

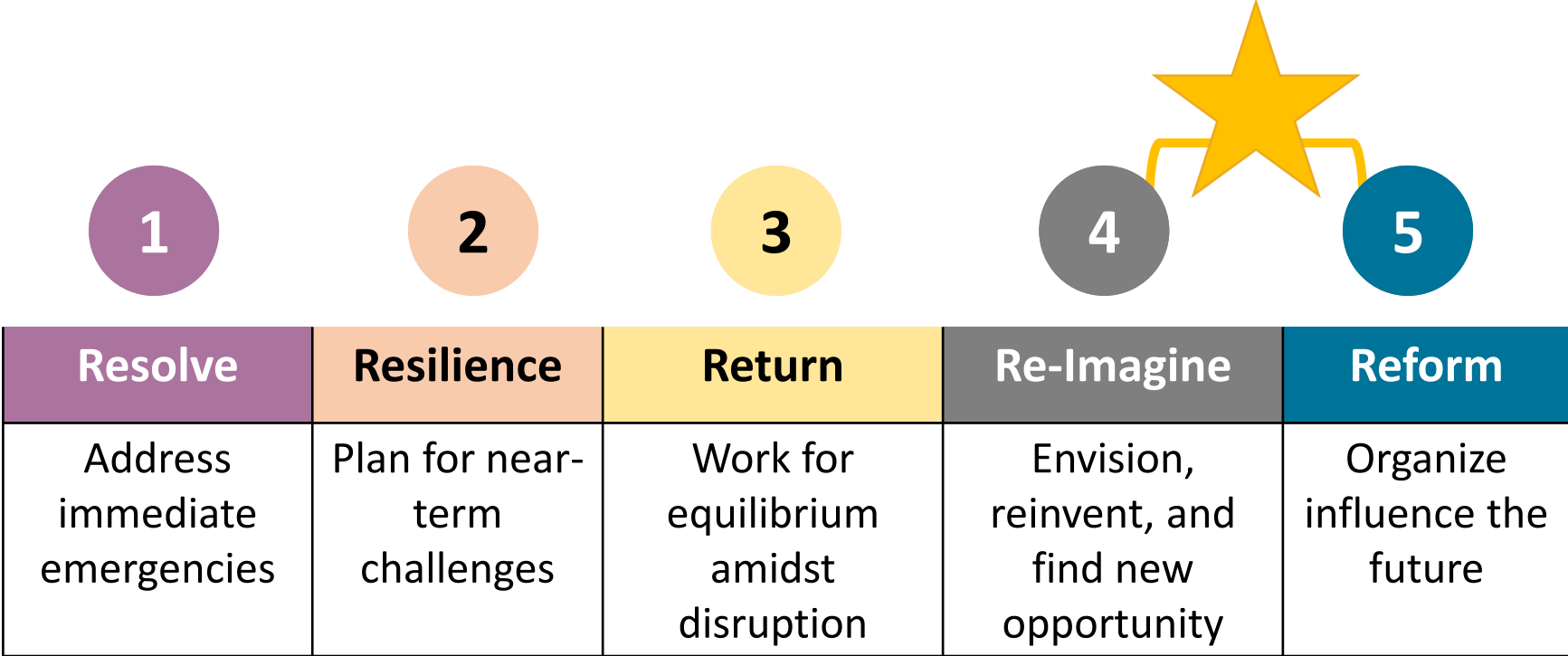
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# Reimagination and Resilience In Uncertain Times

Olivia Mastry, JD, MPH  
Collective Action Lab

*LeadingAge*<sup>®</sup>  
Colorado

# Resilience in Uncertainty: Think + Act Across Five Horizons



Source: *Beyond coronavirus: The path to the next normal* (McKinsey, March 23, 2020)

# Objectives

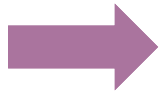
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Explore strategic foresight principles



Contemplate 8 possible transformative changes and the equity considerations they raise



Imagine possible strategic implications and responses

# Strategic Foresight Principles



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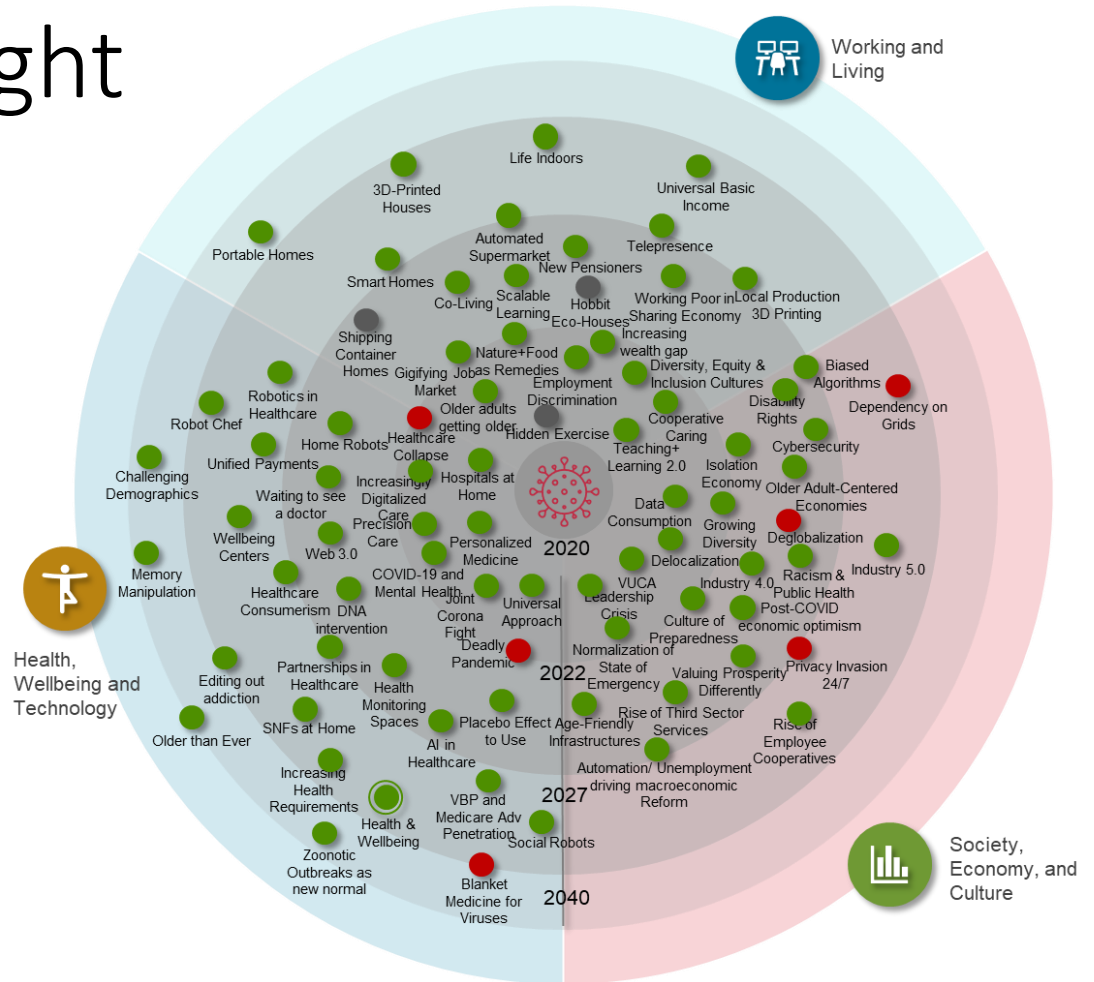
# The Future



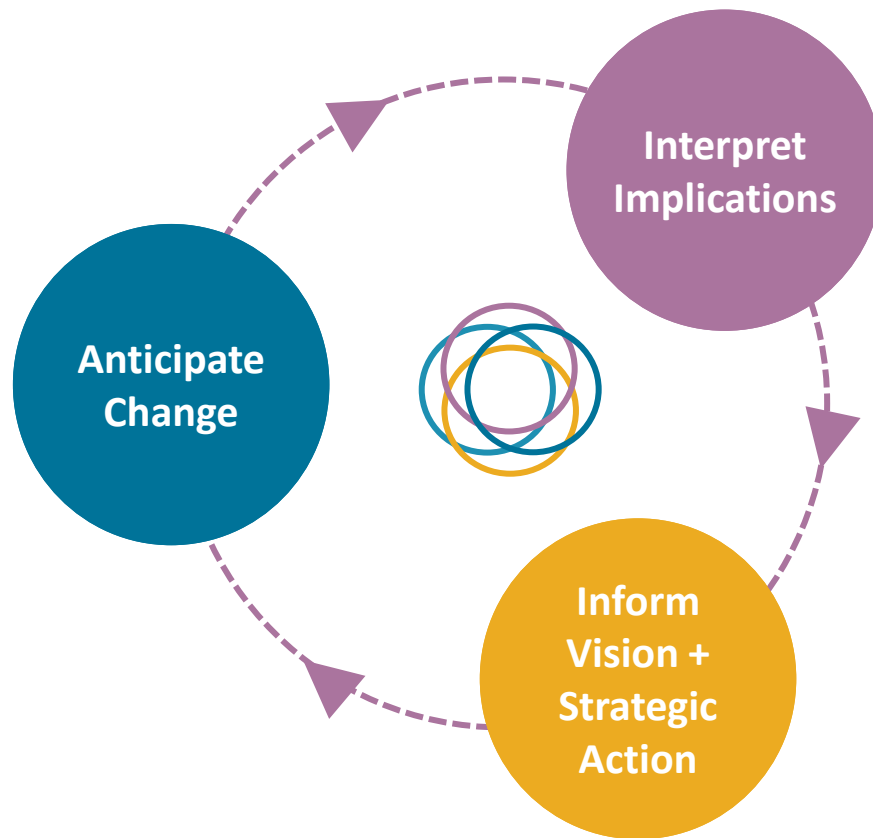
The future is not about what is going to happen, but what we are going to do given complexity, volatility, and uncertainty in the world

# Strategic Foresight

Anticipating possible change in the future, so that we can plan and take strategic action now



# Strategic Foresight and Strategy



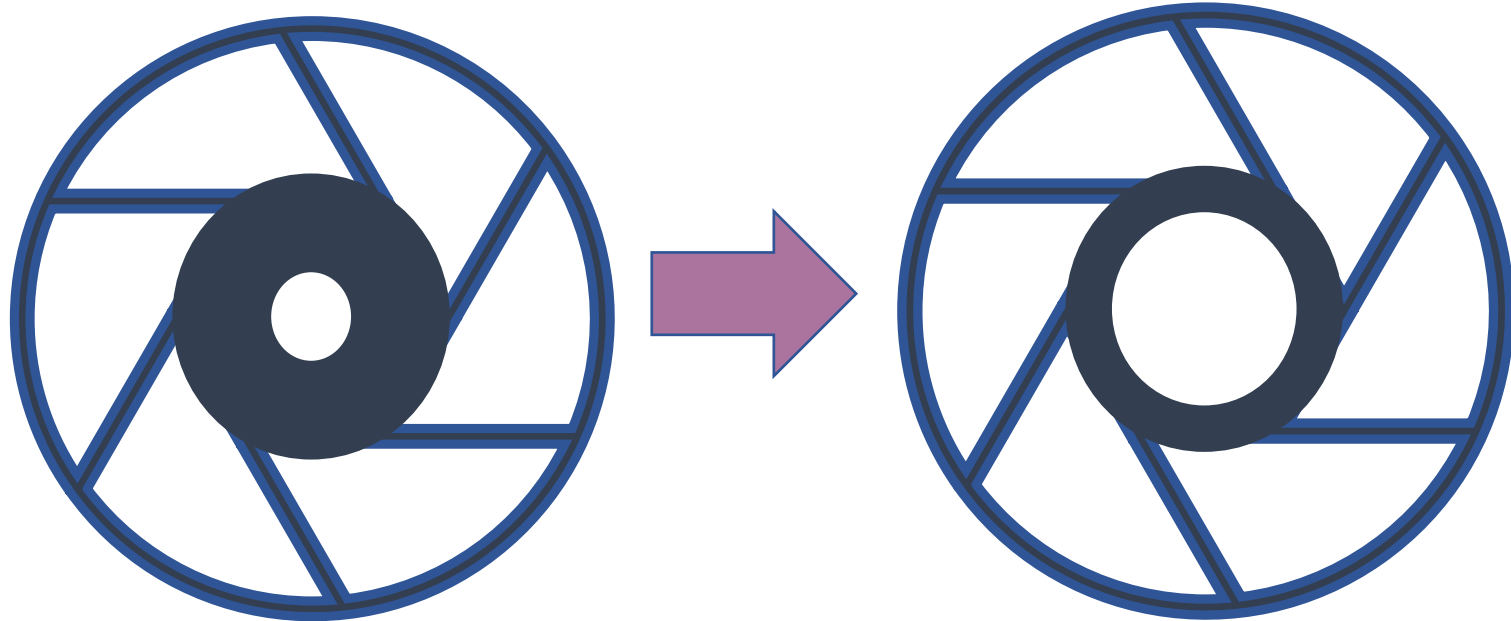
# Anticipating Change

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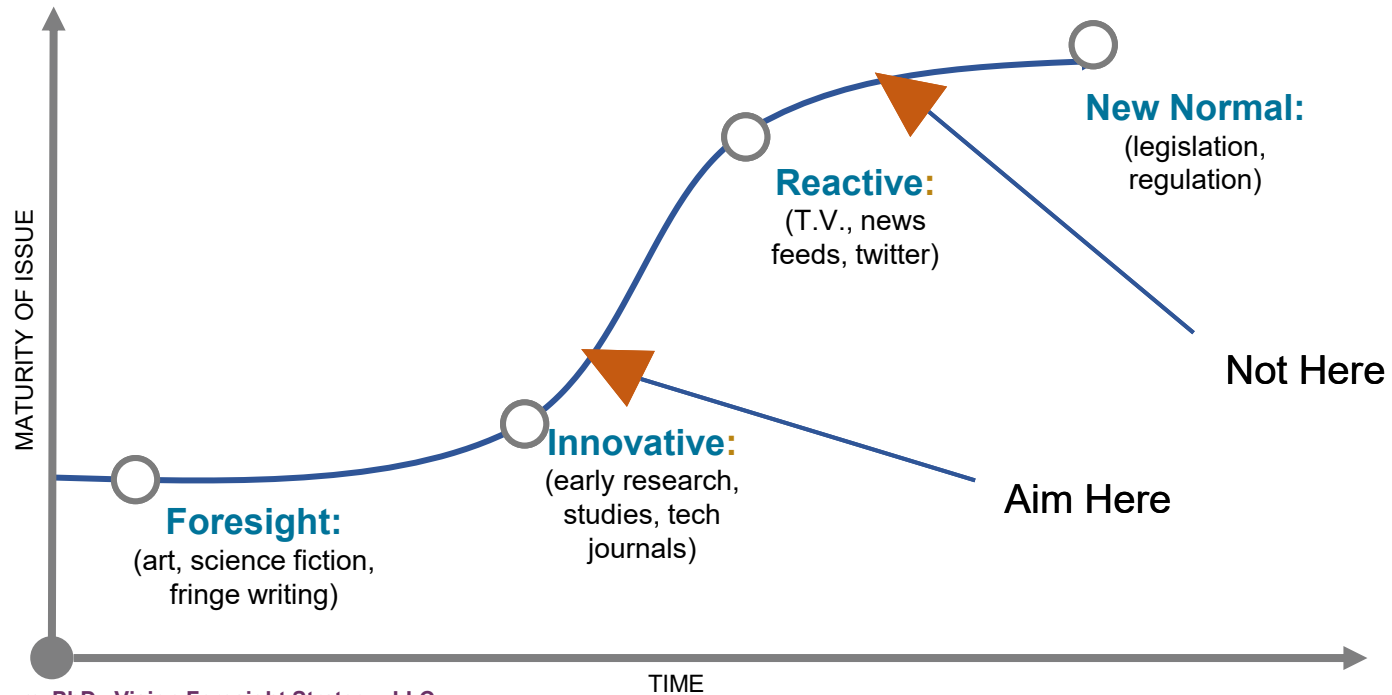
- **Past changes-hindsight:** historical patterns of change
- **Trends- insight:** current directions of change
- **Emerging issues-foresight:** what *might* change in the future



# Emerging Issues Widen Our View of the Possible



# Emerging Issues and Innovation



Source: Richard Lum, PhD., Vision Foresight Strategy, LLC  
2015

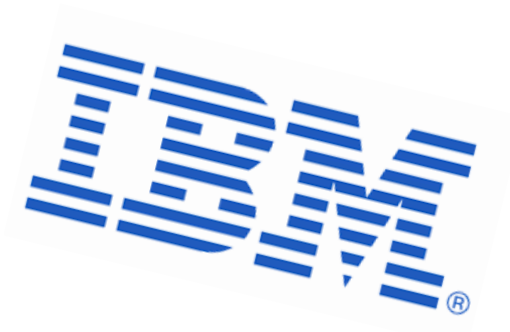
# Foresight Has Informed:



TOYOTA



# Foresight Could Have Informed:



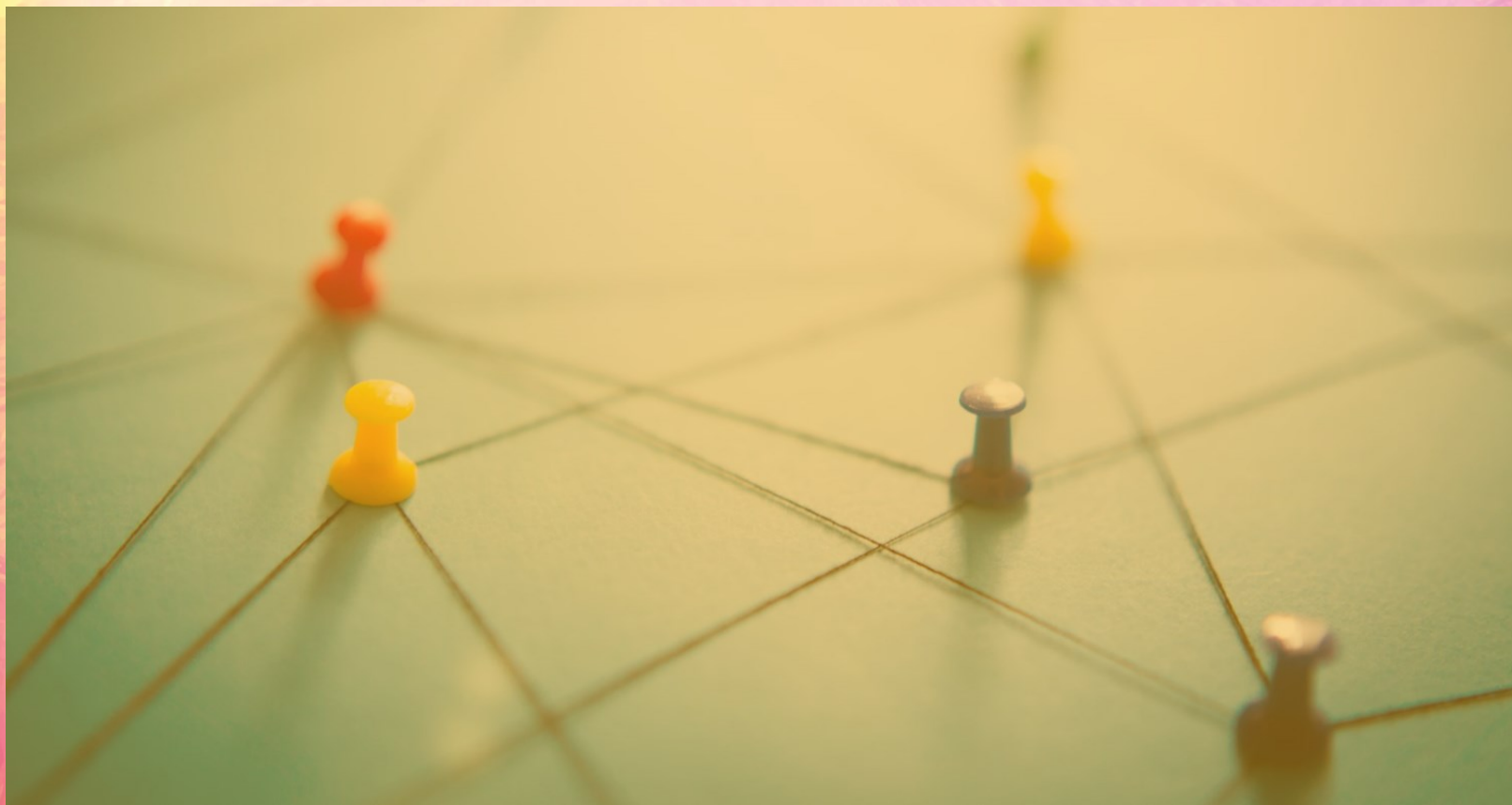


The Emerging  
Issues Radar and  
Other Resources  
Can be Accessed  
via LeadingAge  
Governance  
Resource



[Learning Hub Link: LeadingAge Governance Resource](#)

# 6 Transformative Emerging Issues on the Horizon

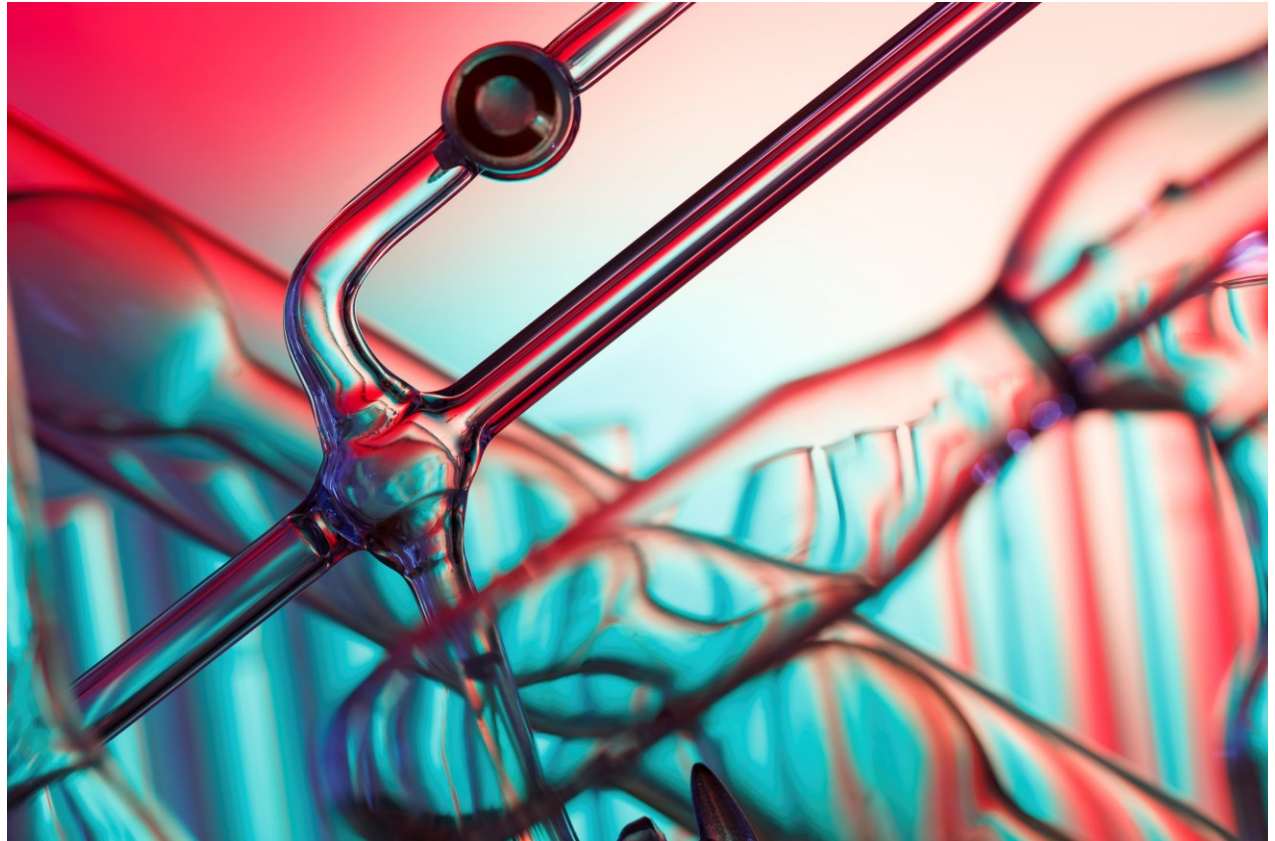


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## Radical New Tools

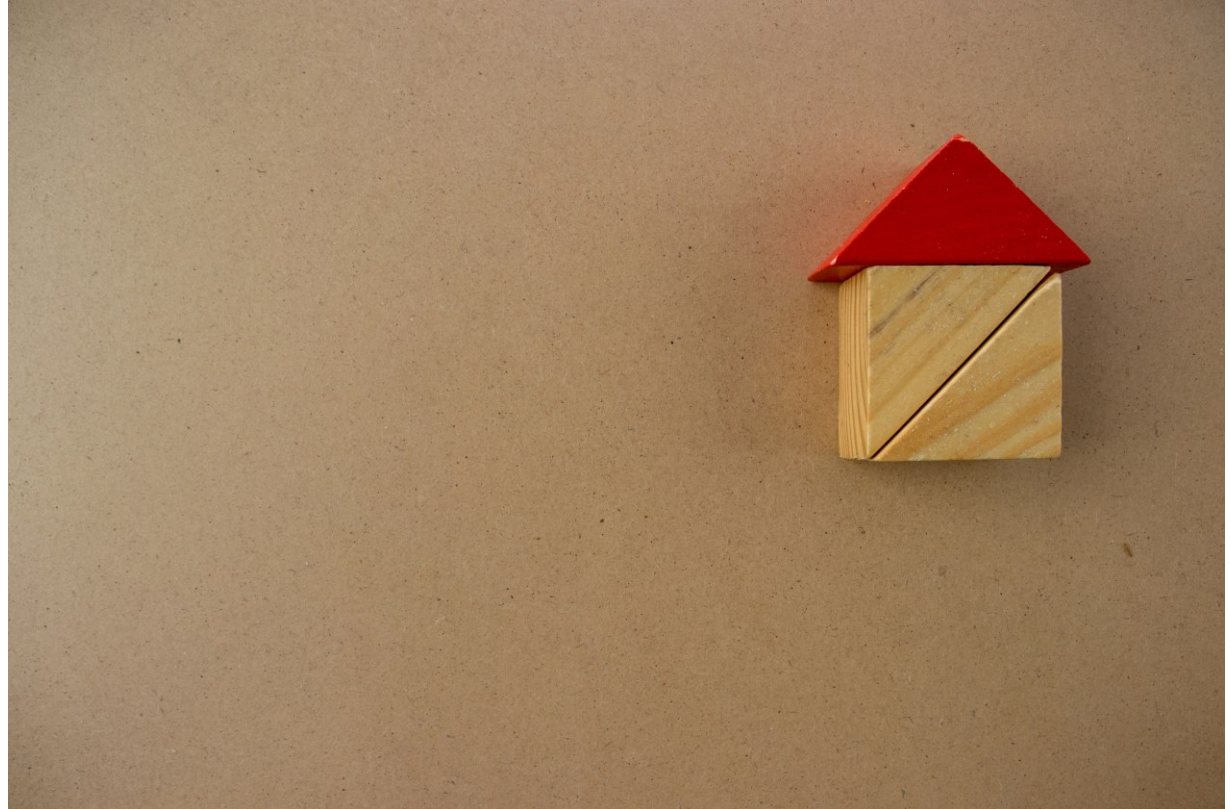
- Gene Therapy
- Biotechnology
- Gene Editing
- Genomics
- Imaging
- Brain Computer Interface (BCI)





## Home-First Paradigm

- Blurred boundaries
- Continuum partnerships
- Tech and data
- Valued-based



## Blurred Realities

- Telepresence
- Augmented Reality
- Virtual Reality



## Human + Technological Collaboration

- Robotics, Automation, and Machine Learning
- Fewer People Working



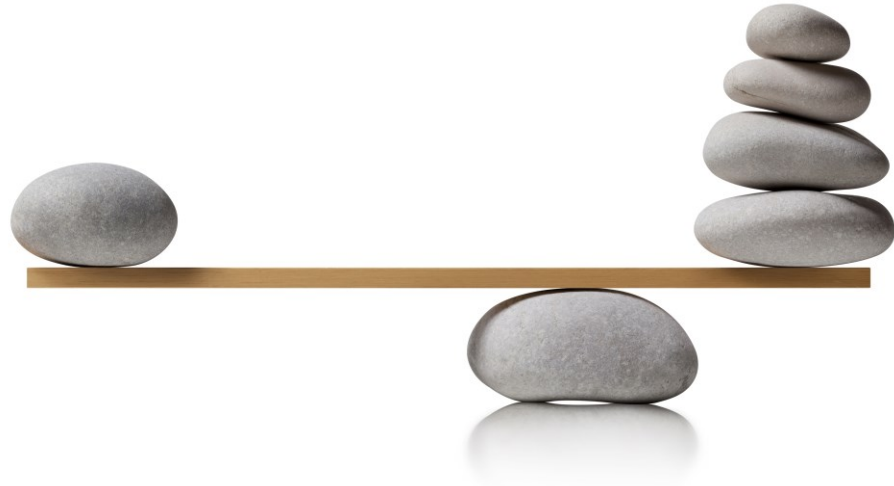
# Demographic Drought

- Boomer Exodus
- Prime-age Participation
- Low Birth Rates
- Passion Economy



# Uneven Aging

- “Isms”
- Wealth Gaps
- Biased Algorithms
- Public Investments

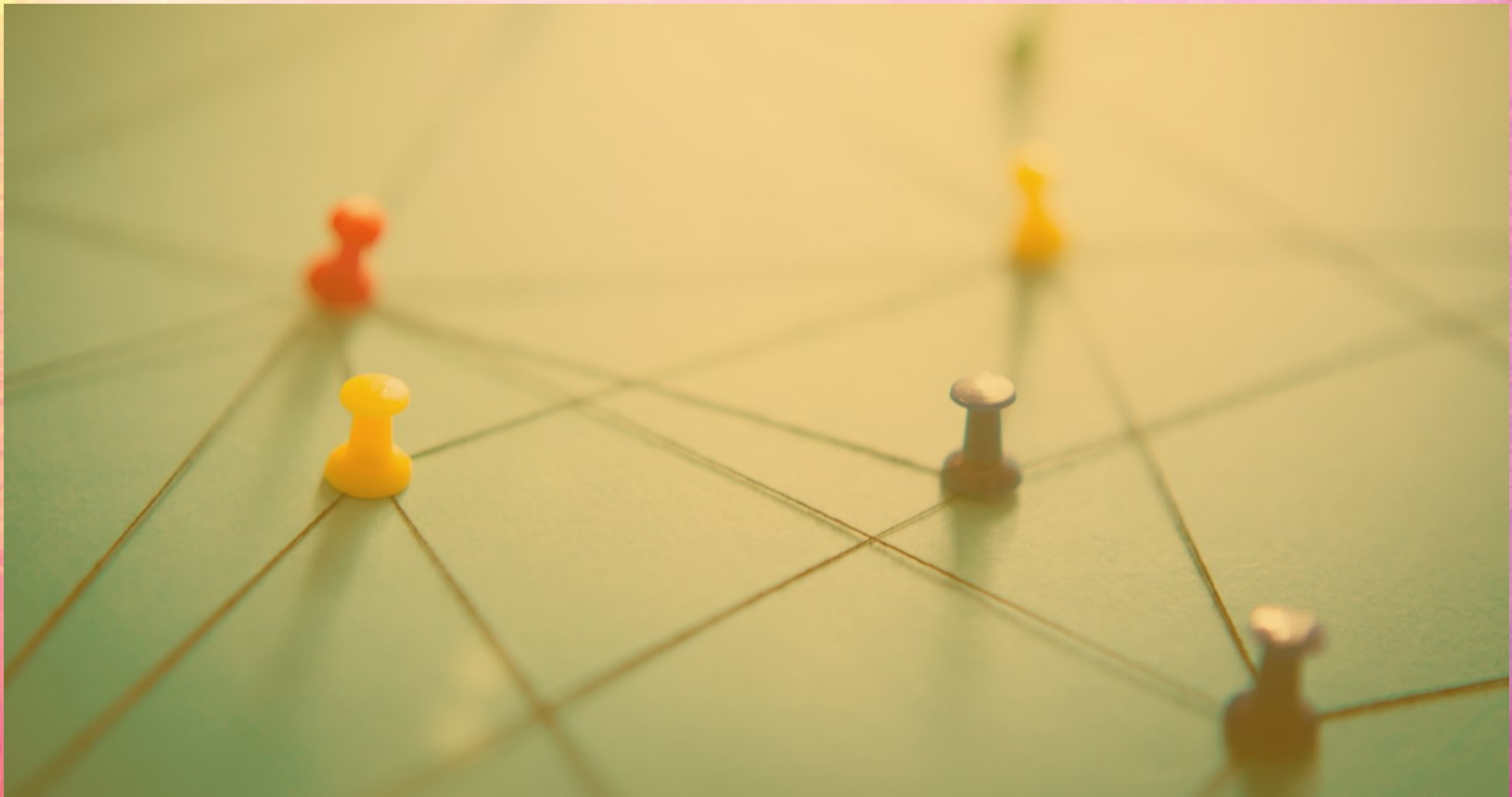


## Evolving Social Contracts

- Experimentation
- Shifting Success Definitions
- Advocacy Openings



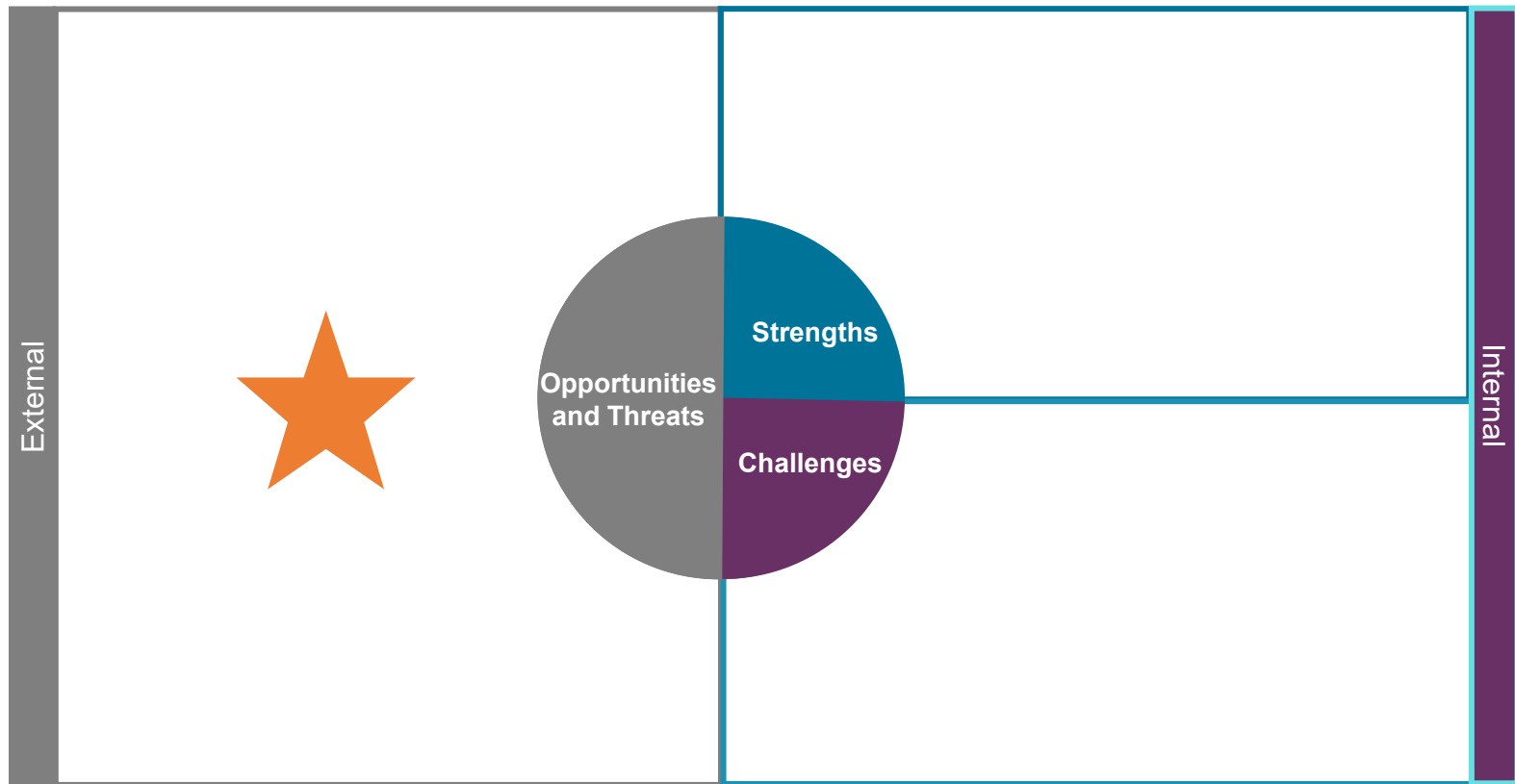
# Now What? Building Foresight Muscle



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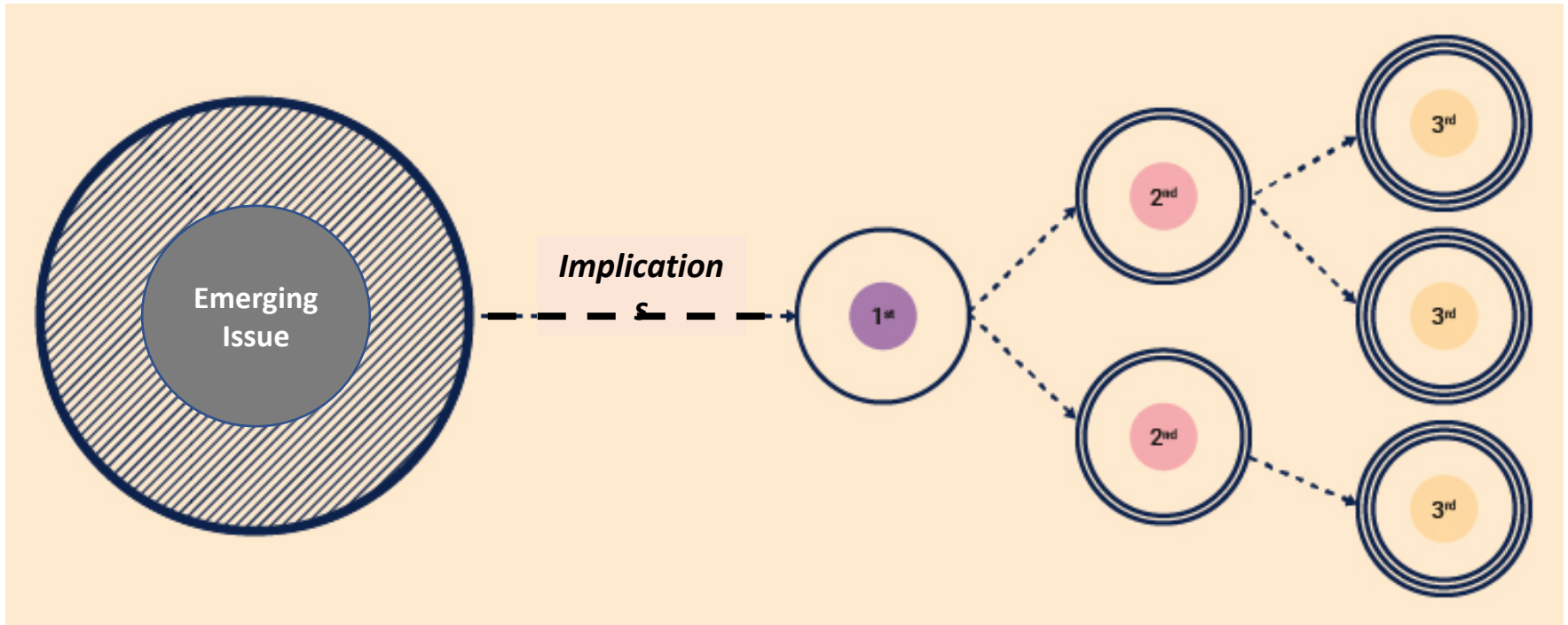
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SCOT Application: What are the opportunities or threats posed by the emerging issues?

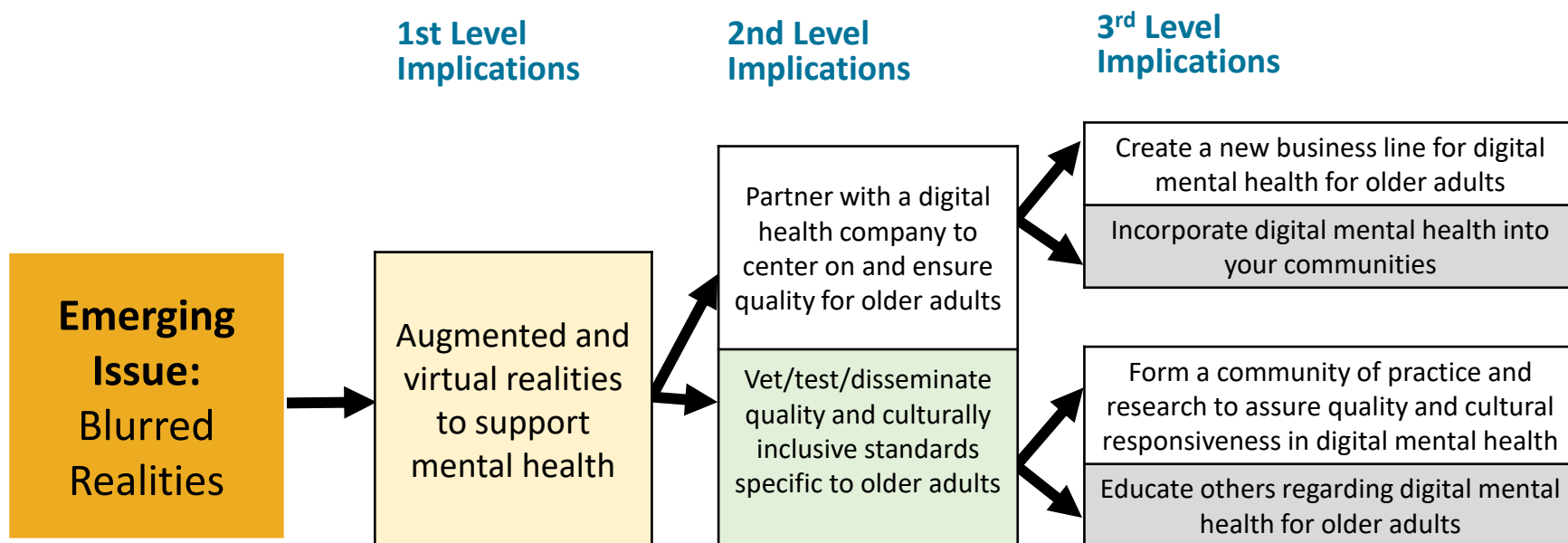




# Futures Wheel: Imagine the Implications of Future Change



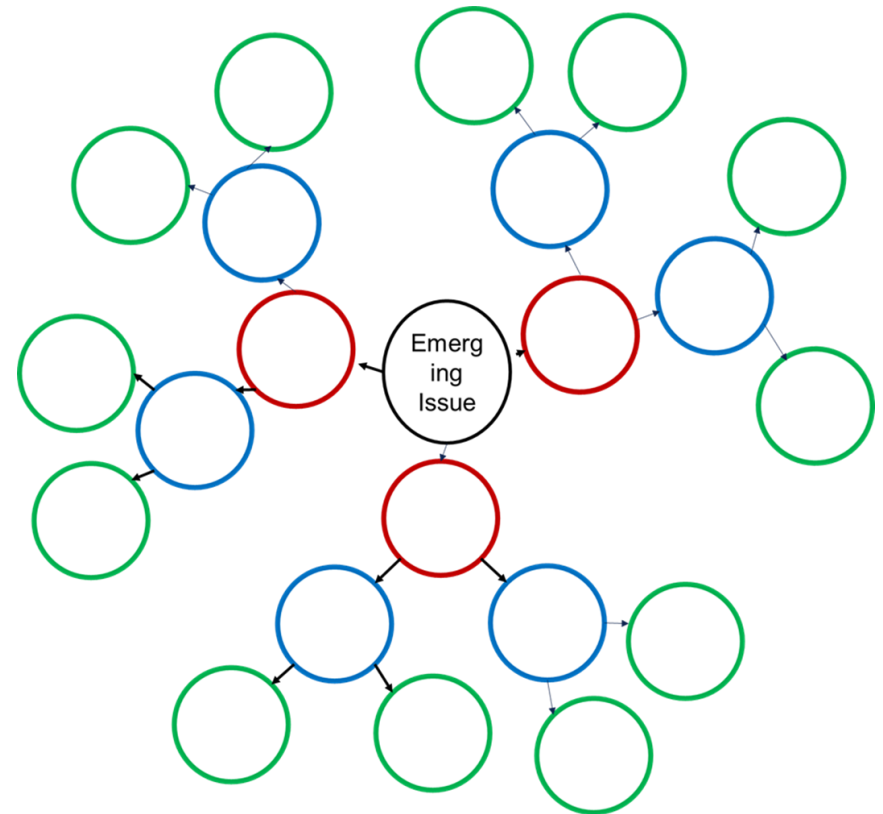
# Example



# Futures Wheel

## Instructions

1. Select an emerging issue and write the name of your issue in the **black circle**.
2. Write 3 direct implications of your group's selected issue in the **red circles**.
3. For each of those implications write two further implications in the **blue circles**.
4. Write a further set of implications in the **green outermost circles**.



<b>Emerging Issue</b>	<b>Brief Description of Future Emerging Issues</b>
<b>1. Radical New Health Tools</b>	We can anticipate radical tools to meet evolving health needs of a growing older population, including prognostic and precision medicine that improves and extends life, blanket vaccines that destroy cells that cause disease and disrupt the aging process itself, as well as brain health interventions that resolve PTSD, addiction, and other mental health issues.
<b>2. Home-First Paradigm</b>	It is estimated that up to \$265 billion worth of care services—representing up to 25 percent of the total cost of care for Medicare FFS and MA beneficiaries—could shift to the home by 2025 without a reduction in quality or access. Under an emerging home-first paradigm, future health and long-term care boundaries will blur in that coordinating and monitoring comprehensive support will be the key to successfully meeting growing demand among older adults to receive all their care and support wherever they call home. Innovative providers who create continuum partnerships, harness technology and data, and master risk-bearing, value-based payment will claim this home-first, comprehensive space and thrive.
<b>3. Blurred Realities</b>	“Real life” and connection for people will consist of things they do not even consider “real” today and smart phones and laptops will become as outdated as pagers and fax machines. We will likely increasingly adopt and expand telepresence where one can experience care and support through augmented realities or full-immersion virtual environments. Using avatars, virtual education, social connection, exercise, and health care, including testing the efficacy of personally-tailored health interventions, may become a new norm.
<b>4. Uneven Aging</b>	There are increasing signals that aging in the future will be even more inequitable due to the multitude of “isms,” wealth gaps, and lack of investments in population health and equitable well-being for life. To avoid those scenarios, we will need to intensify and sustain efforts that recognize and accommodate diversity; acknowledge, address, and repair systemic bias; require accountability in organizational policies and cultures; and deepen our public investments, especially for people in mid- and low-income brackets. We are at a fork in the road in that we are seeing signals that ageism, racism, ableism, sexism and other isms are increasingly acknowledged and addressed as systemic in nature and not just a result of bad actors; so we may be able to turn the tide by adopting and consistently enforcing systemic equity standards.
<b>5. Human + Technological Collaboration</b>	After previous industrial revolutions focused heavily on technology, Industry 5.0 will turn our focus to effective collaboration between machine and humans. Technology is already in use in systems in behind the scenes work and will likely increase towards more human-interactive work. This could be perfect timing as we look at our current demographics around available people to care for older adults. We are experiencing a “demographic drought” for reasons that include mass exodus of baby boomers from the labor force combined with record-low labor force participation of prime age Americans. We are also seeing the lowest birth rates in US history. For those who are still working, a “passion economy” is taking hold, under which people are essentially decoupling work from employment by reconsidering and reshuffling how, when, why, and how much the want to work.
<b>6. Evolving Social Contracts</b>	There is increasing experimentation and possible changes in the relationship people have with government and each other in the U.S., including the initial economic responses to COVID 19 for individuals and businesses, direct payments to families for child tax credits to reduce poverty, and a renewed push for economic success metrics that define prosperity beyond GDP, such as increased rates of employment, reduced carbon emissions, and shrinking wealth gaps. This could create openings to advocate for LTSS public financing, minimum sustainable family wages, subsidies for unpaid family and friend caregivers, and much more.