

The background of the slide features a dark blue, starry night sky. On the right side, three black silhouettes of people are climbing a staircase made of yellow and orange blocks. They are holding a large, glowing white star with a black outline. The overall scene is illuminated by the light of the star and the sky's ambient light.

WHY IT MATTERS

GENEROSITY CREATES OWNERSHIP

We care most about the things in which we invest. Sometimes we assume caring precedes investment. On the surface, it makes sense. But it's frequently backwards.

Investment is often a precursor to greater caring. As we give, we become more engaged. What we bring to life becomes part of us, an extension of our identity. So we give and, as a result, care even more.



GENEROSITY HEALS

In many communities, people don't feel like the hospital is part of them. There's no sense of ownership. The health system is a place they go, not a place they create. Even in hospitals that raise a lot of money, it's often only a tiny percent of the community who gives. The strategic value of philanthropy is not just dollars—it's the emotional investment people make in us.

Think about the power of a hospital or clinic not just in the community, but created by the community. Perhaps college students serve as health coaches, artists create pieces for cancer patients representing their transformative journey, musicians play for those in pain, or teenagers show people how to use a biofeedback game. Clinicians and executives in later life contribute and assume new roles with emerging health models. Everyone's gifts are integrated.

Each time we create space for people to partner with us, we connect them. And we earn a share of their heart. Organizations that have this share of the heart, where people feel identified and connected, have been called **firms of endearment**. They outperform "Good to Great" companies 3:1.¹

Generosity reduces separation—it makes the community part of us, and us part of the community. This may ultimately be of greater value to many health systems than the amount of money raised. People will protect, nurture, and support what they help create.

And as we move into a commoditized future, relationship will mean more if built deeply. We want people to relate to us as a partner. And when they see the health system, we want them to feel like it's the place they help create—that it is theirs.

¹ David Wolfe, Raj Sisodia, and Jag Sheth. *Firms of Endearment*. Pearson Education. 2014.