

Anticipating the Future

Introduction and Today's Aims
(page numbers refer to handout book)

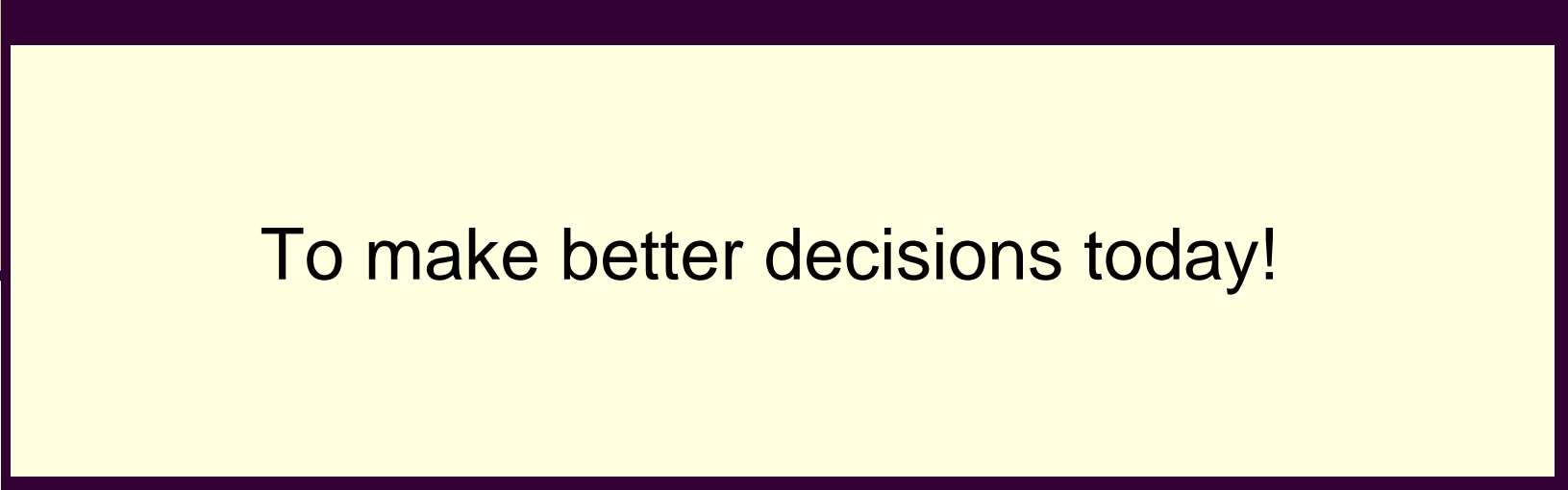
Health Futures Forum

Today's Aims

- Review driving forces and trends, wildcards, and uncertainties
- Identify implications of four “what if” examples using different scenarios for context
- Discuss ways to address both trends and uncertainties in a strategic plan
- Outline methods to provide a context for strategic planning/management



Why Study the Future?



To make better decisions today!

Map to Understanding the Future (p 29)

- Understand the major driving forces
- Identify wildcards and uncertainties
- State a few “what if” statements
- Recognize basic themes
- Find a method (RADAR) to anticipate change
- Watch out for too much hype
- Look for areas that get too little attention
- Review what others have concluded
- Do not make specific predictions

Snapshot of the Future

- Events are more complex and interrelated
- Some events are “near-certainties”
- Change is high, many uncertainties exist
- Extrapolating trends is dangerous
- Health care is in for big changes
- Methods exist to help you anticipate the future (but not to predict it)

Bottom line: Decide your own future, but within the context of the big changes

What happened in the last 25 Years?

- 1978 – Personal computer
- 1979 – Bar codes and LCD panels
- 1980 – CNN established by Ted Turner
- 1987 – DNA first used to convict criminals
- 1993 – GPS satellite system (24th completes)
- 1993 – World Wide Web (internet, graphics)
- 1995 – Palm pilot, DVD (in 1997)
- 1999 – Morse code SOS replaced by GPS
- 2000 – Dot.com (and market) bust

8 Driving Forces of Change (p 2)

1. Economy and Financial
2. Political and Governance
3. Population and Demographics
4. Resources, Environment and Infrastructure
5. Science and Technology
6. Social and Cultural
7. Work and leisure
8. Health

5 Emerging Themes (p 3)

1. Complexity and simplicity

Address complexity by making it appear simple

2. Globalization and regionalization

World is more interdependent, tribes are still important

3. New Approaches and Tools

Innovate, new applications of old tools, hybrid solutions

4. Personalization and Collaboration

Personal focus, work with others, accept diversity

5. Sustainability

This pervades everything and gives a long-term outlook

Near Certainties – Part 1 (p 16)

1. Aging and migrating populations
2. Changing world order
3. Financial conflicts between government services and taxes
4. Increased diversity and cultural transformation
5. Increased personnel connectivity

Near Certainties – Part 2 (p 16)

1. Infrastructure constraints become more evident
2. Institutions as we know them will change
3. Sustainability becomes defining paradigm
4. Technology continues as major driving force

Issue: Understanding and managing change is key

Uncertainties (p 17)

1. Global climatic change, energy and water
2. Conflicts in government services vs taxes: focus on 2010-2015
3. Rich and poor gap
4. Technology and work
5. World order will change but how is unclear

Issue: Debates include new vs old ways

Wildcards – What ifs (p 18)

1. Natural disasters (weather, disease)
2. Dramatic increase in energy cost or decrease in water or energy availability
3. Terrorism worries wear us down
4. A major stock market collapse occurs
5. Others...

Issue: Prepare for the unlikely



Health Trends and Implications



Highlights from Health Reports (p 9)

Sources: IFTF, FDA, IAF

- Home care need increases – best will seamlessly cross health care boundaries
- Design products/services for health, consumer oriented health care
- Innovation, home automation, internet as conduit
- Cooperation among health care providers for information transfer and treatment options

Home Health Care Trends

- Personal involvement by patients and their relatives/friends with care provider
- Smart everything (treatment, management)
- Efficiency, effectiveness, competitiveness
- Electronic – communications to/from relatives/friends, among clients
- Best practices, standards, regulations
- Consumer directed care
- More . . .

Issues Identified by NAHC Survey (June 2004)

- Membership retention/recruitment
- Not enough time/staff to do all that needs to be done
- Competition for education from national entities
- Workforce shortage
- Medicaid reimbursement rates
- Discuss benchmarks, best practices
- More sharing/collaborating/education among forum participants
- Address critical issues facing health care that are not currently discussed

Implications of Health Trends to Us (p 19 for checklist)

- Greater competition, increased regulations
- More automation, communication, education
- Inadequate funding to accomplish needs
- More complexity and need for longer term planning options
- Therefore:
 - More efficiency, effectiveness, competitiveness
 - More sharing of ideas, best practices, techniques
- *Discuss: what should be added?*

Another Snapshot --Futurewise

Patrick Dixon: globalchange.com

The six faces spell the word future

- *Fast* -- economic instability, top speed decisions, virtual working, new technologies
- *Urban* -- megacities, aging population, feminization of society, increasing consumer expectations
- *Tribal* -- the greatest force in the world, corporate tribes, building tribes not teams
- *Universal* -- unstoppable forces, global citizens, global branding, mega-corporations
- *Radical* -- new political movements, gathering power of single issues such as the environment, altering the way we live
- *Ethical* -- how do we want to live in a fast, urban, tribal, universal and radical world?

Scenarios – A Learning Tool

(p 38)

- What are they?
 - Plausible “scenes” of different futures
 - Build 4 or so, make brief and exciting to read
 - Model after good story or mystery
- Why use them?
 - To recognize we don't do well at anticipating the future by traditional means, especially during times of change (assume we are such a time)
- How to do make them
 - Weave in key terms or images in different ways
 - Make each scenario realistic, stress new thinking

Break

Each table discusses the assigned “what if” selections when we return

- *Think time* – individually list initial ideas about possible changes (5 min)
- *Discuss changes* – Table discusses changes and moderator summarizes (10 min)
- *Implications* – Identify implications of the changes (15 min)
- *Table reports* – (15 min)

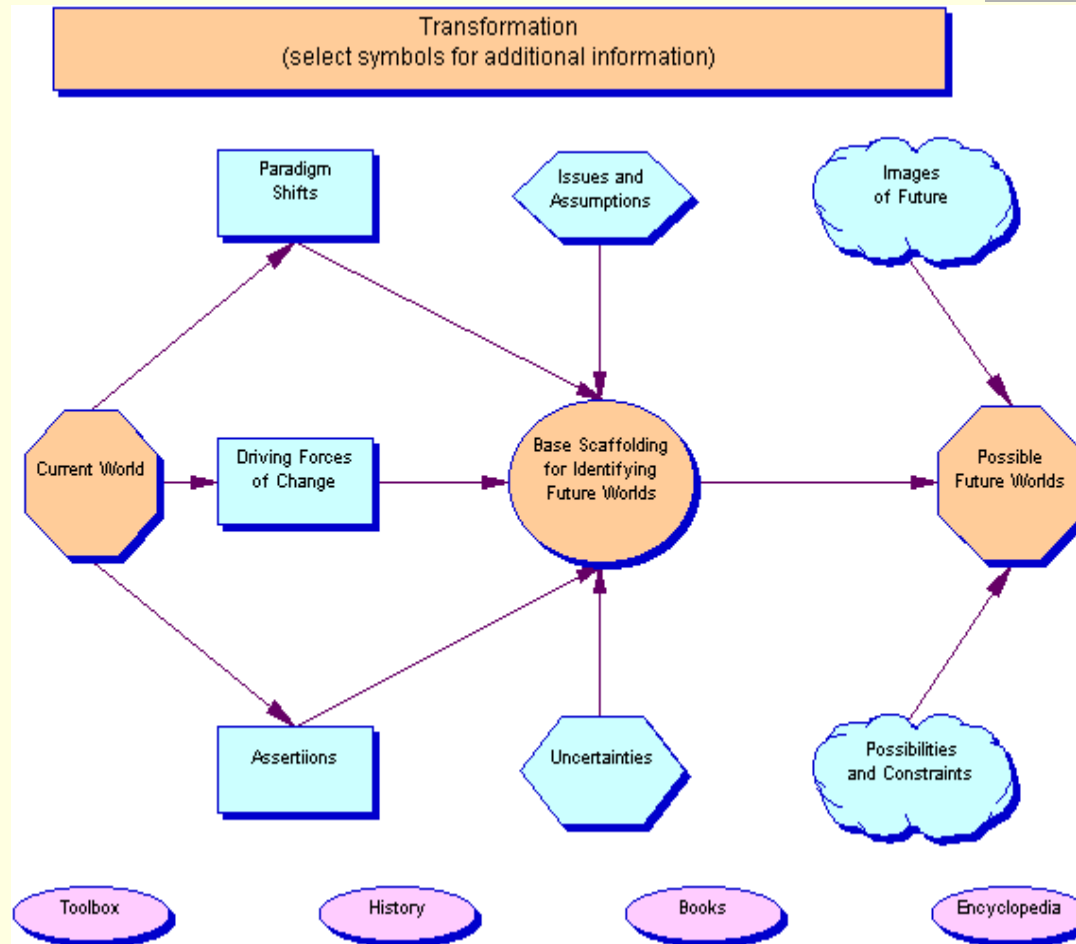
Strategic Planning (p 19)

Important when change is rapid and
choices are unclear

Putting It Altogether:

If you are among the trees you may miss the forest

(p 21) (interactive at <http://cals.arizona.edu/futures/imaps/transform.html>)



Practical Elements for a Plan

- Make it short (page or two)
- Answer the relevant questions
 - Where are you going
 - What process will you use to get there
 - What are your focal areas
 - What key challenges exist and assumptions are made
- Avoid
 - Listing where you are today and all the data you used to make the strategic plan
 - Detailed listing of short term goals/objectives and their metrics
- Make the complex appear simple

Recipe for a Strategic Plan

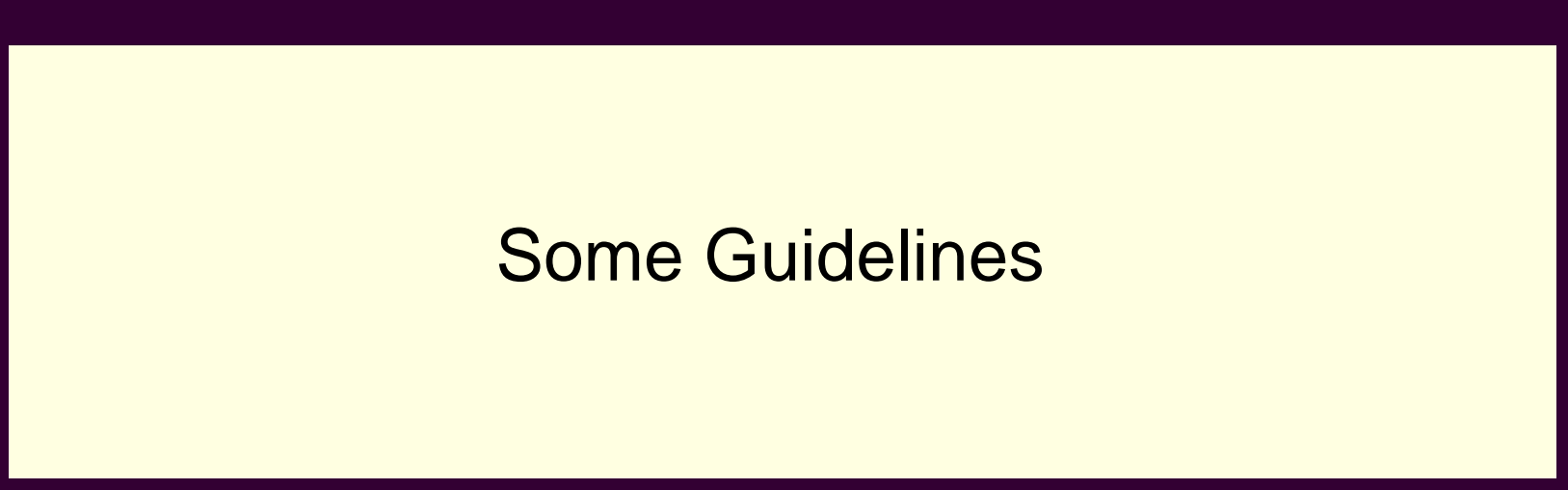

(p 19)

- Formats differ, most are too long, too detailed, and developed by too many or too few people
- Possible outline:
 - Vision (where you want to be)
 - Mission (what you do)
 - Major activities and focus (selected areas)
 - Approach (organizational structure, partners)
 - Decision methods (principles based)
 - Accountability (how you measure progress)

Issue: Be Flexible, Adaptable, Agile, Responsive



Becoming a Futurist



Some Guidelines

Futures in a Nutshell (p 29)

- Understand where we are today
- Have an idea of where we want to go
- Understand paradigm shifts/driving forces
- Identify uncertainties and assumptions
- Develop several scenarios for a better understanding of what is possible
- Revise idea of where you want to go and how to get there – answer the above questions, again

The Philosophical Perspective

- The only certainty is that nothing is certain - *Chinese Fortune Cookie*
- If everyone is thinking alike, then somebody isn't thinking - *George Patton*
- To predict the future, we need logic; but we also need faith and imagination, which can sometimes defy logic itself - *Arthur C Clarke*
- We always plan too much and always think too little - *Joseph Schumper*
- The herd instinct among forecasters makes sheep look like independent thinkers – *Edgar Fiedler*
- Think - *IBM slogan*, Imagine - *Apple slogan*

A Practical Checklist

- Maintain continuing awareness (understand driving forces, identify major information sources)
- Use the radar approach rather than the vacuum cleaner approach for data gathering
- Research an issue from multiple perspectives and review existing knowledge, talk to other people
- Be wary of unstated assumptions or simplistic statements. Always allow for unanticipated events (wildcards or GBGBs) and be prepared for the consequences

Cautions Doing Futures Work

Keep Alert to:

- Watch out for group think (mob rule) and the bandwagon effect (someone else did it, lets us do it too)
- Avoid the “not invented here” syndrome and mitigate against organizational inertia in making change
- Experts are not always right. However, if everyone is going one way, take caution in going another
- Recognize that the obvious may not always be right
- Everyone has a vested interest in some outcome; learn about these interests and compensate for them
- Change brings about opportunities
 - This is good for some and bad for others
 - Sometimes it is hard to tell which is which



Wrap UP



Possible Next Steps

What Should We Do?

Focus on the Opportunities

- Electronic assistants
- Increase collaboration and communication
- Focus activities and partner with others
- Group sessions/visits for efficiency
- Forum member sharing for selected info

Issue: Move with the change not against it

Finding and Providing Information

- Associations, support groups, grapevine
- Trade Journals, regulations – federal/state/local
- Technologies – related and seemingly unrelated industries (e.g., medicine, communication)
- Internet – become a sophisticated user
- Futures literature – read broadly from selected sources to avoid information overload

Your Assignment

- Review the booklet
 - Follow-up on areas of interest
- Visit the 'short course'
 - cals.arizona.edu/futures/shortcourse
- Learn more about one relevant topic
 - Find something that is new and interesting to you and relevant to the organization. Discuss it with others.
- Find ways to share selected info on a regular basis
- Draft a process for a new strategic plan