

Reimagination and Resilience In Uncertain Times

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Resilience in Uncertainty: Think + Act Across Five Horizons

1	2	3	4	5
Resolve	Resilience	Return	Re-Imagine	Reform
Address immediate emergencies	Plan for near- term challenges	Work for equilibrium amidst disruption	Envision, reinvent, and find new opportunity	Organize influence the future

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

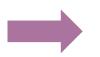








Explore strategic foresight principles



Contemplate 8 possible transformative changes and the equity considerations they raise



Imagine possible strategic implications and responses





Strategic Foresight Principles

REUNITE RENEW Reimagine



The Future



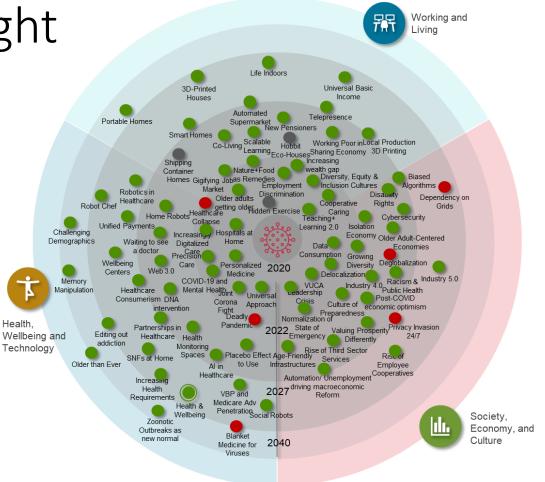
The future is not about what is going to happen, but what we are going to do given complexity, volatility, and uncertainty in the world





Strategic Foresight

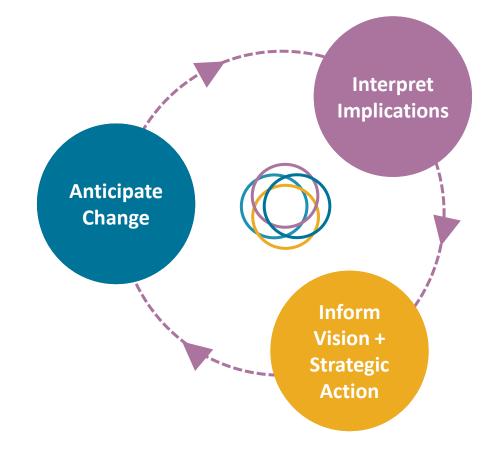
Anticipating possible change in the future, so that we can plan and take strategic action now







Strategic Foresight and Strategy







Anticipating Change



Past changes-hindsight: historical patterns of change

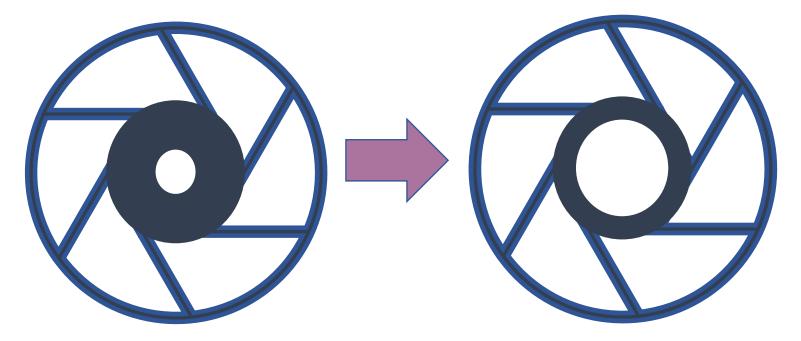
Trends- insight: current directions of change

Emerging issues-foresight: what *might* change in the future





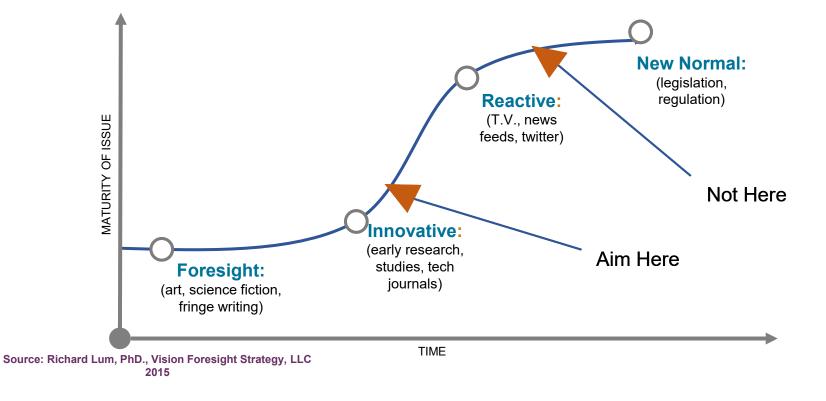
Emerging Issues Widen Our View of the Possible







Emerging Issues and Innovation





10

Age

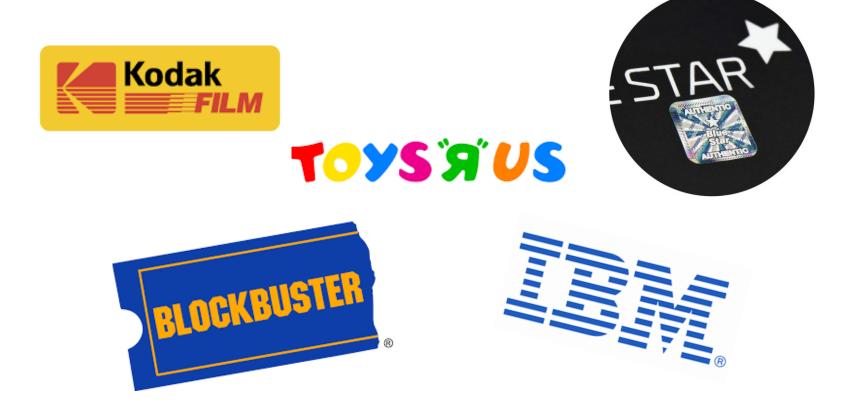
Foresight Has Informed:





Leading Age[®]

Foresight Could Have Informed:







LeadingAge Issues Radar

70+ Emerging Issues

Working and Living Life Indoors 3D-Universal Basic Printed Income Houses Automated Telepresence Supermarket New Pensioners Portable Homes Smart Homes Working Poor in Local Production Scalable Co-Living Hobbit Sharing Learning Eco-Houses 3D Printing s Economy Shipping Container Nature+Food ealth gap Biased Diversity, Equity & Homes Gigifying Jobas Remedies Employment Inclusion Cultures Algorithms Market Robotics in Discrimination Disability Older adults Dependency Healthcare getting older Hidden Exercise Robot Chef Cooperative Rights on Grids Caring Healthcare Home Robots Cybersecurity Teaching+ Collapse Unified Payments Isolation Learning 2.0 Challenging Hospitals at Increasing Economy Older Adult-Centered Demographics Waiting to Home Digitalized Data Economies see a doctor Precision Consumption Growing Wellbeing 202 Deglobalization Care Personalized Diversity Web 3.0 Centers Medicine 0 Delocalization Racism & Industry 5.0 Memory COVID-19 and Industry 4.0 Public Health VUCA Healmcare Manipulation Mental Health Consumeris adership Universal DNA Post-COVID Corona Approach Crisis m Culture of economic optimism intervention Fight Deadly Preparedness 202 Normalization of Health, Panden Valu. Partnerships State of Privacy Wellbeing and Editing out in Healthcare Health Emergency Prosperity Invasion 24/7 Differently addiction Monitoring Technology Rise of Third Age-FriendlySector Services Rise of Spaces Placebo SNEs at Home Al in Effect to Use Infrastructures Older than Ever Employee Cooperatives Healthcare Automation/ Increasing 202 Unemployment driving Health VBP and macroeconomic Reform Requirements Medicare Health & Adv ocia Wellbeing Penetration Society, Radar Sources: Futures Platform; World Economic Forum Robots Zoonotic Economy, and Outbreaks as Blanket 204 new normal Culture Medicine for b Radar Access Link: LeadingAge Governance Resources Viruses





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





Radical New Tools

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

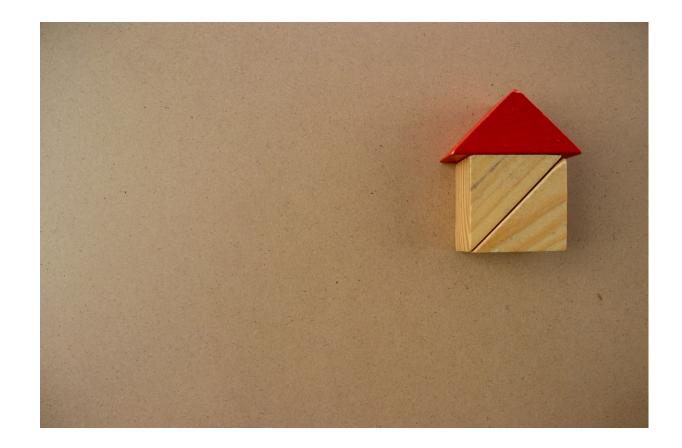






Home-First Paradigm

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







Blurred Realities

- Telepresence
- Augmented Reality
- Virtual Reality

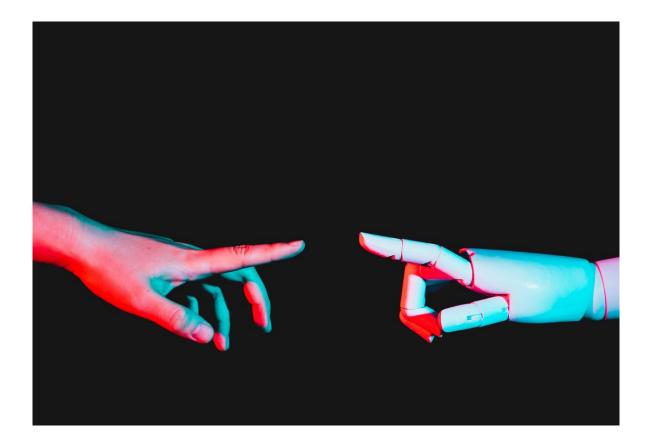






Human + Technological Collaboration

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







Demographic Drought

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

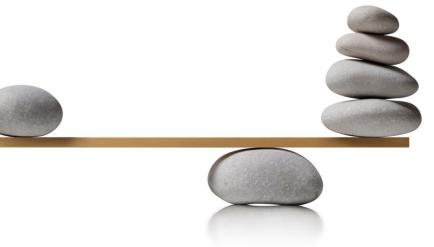




Leading Age°



- "Isms"
- Wealth Gaps
- Biased Algorithms
- Public Investments







LeadingAge[®]

Evolving Social Contracts

- Experimentation
- Shifting Success
 Definitions
- Advocacy
 Openings







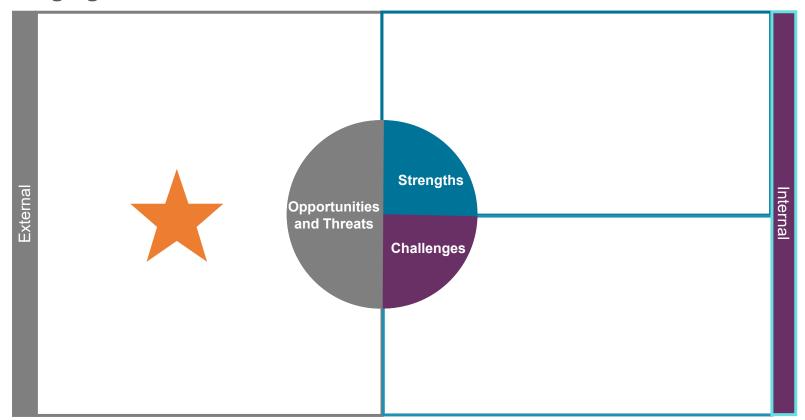
Now What? Building Foresight Muscle



REUNITE RENEW Reimagine



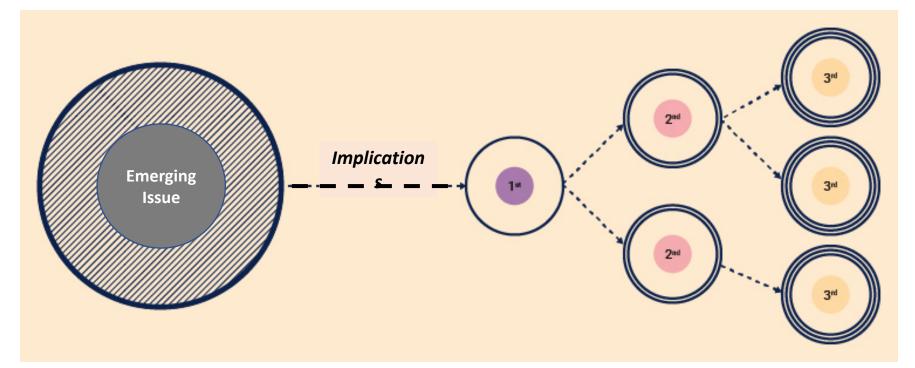
SCOT Application: What are the opportunities or threats posed by the emerging issues?





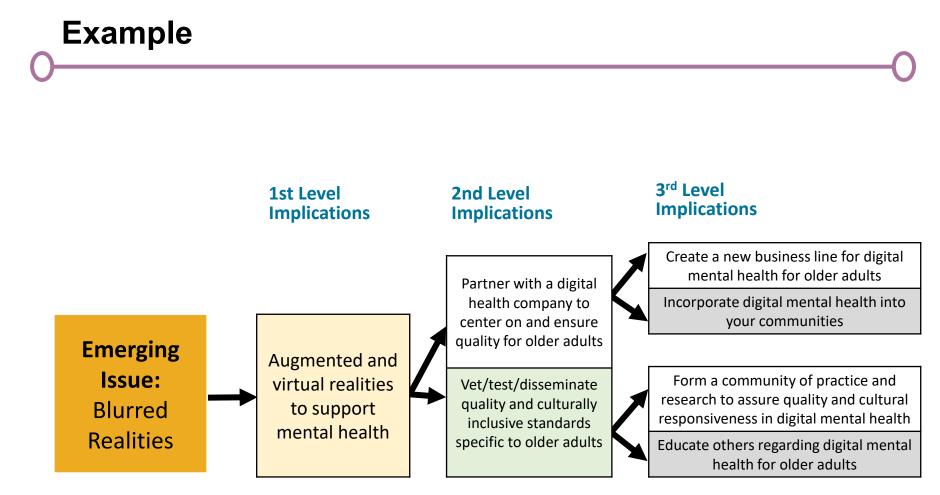


Futures Wheel: Imagine the Implications of Future Change







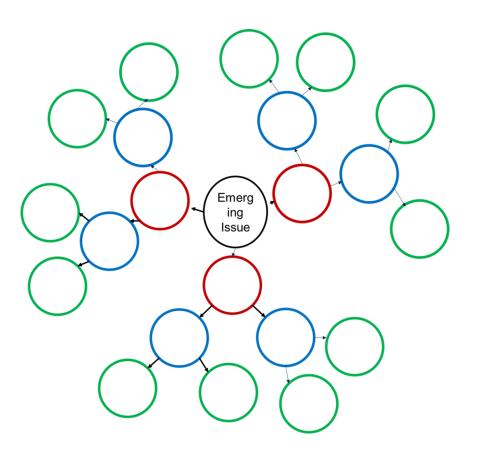






<u>Futures Wheel</u> <u>Instructions</u>

- Select an emerging issue and write the name of your issue in the **black** circle.
- 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**.







Emerging Issue	Brief Description of Future Emerging Issues
1.Radical New Health Tools	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.
2. Home-First Paradigm	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.
3. Blurred Realities	"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.
4. Uneven Aging	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.
5. Human + Technological Collaboration	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.
6. Evolving Social Contracts	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.