

Public Health 2030

Scenario Workshop Toolkit

For use with:

Public Health 2030: Scenarios for the Boston Public Health Commission, MA;
Public Health 2030: Scenarios for the Cuyahoga County Board of Health, OH;
Public Health 2030: Scenarios for Fargo Cass Public Health, ND; and
Public Health 2030: Scenarios for the Virginia Department of Health

What is the future for public health?
What is your vision for public health? Are your assumptions accurate?
Will your strategies be successful?

The Institute for Alternative Futures (IAF) developed this scenario workshop toolkit to help organizations conduct their own scenario workshop and consider the implications of IAF's Public Health 2030 scenarios for their own strategies and operations. The scenarios and presentation materials are available at www.altfutures.org/publichealth2030.

This toolkit includes:

- Pre-Workshop Decisions
- Group Assignment Instructions
- Agendas and Instructions
- Considering Scenario Likelihood & Preferability Handout
- Small Group Instructions
- Small Group Response Template



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Pre-Workshop Decisions

WHAT ARE YOUR OBJECTIVES FOR THE WORKSHOP?

First, are you using the workshop to consider the implications for your professional future, for your agency, your public health school or association, or other group? Who or what is the focus for this scenario workshop?

Second, what are the objectives or questions you want to use the scenarios to explore? You will use the different scenarios to consider the implications or responses in each scenario. Below are several possibilities that you can use, adjust, or add onto.

- To consider a range of forces, challenges, and opportunities shaping public health in the U.S.
- What are the implications for my organization in different scenarios?
- How should my organization adjust to or pursue its strategies in the different scenarios?
- What leadership roles should my organization play in the different scenarios?
- Are our current goals achievable in each scenario? Will our strategies be successful in the different scenarios?

WHAT SHOULD BE THE FOCUS OF THE IMPLICATIONS DISCUSSIONS?

What are your current directions, strategies, or goals for you, your team, your organization, or your workshop participants as you explore the implications of each scenario?

HOW LONG SHOULD BE THE WORKSHOP?

Can you devote a full day or half of a day to the workshop? The full day version provides participants with more time to “step into” and absorb the scenarios.

HOW WILL YOU PRESENT THE SCENARIOS?

Ask one or more of your participants to become familiar with the scenarios in advance, and present them and answer questions about them. (Visit the project website at www.altfutures.org/publichealth2030 for electronic copies of the state or local public health scenarios, and slides to assist with the presentation.) For example, you may have four people assigned to this task, with each presenting one of them but all having read all four scenarios. You may then assign the same individuals to the small groups tasked later in the workshop to discuss

that particular scenario in more detail. Also consider recruiting a group facilitator and reporter for each small group in advance.

WHOM WILL YOU INVITE TO THE WORKSHOP?

The workshop can be successful with four people to 100 or more. Whom would you like to include in the workshop? For example, your partners and staff; leaders and staff of organizations from other sectors; leaders, members, and staff of an association; and leaders, faculty, and students of a school.

Group Assignment Instructions

Divide participants into small groups, ideally seated at the same table from the beginning of the day. Depending on the number of participants, each group can consist of 3-15 people. Assign participants to groups so that there is a mix of leaders, staff, and other types of participants. If you have more than four groups, you can have two or three groups focused on the same scenario but you will need to allow more time for presenting and comparing the results.

Full Day Agenda and Instructions

9:00 Welcome and Introduction

- Review workshop agenda and objectives for your organization
- Have participants introduce themselves

9:30 Four Public Health 2030 Scenarios

- Review each of the scenarios (10 to 12 minutes per scenario)
 - For each scenario, have someone present the scenario and then have participants review the text and matrix for that scenario. Briefly discuss the scenario and answer questions, if any.
 - Respond to questions after having reviewed all of the scenarios (5min)
- Have each participant complete the Considering Scenario Likelihood & Preferability handout (5min)
 - Collect and process the results while the group continues with the agenda. Calculate the average rating for each scenario for both likelihood and preferability, and share the results later during the full group discussion.

10:30 Break

10:45 Small Group Instructions

- Review the "Instructions for Small Groups" provided in this toolkit.
- Recruit a group facilitator and reporter for each group.
- Assign each group one of the scenarios to explore a scenario in detail and consider the implications for your organization or community.

11:00 Small Group Discussion

- Each group “steps into” and considers its assigned scenario.
- Each group completes the Small Group Response Template for its assigned scenario.

12:00 Lunch

- This can be a working lunch, where each small group gets its lunch and continues working, or a specified lunch break of 30 to 60 minutes.

1:00 Small Group Discussion (cont.)

2:00 Full Group Discussion

- Each small group has 5 minutes to present its report on implications of their scenario and answer questions about their scenario or reports. (about 30 minutes total)
- The full group identifies and discusses the similarities or differences in the small group answers across the scenarios. Then the full group considers the following:
 - What strategies are “robust,” i.e., which would work in two or more scenarios?
 - Are there any current strategies that would be counterproductive in one or more of the scenarios?
- Present and discuss the results from the "Considering Scenario Likelihood & Preferability" exercise.
 - Interpreting the ratings:
 - 100% for likelihood means that it is 100% certain to happen, 0% means it never will; 100% for preferability means that it is totally preferable; 0% means there is nothing desirable or preferable about this scenario.
 - Expect likelihood ratings to be higher for Scenario 1, which was developed and written to represent the most likely of the four. Scenario 2 offers a challenging future and Scenarios 3 and 4 offer visionary alternatives. Expect preferability ratings to be higher for Scenarios 3 and 4, which were developed and written to represent the most preferable among the four.
 - Obviously, the future is uncertain, and in your organization’s planning, it would be wise to consider the challenges of Scenarios 1 and 2 as well as the more successful paths found in Scenarios 3 and 4.
 - Planning for the most likely future tends to reinforce it. This is a suboptimal use of energy and resources. The discussion of robust strategies gives a better sense of strategies that would yield results that are more positive.
 - Do participants agree on the preferability of each scenario? If there are disagreements, where do people disagree?
- Discuss as a full group whether your organization’s current planning or activities will be effective in the likely scenarios.
 - If one of the other futures comes about, what would you be ready to do?
 - Should you – through your strategies, programs, or other actions – help create the preferable scenarios or make them more likely? What would that take?

3:30 Next Steps

- Given the discussion on strategic implications, contingency thinking, and likelihood/preferability, what next steps should the organization take to:
 - Change or add current strategies and actions?
 - Remain aware of the major forces shaping public health and your work, including using these scenarios?

- Every 6-12 months, your organization should ask itself, “Toward which of these scenarios are we headed?”
 - You will have signposts identified by the groups for each scenario. You can assign relevant members of the organization to monitor for these “signposts”.
 - To some extent, all organizations observe what is happening in their environment; some organizations do this scanning more systematically. The signposts give additional focus on important directions.
 - Having a one- or two-hour session every 6 months allows your organization to keep learning and to improve its thinking about your directions and the contingencies you need to consider.

4:00 Adjourn

Let us know what you think! After the workshop has concluded, we invite you to share your experience with us at futurist@altfutures.org.

Half Day Agenda and Instructions

9:00 Welcome and Introduction

- Review workshop agenda and objectives for your organization
- Have participants introduce themselves

9:20 Four Public Health 2030 Scenarios

- Review each of the scenarios (10 to 12 minutes per scenario)
 - For each scenario, have someone present the scenario and then have participants review the text and matrix for that scenario. Briefly discuss the scenario and answer questions, if any.
 - Respond to questions after having reviewed all of the scenarios (5min)
- Have each participant complete the Considering Scenario Likelihood & Preferability handout (5min)
 - Collect and process the results while the group continues with the agenda. Calculate the average rating for each scenario for both likelihood and preferability, and share the results later during the full group discussion.

10:00 Small Group Instructions

- Review the "Instructions for Small Groups" provided in this toolkit.
- Recruit a group facilitator and reporter for each group.
- Assign each group one of the scenarios to explore a scenario in detail and consider the implications for your organization or community.

10:15 Small Group Discussion

- Each group "steps into" and considers its assigned scenario.
- Each group completes the Small Group Response Template for its assigned scenario.

11:15 Full Group Discussion

- Each small group presents a summary from its discussion on implications of their scenario. (5 minutes per group)
- The full group identifies and discusses the similarities or differences in the small group answers across the scenarios.
- Present and discuss the results from the "Considering Scenario Likelihood & Preferability" exercise.

- Then the full group considers the following:
 - What strategies are “robust,” i.e., which would work in two or more scenarios?
 - Are there any current strategies that would be counterproductive in one or more of the scenarios?

11:45 Next Steps

- Given the discussion on strategic implications, contingency thinking, and likelihood/preferability, what next steps should the organization take to:
 - Change or add current strategies and actions?
 - Remain aware of the major forces shaping public health and your work, including using these scenarios?

- Every 6-12 months, your organization should ask itself, “Toward which of these scenarios are we headed?”
 - You will have signposts identified by the groups for each scenario. You can assign relevant members of the organization to monitor for these “signposts”.
 - To some extent, all organizations observe what is happening in their environment; some organizations do this scanning more systematically. The signposts give additional focus on important directions.
 - Having a one- or two-hour session every 6 months allows your organization to keep learning and to improve its thinking about your directions and the contingencies you need to consider.

12:00 Adjourn

Let us know what you think! After the workshop has concluded, we invite you to share your experience with us at futurist@altfutures.org.

PH2030 Scenario Likelihood & Preferability

CONSIDERING THE LIKELIHOOD AND PREFERABILITY OF THE SCENARIOS

Please use the grid below to assess the likelihood and preferability of each scenario separately.

- 100% refers to highly likely or preferable.
- 0% means there is nothing desirable or preferable about a particular scenario.
- Percentages can be from 0 to 100 *in each cell*.

	Likelihood	Preferability
Scenario 1: Smarter Public Health, Missed Opportunities	0 to 100	0 to 100
Scenario 2: Under Water	0 to 100	0 to 100
Scenario 3: Public Health as Chief Health Strategist	0 to 100	0 to 100
Scenario 4: A Renaissance of Civic and Social Responsibility	0 to 100	0 to 100

PH2030 Scenario Likelihood & Preferability

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- Percentages can be from 0 to 100 *in each cell*.

	Likelihood	Preferability
Scenario 1: Some Health Gains, But Disparities Persist	0 to 100	0 to 100
Scenario 2: Big Challenges, Public Health Constrained	0 to 100	0 to 100
Scenario 3: Common Sense Returns, Public Health Wins	0 to 100	0 to 100
Scenario 4: My Code is Your Code	0 to 100	0 to 100

PH2030 Scenario Likelihood & Preferability

CONSIDERING THE LIKELIHOOD AND PREFERABILITY OF THE SCENARIOS FOR FARGO CASS PUBLIC HEALTH

Please use the grid below to assess the likelihood and preferability of each scenario separately.

100% refers to highly likely or preferable.

0% means there is nothing desirable or preferable about a particular scenario.

Percentages can be from 0 to 100 *in each cell*.

	Likelihood	Preferability
Scenario 1: Fargo Forward	0 to 100	0 to 100
Scenario 2: UFF-DA! & the Flood of 2020	0 to 100	0 to 100
Scenario 3: Fit and Healthy Fargo	0 to 100	0 to 100
Scenario 4: Healthy People, Healthy Communities	0 to 100	0 to 100

PH2030 Scenario Likelihood & Preferability

CONSIDERING THE LIKELIHOOD AND PREFERABILITY OF THE SCENARIOS FOR THE VIRGINIA DEPARTMENT OF HEALTH

Please use the grid below to assess the likelihood and preferability of each scenario separately. 100% refers to highly likely or preferable. 0% means there is nothing desirable or preferable about a particular scenario. Percentages can be from 0 to 100 *in each cell*.

	Likelihood	Preferability
Scenario 1: Changing Priorities, Declining Resources	0 to 100	0 to 100
Scenario 2: Overwhelmed and Ineffective	0 to 100	0 to 100
Scenario 3: Successful Chief Health Strategist	0 to 100	0 to 100

Instructions for Small Groups

1. Facilitators for each small group review objectives, agenda, roles and responsibilities.

<i>Objectives</i>	Step into the scenario, understand it Consider the greatest changes and implications Develop recommendations assuming this scenario will occur Identify signposts that indicate movement toward this scenario
<i>Agenda</i>	Distribute copies of the small group template to each group and review
<i>Roles and Responsibilities</i>	Determine Reporter/recorder. Ask a volunteer to take notes and report the small group results to the full group.

Facilitator: remind participants that each scenario includes the following components: scenario highlights, a detailed narrative describing how that scenario came to pass, and a scenario matrix that presents the scenarios side-by-side. Have participants review the column of the matrix that relates to their scenario.

2. Brainstorm answers to the following questions.

(If time is short, skip to implications and recommendations.)

- What are the greatest changes in this scenario? (5) Facilitator writes key words on flip chart.
- What signposts, headlines would indicate movement toward these scenarios? (5) E.g., headlines for digital health coaches, severe budget cuts, reductions in obesity.
- What are the major implications for different stakeholders in this scenario? (20) E.g., residents, community organizations, educational institutions, professional associations, researchers, clinicians, policy-makers, third-party payers, and government. Consider stakeholders both inside and outside the traditional health sector.
- What recommendations would you make in the context of this scenario? (15) Tell the group that recommendations should identify who should do what and, as relevant, by when.

3. Reporter identifies the key points he or she will present from the discussion.

If applicable, the report should work with the facilitator to ensure that the presentation slides are ready for the next session.

PH2030 Small Group Response Template

- 1. What are the greatest changes in this scenario?**
- 2. What are the signposts that would indicate we are heading toward this scenario?**
- 3. What are the major implications for different stakeholders in this scenario?**
(E.g., residents, community organizations, educational institutions, professional associations, researchers, clinicians, policy-makers, third-party payers, and government. Consider stakeholders both inside and outside the traditional health sector.)
- 4. What recommendations would you make in the context of this scenario?**
(Identify for whom)