coordinate a large endeavor in "real time".
- Uses the **Thrive! Next Generation Toolkit** [contained in the full **Thrive! - People's Guide To A Thriving Future [For All Forever]** available via ThriveEndeavor.org and Amazon.com] of strategy, models and tools to create and sustain change and build thriving futures. [No longer should we rely on past approaches that failed or had limited success.]
- Uses strategic/operational planning and combines it with strategic/operational management and execution.
- Creates a collaborative strategy with the necessary positive actions to build, achieve and sustain a surviving and thriving future.

To improve our chances of success, the **Endeavor** recognizes and will positively use tipping points, a critical element in positive change efforts historically. Throughout human history, we see moments when “tipping points” exist. Tipping points can help enable negative or positive change. We see moments when a positive action is taken at a tipping point and major positive change occurs. We are now at such a tipping point. We are now at an historical moment when government and the private sector are broken in many ways, when our resources are becoming increasingly limited, when our environment is increasingly and negatively impacted, when our future is endangered, and when a failure to act positively dooms us to a failed, potentially non-survivable future. But, it is also a historical moment when we are the most able to change all that for the better. At this tipping point when our future is most endangered and we are most able, carefully developed and positive actions are more necessary and more likely to be effective and successful.

Using tipping points can be very helpful in building a thriving future. However, positive change efforts can also occur without an existing or future tipping point and without creating a tipping point. It is just more difficult. Where feasible, we should use existing, future and creatable tipping points:

- Use current tipping points.
- Partner with families and friends, communities and countries that are broken and/or with clearly endangered futures.
- Partner with families and friends, communities and countries that are positioned to move up from surviving to thriving.
- Build off issue areas and cross-cutting issue areas that are broken and/or with endangered futures.
- Use breakthroughs in knowledge and technology.
- Partner with new, more capable and more motivated leaders emerge.
- Use eMedia and social networking.
- Use grassroots and self-organizing movements.
- Watch for and use new tipping points as they emerge.
- When necessary, appropriate and doable, create new tipping points that are opportunities to build a thriving future.

Each and all of us should develop and take as many positive actions as we can. The more positive actions taken, the better for all of us. Each and all of us should help build, achieve and sustain a surviving and thriving future for our family and friends. Each and all of us should help build, achieve and sustain a surviving and thriving future for our community. Each and all of us should help build, achieve and sustain a surviving and thriving future for our country. Each and all of us should help build, achieve and sustain a surviving and thriving future for our world, including the Earth on which we depend. Via these actions and the **Endeavor**, each and all of us together should build, achieve and sustain a surviving and thriving future.

What positive actions are needed to bring about the needed changes that improve our current status enough to achieve the desired surviving and thriving status? [Figure 1. Building a Thriving Future.] Each and all of us identify actions that support good changes that will help reduce vulnerability and/or improve and/or sustain surviving and thriving. If good changes are likely to occur, together we support them. If good changes are not likely to occur, together we support them and develop other good changes to compensate.

Each and all of us identify actions that stop bad changes that increase vulnerability and/or prevent or limit surviving and thriving. If bad changes are not likely to occur, together we ensure they do not. If bad changes are likely to occur, together we change them, stop them or avoid/reduce their impact.

Via the **Endeavor**, all of us together develop our strategy and successfully take the actions to ensure a surviving and thriving future.

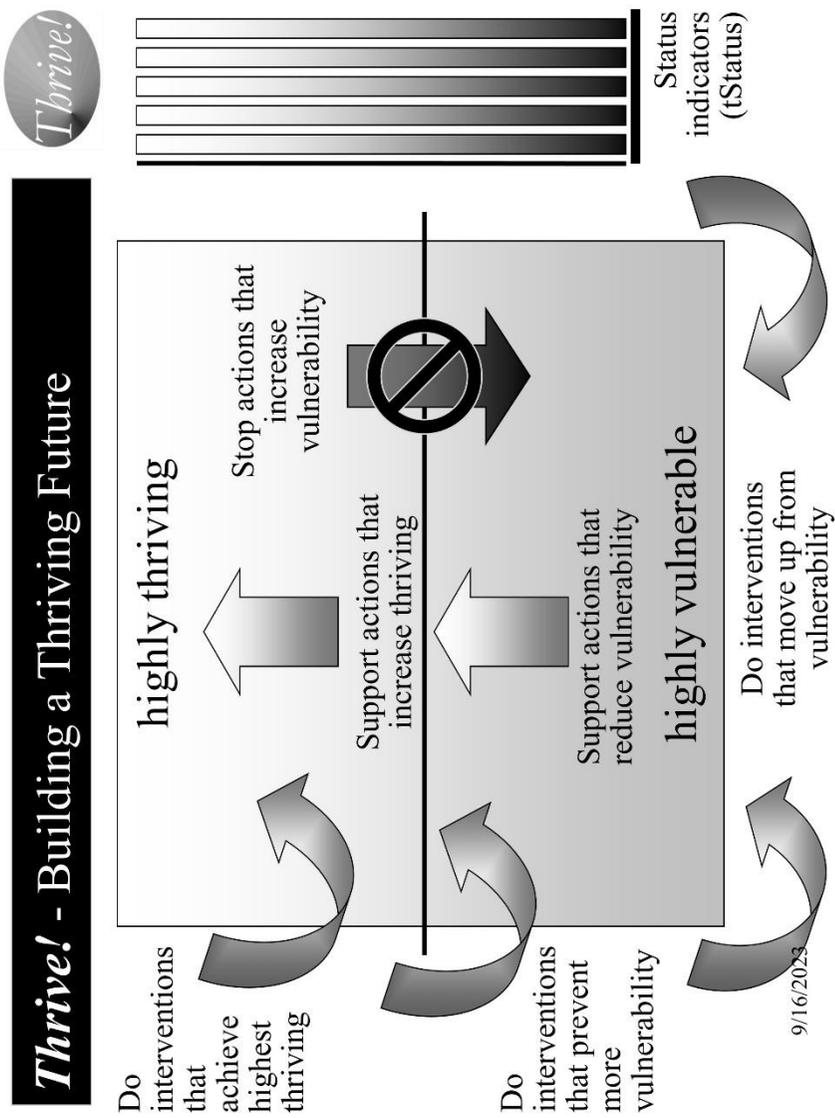


Figure 1. Building a Thriving Future.

With what result?

When successful, all of us, current and future, should be performing well. Be well-off (financially). Be well nourished (food and drink). Be well housed. Be well protected (exposures, crime). Be well educated. Be physically and mentally well (people). Personally grow/develop well. Be physically well (Earth, plants, animals, environment). Live within good habitat. Not be vulnerable. Produce personal and public goods. Live within a stable, positive climate. Be sustained.

But it is more than just people surviving and thriving. The Earth upon which we depend should be surviving and thriving.

When successful, we and all future generations achieve the surviving and thriving future for all forever, to the maximum extent possible. At this time in human history when we desire to thrive, when we need to survive, when our future is most endangered, and when we are most capable, the **Thrive! Endeavor**, all of us together, can and must build, achieve and sustain a thriving future for all forever.



Section 2 – Thrive! Strategy in Action



Chapter 1. Be Unselfish – Achieve Unselfish World via Thrive! Strategy

How to Survive and Thrive While Being Unselfish

Each of us is selfish to a greater or lesser extent.* This one bad behavior, done to some degree by most all of us, will cause early extinction for people and many other creatures. Will cause great damage to Earth.

We need to change that behavior now. We need to stop being selfish. To unselfish ourselves and other humans. To be unselfish. This is not easy. Each and all of us find it difficult to stop being selfish. Fortunately, some of us do stop being selfish on our own and do survive and thrive. Fortunately, some of us do stop being selfish as members of a community where everyone helps ensure that its members stop being selfish and do survive and thrive.

Some of us just prefer to be selfish, even at the expense of others. Unfortunate. Some of us argue that selfishness is necessary to surviving and thriving in our current world. Not true. I will explain.

This thought piece tries to help all people and all communities learn how to survive/thrive without being selfish. Learn how much better a surviving and thriving future will be if and when all people and all communities stop being selfish. When all unselfish themselves and others. When all are unselfish.

* unselfish [Author's definition] – Human (one or more) behavior is not only not selfish but is kind to and caring for others (other humans, other creatures, Earth). A human (one or more) changes behavior to stop being selfish and to start being kind to and caring for others (other humans, other creatures, Earth). Unselfish human behavior essential to building and achieving a surviving and thriving future for all.



unselfish

Each and all becoming and then being unselfish achieves surviving and thriving future for all. All humans, all other creatures and Earth.

How do you yourself survive and thrive while being unselfish?
You yourself can and should survive while being unselfish. Just as you are helping other people to survive and thrive, so must you.

For you yourself to survive and thrive, you need financial and other resources, and you need to learn. To survive and thrive, if you can you earn and use a living income from your work. If you can, you acquire and use savings or a retirement income (for example, Social Security, a pension, 401k savings, investments, savings accounts). You may seek financial assistance from public sources (usually State or Federal sources) if other financial resources are not available or sufficient. You may seek charity if none of these are available or sufficient. Charities exist to provide help surviving. You may seek financial help from family and friends.

To survive and thrive, you can use the above resources and others to acquire and ensure good shelter, food, water, clothing, transportation, education, and protection from heat and cold. Important to acquire and ensure these necessities for both the near and long term.

To survive and thrive, you should learn as much as you can. Acquire initial education from pre-school to kindergarten to elementary school through high school. Continue to learn. For some, this is a technical or trade education. For some, this is a college education. For some, this is learning from another person. For some, this is on-the-job learning. For some, this is self-taught learning. Any or all of these can be helpful. But learning is lifelong. There is always more to learn. Over your lifetime, the world changes. So, you must know more. That requires continuous learning.

For you yourself to survive and thrive, you must also take care of yourself. Being unselfish does not mean you stop taking care of yourself. Take good care of yourself. Failing to take good care of yourself is bad for you and would prevent you from helping take care of others. But do not take care of yourself at the expense of others. And, most importantly, do take good care of others as well. “Others” include other people, other creatures, and home Earth. By taking good care of yourself and others and by not hurting others, you stop being selfish. You are unselfish. You survive and thrive. You help ensure a surviving and thriving future for all. By doing all of these, you can survive and thrive while being unselfish. Key is to not do any of these in a way that harms other people, other creatures, and Earth.

You can and should thrive while being unselfish. Thriving while being unselfish follows the same path and the same behaviors. Thriving does not require great wealth. Thriving can be achieved without taking from others, harming other creatures, and harming Earth.

Thriving is when you perform well, are well-off (financially), are well nourished, are well housed, are well protected (exposures, crime), are well educated, are physically and mentally well (people), are growing/developing well, are living within good habitat, are physically well (plants, animals, environment), are not vulnerable, are producing personal and public goods, are living within a stable, positive climate, and are sustainable. To clarify “well-off (financially)” does not mean great wealth. It means enough financial resources to live reasonably well for a lifetime. Beyond that, financial resources should be shared with others. Thriving is more than being what was detailed above. Thriving is much about feeling good about yourself and caring about and for everything else.

To ensure all thrive, including ourselves, you can and should take the path to, believe in, and envision a thriving future for all, including ourselves. That is what thriving is. That is what Thrivism is. Thrivism is hopeful path. Inspiring vision. Positive belief system. Positive way of life. A Thrivist helps build and sustain a thriving future with and for all – each person, all people, all other creatures, and Earth.

Thriving is when you strive for and achieve higher level of positive motivation and ability (including knowledge). Higher level of positive behavior. Strive continuously and simultaneously with the best combination of independence and interdependence in joint pursuit of surviving and thriving. Care enough about yourself, everyone else, everything else, and Earth. Care enough about today and both near- and long-term future. Strive on a path through complex world and toward thriving. As you strive and grow and as you are unselfish, you survive and thrive and so does everyone, everything, and Earth.

How do we help others survive and thrive while we and they are unselfish?

What do we do? First, we share much of what we have with those who have less than we have. But not so much that we cannot survive. But many, many of us have more than we need to survive. Some of us have much, much more than we need to survive. Share with the rest of our family and friends. Share with others in our immediate community. If we still have more to share, share with other communities, with others in our country, and with others in the rest of the world.

What can and should we share? We can and should share our time to help care for others.* We can and should share our money and other resources (food, shelter, knowledge, and repairing other's things).** We can and should share things we create.*** We can and should help create and/or support public goods (parks, schools, libraries, internet access, communication, roads, energy, services).**** We can and should help protect other creatures by protecting their habitat, preventing harm from pollutants, ensuring adequate food and water sources, and providing sanctuaries.***** We can and should help Earth by not adding to negative climate change, not polluting ground, water and air, and by restoring parts of Earth damaged by past and future human behavior.*****

* For example, author donates most of his time to continuing Thrive! work with eMedia, books, sculpture, and Thrive! Park and Center.

** For example, author donates all payments for GChris sculptures he creates to the Thrive! Scholarship Fund he endowed at the University of Wisconsin (Madison). Author funded the rebuilding of 1885 era farm buildings that were badly damaged. Author will donate the buildings to Thrive! Park. In the future, more of author's financial resources will go for public goods.

*** For example, author donates some GChris sculptures he creates to public spaces and individual people. Author has written over a dozen fiction and nonfiction books that are available as free downloads or for purchase (royalties go to Thrive! Scholarship Fund).

**** For example, author created Thrive! Park and donated his land and buildings for the Park. Thrive! Park is now a 25+ acre public park owned by the Village of Nelson (WI) and located on Mississippi River bluffs.

***** For example, author created and donated Thrive! Park as a sanctuary for a wide range of wildlife.

***** For example, author, in partnership with public agencies, restored two bluff prairies in Thrive! Park, bringing the prairies closer to what they were in earlier times. Author reduces his carbon footprint, to some degree, with an electric utility vehicle (used to maintain Thrive! Park and Center) and an electric car.

What can and should we do to ensure people are willing to stop being selfish? What can and should we do to increase people's motivation to stop being selfish? We can and should help all people learn the benefits to themselves and others of not being selfish. We can do this through education and through how we live our lives.

We can and should help communities increase people's motivation to stop being selfish. Communities (local, State, Country, global) can do this via leadership, persuasion, positive and negative incentives, laws, regulations, and administrative actions. We can and should help communities reduce/remove people's motivation to be selfish. Can do this via leadership, persuasion, positive and negative incentives, laws, regulations, and administrative actions.

What can and should we do to ensure people are able to stop being selfish? What can and should we do to increase people's ability to stop being selfish and reduce people's ability to be selfish? We can do this through education and through how we live our lives.

We can and should help communities increase people's ability to stop being selfish. Communities (local, State, Country, global) can do this via education, positive and negative incentives, laws, regulations, and administrative actions. We can and should help communities reduce/remove people's ability to be selfish. Communities can do this via positive and negative incentives, laws, regulations, and administrative actions.

We can and should help all people learn how to survive/thrive without being selfish. Financial security is the first and most obvious. We can and should help people earn and use a living income from their work. Help people acquire and use savings or a retirement income (for example, Social Security, a pension, 401k savings, investments, savings accounts). If these are not available or sufficient, help people seek financial assistance from public sources (usually State or Federal sources). If none of these are available or sufficient, help people seek charity. Charities exist to provide help surviving. Again, if we have more than we need, we should share with others who have less than they need.

To survive and thrive, we can and should help people use the above resources and others to acquire and ensure good shelter, food, water, clothing, transportation, education, and protection from heat and cold. Important to help people acquire and ensure these necessities for both the near and long term.

To survive and thrive, we can and should help people learn as much as they can. Acquire initial education from pre-school to kindergarten to elementary school through high school. Continue to learn. For some people, this is a technical or trade education. For some, this is a college education. For some, this is learning from another person. For some, this is on-the-job learning. For some, this is self-taught learning. Any or all of these can be helpful. But learning is lifelong. There is always more to learn. Over people's lifetime, the world changes. So, help people to know more. This requires continuous learning.

Why should everyone stop being selfish?

Being selfish causes our current bad future - early extinction for humans and many other creatures. Even greater damage to Earth.

We are in trouble. Deep, deep trouble.

We are poised on razor's edge. Amidst destruction caused by humans, we are engaged in struggle for future of humans, many other creatures, and Earth and beyond.

At this moment, the odds are that we will experience early extinction rather than a thriving future. Incredibly sad. Incredibly tragic. Incredibly unnecessary.

Though we sit on this razor's edge, we can and must save ourselves, many other creatures, and Earth via building a thriving future for all forever.

But that will be extremely hard. Harder than anything we have ever done in human history.

But, if we do not, our end, early extinction, will come far, far too soon! And we will extinct many other creatures. And cause even greater damage to Earth.

Sadly, we even pose a threat to the rest of the universe. Not only are we destroying our planet, but we are reaching out to touch, not in a positive way, other planets in our solar system. Maybe touch even more and more distant planets in the far future.

It is not a question of whether or not we are headed to early extinction. The only questions. How fast? How exactly it will come about? Who and what will go first? And what, if anything, will be left and in what way will it still exist?

Tragically and unnecessarily, the end is coming far, far too soon.

Our future is endangered. Early extinction is coming. Almost certainly will happen on our current path and even on best of our past paths.

Again, not a question of if. Unless we change our behavior as we have never done before. Unless we become unselfish.

Some question as to when. In recent years and on our current path, we have been on a much faster path to early extinction. Using the best path of past years, we could be on a slower path, maybe a much slower path, to early extinction. But we must do even better.

A quantum positive change in path, like **Thrive!**, could change the path and change the future. Could put us on thriving future path and change the future to a thriving future. Get us to a thriving future rather than early extinction.

Warning! We are almost out of time. The death march has begun. Already, if we listen carefully, we can hear “death rattle”. “Death rattle” of humans. “Death rattle” of many other creatures. And maybe even “death rattle” of Earth as we know it.

Warning! The death march continues. The foreboding death rattle is first heard, becomes more pronounced and then is gone. Silence. Silence means death. Possibly death in the form of early extinction of oxygen-breathing creatures, including the human species.

Are we humans to blame for the threat of early extinction? Clearly, we are. Clearly, only we humans are. Earth’s other creatures are not to blame. Earth is not to blame. Human selfishness is to blame.

Humans’ failed behavior is what has created the risk of early extinction for humans and many other creatures. The risk of a severely damaged and maybe uninhabitable Earth.

We will be judged harshly for that failure. We should be judged harshly for that failure.

Now some humans suggest that our future lies elsewhere. Lies on another planet in or outside our solar system. They even suggest that we can and will figure out how to get there and how to live there.

Some humans are spending vast amounts of money to develop and fund space travel. Money better spent here on Earth. Better spent saving Earth. Space travel, they argue, will give us another “Earth”, after we effectively make this Earth uninhabitable.

That is a false promise. The false promise of another “Earth”.

For many reasons, there should not and cannot be another “Earth”. No other planet is close enough. Only select small number of humans would make it even if there was another “Earth”. Not enough time to create ships, many ships, capable of moving mass numbers of people across vast expanses of space.

And, if another planet is habitable for species like us, other intelligent species may already have that planet as their own home planet. Almost assuredly, they would not like us coming to inhabit their planet after making our own planet uninhabitable. Just like we would not like a species from another world coming here to make Earth its new home after making their own planet uninhabitable.

On our current path to early “extincting” Earth, humans have no right to another planet. No right to another world. No right to another “Earth”. The human species does not deserve another Earth after destroying our Earth.

Seeking another Earth is the ultimate act of human selfishness.

We must embrace and nurture the Earth we have.

As bad as our situation is, not all hope is lost. Again, there is still some reason for hope.

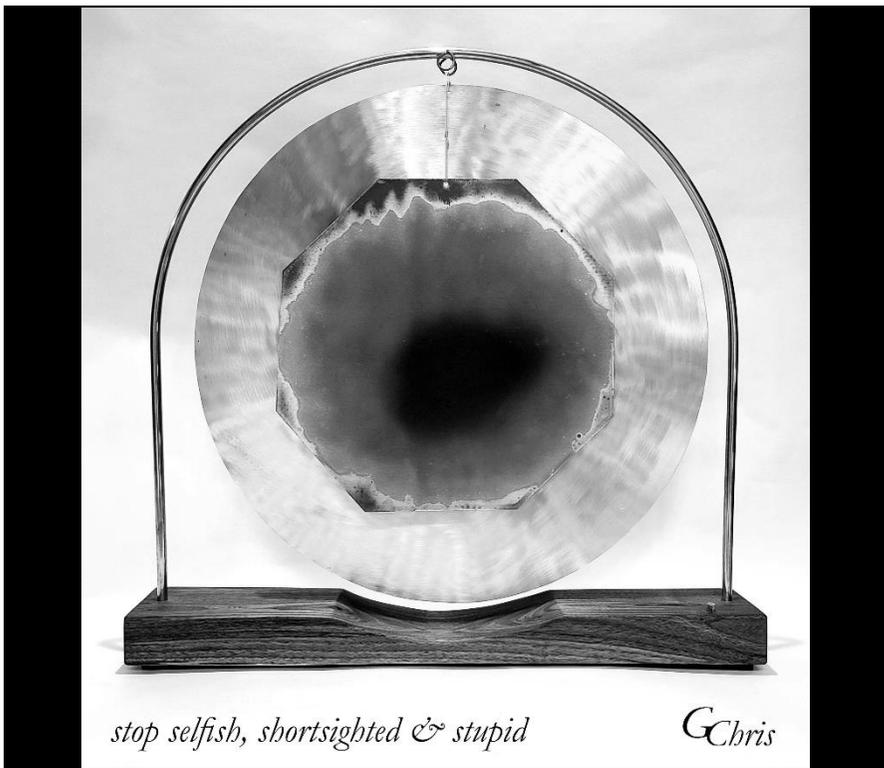
But false hope is worse than no hope. False hope encourages one to change nothing for the better. True hope, to whatever extent it is true hope, is what we can and must act on and use to change the current future for a better future.

Hope of a less vulnerable world. Hope of not suffering early extinction. Hope of achieving a thriving future remains. But that hope is waning quickly.

Our chance of avoiding an endangered future and achieving a thriving future is very small already. Grows smaller and smaller every day.

That hope grows fainter every moment we delay changing our behavior and changing our future. And, tragically, we continue to deny and delay.

We continue to be selfish, shortsighted, and stupid.



stop being selfish, shortsighted & stupid

We all must stop being selfish, shortsighted, and stupid if we want a surviving and thriving future for all. If we want to avoid early extinction for humans and other creatures and greater damage to Earth.

Why should everyone be unselfish?

Why is being unselfish so important? Again, everyone being selfish puts us all on a path to a very bad future in the near and long term. Everyone stops being selfish and we avoid that very bad future. Avoid early extinction for humans and many other creatures and avoid great damage to our home Earth.

Everyone stops being selfish and we achieve a surviving and thriving future for all. Everyone is unselfish and we achieve a thriving future for all.

Our only hope is to build and achieve a surviving and thriving future for all. A hope we can achieve if we are unselfish. Stop being selfish. Stop being selfish, shortsighted, and stupid? What is the best we could hope for? A surviving and thriving future for all.

Now, at this critical moment in human and Earth history. Now, at this critical moment when we humans are most capable. Now, at this critical moment when humans, other creatures and Earth are most endangered. Together, we must act more positively than we have ever done before.

This and only this will get us off the current bad path and on the thriving future path. To a thriving future for all humans, all other creatures, and Earth.

If we stop being selfish, can we still achieve a thriving future for all forever? Yes, if we can if we believe we can and act accordingly. Yes, we can if we act now. It is still our choice to make. But time has almost run out.

Yes, we can if we use our full ability. We have the ability as we are most able in all human history.

Yes, we can if we have the will. We can if we care enough about self, everyone, everything, and Earth. We must stop selfishness.

As a species, we humans have proven ourselves undeserving of Earth or any other world. The future portends our continuing to be undeserving until we extinct ourselves and extinct Earth and many of its creatures.



thriving future for all

Thrive! is a surviving and thriving future for all forever. It is building a thriving future for all forever. It is and requires a vast, sustained human endeavor building and sustaining a thriving and surviving future for all forever.

Again, we must stop being undeserving. We must stop being so disappointing. Unless we positively change. Really, really big time positively change. Only then, we may have a surviving and thriving future.

Change the future to a thriving future. Get us on a thriving path to a thriving future that avoids avoid early extinction and greater damage to Earth.

Our achieving a thriving future will finally give us our best future.

What would a thriving future be like? Why should we want it? Is it worth our stopping being selfish?

This thriving future is so, so much better for all now and for the future. So much better.

For us and our family and friends, this thriving future is a better life now and for the near- and long-term future for all of you and for future generations. For us and our community, this future is a better life now and for the near- and long-term future for the whole community and for all the community's people. For us and our country, this future is a better life now and for the near- and long-term future for the whole country and for all the country's people.

For our world, this future is a better life now and for the near- and long-term future for the whole world (all the world's people, all other creatures, and our home Earth itself).

For us and all that we care about, it is a much, much better life and future with less vulnerability, with surviving, and with sustained thriving.

It is critical that we all believe that we want and can achieve this thriving future.

Truly this is so much better in so many ways. If and when we achieve this future, we, our families and friends, our communities, our countries, and our world will be performing well, well-off (financially), well nourished, well housed, well protected (exposures, crime), well educated, physically and mentally well (people), growing/developing well, living within good habitat, physically well (Earth, plants, animals, environment), not vulnerable, producing personal and public goods, living within a stable, positive climate, and sustained.

We will all be well! All well for the near- and long-term future.

For that, we should want to stop being selfish. Be unselfish. We should embrace that thriving future when and where all thrive forever.

A thriving future is very different and much better than anything tried or achieved in human history. It is a thriving future. Not just getting by or achieving just a surviving future. A surviving future is necessary but not sufficient. It is a thriving future for all people. Not just for some people. It is a thriving future for all future generations, a "50+ generation" strategy. Not just for the current and next generation. It is a thriving future pretty much forever, a 1000+ year strategy. Not just for tomorrow or even just 100 years. It is a thriving future for other creatures. Not just for the human species. It is a thriving future for Earth on which we live and depend.

This thriving future is a better life now and pretty much forever.

This thriving future gives us the chance to become whole again. For humans, other creatures, and Earth to become whole for the first time in human history.

For us and our family, our communities, and our world, this thriving future is a better life now and pretty much forever. We need this future because we humans need to survive and want to thrive. It is inherent in our species and in who and what we are as humans. The "want to thrive" is pretty much unique in our species and to who and what we are as humans.

Given that we humans need to survive and want to thrive pretty much forever, the choice should be a surviving and thriving future. Sadly, this is not our current choice. If we want this thriving future, we must change as we have never changed before. We must stop being selfish. We must be unselfish.

So, let us make the thriving future our choice and make sure we change and behave accordingly.

Being selfish causes our current endangered future. An endangered future of not thriving. Not surviving. High vulnerability. Early extinction of humans and other creatures. Even greater damage to Earth.

Our being unselfish achieves a thriving future. Thrive. Survive. Low vulnerability. Avoiding early extinction of humans and other creatures. Avoiding even greater damage to Earth.

Wise choice is thriving future for all. Our Choice. Our urgent and immediate choice. Our Future. We should choose wisely. Very wisely. Much more wisely than in our past.

Our and Earth's future hangs in the balance. But the balance, given our current path, is tipping precariously toward not thriving. Toward early extinction. Our future is poised on a razor's edge.

To be unselfish or selfish. To survive or not to survive. To thrive or not to thrive. Those are the questions. Those are existential questions for humans, for many other creatures, and, to some extent, for Earth.

To be unselfish is the path. To survive and thrive is the existential answer.

We can and must change now. Stop being selfish. Be unselfish. Take the thriving path to a thriving future.

It starts when all of us stop being selfish. When we stop being selfish, shortsighted, and stupid.

There is a chance. There is hope. If we reject early extinction. If we choose thriving for all.

Stop being selfish! Be unselfish!

I end as I began. Be unselfish! Start now!

Stop being selfish! Just stop now!

We are destroying our and our children's' future. Driving many other creatures to extinction. Damaging Earth more and more every day.

Stop! End the increasing darkness that we face and have caused.

Be unselfish! Stop being selfish!

Stop being selfish, shortsighted, and stupid.

Be unselfish! Start and continue to build and achieve a thriving future for all people, all creatures, and Earth.



be unselfish

GChris

be unselfish

Be unselfish. Unselfish ourselves. Achieve a surviving and thriving future for all.



Chapter 2. HealthePeople® - Build a Healthy Future Via Thrive! Strategy

Today in America, we spend over 1/6th (over \$4 trillion) of our national economy on health. Unfortunately, we do this without producing healthy Americans or a healthy America. Without a quantum change in health vision, strategy and execution, our future will be as disappointing as our past. To positively change that future, **HealthePeople - Building a Healthy and Thriving Future** is a national strategy whose near-term vision is to achieve substantially healthier Americans and a substantially healthier America. The long-term vision is to achieve healthy Americans and a healthy America.

This **HealthePeople** change effort was created using combination of *the Thrive! Strategy* and its strategy core set. It was created with the belief that America can reach this vision via an endgame strategy of a high performance, American health and long term care system for all Americans. This American health system must be self-perpetuating, affordable, accessible, “e” enabled, and producing high health quality, outcomes and status. Such a system, partly physical and partly virtual and put into place by collaborative private and public partnerships, will greatly improve accessibility, quality and affordability for all Americans. Such an American system can greatly improve health and help achieve a healthy America.

Rationale

There is and should be little disagreement over the need for America to have a substantially better health system. None of the key indicators – health status, accessibility, quality, affordability – are at acceptable levels for a nation spending over 1/6th of its economy on health.

- **Accessibility** – Over 25 million Americans are uninsured for health care in 2023 and millions more are underinsured. That number could go up or down in the coming years. This number has gone down with the latest health reform. Most Americans are uninsured or underinsured for long term care. Needed health and long term care services are insufficiently available and/or accessible to many inner city and rural communities. A collaborative partnership of people, public and private payers, and health care organizations should and can substantially improve access for all Americans.
- **Quality** – Health status and outcomes produced by the American health “system” are inadequate given the needs of the American people and the 1/6th of the national economy expended. Too little of our medical and health knowledge is being effectively applied to prevent and treat health problems and to ensure health care is safe. A collaborative partnership of health care organizations and the people they serve should and can substantially improve health care quality and health outcomes for all Americans.
- **Affordability** – The unaffordability of health care is challenging America as a nation (1/6th of the national economy and growing) and Americans as individuals and families (inhibiting needed access and causing bankruptcies). The latest health reform has improved this situation for some people and to some extent. A collaborative partnership (health care organizations, the people they serve, and the people and organizations who pay) should and can use America’s valuable health resources much more effectively.

We, as a nation, are spending enough money. We are just not getting the requisite payoff in terms of health outcomes/status or satisfaction.

Guidance

HealthPeople is a national strategy guided by and aligned with the Institute of Medicine (IOM) [now National Academy of Medicine] recommendations. IOM provides a way of viewing the health system's performance through the eyes of people themselves. What people want from a high performing health and long term care system is that they are "staying healthy", "getting better", "living with illness or disability" and/or "coping with the end of life." Some people may experience more than one of these at the same time. IOM's quality reports have six aims for a high performing health system. They stress it should be safe, effective, person/patient-centered, timely, efficient, and equitable.

Utilizing their guidance, a very high performing health and long term care system would perform well from the person's perspective and achieve the IOM aims. As depicted in the attached table combining both IOM and **HealthPeople** perspectives, that very highly performing health system would "check all the boxes." (See Figure 1.)

Second, we need to recognize the following as key health drivers and use them to guide our work and measure our progress toward a healthy America:

- Maximize health status
- Maximize outcomes
- Maximize abilities
- Maximize satisfaction
- Maximize quality
- Maximize accessibility/ portability
- Maximize affordability
- Maximize patient safety (drive defects/errors to zero)
- Minimize time between disability/illness and maximized function/health (drive time to zero)
- Minimize inconvenience (drive inconvenience to zero)
- Maximize security & privacy

Third, we need to understand and successfully deal with the American health system's complexity if we want to substantially improve health outcomes and health status for all Americans. The Figure below lays out the complexity gauntlet which must be successfully run. (See Figure 2.)

Institute of Medicine Six Aims & Person’s Perspective on Health



Supportive of IOM principles and aims, HealththePeople supports health professionals/providers, persons/patients, and the rest of the health care system in continuing to innovate and find better ways to achieve key goals more effectively.

Personal Perspective on Health & LT Care Needs	Aims for Health & LT Care Performance/Quality					
	Safe	Effective	Person/Patient-centered	Timely	Efficient	Equitable
Staying healthy	+	+	+	+	+	+
Getting better	+	+	+	+	+	+
Living with illness or disability	+	+	+	+	+	+
Coping with the end of life	+	+	+	+	+	+

Figure 1. “Institute of Medicine Six Aims & Person’s Perspective on Health”



Strategy for Complex American “Health” System

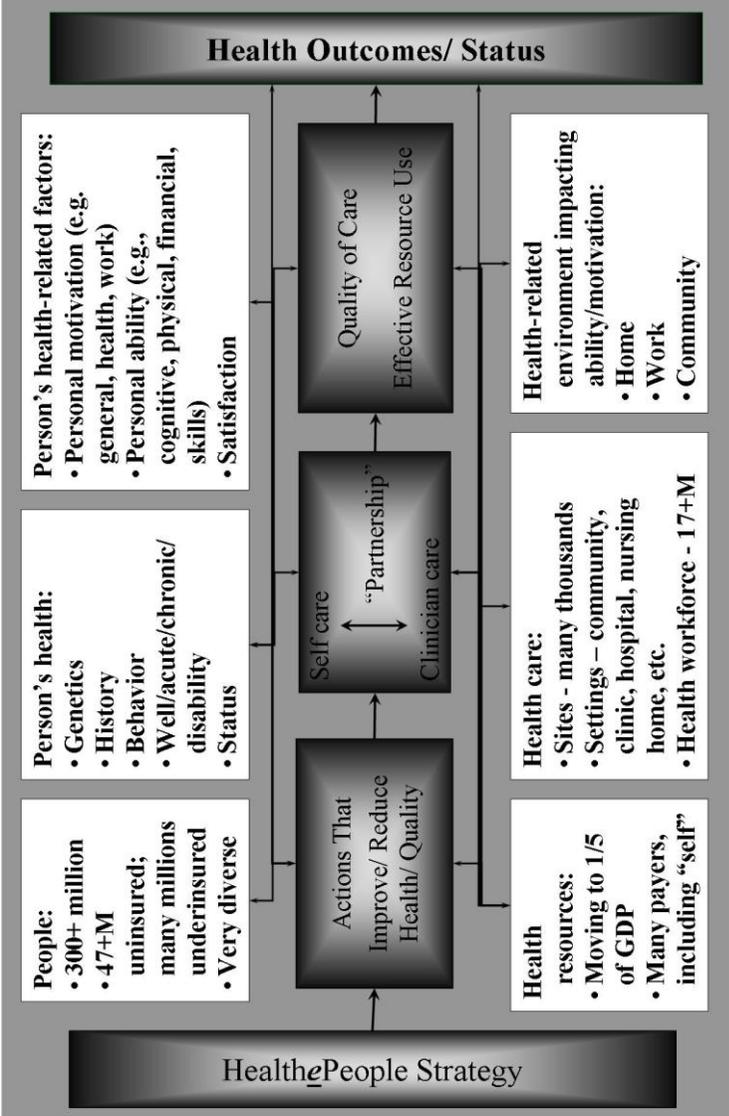


Figure 2. “Strategy for Complex American “Health” System”

To be fully successful, we have to address the people factors (population, diversity, insurance status, health factors, health-related factors) and the non-people factors (health resources, health care, health-related environmental factors). We have to focus on a) positively affecting the actions that improve/reduce health quality to b) create a strong partnership between the person and their clinicians to c) improve health care quality and effective resource use, and d) use those results to substantially improve health outcomes and status.

Vision, Endgame Strategy and Mission

The **Health_ePeople near-term vision** – achieve substantially healthier Americans and a substantially healthier America - is far different than the one we can expect from our current glidepath. While recent health reform appears to improve that glidepath, much was not addressed and much is dependent on effective execution. Even more so is the **long-term vision** - achieve healthy Americans and a healthy America. All current indicators and trends point to a future where access, quality and affordability still continue to be unacceptable. Under a better vision and strategy with the same resource commitment, America can achieve substantially healthier Americans and a substantially healthier America.

To reach this vision, the **endgame strategy** is to achieve a high performance, American health and long term care system for all Americans that is self-perpetuating, affordable, accessible, “e” enabled, and producing high health quality, outcomes and status. An American health system should bring to bear the full force of people and their clinicians, their healthcare providers, their healthcare payers, their communities and their governments.

To reach this vision and endgame strategy, the **mission** is to create and support collaborative partnerships that help build that high performance, American health and long term care system for all Americans. This unprecedented collaboration can achieve great progress as we have seen America achieve great progress on other national issues. **Health_ePeople** achieves full success when an American health system achieves and sustains healthy Americans and a healthy America.

Strategy for a Healthy America and World

Health_ePeople is a collaborative strategy to transform to affordable, person-centered, outcomes-driven, and "e" enabled health systems that help achieve better health. Succeeding with this strategy across all healthcare should positively transform health care. We can use our nation's valuable health resources much more effectively, reduce vulnerability, and achieve much healthier Americans and a much healthier America. Within this strategy are two core elements:

- First, achieve affordable, accessible, and high quality/performance health systems. This involves more than medical interventions or traditional healthcare services. It requires a full range of health-related resources from across the community and beyond.
- Second, focus on people—consumers, patients, enrollees, and members. People are the center of the health universe and must be treated as such, forming strong partnerships between individual persons/patients and their healthcare providers.

To build out the strategy and supportive strategies, this strategy utilizes a public health intervention model designed to help increase the number of healthy people and reduce the number of vulnerable and/or unhealthy people. (See Figure 3.) It targets interventions that best achieve the highest level of health and function, best prevent more poor health, and best move our most vulnerable people up from poor health. Success is measured by the degree to which we stop actions that decrease health and support actions that improve health. Success is also measured by how well the private and public sectors, including health professional leadership, “move the numbers”, i.e., substantially improving the key status indicators of health and function.

Within the model, there are interventions that improve health or make it worse. To improve health, there are the overall key strategic areas – stop those interventions/actions that make health worse and support those interventions/actions that improve health. To improve health most, we need to execute a "systematic strategy" – a “system” of actions that continuously stops actions that push people down to less healthy states and supports actions that lift people out of poor health and toward being healthy. This “system” of actions, when well designed and executed, can perpetually prevent much poor health and support people moving up from poor health to being healthy.

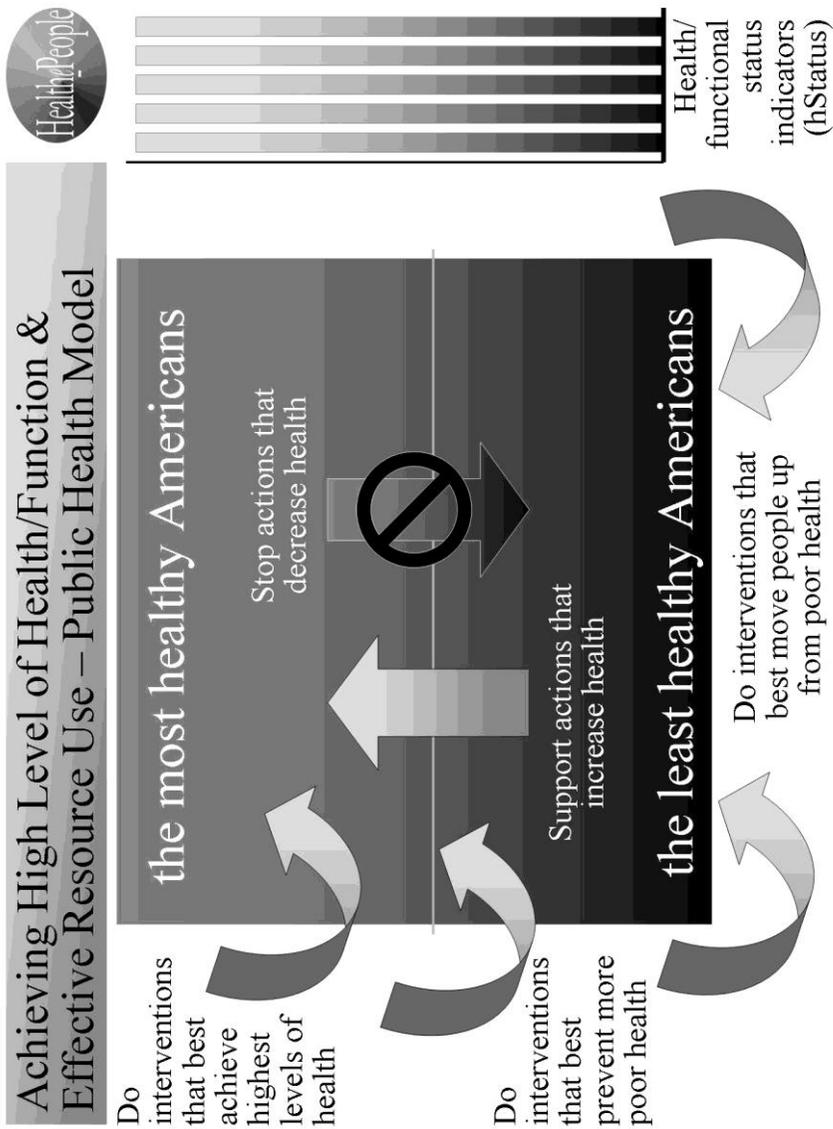


Figure 3. See “Achieving High Level of Health/Function & Effective Resource Use – Public Health Model”

The overall strategy is built by applying a strategic improvement and behavior model to health. Using the model depicted below, we set the target health and functional status we are trying to achieve. (See Figure 4.) Using the target status, we can decide on the target outcomes needed and on the target health system needed to achieve those outcomes. Comparing the optimized outcomes and health system with the current health system and its performance, we can determine the “delta”, i.e., the needed improvements in the current health system and its outcomes.

Knowing what needs to be improved, we can then determine what personal and health provider behaviors should change. People’s behavior, both by persons (beneficiaries, enrollees, consumers, patients) and health providers, is key to making and sustaining the improvements. The behavioral model helps us think through how we bring about the behavior change necessary to make the improvements.

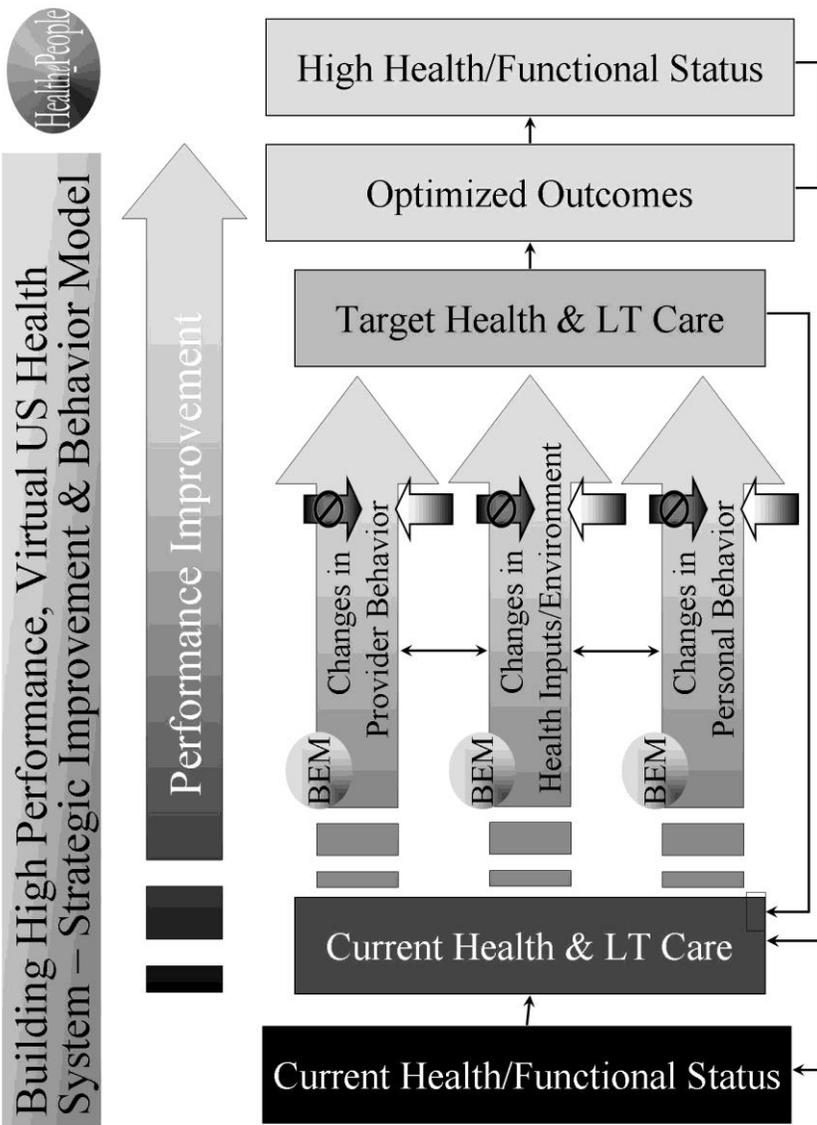


Figure 4. “Building High Performance, Virtual US Health System – Strategic Improvement and Behavior Model”

Under the **HealthPeople** vision and overall strategy and supportive strategies and models, we can positively transform the overall American health system and achieve a healthier America requires by successfully applying the 15 supportive strategies:

1. Create a supportive environment for high performance, quality, affordability, accessibility
2. Support strong person-centered health with high personal choice, self-care and a strong partnership between the person and their health professional/provider to improve resource use and health outcomes
3. Support strongly and collaboratively applying “public health” model
4. Support all needed care reasonably accessible financially
5. Support the most vulnerable persons being provided all needed health and long term care (LTC) support
6. Support strong core health benefits
7. Support strong core LTC benefits
8. Support strong person-centered care coordination/management
9. Support effectively using prevention to avoid illness and disability and associated cost
10. Help ensure long term affordability
11. Support pay for effective care & effective resource use
12. Support aligned high performance measures for all/across care settings
13. Support strong quality/performance improvement for all/across care settings
14. Support all care settings being reasonably accessible physically
15. Support strong virtual health (info) system with EHRs, PHS/Rs, standards & interoperability/exchange

Figure 5 lays out from right to left how a) high health and functional status is produced by b) optimizing health outcomes which are produced by c) an affordable, accessible, “e” enabled and high quality health system which is produced and enhanced by d) a supportive health environment and high personal and health care performance which is produced by e) the successful application of 15 strategies. (See Figure 5.)

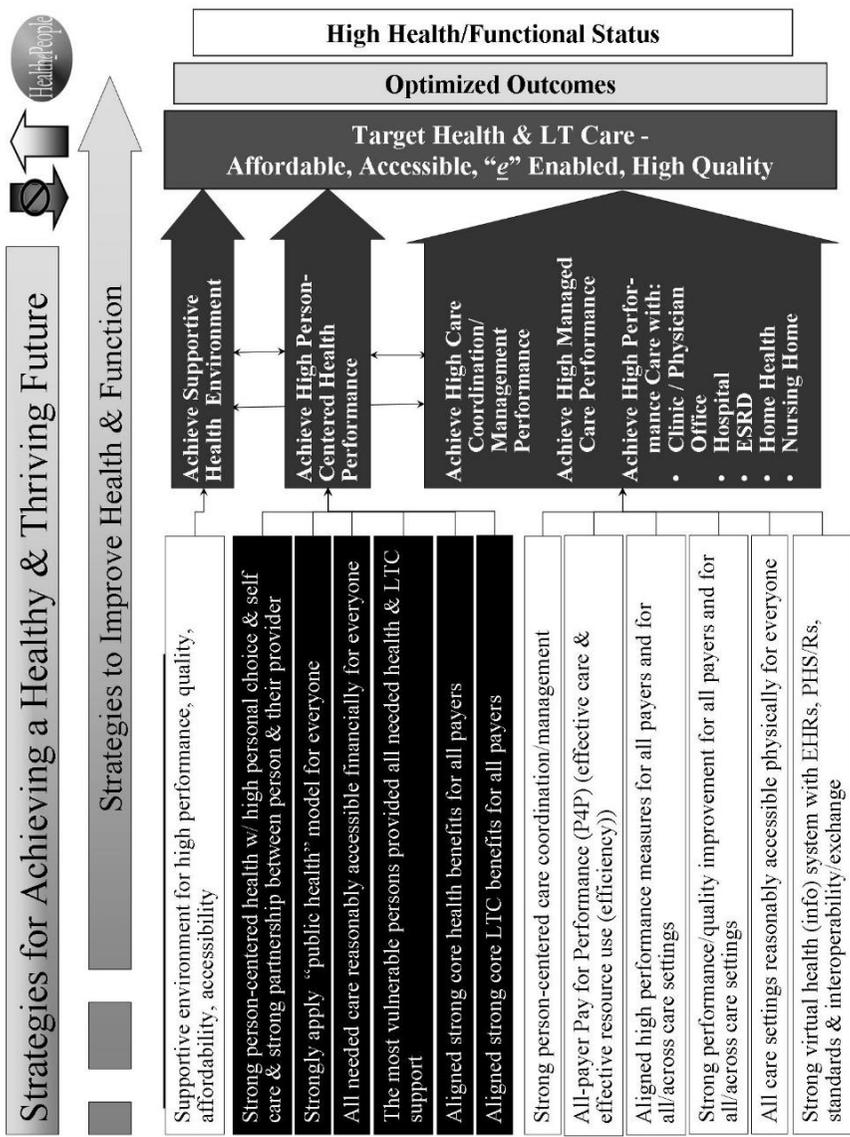


Figure 5. "Strategies for Achieving a Healthy & Thriving Future"

While all 15 supportive strategies are essential, there are several strategies that have unique potential and deserve greater attention:

- Person-Centered Health - the person a) is at the center of self care, formal health care and informal health support and b) has that health care/support coordinated via an effective person/clinician partnership.
- High Performance Health Systems - the best systems design and operational thinking is applied to and across the full range of health care settings from individual clinics to hospitals to integrated health systems.
- Care in the Community – care coordination and eHealth are utilized as means to better support people’s health outside (“in the community”) and within health facilities in real time at anytime and anywhere.
- Quality/Health Improvement - we build upon IOM work on quality, better use evidence-based care, and develop and use behavioral models for person and clinician behavior to improve health care quality and health outcomes and status. One key driver is “right care for every person every time.” Another key driver to more effectively use prevention and early intervention to avoid illness and disability.
- Un- and Underinsured - we build upon IOM work on uninsured and develop and execute strategies that solve the un- and under-insured problem in way supportable by key leaders and American public. This includes and goes beyond recent health reform.
- Virtual Health Systems - we develop and use “virtual health system(s)” of electronic health records (EHR), personal health systems/records (PHS/R), information exchange (IE) and standards. Though “virtual health systems” are only part of the answer, creating an American health system requires the enabling “e”.

HealthPeople - Building a Healthy and Thriving Future Vision and Strategy

As a nation, we should proceed with the belief that America can reach this vision via an endgame strategy of a high performance, American health and long term care system for all Americans that is self-perpetuating, affordable, accessible, “e” enabled, and producing high health quality, outcomes and status. Such an American system, partly physical and partly virtual and put into place by collaborative private and public partnerships, will greatly improve accessibility, quality and affordability for all Americans.

Utilizing **HealthPeople - Building a Healthy and Thriving Future** as an organizing strategy, we can build a substantially healthier America and move toward a truly healthy America and better address health needs and status in other parts of the world.



Chapter 3. Thrivism – Build Path to Thriving Future via Thrive! Strategy

Thrivism (*Thrive!*[®]) is a path to, belief in, and vision of thriving future for all – all thrive forever. It is hopeful path. Inspiring vision. Positive belief system. Positive way of life. Thrivism.world AllThriveForever.org

- **Vision** - A thriving future where all thrive forever.¹⁵
- **Mission** – Help a person, all people, all other creatures, and Earth strive for and achieve a surviving and thriving future. The human endeavor. ThriveEndeavor.org
- **Foundational Belief** – Humans, as person and people¹⁶, have a unique need to survive and desire to thrive in the current world and a thriving future world.

What is Thrivism?

Thrivism is a path to and vision of a thriving future for all. It is a positive belief system. It is a positive way of life.¹⁷

¹⁵ “All” is all humans, all other creatures, and Earth and beyond.

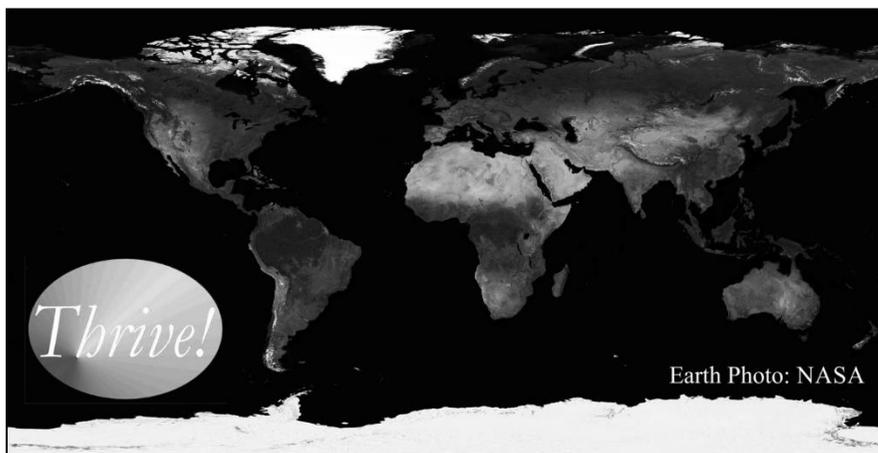
¹⁶ “People” is a group of persons such as a family, community, country, world.

¹⁷ By design, this book, the small “Green Book”, on Thrivism does not go into great detail. Rather, it starts down a path. It lays out the basics. It lays out the underlying assumptions and arguments for Thrivism. It very briefly addresses several of Thrivism’s key elements. Finally, it lays out Thrivism’s potential uses in real life.

It is that “a person and people need to survive and desires to thrive in the current world and a thriving future world.”¹⁸ Its mission is, via the human endeavor, help a person, all people, all other creatures, and Earth strive for and achieve a surviving and thriving future.

Thrivism is built on the foundational belief that humans, as person and people, have a unique need to survive and desire to thrive in the current world and a thriving future world.

“Thriving” for a person, all humans, all other creatures, and Earth is the human endeavor and the ideal. As the ideal, “Thriving” is “a person, all humans, all other creatures, and Earth surviving and thriving together.”



The human endeavor is “lifelong (person) and never-ending (people) striving to survive and thrive in current world and surviving and thriving future world.”¹⁹ To succeed, person and people must:

- Strive for and achieve higher level of positive motivation and ability (including knowledge).²⁰ That achievement is foundation for striving for and achieving even higher levels of ability and motivation and even higher levels of surviving and thriving.
- Strive continuously and simultaneously with the best combination of independence and interdependence in joint pursuit of surviving and thriving.

¹⁸ A “people” is a group of persons such as a family, community, country, world.

¹⁹ The human endeavor is also known as the Thrive! Endeavor.

ThriveEndeavor.org

²⁰ This striving and increasing ability is evident in human development to date.

- Stop being selfish and shortsighted. People must care enough about self, everyone, everything else and Earth. People must care enough about today and both near- and long-term future.
- Strive on a nonlinear path through complex world toward thriving. As person and people strive and grow, successes should exceed failures and progress exceed regress.

Only then will human need to survive and desire to thrive fully cause all to survive and thrive.



Thrive! (Thrivism) as a path, a positive belief system, and a positive way of life for a person and people for today and the future, addresses four key elements:

- Our nature, as person and people, is our need to survive and desire to thrive in the current world and a thriving future world.
- Our relationship with other persons and the surrounding world is driven and governed by our need to survive and desire to thrive in current world and thriving future world.

- Our knowledge of our selves and the world comes from 1) inputs²¹ resulting from striving to survive and thrive and 2) the mind processing inputs to achieve greater knowledge.
- Our actions are driven by our need to survive and desire to thrive but influenced by 1) other persons and surrounding world and 2) our need and desire for a long term, thriving future.

Can we achieve a thriving future for all by following **Thrivism** and being **Thrivists**?

- We can if we act now. It is still our choice to make. But time has almost run out.
- We can if we use our full ability. We have the ability as we are most able in all human history.
- We can if we care enough about self, everyone, everything else and Earth. We must stop selfishness.
- We can if we care enough about both near- and long-term future.
- We must stop shortsightedness.

What is Thrivism's context?

Thrivism is a human creation. It is unique to human beings as they strive to understand themselves in their current and future world. It is unique to human beings as they strive to best live in their current and future world.

Throughout human history, views have been offered on reality, knowledge and life's guiding principles. While this work contributed much to current knowledge and thinking, it has not always been defensible, has often been difficult to understand, has been difficult to apply to real life, has limited sustainability, and has often had limited value to real life.

Thrivism is designed to be defensible, understandable, usable, sustainable and valuable for person and people in the current world and a thriving future world.

²¹ "Inputs" include the "senses" (sight, hearing, smell, taste, touch, pain, balance, motion/acceleration, time, temperature, direction) as well information from and experiences with other persons and surrounding world.

What are Thrivism's foundational belief, key elements and questions?

Thrivism is that “a person and people need to survive and desire to thrive in the current world and a thriving future world.” Meeting this need and desire depends on meeting five conditions:

- Person and all people need to survive and desire to thrive,
- Person depends on other persons (people) for survival and thriving,
- Need to survive and desire to thrive apply to current and future world,
- Person's and people's future survival and thriving depends on there being a thriving future world, and
- Thriving future world must be sustained long term to meet human need and desire.

What are the human endeavor and the ideal?

“Thriving” for all humans, all other creatures, and Earth is the human endeavor and the ideal. As the ideal, “Thriving” is “all humans, all other creatures, and Earth surviving and thriving together.”

As the human endeavor, **Thrivism** is “the lifelong (person) and never-ending (people and the world) striving to survive and thrive in the current world and a survivable and thriving future world.” A person and people strive for and can achieve a high level of motivation and ability (including knowledge).²² That achievement is the foundation for striving for and achieving even higher levels of ability and motivation and even higher levels of survival and thriving.

A person's and people's striving for a survivable and thriving future is motivated by needs and desires and enabled by experience, knowledge, and thinking (for example, creativity and reasoning).

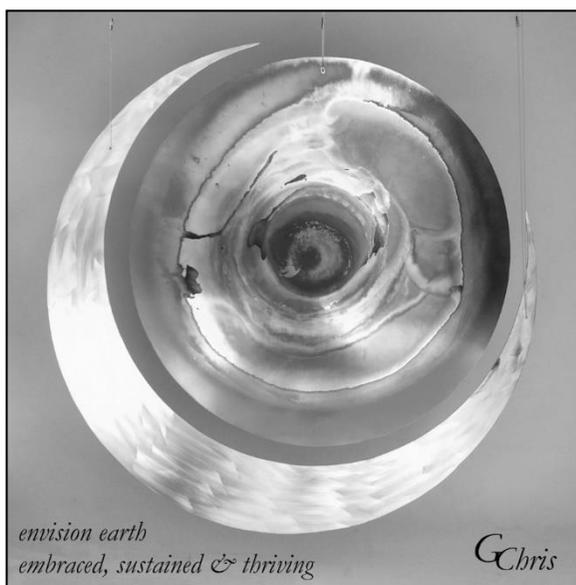
During the striving, there are successes and failures. There are progress and regress. All contribute to achieving and continuing “Thriving”. Over time and as a person and people strive and grow, successes should exceed failures and progress should exceed regress.

²² This striving and increasing ability is evident in overall human development to date. It can be argued that people will achieve that high level of ability over time.

Striving follows a nonlinear path through a complex world toward the ideal.²³ The nonlinear path makes life more challenging and more interesting. But there is a negative risk during the nonlinear progression toward the ideal. A particular regression can be so severely negative as to end progression.²⁴ Human existence, for all practical purposes, can end before the ideal can be reached.

Within **Thrivism** and ideally, a person and the rest of the world are continuously and simultaneously striving with the best combination of independence and interdependence in joint pursuit of survival and thriving. This is also true for people and the rest of the world.

Thrivism strives to achieve a survivable and thriving future for the world and the people who live in it. Its ultimate aspiration and ideal is “Thriving”, the achievement of a survivable and thriving future for person, people and the world.



²³ “Nonlinear” means not going in a straight line or not continuously progressing or regressing.

²⁴ The risk is that in the progression toward the ideal, a regression (for example, loss of natural resources, death of people and/or the world) may be so severe as to end the progression.

What are key elements and questions?

Thrivism addresses key elements and related questions. It briefly addresses these as follows:

What is the nature of being and the world? The nature of human being (and becoming) is that a person (and people) needs to survive and desires to thrive in the current world and a thriving future world. These are life's drivers. Through successes and failures and progress and regress, these drivers produce a desired nonlinear progression of person, people and the world toward a survivable and thriving future. However necessary and desirable, achieving a survivable and thriving future is not inevitable.

Thrivism's aspiration is reached when what a person is and is becoming are in harmony at very high levels and a person is still moving to higher and higher levels. This is also true for people.

What is the nature and scope of knowledge? A person's knowledge of one's self, of people and of the world is the combination of a) inputs resulting from striving to survive and thrive and b) the mind processing those inputs to achieve knowledge and future thinking. This recognizes that knowledge cannot be gained by the mind by itself alone or by only sensing the world. Knowledge comes only when a mind interacts with the surrounding world, receives inputs from the world, and successfully processes those inputs.

How should a person and people act? A person's actions are driven by one's need to survive and desire to thrive but are influenced by a) the surrounding world and b) the need and desire for a thriving future. This sustainability applies to one's self. This also applies to people (for example, family and friends and community) and the world (for example, people, plants, animals and Earth) with which a person has a personal bond. This also applies to people and world on which a person depends for survival and thriving. Though striving to survive and thrive has the potential to become selfish and destructive, it becomes non-selfish and constructive when there is recognition of the personal bond with other persons and the world. It also becomes non-selfish and constructive when there is recognition that survival and thriving depend on other persons and the world. This is especially true when moving beyond the short term future to a thriving, long term future. This governs much of how a person and people should and will act.

What is the relationship of a person and a people to other persons and government? A person's relationship with other persons (including family, community, state and country) and the rest of the world is driven and governed by a person's need to survive and desire to thrive in the current world and a thriving future world. This is affected by a) a person's current and future personal bond with other persons and the world and b) a person's current and future dependency on other persons and the rest of the world for surviving and thriving. The government's relationship to its people is driven and governed by the people's need to survive and desire to thrive in the current world and a thriving future world. The government's relationship is also affected by the government's current and future dependency on the rest of the world its and its people's survival and thriving.

Thrivism in real life.

To meet the full need and provide the full value desired, **Thrivism** must be defensible and it must be understandable to, usable by, sustainable for and valuable to essentially all persons. The defense (the underlying assumptions and arguments) of **Thrivism** has been laid out previously.

Is Thrivism understandable?

The first test of "real life" understandability is whether or not a person who creates, teaches, or analyzes finds **Thrivism** understandable. This is the "expert". The second and more important test of "real life" understandability is whether or not a person who wants to use it in real life finds it understandable. This is the "public". While **Thrivism** is designed to pass both tests, the final determination will be made by the "experts" who analyze it and by the "public" who tries to use it in real life.

In real life, **Thrivism** is understandable because it is what a person lives and understands every day. From the moment that a person awakes in the morning and throughout most of each day, ensuring survival drives a person's life. A person eats, drinks and practices hygiene to survive. A person works or otherwise obtains resources (for example, income) to acquire the basic survival necessities such as food, shelter, knowledge, and health. A person acquires these basic survival necessities throughout most of their life.²⁵ A person acquires and develops relationships with other persons in order to gain survival necessities. This may be related to social needs, resource acquisition needs, and/or survival necessities. A person acquires and develops relationships with the surrounding world (for example, the state) as the person strives to survive. This might be to a) get a driver's, vehicle or a professional license, b) obtain a permit to build or renovate shelter, c) buy food and clothing, d) obtain health care, or e) meet societal/legal obligations (for example, pay taxes).

Unless survival is all consuming, a person also desires to thrive in the current world and a thriving future world. A person desires a better, preferably thriving life. This may be better food, health, knowledge/skills, recreation, shelter and/or relationships. The latter may take on the form of a better relationship with existing family (for example, parents and siblings) or acquiring a family (for example, a spouse and children). This desire to thrive can take on a longer term perspective because a person generally does not want life to end and wants a sustainable, thriving future. A person may want a family, a people, a community, a state, a country and/or the world to continue into the future. The strength of the desire for a sustainable thriving future by a person, people, a community a state, a country and the world will determine the strength of the drive to build a sustainable, thriving future.

This is not new or difficult to understand. It emerges in early childhood and matures throughout life. It is essentially what a person and a people know and live.

²⁵ To some extent, the exceptions are very young children and other persons with very limited cognitive ability.

Is Thrivism usable?

Thrivism can be used to help a person understand one's self, other persons and the world as the person survives and progresses through life. To successfully survive and progress through life, it is critical to understand the power of the need to survive for one's self and for other persons. Until and unless that survival need is ensured, a person (or a people) is highly unlikely to a) relate well to other persons (even those upon whom the person (or people) depends for survival), b) think about or act on the long term future, or c) think about or act on moving beyond surviving to thriving. Until basic, real and physical necessities are ensured, it is difficult to impossible for the person and other persons to focus on and strive toward a sustainable, thriving future. If and when a person does focus on and strive toward a sustainable, thriving future, **Thrivism** can help a person understand how the desire to thrive drives self behavior and other persons' behavior.

It can be used to better understand and manage the nonlinear (progress and regress) nature of life and a person's own needs (survive) and desires (thrive), and a person's own aspirations and ideals. If a person understands that life is nonlinear and will likely include many instances of progress (good things; going forward toward meeting needs and desires) and regress (bad things; going backward on meeting needs and desires), the person has context in which to think and act. Consistent with needs, desires, aspirations and ideals, a person can think through and act to avoid, stop, minimize and/or manage bad things and regress. Similarly, a person can think through and act to seek, start, maximize and/or manage good things and progress. These thoughts and actions help produce a better outcome (for example, less negative impact from regress, more positive impact from progress, and greater knowledge). Very importantly, it helps produce more knowledge for future thought and action. [See Figure 1. Building a Thriving Future.]

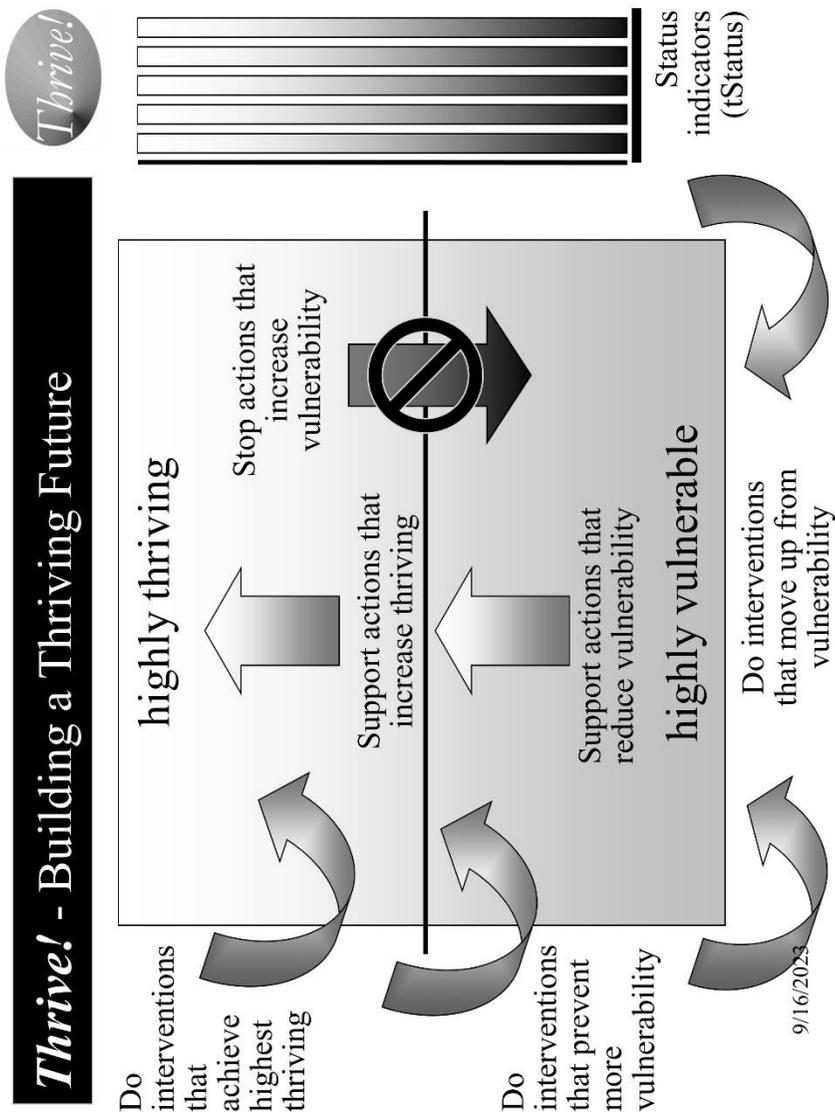


Figure 1. Building a Thriving Future.

Thrivism can be used to design and manage a person's own path through an ever-changing life. A person can better design and manage a more positive path once the person a) better understands the need to survive and desire to thrive, b) better understands other persons and the surrounding world, c) better recognizes and accepts a changing world, and d) better understands the desire for a sustainable thriving future. A person can better use the needs, desires, aspirations and ideals to design the future path. A person's future path should ensure survival in a changing world and, at the same time, strive toward a thriving future.

A path should be flexible to adapt to a nonlinear world and the changing future. A path should adjust as a person's needs and desires change. A path should be adjusted or a new and better path created if and when the world changes and/or when a path does not seem to be on track. While on a path, there should be ongoing scanning of other persons and the surrounding world for changes affecting a path.

It can be used to understand and manage a person's relationship with those with whom there is a personal bond (for example, friends and family). Once a person understands that a person with whom there is a personal bond has thoughts and behaviors driven by their own need to survive and desire to thrive, the relationship with the other person is more understandable. Relating to the other person is easier, more positive and more likely to succeed. There is also the opportunity to jointly and cooperatively act in ways that are more likely to be successful and produce better outcomes for both.

Thrivism can be used to understand and manage relationships with that upon which a person depends for surviving and thriving. That includes other persons (for example, family, friends, co-workers, employers, government, educators, health care providers, food suppliers) and the world. Once a person understands that a person upon whom the person depends for one's own success has thoughts and behaviors driven by the need to survive and desire to thrive, the relationship with the other person is more understandable. Relating to the other person is easier, more positive and more likely to succeed. There is also the opportunity to jointly and cooperatively act in ways that are more likely to be successful and produce better outcomes for both. Similarly, a person needs to understand that the world (for example, people, plants, animals, and other natural resources²⁶) upon which the person depends also needs to survive and is better if it thrives. With that understanding, the person's relationship with the surrounding world can be more mutually beneficial.

It can help a person understand and deal with today and the near and long term future. It helps a person understand the strong driving force of a person's needs today and in the near term, foreseeable future. It helps a person understand that the failure to successfully address today's and near term needs is likely to result in the failure to address the long term future and build a sustainable, thriving future. As a result, the first action of a person, a people or a state is to ensure survival today and for the near term, foreseeable future. Recognizing this, one option is to build a sustainable, thriving future that includes survival for today and the foreseeable future. Another option puts off action to build a sustainable, thriving future until near term survival is ensured in real and perceived terms. The first option is better for the long term and possibly even for the short term. Short term survival actions should never be at the expense of long term survival and thriving.

²⁶ This argues for relying on renewable and reusable resources to the extent feasible. Non-renewable resources by definition will not last forever and require careful use or no use.

Thrivism can help a person understand and help build a sustainable, thriving future for one's self, other persons and the world. A person can better understand how to create more effective paths to a survivable future and, preferably, a sustainable, thriving future. A person understands better what drives one's own and other persons' thoughts and behavior. As a person better understands a) one's own needs and desires, b) other persons' needs and desires and c) the surrounding world, a person is more able to build one's own sustainable, thriving future. Likewise, a person is more able and motivated to jointly build a survivable and sustainable, thriving future for a people and the surrounding world.

Is Thrivism sustainable?

Thrivism is designed specifically to be sustainable. It should have a high probability of being sustainable because it is designed to be a defensible, understandable, usable, sustainable and valuable philosophy for a person, all humans, all other creatures, and Earth for today and a sustainable, thriving future. It is defensible in that it builds upon preceding efforts and builds upon the basic nature of a person and a person's need to survive and desire to thrive on a sustained basis.

It is adaptable in that it recognizes that the world changes and that to be sustainable philosophy, it must retain defensibility, understandability, usability, sustainability and value throughout those changes. Change is inherent to **Thrivism**. Striving to survive and thrive by a changing person among a changing people in a changing world is inherent to **Thrivism**.

Is Thrivism valuable?

Thrive!, a thriving future and the vision of **Thrivism**, is different and arguably better and more valuable than anything tried or achieved in human history.

- Not just getting by or achieving a surviving future. A surviving future is necessary but not sufficient.
- It is this future for all people and all future generations, a "50+ generation" strategy. Not just for some people or just for the current and next generation.
- It is this future forever, a 1000+ year strategy. Not just for today or just 100 years.

- It is also for all creatures and Earth on which we live and depend. Not just for people.

Thrivism is valuable because it can help improve life for a person, all humans, all other creatures, and Earth. It is most valuable when it is applied synergistically to all three. It does that. In real life, it can provide a better understanding of life's driving forces and how those forces affect near and long term behavior. It can provide a better understanding of how to use those driving forces to improve human behavior and improve human behavior's outcome - an improved life for a person, people and the world.

It is more valuable because it can help a person, all humans, all other creatures, and Earth survive together on a sustained basis. In real life, it can help a person and a people better understand the need to survive. It can help with understanding real need to survive versus perceived (but not real) need versus desire to thrive. It can help with understanding the conditions necessary to survival. It can help create and effectively execute an adaptable path to near and long term survival in an ever changing world.

Thrivism is most valuable because it can help a person, all humans, all other creatures, and Earth thrive on a sustained basis. In real life, it can help a person and people better understand the desire to thrive. It can help with understanding the desire to thrive on a sustained basis. It can help with understanding the conditions necessary to a sustainable, thriving future. It can help create and effectively execute an adaptable path to achieving a sustainable, thriving future in an ever changing world.



Thrivism's value to all.

Thrivism is that “a person and people need to survive and desire to thrive in the current world and a thriving future world.” It is built on the underlying assumption that “a person needs to survive and desires to thrive.”

“Thriving” for a person, all humans, all other creatures, and Earth is the human endeavor and the ideal. As the ideal, “Thriving” is “a person, all humans, all other creatures, and Earth surviving and thriving together forever.”

Thrivism is “the lifelong (a person) and never-ending (people and the world) striving to survive and thrive in the current world and a survivable and thriving future world.” The human endeavor.

Thrivism's mission is to “help a person, all humans, all other creatures, and Earth achieve a survivable and thriving future.” It strives to help achieve a survivable and thriving future for a person, all humans, all other creatures, and Earth for the foreseeable future. Its ultimate aspiration and ideal is “Thriving”, the achievement of a survivable and thriving future for a person, all humans, all other creatures, and Earth.

It is defensible, understandable, usable, sustainable and valuable for a person and people for today and the future. Its value lies in improving life for a person, all people, all other creatures, and Earth. Its greater value lies in helping a person, all people, all other creatures, and Earth survive together on a sustained basis. **Thrivism's** greatest value lies in helping a person, all people, all other creatures, and Earth thrive together on a sustained basis.

Thrivism (*Thrive!*[®]) is a person and people striving to achieve surviving and thriving future. **Thrivism** succeeds only if it remains positive, is sustained long-term, and produces thriving for all. **Thrivism's** ultimate aspiration is achievement of thriving future for all - all people, all other creatures, and Earth.





Chapter 4. Thriving Communities – Build Thriving Communities via Thrive! Strategy.

As described in previous chapters, “next generation” **Thrive! Strategy**, models and tools are available along with examples of how they have and can be used. We are now able to turn our attention toward building a better, preferably thriving future for whole communities, including geographic communities (local, state, national, regional, global) of any size and at any level. **Thrive!** can help us take that step and achieve that vision.

As with any major change effort, success is dependent on positive leadership from the community’s leaders and its people. How that leadership comes about is the subject of some debate. Some people argue for a leader driven approach where the leader creates the vision and motivation and the people join and/or follow. Some people argue for bottom-up or self-organizing approaches where the people lead and the traditional leaders may or may not join and/or follow. Some people argue for a collaborative approach where the traditional leaders and the people (also serving as leaders) jointly provide leadership, vision, motivation, and successful execution. In general, the latter approach probably has the greater potential to create and sustain large, positive change and a thriving community.

Another key to success is the strong desire to move the community from its current vulnerable status beyond a survival status to a thriving status. **Thrive!** can help provide the necessary motivation and can help provide the necessary ability via strategies, models and tools. However, the community has to step forward and take on this responsibility.

To build the thriving community, we will again follow the steps laid out in the Overall **Thrive!** Strategy Model that we have used for the health issue and the cross-cutting, non-geographic vulnerable persons/populations. This will produce strategy and supportive operations for building and sustaining a better, preferably thriving, future for the whole community. [See Figure 1.]

This is not an all or nothing approach. In the past, the approach has been used both in parts and comprehensively. The likelihood of success should increase as more of the approach is used.

Before starting, we must identify and be clear on what is the community for which we are building a thriving future. This could be a neighborhood, a village, town or city, a county, a state, a nation, a region or the whole world.

The community is a “system” and is treated as such. We use the **Systems Model** (including the “Ideal Systems” model) to understand the community as a system. [See Figure 2.] This helps us understand the elements and subsystems making up the community and how they “behave” (that is, how they interact and affect each other). This also helps us understand what is outside the community and how the outside world affects the community’s future. We can better understand the potential impact as people, time and places (physical environment) change. With this improved understanding, we are better prepared to build a thriving future with a more complete understanding of the whole community (system), the world outside the community, and how the community “behaves” currently and for the projected future.

Step One: Assess Community’s Current and Projected Status.

Our first step is to understand and assess the current and projected status of the whole community.

At a later step, the “**Ideal Systems**” model will be used to develop a vision of the ideal state of the community - a sustained thriving community. With that vision, we can then develop 1) the recommended “thriving community” we want to create now and b) the glide path to the thriving community we ultimately want to create and sustain. In this step, we need to understand how the current community falls short of what we initially think the community should become.

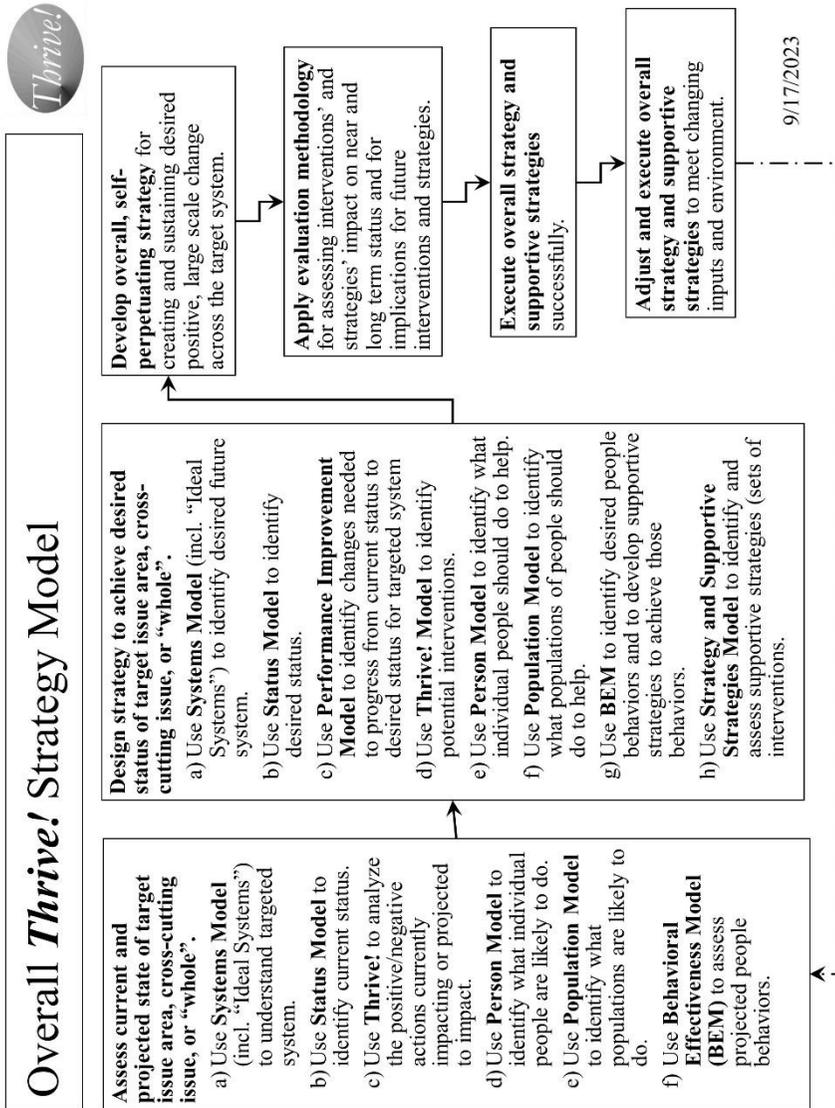


Figure 1. Overall **Thrive!** Strategy Model.

Systems Model Applied to the Community

Thrive!

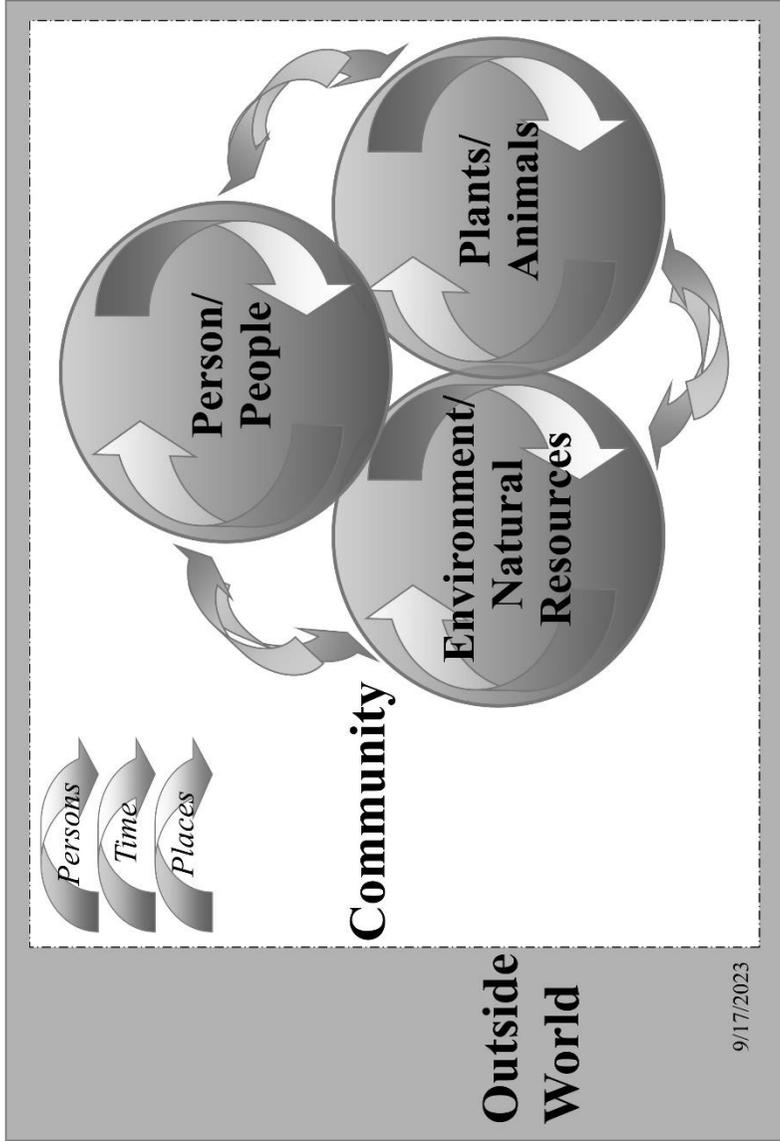


Figure 2. Systems Model Applied to Community.

To identify current and projected status of a community's key elements, we use the **Status Model** as follows:

- Identify all of the status indicators.
- To the extent needed, identify more detailed measures for each indicator.
- Assess the "Current Status", i.e., the current level of indicators for the target population.

The community's status will be a composite measure consisting of the status of its people, plants and animals, natural resources, environment, and government (a potential enabler or inhibitor). The status measures (and their desired "thriving" state) include:

- People:
 - Performing well
 - Well-off (financially)
 - Well nourished
 - Well housed
 - Well protected (exposures, crime)
 - Well educated
 - Physically/mentally well
 - Growing/developing well
 - Sustaining
- Plants/Animals:
 - Performing well
 - Well nourished
 - Good habitat
 - Well-protected
 - Physically well
 - Growing/developing well
 - Sustaining
- Natural Resources & Environment:
 - Performing well
 - Well-protected
 - Stable, positive climate
 - Physically well
 - Sustaining
- Government:
 - Performing well
 - Stable and positive
 - Sustaining

Using these and other appropriate status measures, we assess the current status of the community. That assessment includes how the community is doing overall as measured against comparable communities and against our vision for a thriving community. It includes how the more vulnerable parts of the community are doing. It includes how the more thriving parts of the community are doing. It includes how the rest of the community is doing. This provides us with a baseline to measure our progress toward the thriving community we want to create and sustain.

We use the **Thrive!** Strategy Model to analyze the positive/negative actions currently impacting or projected to impact the community and its status measures. These include:

- Actions that lower status.
- Actions that increase status for that portion above the mean or median.
- Actions that increase status for that portion below the mean or median.

We measure the effect that the current and projected actions will have on the status indicators. This tells us what is likely to happen without a new strategy and provides us with the information to build a new strategy for a thriving community.

To identify how the community's individual people are likely to behave without our new effort, we use the **Person Model** to the extent feasible. This is important because the community consists of very different people behaving in very different ways over time. We get closer to identifying and understanding individual person behavior to the extent we successfully:

- Identify the persons whose behavior is targeted.
- Determine the time frame or life stage(s) to be addressed. The preferred time frame is a person's whole life.
- Apply the Behavioral Effectiveness Model (BEM) across time and across persons and their life stages taking into account their differing motivation, ability, behavior, and environmental variables.
- Determine the likely behavior(s) over time and through life stages.

The power to make large, positive, and timely change is greatest when we can apply our efforts to individual persons and when individual persons want to help make that positive change.

Similar to the **Person Model**, we use the **Population Model** to identify what the community's whole population or subpopulations are likely to do. This step plays an especially important role when we lack information at the individual person level and/or when an intervention can't be customized at the individual person level. We get closer to identifying and understanding population behavior to the extent we successfully:

- Identify the population whose behavior is targeted.
- Decide what the point(s) are in time and life stage(s) to be addressed.
- Apply the BEM model across time and across populations and their life stages taking into account their differing motivation, ability and environmental variables.
- Determine the likely behavior(s) over time and through life stages.

To help assess the community's current and projected behaviors for the above person and populations models, we use the **Behavioral Effectiveness Model (BEM)** as follows:

- Identify the people whose behavior is targeted.
- Decide what the key behaviors are. Note that some behavior is one-time and some is recurring.
- Assess motivation in terms of its current and future characteristics.
- Assess ability in terms of its current and future characteristics.
- Assess environmental variables, both controllable and uncontrollable and both perceived and real.
- Assess how motivation, ability and environmental variables are likely to affect future behavior without further intervention.
- Assess what are likely to be the intrinsic (internal to the person or population) and extrinsic (external to the person or population) consequences of projected behavior and what is likely to be the person or population's satisfaction.
- Assess how consequences and satisfaction are likely to affect future behavior
- Assess how projected behavior, without further intervention, matches to desired behavior.

Step Two: Design Strategy for Community’s Thriving Future.

Our second step is to design our strategy for achieving the community’s thriving future.

We use the **Systems Model** (including “Ideal Systems”) again, but this time to identify the desired future community as follows:

- Identify the desired status and characteristics for the future community (system) using the Ideal Systems Model.
- Identify the key behaviors in the community currently and what they need to be in the future.
- Determine what changes need to be made to move a community to the desired future.
- Assess what interventions will best make those changes and move a community to the desired future.
- Apply the interventions and assess their effect on behavior change and on status.
- Adjust the interventions as needed over time and based on result.
- Feed the interventions into the Overall Strategy and Supporting Strategies.

The systems model graphic below is updated to reflect the characteristics of the thriving community we want to create and sustain. [See Figure 3.]

The “Ideal Systems” model will be used to create a vision of the ideal state of the community - a sustained thriving community. [See Figure 4.] With that vision, we will design the recommended “thriving community” we want to create for the near future. We will also design the glide path to the thriving community we ultimately want to create and sustain.

Systems Model Applied for Thriving Community

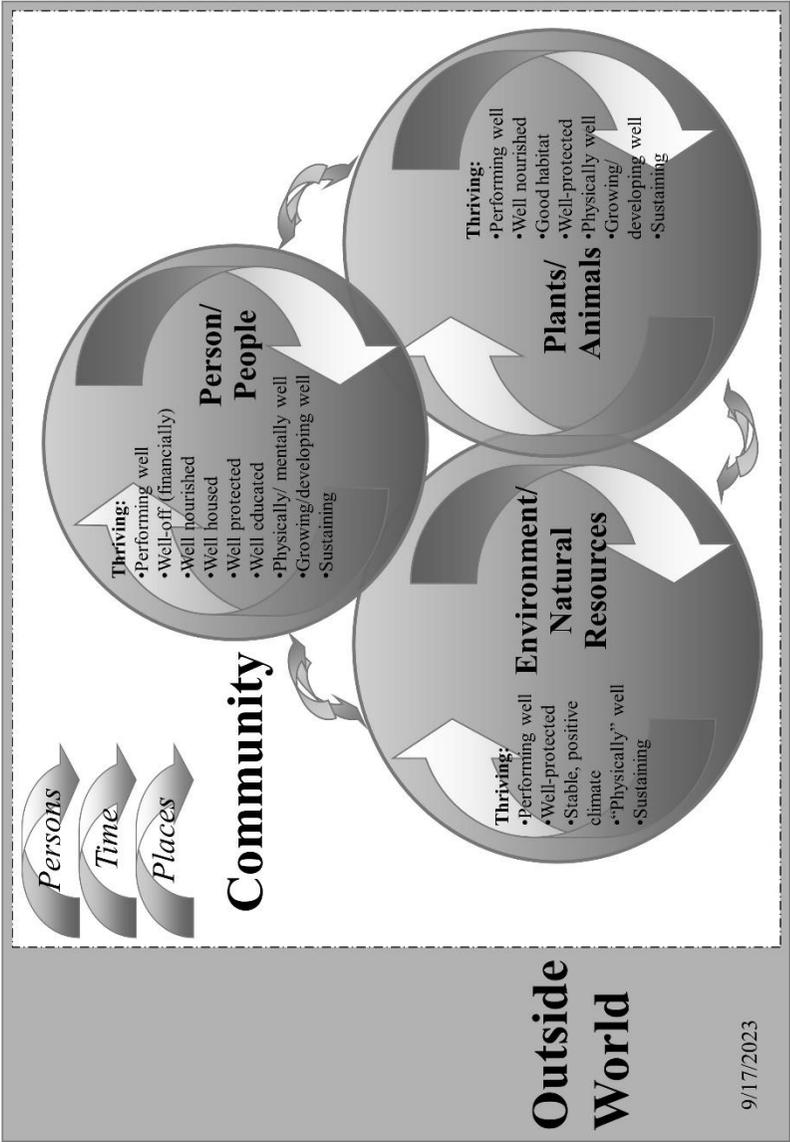
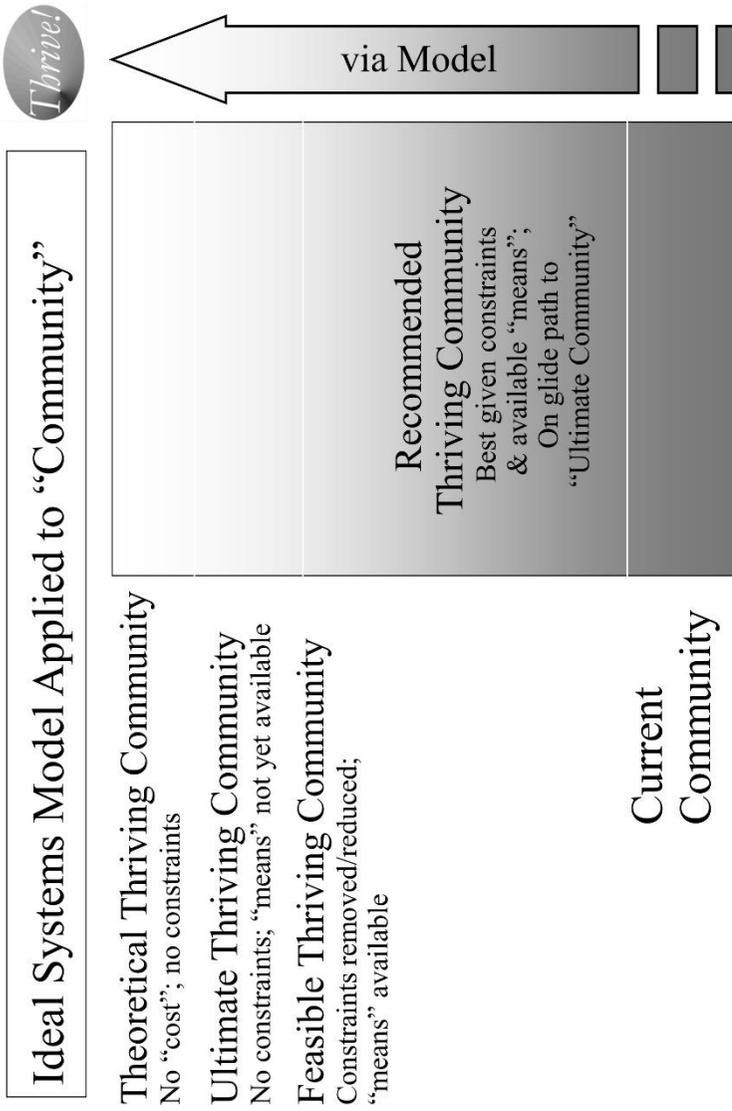


Figure 3. Systems Model Applied for Thriving Community.



9/17/2023

Gary Christopherson, 2009; Adapted from Work Design: A Systems Concept, Gerald Nadler, 1970

We use the **Status Model** again, but this time to identify the community's desired status as follows:

- Decide how high, in general, is the desired status. Is it optimal? If not, how close can we get to optimal?
- Identify all of the indicators that, as a set, indicate the desired high status. These are the "Target Status" set of indicators.
- Decide what each indicator's level should be to match the desired high status.
- Decide what each indicator's level is to describe low status.
- Assess the "Negative Gap" between the current status and the desired target status. This is the gap to be closed with the overall strategy.
- Execute the status model effectively and measure progress.
- Assess the effectiveness of the status indicators.
- Revise status indicators, individually and as a set, as needed to be effective.

We use the **Performance Improvement Model** again, but this time to identify changes needed to progress from the community's current status to its desired status as follows: [See Figure 5.]

- Based on an understanding of the community, assess its current status or performance level.
- Determine what should be the desired level of status or performance.
- Assess what is the delta (difference) between those two levels.
- Determine what outcomes need to be produced in order to achieve the desired level of status or performance.
- Determine what people's current behaviors are.
- Determine what people's target behaviors should be.
- Assess what is the delta between those two sets of behavior and what behavior changes are desired.
- Determine what inputs/environmental changes and people behavior are outside the community ("Outside World") and already occurring or projected. The focus is on those that will affect future peoples' behaviors.
- "Inputs/Environment" changes are non-people factors such as climate change, natural resource change, and plant and animal change within the community.

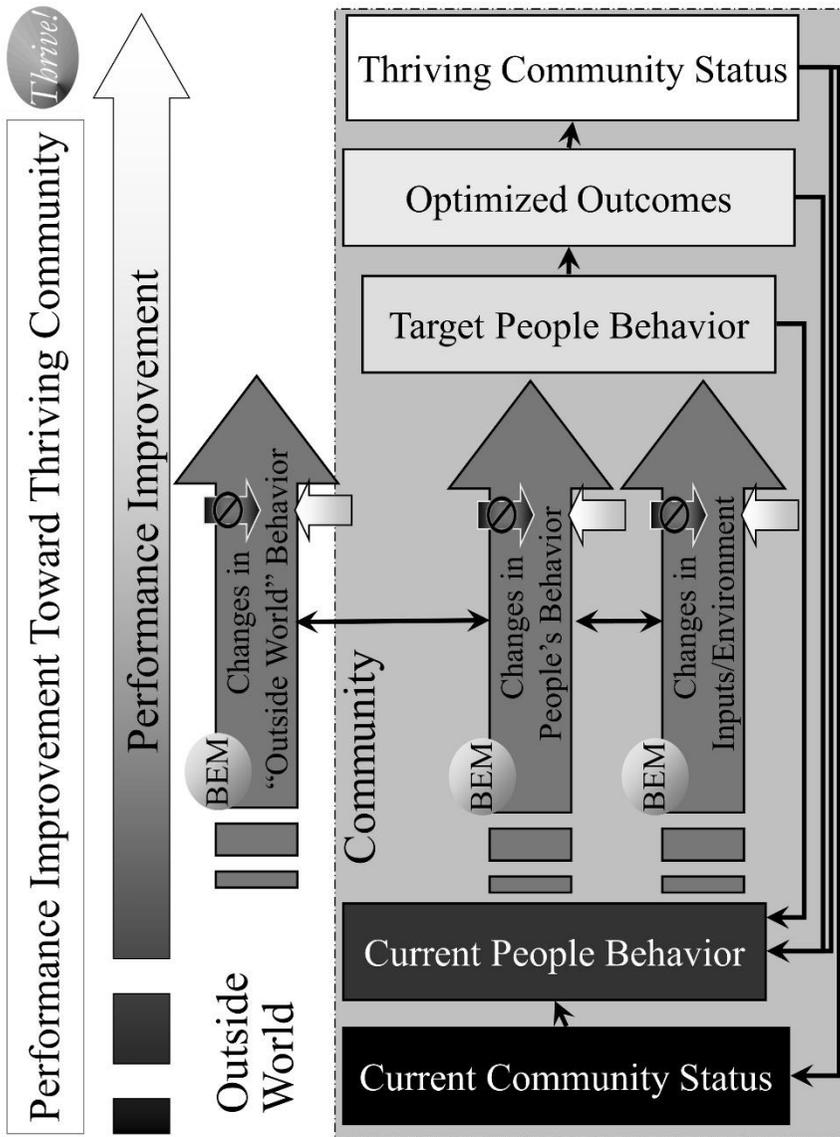


Figure 5. Performance Improvement Toward Thriving Community

- Determine the set of strategies and interventions needed to change people behaviors by using other models, including the Behavioral Effectiveness Model (BEM), the *via* model, and the Person and Population models. These strategies and interventions may be applied to any or all of the outside input/environment and people behavior already occurring or projected to occur. Some are designed to stop or minimize negative actions from happening and minimize their negative impact. Some are designed to make positive actions happen and maximize their positive impact.
- Feed the strategies and interventions into the Overall Strategy and Supporting Strategies.
- Measure the effect that the new strategies and interventions are having on positively changing people’s behavior, the outcomes and the status.
- Determine how changes in status, outcomes and behavior create a new level of “current” status, outcomes and behavior and rerun the Performance Improvement Model on an ongoing basis.

We use the **Thrive!** Strategy Model again, but this time to identify potential interventions for the community as follows:

- Identify new interventions that positively affect status in one of the following ways:
 - Interventions that help achieve highest status, including supporting actions that further increase high or highest status.
 - Interventions that help prevent lowering of status, including stopping actions that lower status.
 - Interventions that help move up from low status, including supporting actions that increase status.
- Measure the effect that the new interventions have on current and projected actions and on the status indicators.
- Feed the interventions into Overall Strategy and Supporting Strategies.

We use the **Person Model** again, but this time to identify what the community’s individual people should do:

- Decide what is the desired behavior or behaviors over time and through life stages.
- Apply BEM model as a recurring model (running the model as many times as necessary) adjusting to changes in motivation, ability and environmental variables.
- Assess what interventions will best move projected behavior to desired behavior for the covered time and life stage(s).

- Apply the interventions and assess their effect on an ongoing basis.
- Adjust the interventions as needed over time and based on result.
- Feed the interventions into the Overall Strategy and Supporting Strategies.

Again as we did with the **Person Model**, we use the **Population Model**, but this time to identify what a community's population or subpopulations should do:

- Decide what is the desired behavior or behaviors at different points in time across populations and their life stages.
- Apply the BEM model across time and across populations and their life stages taking into account their differing motivation, ability and environmental variables.
- Assess what interventions will best move projected behavior to desired behavior across time and across populations and their life stages.
- Apply the interventions and assess their effect on a population on an ongoing basis.
- Adjust the interventions as needed over time and based on result.
- Feed the interventions into the Overall Strategy and Supporting Strategies.

We use the **BEM** again, but this time to identify the community's desired people behaviors and to develop supportive strategies to achieve those behaviors as follows:

- Assess what interventions will best move projected behavior to desired behavior for the near and long term.
- Apply the interventions and assess their effect.
- Adjust the interventions as needed over time and based on result.
- Feed the interventions into the Overall Strategy and Supporting Strategies.

Finally, we use the **Strategy and Supportive Strategies Model** to identify, organize, and assess supportive strategies (sets of interventions) for the community. [See Figure 6.] The Strategy Model is used to achieve desired status and incorporates previous work from the other models and input as follows:

- Load the desired status and the associated indicators.
- Load the optimized outcomes that will best produce high status.
- Load the target behaviors that will best produce the optimized outcomes.
- Use pathways to connect how the supportive strategies will best produce the target behavior. The pathways are customized to the relevant issue areas and/or the whole community.
- Identify the specific supportive strategies that, working through the pathways will best produce the target behaviors.
- Execute the strategy and its supportive strategies effectively.
- Assess the progress on improving status. Assess the effectiveness of the strategy and its supportive strategies.
- Revise strategy and supportive strategies as needed to be effective and sustained over time.

Step Three: Develop Overall Self-perpetuating Strategy.

Our third step takes the result from applying the **Strategy and Supportive Strategies Model** and develops the overall, self-perpetuating strategy for creating and sustaining desired positive, large scale change across the community. This overall strategy and change effort may be entitled **Building a Thriving [insert community name]** for a particular community. Examples are Building a Thriving America, Building a Thriving Haiti, Building a Thriving Detroit, and Building a Thriving Louisiana. [See Figure 7.]

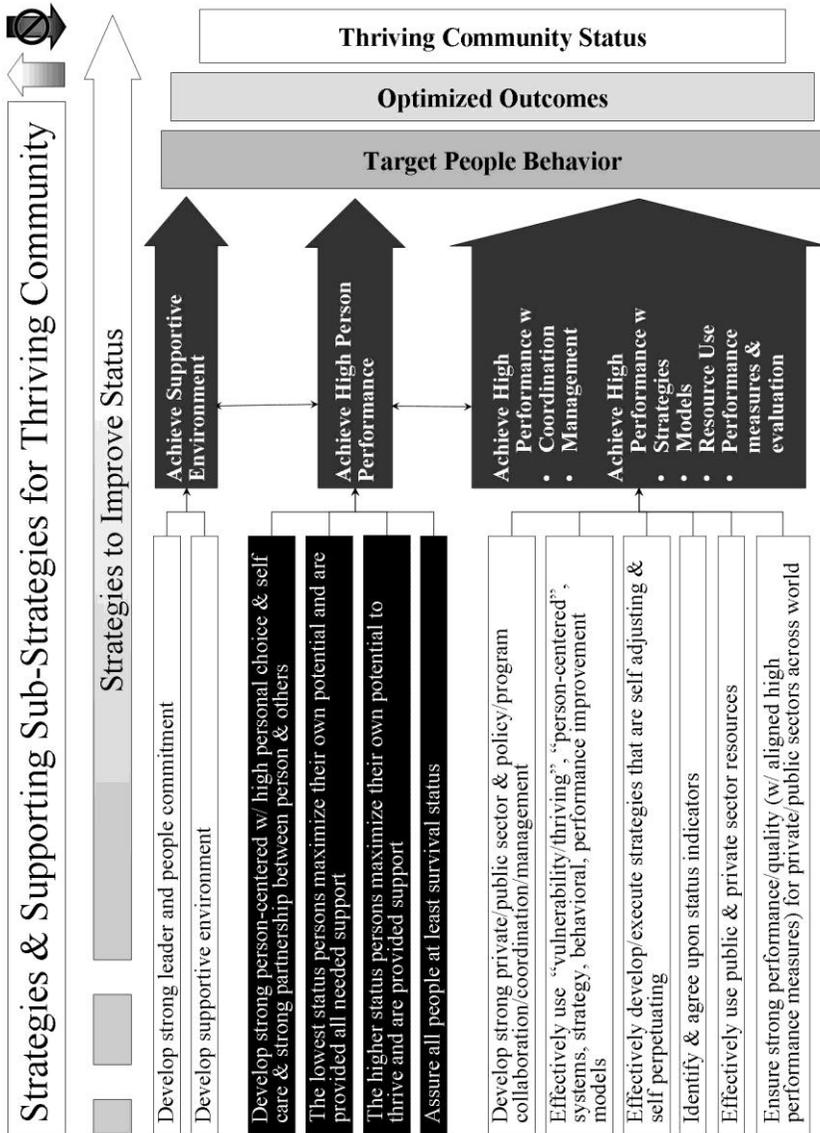


Figure 6. Strategies and Supporting Sub-Strategies for Thriving Community

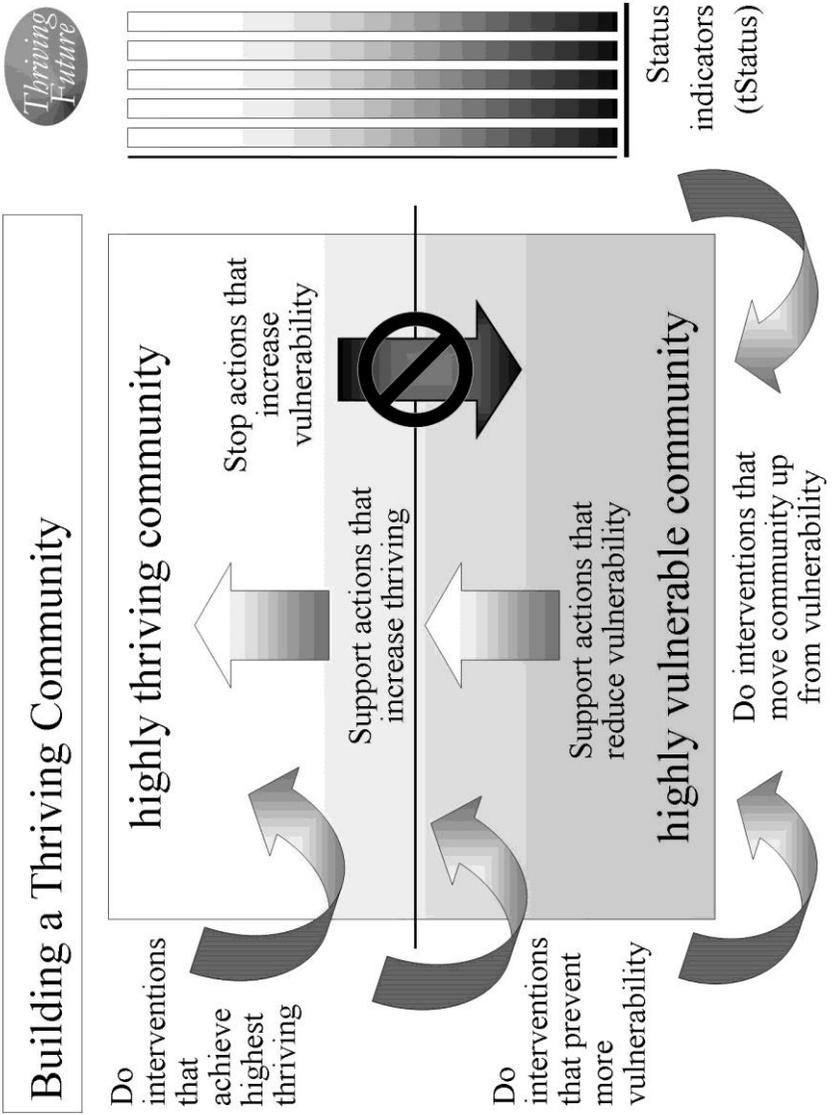


Figure 7.7. Building a Thriving Community.

While we have the overall strategy, we must also create an operational plan that will detail all the necessary actions in terms of “who will do what, where, when, with what interdependencies, with what resources to accomplish what result with what purpose”. These specific actions, with the responsible leaders/managers identified, are then incorporated into an overall operational plan. The operational plan also details what actions interact with and/or are dependent on other actions. This operational plan will change depending on knowledge gained, changing inputs, and changing strategy. All this must be loaded into a management system that enables the management of the operational plan and provides operational feedback to leaders and managers.

Step Four: Evaluation Methodology.

Our fourth step applies an evaluation methodology to the community for assessing interventions’ and strategies’ impact on near and long term status and for implications for future interventions and strategies.

The evaluation includes to what extent the target behaviors, outcomes and status indicators are being achieved. If they are being achieved, it helps us understand why? If they are not, why not? This helps us understand how well the strategy is working and what adjustments need to be made.

Step Five: Launch and Execute Strategy.

Our fifth step launches and executes the overall strategy [for example, **Building a Thriving America, Building a Thriving Haiti, Building a Thriving Detroit, Building a Thriving Louisiana**] and supportive strategies to successfully build and sustain the thriving community.

Step Six: Adjust Strategy and Execution As Needed.

Our sixth and recurring step adjusts and executes our overall strategy and supportive strategies successfully to meet changing inputs, including status, outcomes, behaviors, targets, and environment that affect the community and its effort toward a thriving community.

With strong leadership by the community’s leaders and by all and each of us and with use of next generation **Thrive! Strategy**, the thriving community can be built and sustained.



Chapter 5. Thrive! – Build and Sustain Thriving Future for All

With the “next generation” **Thrive!** strategies, models and tools in hand and with examples of how they have and can be used, we are more capable of building a better, preferably thriving, future. It is now up to our leaders and us to create and sustain a better future, preferably a thriving future.

As proposed and demonstrated in previous chapters, the **Thrive!** strategy core set can help build a thriving future for an issue, a cross-cutting issue, a non-geographic population, or a community (local, state, national, regional, world) of any size and at any level.

With all this available to us, we must and can create and sustain large, positive, and timely change in support of **Building and Sustaining a Thriving Future** across all key issues, all key cross-cutting issues, all non-geographic communities, and all geographic communities of any size and at any level. It includes individual change efforts but is much more.

The **Thrive!** call for action includes successful action on individual issues, cross-cutting issues, non-geographic communities and geographic communities but calls for much more. **Thrive!** strategy enables successful individual change efforts but can do more. The full vision is one where all individual, positive change efforts happen and are successful. But, even more important, this vision is one where all these change efforts work together to create and sustain a thriving future within and across all nations. It is a whole community effort. It is ultimately a global effort.

Thrive! will provide the motivation for the action(s) that create and sustain a thriving future and support the broader **Building and Sustaining a Thriving Future**. A change effort can provide motivation as it speaks to why we must create and sustain large, positive and timely change. With the “why”, there is a call for action by our leaders, all of us together and each of us. **Thrive!** is that call.

The **Thrive!** philosophy that underpins **Thrive!** effort and strategy. The philosophy is that “a person and a people need to survive and desire to thrive in the current world and a sustainable future world.”

Thrivism is the path to, belief in, and vision of thriving future for all – all thrive forever.

Thrive strategy supports a change effort can provide increased ability, i.e., how we can create and sustain large, positive and timely change. It provides the necessary vision and framework for creating large, positive, timely, and sustainable change, and for supporting the broader **Building and Sustaining a Thriving Future**.

HealthPeople - Building a Healthy and Thriving Future targets a major issue and the issues that relate to it. Much of this builds off the author’s work in building an inner city health system and in the author’s work with Congress, the White House, the DoD Military Health System, the Veterans Health information system and the Center for Medicare and Medicaid Services.

Building and Sustaining a Thriving Community targets a “whole community” and all the issues that have a substantial impact on that community. Any of these examples provide guidance for any issue or cross-cutting issue, at any level, for any size population or community, and within or outside America.

Thrive! Systems target a “whole person” and a “whole community” and all the issues that have a substantial impact on that community. **Thrive! Systems**, a concept that was created and first used successfully by the author in inner city Milwaukee (WI) in the late 1970s, offers promise for reducing vulnerability and increasing thriving for people and communities across the world.

As we move forward, **Building and Sustaining a Thriving Future** is the launching point for future change efforts and the overall organizing strategy and bring together and use motivation, the underlying philosophy, the path to a thriving future, ability, and change effort examples. [See Figure 1.]

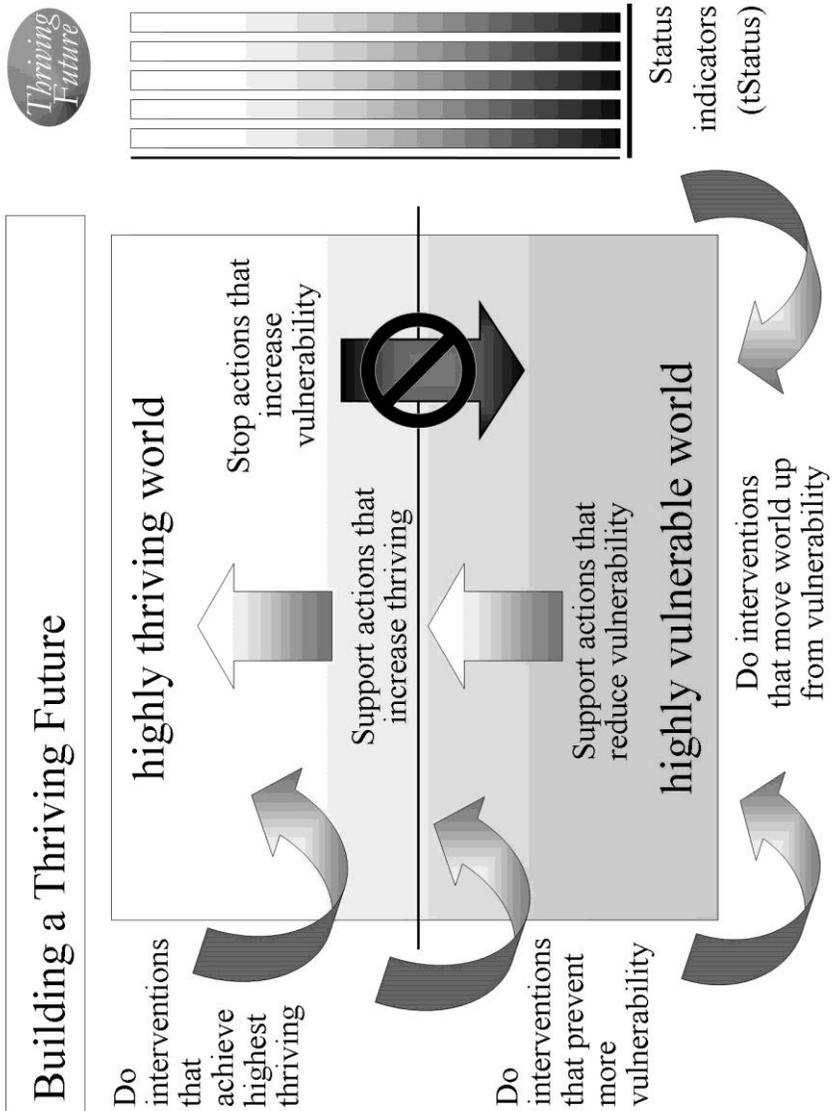


Figure 9.1. Building and Sustaining a Thriving Future.

Tipping points can be a critical element in change efforts. Throughout human history, we see moments when “tipping points” exist. We see moments when an action is taken at a tipping point and major positive or negative change occurs. We are now at such a tipping point. We are now at an historical moment when government and the private sector are broken, when our resources are becoming increasingly limited, when our environment is increasingly and negatively impacted, when our future is endangered, and when a failure to act positively dooms us to a failed, potentially non-survivable future. But, it is also a historical moment when we are the most able to change all that for the better.

Taking advantage of tipping points can be very helpful in building a thriving future. However, change efforts can also occur without an existing tipping point or without any tipping point. It is just more difficult. Where feasible, we should take advantage of current, future and creatable tipping points:

- We should take advantage of current tipping points.
- We should build off “communities” that are broken and/or with endangered futures (e.g., Detroit, California, Africa, America, the world).
- We should build off “communities” that are positioned to move up from surviving to thriving.
- We should build off issue areas and cross-cutting issue areas that are broken and/or with endangered futures.
- We should take advantage of breakthroughs in knowledge and technology.
- We should take advantage as new, more capable and motivated leaders emerge.
- We should utilize social networking.
- We should utilize grassroots and self-organizing movements.
- We should watch for and make use of new tipping points as they emerge.
- When necessary, appropriate and doable, we should create new tipping points that are opportunities to build a thriving future.

At this tipping point when our future is most endangered and we are most able, we must act decisively and we must not fail. We, working together, can and must create and sustain a survivable and thriving future.

Why must we act decisively, quickly and effectively? We are getting deeper and deeper into trouble. Our population is quickly exceeding our carrying capacity. Our environment is rapidly deteriorating from our impact. Our non-renewable resources are speedily being depleted by us. For many reasons, more and more people fail to survive; more and more fail to thrive. Our current ability to make large, positive and timely change using private and public mechanisms, including government, is broken. Our will to make large, positive and timely change is insufficient. Our failure to act large and positively and to create and sustain a survivable and thriving future will result in a failed future.

On the positive side, we recognize that the need is great and that successful (large, positive, timely) action can still result in a thriving future. But we must act now. We have greater ability to create and sustain large, positive, and timely change. We, working together, have greater ability to create and sustain a survivable and thriving future.

How do we do it? As we have witnessed continuing failures in politics, policymaking and program execution, we now witness the emergence of “next generation” strategies and tools to greatly improve our ability to make large, positive and timely change. This especially true in the changing context of politics, policymaking, strategy, and program execution and evaluation. As discussed earlier, one such approach is **Thrive!**. It builds on and incorporates the lessons of the past. It builds on a better understanding of people’s behavior, of non-geographic populations, of communities (local, state, national, regional, global), of how human and environmental systems function and of how to create and sustain large, positive, and timely change. Just in time, we now have the ability to build a survivable, thriving future.

We can and must apply this increased ability to politics (small and large “P”), strategy, policy, management, execution and evaluation. The approach has substantial but more limited benefit when applied to only one of these. The approach is most beneficial when applied to all of these. It helps us understand what politics are in play with regard to a change effort. It helps us understand how politics will play in terms of helping or hurting a change effort. It helps us build a strategy so that politics helps us to have a successful and sustainable change effort.

We can and must apply this increased ability to strategy. It will help us understand history without being captured by that history. It helps us to better understand what it is we are trying to change and what is the context. It helps us understand what the vision for that change effort is in the context of past visions. It helps us develop a strategic and operation plan for a successful change effort, taking into account past planning. It helps develop and execute the specific element of the strategy and its executing operations. It helps us build a flexible strategy that addresses the past and can continue to be successful as the future changes.

We can and must apply this increased ability to policy. It will help us develop policies that address historical policy and policymaking and are more likely to produce the desired results now and over time. It helps us understand the policy with respect its past state, its current state and its future state. It helps us understand what impact a policy will have on the targeted issue or community if put into place. It will help understand a policy change's impact on other issues (e.g., a change in energy policy on the environment). It will help us create or refine a policy that will maximize positive impact and minimize negative impact for a particular issue or community as well as for other issues and other communities.

We can and must apply this increased ability to management and execution. They will benefit because the approach helps provide a clearer path to success. They benefit by better understanding the change as it applies to internal and external operations. They benefit by better understanding how people's behavior can and will impact success and how to manage people's behavior to substantially improve the probability of success. They benefit because a vision, strategy, an operational plan and performance measures are available and can be managed by a strong management execution system. And, management and execution benefit because the operational plan lays out all the necessary actions in terms of who, what, when, where, with what resources, with what interdependencies, with what result and for what purpose.

To what issues, cross-cutting issues, whole non-geographic populations, and whole geographic populations should **Thrive!** be applied? That depends on the leaders, change agents and people involved. In general, it is best to focus on whole geographic populations/communities, including local, states, nations, regions, and world. This allows us deal both with the “whole” while we also can deal with a particular issue, cross-cutting issue, or non-geographic population in its full context. For example, this might be a nation where we work to create and sustain a better future for the whole nation and for a particular high priority issue (for example, health, energy, jobs, housing, the economy, or the environment).

So, what else does it take for us to successfully act to survive and preferably thrive? As a species and a people, we already have the will to survive. We already have the strong desire to thrive. We just need our leadership and all of us to act together. At past tipping points, leaders and people have acted by taking their rightful place on a bus, in a school or in a restaurant, by creating highly valued social support programs during times of duress, by discovering new knowledge, by protecting and serving people in need, by opposing international threats and bringing peace, by bringing a nation and a people back together, and by obtaining independence from those who deny freedom.

Now is our time to act responsibly and effectively. We are at a key and very large tipping point. We know failure is unacceptable. We know success is highly desirable and absolutely necessary. We have the necessary strategies. With all of this, now is the time for current and future leaders and all of us to step forward, and take large, positive and timely action. Now is the time that we must and can join together and jointly create and sustain a survivable and thriving future for all. Now is the time to activate and effectuate **Thrive!** and build and sustain a thriving future for all.

Appendix A. Thrive! eMedia and Publications

Thrive! vision, mission, strategy and supportive tools help create and sustain large, positive and timely change and build a thriving future for all forever. To build a thriving and surviving future:

- Vision: All thrive forever. All includes you, your communities, and our world.
- Mission: Large, positive, timely change achieving surviving and thriving future for all forever.
- Strategy: A joint Thrive! Endeavor and call to action builds a thriving future for all forever.

Websites:

[Thrive! - Building a Thriving Future](#) – Core and foundational website supporting websites and blogs.

Includes supporting strategy/tools/books to build better future.

[ThriveFuture.org](#)

Unselfish – Be Unselfish. Unselfish ourselves. Achieve thriving future for all. [Unselfish.world](#)

Stop Selfish – Stop being selfish, shortsighted, and stupid. Achieve thriving future for all. [StopSelfish.org](#)

Thrive! Endeavor - Join endeavor to build thriving future.

[ThriveEndeavor.org](#)

Thrivism - Join Thrivism to build thriving future for all. [Thrivism.world](#)

Children Thrive Forever! - Aspire to future when children thrive forever.

[ChildrenThriveForever.org](#)

All Thrive Forever - Aspire to better future when all thrive forever. [AllThriveForever.org](#)

We Are Vulnerable - Reduce and avoid vulnerability for better future.

[WeAreVulnerable.org](#)

The Thrive! System - Helping you and your community survive and thrive. [TheThriveSystem.org](#)

Thrive! - All Thrive Forever - Play" strategic game in real-life. [ThriveForever.org](#)

Endangered Future - Endangered more than ever before in our history.

[EndangeredFuture.org](#)

Xtinct – Current path is early extinction for humans and other creatures and great damage to Earth. [Xtinct.org](#)

HealthPeople - Use Thrive! to build healthy and thriving future.

[HealthPeople.com](#)

GChris Sculpture - Thrive! sculpture supporting endeavor to build thriving future. GChris.com

Thrive! Blogs:

Thrivism Blog – Blog on path to thriving future for all. Thrivism.blog

T! Blog - Blog key Thrive! messages and suggested actions.

ThriveBlog.org

T! Blog - Blog asking and challenging "What will you do?"

ThriveBlog.net

T! Blog - Thrive! sculpture and thoughts/messages. [WordPress Blog]

ThriveSculpture.com

T! Blog - Thrive! sculpture and thoughts/messages. [Website Blog]

ThriveSculpture.org

eMedia:

[LinkedIn Thrive!](#)

[Facebook Thrive!](#) [Includes Thrive!, Thrivism, All Thrive Forever, HealthePeople, GChris Sculpture]

[Twitter Thrive!](#)

[YouTube Thrive!](#)

[Tumblr Thrive!](#)

[Flickr Thrive!](#)

[ello Thrive!](#)

[MySpace Thrive!](#)

[Pinterest Thrive!](#)

[Medium Thrive!](#)

GChris Sculpture Website:

GChris Sculpture - Hundreds of Thrive! sculpture by GChris supporting thriving future. Acquisition payments support Thrive! Scholarship Fund.

GChris.com

Book on Chris:

Book on Chris - A Life in Pursuit of Thriving for All. This is story of and by Chris [Gary “Chris” Christopherson] and his lifelong pursuit of a thriving future – all thrive forever. Available in paperback and eBook via

Amazon.com or free download GChris.com

Books - Non-fiction: Available via Amazon.com usually as paperback and eBook.

Thrivism - Path to Thriving Future for All [aka the small "Green Book"]
Lays out path to, belief in, and vision of thriving future for all. Available as free download. Thrivism.world

Thrive! - Building a Thriving Future For All. Manual providing greater depth on strategy and tools. Available as free download ThrivingFuture.org

People's Guide To A Thriving Future [For All Forever]. More user-friendly guide. Available as free download ThriveEndeavor.org

Thrive! - Quick Guide To A Thriving Future [For All Forever]. Quick, more user-friendly guide. Available as free download ThriveEndeavor.org

Thrive! Endeavor - All Thrive Forever. Joint Thrive! Endeavor and call to action builds thriving future for all forever. Available as free download ThriveEndeavor.org

Early Extinction or Thriving Future. Which future do we choose for humans, other creatures, and Earth? Available as free download ThriveEndeavor.org

Unselfish! - How to Survive and Thrive While Being Unselfish. Thought piece challenging humans to be unselfish. To unselfish themselves. To stop being selfish as way to avoid early extinction and build thriving future for all. Available as free download ThriveEndeavor.org

Stop Selfish - Stop Selfish, Shortsighted, and Stupid. Thought piece challenging humans to stop being selfish, shortsighted and stupid as way to avoid early extinction and build thriving future for all. Available as free download ThriveEndeavor.org

On Razor's Edge - If Humans Have The Will, Human Behavior Can Change To Avoid Early Extinction And Build Thriving Future. Available as free download ThriveEndeavor.org

Hope! - Hope Human Behavior Changes To Produce Thriving Future for All. In the past, humans have been able and willing to make very large behavior changes. Will they in the future to produce thriving future for all. Available as free download ThriveEndeavor.org

Behavior Effectiveness Model (BEM). Building thriving future using Behavior Effectiveness Model (BEM). Available as free download ThriveEndeavor.org

The Thrive! System - Achieving Thriving Future For All. System for people and communities to help achieve thriving future for all. Available as free download ThrivingFuture.org.

The Thrive! Philosophy - All Thrive. Underlying philosophy of Thrive! Available as free download ThrivingFuture.org

Thrive! - All Thrive Forever What will you do? The game. The challenge. Available as free download ThriveForever.org

HealthePeople - Achieving Healthy People, Communities, Countries and World via Thrive!. Policy and how-to book on how to achieve healthy people and a healthy future. Available as free download HealthePeople.com

First People Thriving Health Systems - Achieving healthy and thriving First People. Policy and how-to book on how to achieve healthy First People. Available as free download HealthePeople.com

Thrive! Sculpture & Thought: Sculptural Vision of a Thriving Future for All Forever. Thoughts and sculpture that challenge you to think about future and help build, achieve and sustain thriving future for all forever. Available as free download GChris.com

Story of Thrive! Center and Thrive! Park. Available as free download ThriveEndeavor.org

Books - Science Fiction and Children's: Available via Amazon.com usually as paperback and eBook.

The Thrive! Endeavor. Science fiction novel with vast human endeavor seeking thriving future for all forever. Available as free download GChris.com

black box. Science fiction novel explores a mysterious and powerful black box and its enormous impact on the world's people and their politics, religions, science and militaries. Available as free download GChris.com

Early Extinction – Angel Comes To Save Earth. Illustrated science fiction book explores threat of early extinction for humans and many other creatures and great damage to Earth. Angel, a Whimsey, comes to help save Earth. Available as free download GChris.com

Being Unselfish! – Unselfish Path to Surviving and Thriving Future. Science fiction novel about a future when selfishness gives way to unselfishness. Unselfish beings being unselfish in Unselfish communities.. Available as free download ThriveEndeavor.org

Extinction - The Failure To Thrive. Illustrated science fiction book explores what happens when human species and Earth become extinct and why it happened so quickly and so completely. Available as free download GChris.com

Thrive! - Escape From Extinction. Illustrated science fiction book explores what happens when human species and Earth almost become extinct and the human species tries to escape extinction and achieve all, including Earth, thrive forever. Available as free download GChris.com

Xtinct – Universal Justice for Earth. Illustrated science fiction book explores moment when universal justice is applied to Earth and human species faces early extinction. Early extinction for humans? Or a thriving future for all of Earth? Available as free download GChris.com

A Thrivist Tale – Path to Thriving Future for All. Science fiction book as a tale of a child thrivist trying to save the world and build a thriving future for all. Explores what if child is not or is successful. Available as free download @ Thrivism.world and ChildrenThriveForever.org

Thrive Or Not To Thrive? - Tale Of Two Tomorrows. Children's paperback fiction book where the good Angel and T!rrific battle the selfish Wily and T!rrible for the future of Whimseys and Whimsey World. Will it be a thriving future for all or not? Available as free download GChris.com

T!rrific [terrific] - What will you do to thrive? Children's paperback fiction book where T!rrific helps Whimseys achieve thriving future. Available as free download GChris.com

Angel - Thriving Creator of Artful Things. Children's paperback fiction book on thriving and creativity featuring the world of Whimseys. Available as free download GChris.com

Angel - Most Creative, Artful and Thriving Ukrainian. Children's paperback fiction book on thriving and creativity of Ukrainians. Available as free download GChris.com

Appendix B. Thrive! Center and Thrive! Park

The Thrive! Center. Since Chris moved back to Nelson in 2012, The Thrive! Center serves as physical and virtual space for Thrive!, HealthePeople and GChris Sculpture.

Visitors are welcome to come to the Center to visit the Center, learn more about all three elements and to discuss them with Chris.

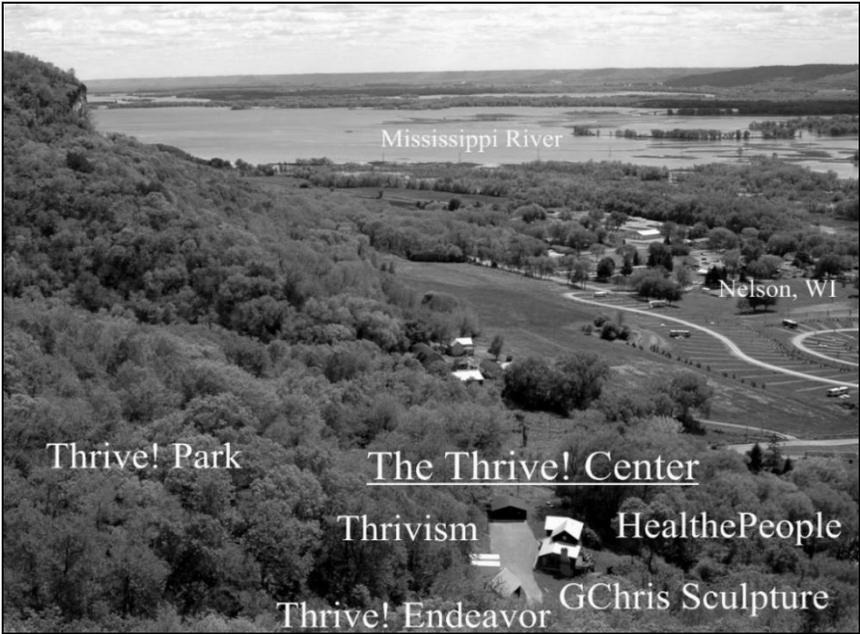


Visitors can view GChris sculpture and tour the workshop/studio. Visitors can learn more about the sculpture Chris creates and how he creates them. Visitors can visit and meet with Chris and learn about, discuss and/or join Thrivism and Thrive Endeavor. Visitors can discuss several Thrive! nonfiction and fiction books written by him. Visitors can learn about overall Thrive! vision, mission and strategy.

In his second-floor office in the restored/renovated Thrive! Center farmhouse, Chris continues to design Thrive! sculpture. He continues to write books and articles in support of HealthePeople and Thrive! He continues to develop the websites and blogs that support Thrive!, HealthePeople and Thrive! Sculpture. He continues to support Thrive! on wide range of eMedia sites.

In Thrive! Park and in the restored/renovated Thrive! Center, Chris continues to strategize ways to fulfill the Thrive! mission and achieve the Thrive! vision of “all thrive forever.”

Saving the Historic Buildings. Shortly after 2003, Chris began extensive renovations of 1885 era buildings. First question was whether there was enough of the house to save. After a lot of interior demolition and removal of two layers of siding, Chris found original 135 year old siding, covered since 1902. Most floors were restorable. The original two-foot thick stone foundation was fairly sound. The rest? Not so good.



The Thrive! Center and Thrive! Park, Summer, Nelson (WI)



The Thrive! Center and Thrive! Park, Winter, Nelson (WI)

Chris decided to rescue the house. What partially drove Chris' decision on preserving buildings was that so many pre 1900 building were being lost. Along with the buildings, a substantial part of history was being lost. Chris believed there was substantial value in preserving key parts of history. In this case, history was a small bluffside farm built by a family over 100 years earlier.

Renovation/restoration strategy for the house was to preserve as much as possible and have it continue to look like 1885 but with modern mechanicals (heating, air conditioning, electrical, plumbing), new drywall, refinished floors, new roof, and new doors and windows. All that took almost several years to get done. While he contracted for much of the renovation and restoration work, Chris traveled several times each year to do parts of demolition and renovation. It was essentially done by 2012 when Chris moved back from Washington (DC).



Thrive! Center 1885 Era House, Renovated/Restored

The barn was one building Chris always planned to save. When he bought it, roof was weakened and the center of the roof sloped downward. Side of barn toward the bluff had caved in from pressure of the bluffside. Lower level had dirt floor and the woodchuck. Woodchuck had to be safely evicted. Upper level floor and support system had to be replaced. When fully restored/renovated, barn had new roof bracing, new metal roof, partial replacement siding from similar age barn, new upper floor and floor joists, new concrete floor in lower level, and a new storage section on upper level.



Thrive! Center 1885 Era Barn, Renovated/Restored

Beehouse is a unique story of a unique building. When property was purchased, center of the roof had caved in and floor and support system had caved in. No one knew it was a beehouse. All that was known is that it had 27 small openings for a purpose unknown. Initial approach was just to protect the building by putting on a new roof and floor system.

Talking to many beekeepers, including European beekeepers, the story unfolded. Likely it was a Swiss type beehouse. Honeybees would have been brought to the U.S. from Europe. Honeybees are not native to the U.S. It housed 27 beehives and was more than twice the size of most European beehouses. The extra space was likely used to process honey and wax (for things like candles). None of U.S. bee people had ever seen such a beehouse in the U.S.



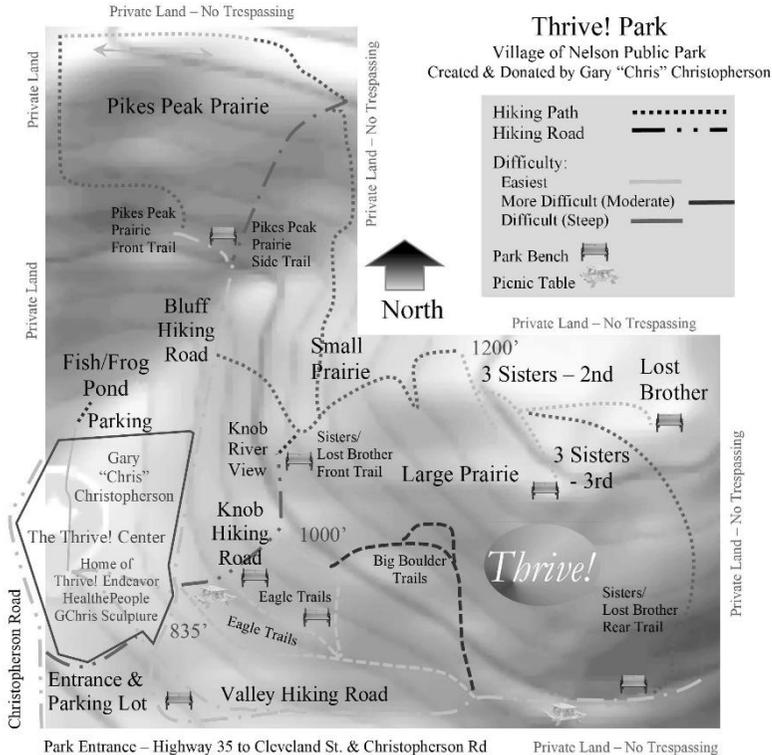
Thrive! Center 1885 Era Beehouse, Renovated/Restored

Later, Chris found photo of the property taken from Pikes Peak around 1900. There was the beehive with cupola. As final renovation/restoration, Chris built a new cupola, slid it up onto the roof, and installed it. All by himself. He considered allowing a local beekeeper to use the beehive but decided that probably was not workable. He had new metal roof installed. It now houses GChris sculptures as part of GChris Sculpture Studio/Gallery.

Creating the Hiking Road and Path System. To give access to bluffs, prairies and forest and build a good hiking road and trail system, Chris made best use of existing farm and logging roads. They were cleaned and extended to make them more user-friendly year-round. But how to get to the bluff tops? The old bluff farm road was no longer usable as it went partly through a neighbor's property. Solution was to build a hiking trail system off the improved farm and logging roads. [See map below.]

Thrive! Park [Nelson, WI] – Open for Public Hiking/Walking
 Maps available @ Cleveland St./Christopherson Rd Entrance and www.ThrivePark.org
 Please respect the park. Leave no trace. Please take out what you bring in.

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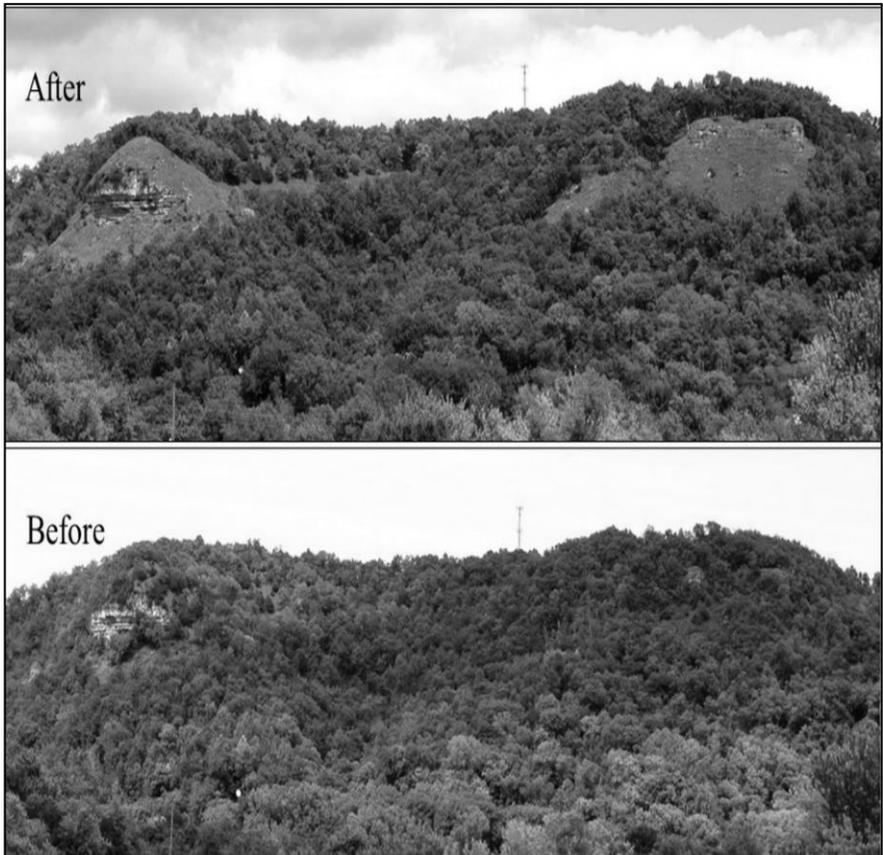


More information (downloadable map, photos, prairie restoration, description) @ www.ThrivePark.org
 Thrive! Park is east of Highway 35 in Nelson (WI). Take Cleveland St. toward bluffs. As you enter woods, turn left on Christopherson Road. Parking lots on right and up by Fish/Frog Pond. A park entrance and road/trail markings are left of first parking lot. Upper trail entrance generally available during daylight hours from Fish/Frog Pond parking up driveway through Thrive! Center.
 As shown on map, Park consists of hiking roads (dash-dotted lines) going along bluff side and back through valley. Also, there are four hiking loop trails (dotted lines) that go to restored bluff and prairie areas and can be accessed off the main hiking roads. Two bluff/top loop trail sets, as well as Eagle Trails and Big Boulder Trails, can be accessed off main hiking roads. There are many other trails.
 Main parking area (Christopherson Road / Cleveland Street) to Sisters / Lost Brother Bluffs via a) go up front trail via Knob View Road and b) return down via rear trail and Valley Road. Elevation change – About 400'. Distance – About 0.75 mile with elevation. Parking also available by Fish/Frog Pond. Daytime access to upper park entrance via driveway through Thrive! Center.
 Thrive! Park is public park. No hunting, trapping, or fishing since is park and wildlife safety area. No fires. No vehicles (motorized or non-motorized) except for handicap access. Take out what you bring in. Dogs welcome. No trespass on private land marked "No Trespassing".
 Responding to visitors' questions, Thrive! Center (home to Thrive! Endeavor, GChris Sculpture & HealthePeople) is at Park's west edge. To visit, best contact Chris at GChris@GChris.com or 301-318-3760. More at www.GChris.com and www.ThriveEndeavor.org
 Thrive! Park of the Village of Nelson created and donated by Gary "Chris" Christopherson

Map and description of Thrive! Park

Over a few years, Chris built system of hiking paths linked to farm and logging roads and going up to the two sets of bluff tops that were part of his land. Key was to build them so they required as little maintenance as possible. Using natural openings in forest and prairies. This is where partnership between Chris and deer began. Chris used deer trails and kept them clear. Later, deer used his trails and helped keep them clear. A symbiotic relationship.

Restoring the Bluff Prairies and Tops. Chris' bluff prairies and tops were nothing like they were in 1950s, let alone 1880s. Many trees, especially cedar, had grown in. Lots of buckthorn and prickly ash had grown in. Chris decided to do prairie restoration on the two bluff tops and prairies. [See photo showing after and before restoration.]



Starting in 2015, Chris started prairie restoration with substantial funding from US Fish and Wildlife Service and Buffalo County and his in-kind contribution. He contracted with 'Ku Le Forestry (LaCrosse (WI)). This was extremely challenging work. Chris oversaw the work. This first effort was finished by December 2015. It included bluff tops and prairies of two of the Three Sisters and the Lost Brother and bluff top and prairie on east side of Pikes Peak. Chris worked with neighbor Dennis Hetrick who did similar work on west side (front) of Pikes Peak, owned by the Hetrick family.

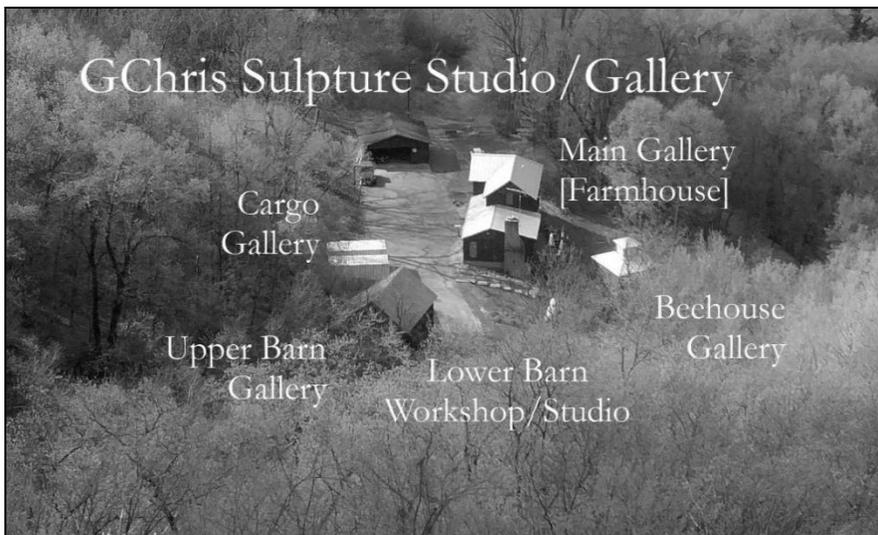
In 2019 with this land now being Thrive! Park and owned by the Village of Nelson, the Village with funding support from Chris, US Fish and Wildlife Service and Buffalo County did second phase of restoration. Focus was on forest below Sisters and Lost Brother bluff prairies. Chris oversaw the work. Quercus Land Stewardship worked to create transition forest, removing all brush and trees except oak and shagbark hickory. A very old large birch tree was kept that was deep in the forest. A prairie burn was done on main prairie below and on top of Sisters and Lost Brother.

Creating GChris Sculpture Studio and Gallery. When Chris acquired and renovated/restored the Thrive! Center property, he intended to use much of the space for GChris Sculpture Studio/Gallery. Over years, he refined spaces to accommodate workshop/studio and multiple galleries. All are open to the public and can be visited.

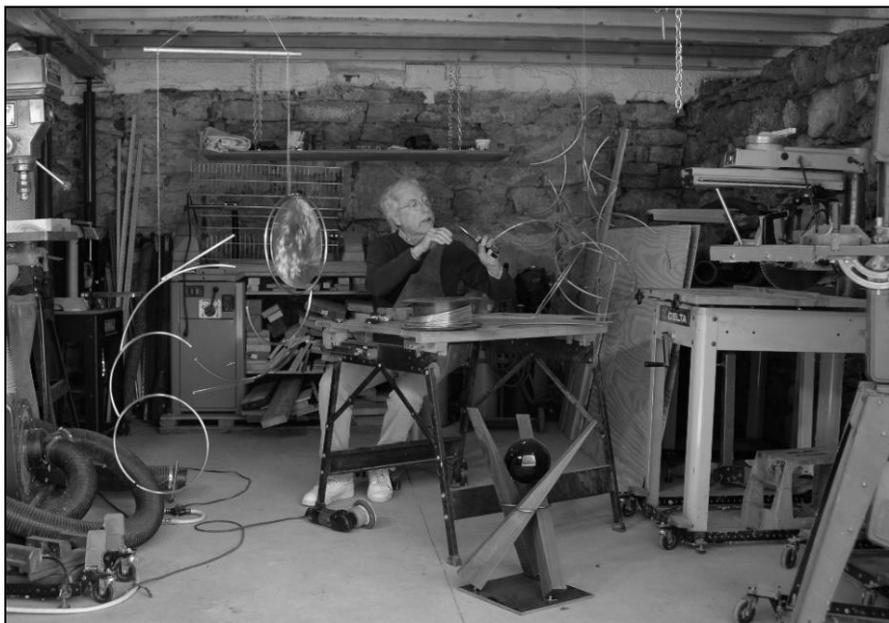
GChris Sculpture Studio/Gallery occupies all 1885 era buildings, including farmhouse, barn and beehouse. Sculpture also occupies two cargo containers he installed. All are located on 3.6 acres retained by Chris. House's first floor is main display space for the gallery and houses about 50 sculpture at any one time.

On upper floor of farmhouse is Chris' office. Sometimes by hand and sometimes using laptop computer using CorelDraw software. Mostly in later years using software, Chris can better manipulate designs, work with different dimensions and proportions, reduce errors, and better use expensive copper and American black walnut.

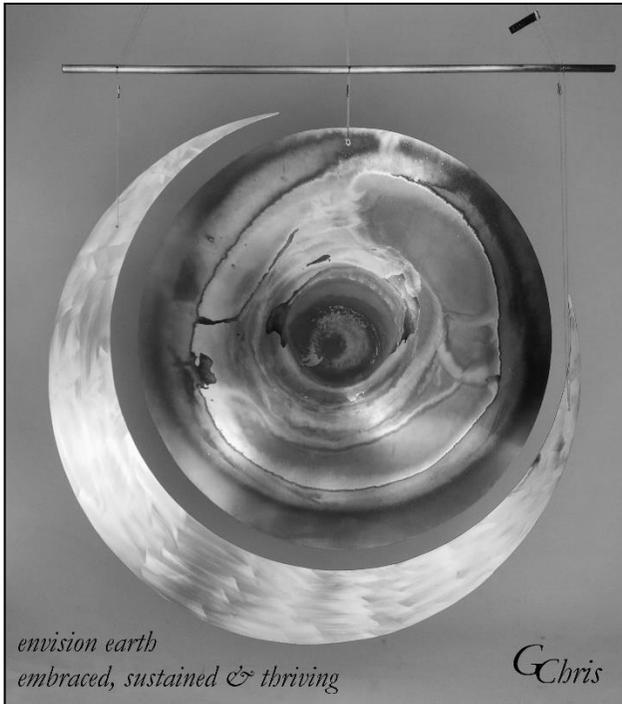
What may now be Chris' best studio/workshop ever is in lower barn. It was renovated specifically for this purpose. In it are several of his most recent sculptures and any sculpture in the process of being created.



GChris Sculpture Studio and Gallery



Chris in GChris Sculpture Workshop/Studio, Lower Barn



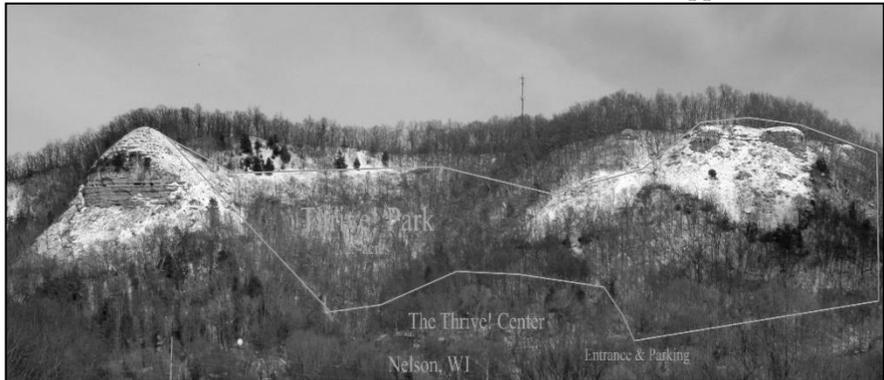
“envision earth embrace, sustained & thriving”, GChris Sculpture

Creating and Donating Thrive! Park. Chris wanted to find a way to preserve and protect as much of Thrive! Center property as he could. He explored wide range of options to protect the land. The only option that could protect the property in perpetuity was to make it a public park. He looked into who might be willing to accept and maintain the property as a public park. He talked to Buffalo County and the Wisconsin Department of Natural Resources. Neither was sufficiently interested. Chris soon settled on Village of Nelson in which property is located.

After series of discussions, Chris offered and agreed to donate 25+ acres of his bluff and prairie land for new public park named Thrive! Park. Village of Nelson agreed. Agreement was signed March 2015. After prairie restoration was completed, Chris told them we should move to complete the transfer by February 2016. In 2016, the property was transferred and Thrive! Park was born.



Summer Photo of Thrive! Park, View from Mississippi River.



Winter Photo of Thrive! Park, View from Mississippi River.

In 2016, Chris finished the Thrive! Park setup including signage. He donated and installed much of the hiking road and trail signage. Trails were marked with blue paint and yellow tape. A large Thrive! Park sign with the park's name and indicating Chris as the donor was provided by the Village. In 2016, the Village installed a parking area and park entrance for Thrive! Park. A second parking area is just below the Fish Pond.

Chris created and maintains the Thrive! Park website - ThrivePark.org. Chris also created the Thrive! Park map and handout to help guide visitors.

Since its inception, Chris has played the role of "first volunteer". He has done much of the park's trail maintenance. He serves as a volunteer guide to help park visitors make best use of the park.



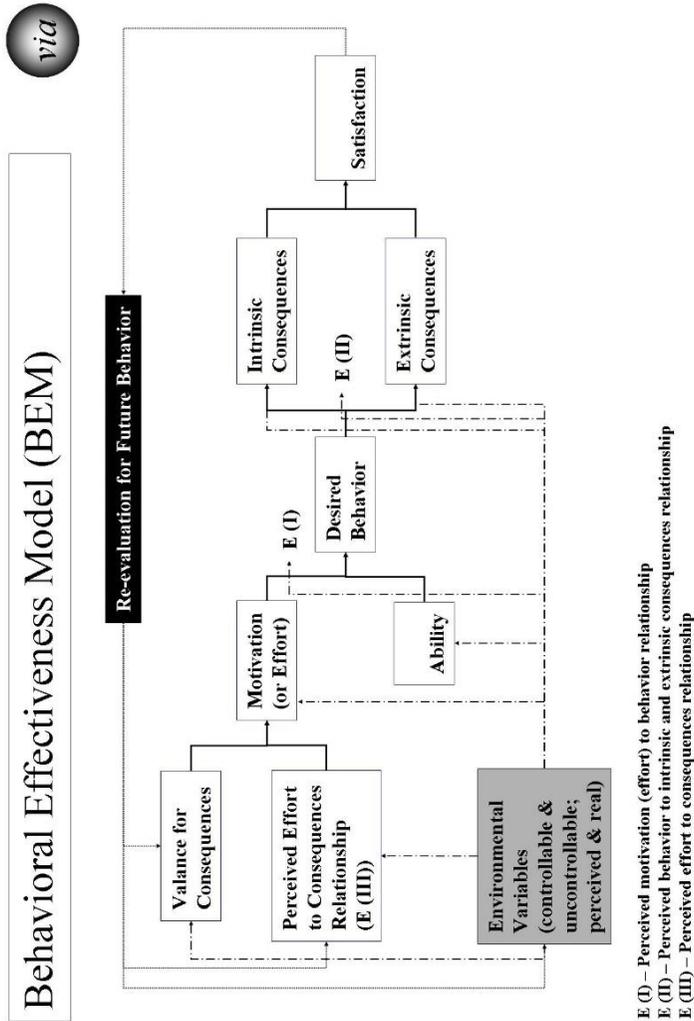
Donated Memorial Park Bench on Sisters & Lost Brother Bluff Top,
Thrive! Park



View of Mississippi River Valley from
Sisters & Lost Brother Bluff Tops, Thrive! Park

Appendix C. Behavioral Effectiveness Model (BEM)

The Behavioral Effectiveness Model (BEM) is built upon related models from expectancy theory, instrumentality theory, theory of reasoned action, contingency theory, system theory, social cognitive theory, and behavioral theory. These have used and refined over 30-40 years. [See Figure 1.]



Based on Behavioral Effectiveness Model (BEM), Gary Christopherson, 1974 & 2004

Figure 1. “Behavioral Effectiveness Model (BEM) - Improving Personal (Human) Behavior/Performance

As shown in Figure 1 and in more detail in the spreadsheet in Figure 2, the Behavioral Effectiveness Model (BEM) has several elements that operate as inputs to or outputs from the intervention models used and help change behavior. The elements include the following:

1. Valence (value) of consequences is how a person values the consequences that he/she may or will face. They may be intrinsic (internal to person or organization) or extrinsic (external to person or organization).
2. Expectancy III (E (III)) is the person's perception (or the actual projected) probability that the person's effort will result in each consequence.
3. Motivation (effort) is what the person is expected to try to do (that is, try to do the behavior) and is calculated using the "valence of consequences" and E (III) above.
4. Ability is the person's capability to do the behavior. Any ability that is essential to the behavior and is at low levels means that the person is unlikely to be able to do the behavior even if other less essential ability factors are high.
5. Behavior is the desired behavior to achieve the desired vulnerability/thriving outcome. Behavior probability is calculated using motivation and ability probabilities.
6. Consequences are the expected results of effort to do the behavior or the behavior itself. Valence is modified to reflect the actual valence when the consequence occurred.
7. Expectancy I (E (I)) is the person's perception (or the actual projected) probability that the person's effort will result in desired behavior.
8. Expectancy II (E (II)) is the person's perception (or the actual projected) probability that the person's behavior will result in intrinsic and/or extrinsic consequences.
9. Satisfaction is the person's level and direction (positive/negative) of satisfaction with what happens, especially as compared to expectations. It is especially key when the behavior is recurring or when a future behavior is related.

10. Environmental factors (EF) are those outside influences affecting motivation and ability and may be current or projected. They include program interventions to improve probability of desired behavior initially and over time. They may be controllable or uncontrollable and may be real and/or perceived. They are factors outside the factors in the model. Environmental factors can impact the model at several points as noted by the “EF” arrows depicted in the model figure above.

There are several outputs provided by the model that predict what will happen initially and over time, including:

- Ability -- Given the person’s own abilities and the impacting environmental factors (factors that negatively and/or positively impact a person’s ability), how able is the person to do the desired behavior?
- Motivation -- Given how the potential consequences are valued and how effort is expected to result in consequences, what is motivation direction/level?
- Behavior -- Given motivation, ability, consequences and expectations, what is the expected behavior, its likelihood, and its direction?
- "Pre" Satisfaction -- Given expectations, motivation, ability, behavior and consequences, what is the expected satisfaction?
- "Post" Satisfaction -- Given what behavior and consequences actually happened, what is the satisfaction and what is its implication for subsequent behavior?

The BEM model, as noted below, is designed and used here to 1) apply interventions that help achieve the desired target behavior, 2) learn more about the person involved, 3) learn more about the intervention itself and 4) learn more about the “system” in which the intervention is used.

Examples of the potential uses include:

- Impact behavior
 - Analyze current behavior and the factors that impact that behavior
 - Predict future behavior and the factors that impact that behavior
 - Support interventions that impact behavior and incorporate the factor that impact behavior

- Learn more about the person.
 - Information on ability and motivation.
 - Information that was initially incomplete or inaccurate.
 - Information that changes over time due to changes from the intervention, from the environment independently, and/or from the person independently.
- Learn more about the intervention.
 - On what individual person(s) does the intervention work and not work and what degrees in between (works X% of the time; produces Y% of the desired result)?
 - How can the intervention best be targeted for use by/with different individual persons?
 - How does the intervention need to be changed to match changes in individual persons?
 - How can the intervention be improved generally and for individual persons based on lessons learned?
- Learn more about the system in which the model is being used and the environment in which it and its persons operate.

The BEM model can be and is used here used for prediction, analysis and program development, including:

- It can be used and is used here as a predictive model for motivation/effort, behavior and satisfaction.
 - The person's characteristics (valence or value of potential consequences; expectations that effort will lead to specific consequences; cognitive and physical ability) are entered into the model and predicted results (expected level of motivation/effort, expected behavior and expected level of satisfaction) are processed through the model.
 - The model also can utilize environmental factors that influence any the person's characteristics. The model also can then use the predicted results and environmental factors to predict subsequent effort, behavior and satisfaction.
- It can be used and is used here as an analytic model to better understand what is working and not working, why, and what changes are needed.
 - If there is a lack of motivation, the model can help work through the perceived consequences, the perceived linkages of effort to those consequences and provide options for what needs to be changed.

- If the desired behavior is not occurring, the model helps work through what factors (e.g., persons' ability, their expectations about consequences, their general motivation, their satisfaction with previous efforts with an intervention, the effects of environmental factors) need to be changed.
- If the desired satisfaction is not achieved, the model can help work through why not and provide options for what needs to be changed..
- It can be used and is used here for program development to develop or modify a program intervention for particular individuals and/or generally.
 - Based on the person(s) characteristics and the desired behavior, the program intervention can be designed or modified to improve likelihood of successfully achieving the desired behavior. For some persons, the focus might be on ability, motivation or both..

The model can be applied and is applied here to 1) an individual, 2) populations whose characteristics are sufficiently the same, and/or 3) populations of individuals for which each individual gets a personalized/customized/tailored intervention.

The model can be linked to a database so that it can produce information and support personalized/customized/tailored interventions:

- For any number of individuals and over any period of time
- For one-time behaviors and behavior over time
- For change in a single behavior and multiple behaviors.

Figure C.2 provides an example of how BEM works when applied to an issue such as reducing vulnerability and increasing thriving. The example is a relatively simple one that is applicable to either an individual or a population with very similar characteristics. It shows how the basic calculations would be done and what the results would be on a first run of the model.

To fully use the model, it should be run multiple times to see what changes occur and need to be incorporated into the model. For some uses, this basic model or even a simpler version may be adequate. For some uses, the model may need many more factors. It may need to be run separately for other individuals or populations. If the target behavior is a recurring behavior, then the model should be rerun consistent with the recurring behavior and over the relevant time.

As is true for almost any model and as has been true over the past decades, the Behavioral Effectiveness Model (BEM) will improve with more use and the knowledge gained from that use.

