

## PRESS RELEASE

APRIL 2026

### How to Create a Culture of Stewardship

Sir Muir Gray

Offox Press | Oxford, UK | 2026



At a time when healthcare systems worldwide face unprecedented pressure from rising need and demand and finite resources, financial and human, a major new book argues that structural reform alone will not save universal healthcare. Instead, it calls for a fundamental cultural shift — towards stewardship. In the fully updated second edition of *How to Create a Culture of Stewardship*, Sir Muir Gray who published the first article on value based healthcare makes the case that sustainability depends not only on systems and structures, but on the values, assumptions and behaviours that shape everyday decisions across healthcare and that requires the right culture - the culture of stewardship. Published by Offox Press, this timely book builds on Sir Muir’s long-standing influence on evidence-based and value-based healthcare, offering practical guidance for leaders, clinicians, managers and policymakers seeking to increase value, reduce waste, and protect healthcare for future generations

“Better stewardship of the taxpayer’s pound — and of patients’ health — will require bold changes in how we allocate and use resources,” writes Sir Muir Gray. “Those changes begin with culture.”

### From Structure to Stewardship

Drawing on decades of experience across the NHS and international health systems, the book challenges the repeated reliance on organisational restructures that fail to deliver lasting improvement. Instead, it reframes healthcare as a common pooled resource — one that must be actively stewarded by leaders, professionals and citizens alike. Stewardship is using something that you do not own not just for short term gain but to ensure its long term survival. Elinor Ostrom won the Nobel Prize for economics for describing how farmers who depended on a common finite resource developed a culture of stewardship with rules to prevent its overuse and ensure its survival

The book explores:

- Why culture is the most powerful driver of behaviour and decision-making in healthcare
- How focused cultures — such as quality, safety, learning and compassion — interact and sometimes conflict

- What a true culture of stewardship looks like in practice
- How leaders can appraise, shape and sustain culture over time
- Why citizens, not only professionals, must be recognised as stewards of the system

The second edition reflects current realities, including post-pandemic pressures and the NHS 10-Year Plan's emphasis on sustainability, value and prevention — while arguing that these ambitions cannot be achieved without cultural change .

## A Practical Guide for 21st-Century Healthcare Leaders

With a Foreword by leading healthcare strategist Paul Corrigan, *How to Create a Culture of Stewardship* combines ethical clarity with practical insight and he emphasises that

*Muir makes a very strong case for how we are all stewards of the whole resource of the NHS. And the we in that sentence is everyone in our society and not just staff and NHS leaders. He suggests that the role of being steward of the NHS for the future is an important responsibility for all of us public and patients.*

It is written for those who pay for, manage, deliver and depend on health services — particularly leaders who must balance immediate pressures with long-term responsibility.

Rather than offering abstract theory, the book provides concrete ways to:

- Align language, policy and everyday practice
- Reduce waste while improving outcomes that matter to patients
- Strengthen trust, accountability and professional morale
- Ensure healthcare remains financially sustainable

As health systems around the world confront the same underlying challenges, Sir Muir Gray's message is clear: **sustainability is not just a technical problem — it is a cultural one.**

---

### Publication Details

- Title: *How to Create a Culture of Stewardship* (Second Edition)
- Author: Sir Muir Gray
- Publisher: Offox Press Ltd
- Publication date: 2026
- ISBN: 978-1-904202-24-0
- Format: Paperback (£19.99) and eBook (£9.99) available soon
- Foreword by Paul Corrigan
- Publisher Website: [www.offoxpressbooks.com](http://www.offoxpressbooks.com)