



Developing Scenarios for Public Health

**Public Sector Foresight Network
at WFS Annual Conference
July 11, 2014**

Supported by
grants from:



Robert Wood Johnson Foundation
THE KRESGE FOUNDATION

Introduction

- Public Health is “what we as a society collectively do to ensure the conditions for people to be healthy.”
- Public health is not medical care (though some PHA’s do that); public health has traditionally done what needed to be done that no one else was doing.
- There are over 3000 State and Local Health Departments in the United States.
- The Who, What, and How of public health is evolving – not always in consistent directions. Scenarios are an important tool for exploring this uncertainty.
- Public Health 2030 Scenarios were developed as a foresight contribution to the field, in conjunction with NACCHO, ASTHO, APHA and other leaders in the field

The Public Health 2030 Project

Funded by Robert Wood Johnson & Kresge Foundations
Following Scenarios on *Vulnerability 2030*, *Primary Care 2025*, and
Health and Health Care in 2032

- Explore key forces shaping public health
- Consider the future of public health functions, financing and sustainability
- Build expectable, challenging, and visionary scenarios that facilitate preparation, imagination, aspiration
- Provide and widely distribute the scenarios as a tool for public health agencies, organizations, and schools

Developing the Scenarios

- Considered key drivers shaping public health
- Developed expectable, challenging, and aspirational forecasts for the drivers
- Interviewed experts, Project advisers
- Developed and used state and local Public Health 2030 Scenarios
- Developed national Public Health 2030 Scenarios

Aspirational Futures: Scenario Zones

Visionary/Surprisingly
Successful

Expectable

Challenging

Zone of
High
Aspiration

Zone of
Conventional
Expectations

Zone of
Growing
Desperation

State & Local PH2030 Scenarios

Fargo Cass Public Health (ND)

Boston Public Health Commission (MA)

Cuyahoga County Board of Health (OH)

Virginia Department of Health

National PH 2030 Scenarios

Themes Across Local & State Public Health 2030 Efforts

- Growing Demand for Accountability, ROI, and Effectiveness
- Improving Community Engagement, and Communications with the Public
- Analytics, Keeping Up with Technology, and Technology-Based Disparities
- Growing Demand for Emergency Preparedness and Environmental Health
- Funding Challenges, and Increasing Collaboration and Integration
- Cutting Direct Health Care Services
- Determining the Leadership Role of PHAs
- Improve Workforce Development

Gains from the Scenario Process for Local and State Health Departments

At each of the scenario workshops, participants were asked to provide feedback on the workshop and scenario process.

1. About the workshop, participants reported appreciating the opportunity to:

- Have protected time to reflect on the future together, consider factors external to public health, think creatively, and develop concrete recommendations for the PHA.
- Break through vague malaise about the future to come to a clearer picture of what it may look like.
- Explore possibilities, including how technology may be used for public health, the impacts of climate change on PHA programming, and how their PHA may be prepared or underprepared in the various scenarios.

1. What Participants Appreciated (cont.)

- Think about change, and learn how to think about the future using a different method.
- Explore insightful ideas on the possible future of public health and how to begin to prepare.
- Learn about upcoming tools and technologies that may be used in public health in the future.
- Look at the bigger picture.
- Engage in long-term strategizing.
- Identify common themes or areas of importance (i.e., robust strategies) and their implications for strategic planning and day-to-day decisions.

1. What Participants Appreciated (cont.)

- Envision and face the scenarios to prepare the PHA to meet future challenges, rather than simply prepare for what the PHA hopes will be in its comfort zone.
- Resist the status quo and make strategic and tough decisions.
- Learn more about each other's work and recognize and appreciate their common grounding in public health.

1. Takeaways on monitoring the environment

For how participants monitor the PHA environment

- Encourage internal staff to broaden the scope of monitoring and engagement.
- Pay closer attention to information technology advances and job training opportunities.
- Draw on relationships and partnerships in understanding the environment.
- Keep up with current trends and looking for signposts, think about what those mean for the future, and plan accordingly for the changing nature of public health.
- Use this environmental monitoring to identify lines of business, target objectives, and desired outcomes.

1. Takeaways on monitoring the environment

For how participants monitor the PHA environment

- Encourage internal staff to broaden the scope of monitoring and engagement.
- Pay closer attention to information technology advances and job training opportunities.
- Draw on relationships and partnerships in understanding the environment.
- Keep up with current trends and looking for signposts, think about what those mean for the future, and plan accordingly for the changing nature of public health.
- Use this environmental monitoring to identify lines of business, target objectives, and desired outcomes.

2. Takeaways on strategies or tactics to pursue

- Use the list of robust strategies to inform the PHA's next round of strategic planning, and workforce development and hiring decisions.
- Account for emerging developments in PHA planning and activities (e.g., citizen science, gamification, and new technologies)
- Encourage more team approaches at the leadership level.
- Plan for opportunities created by the Affordable Care Act.
- Re-evaluate the effectiveness of PHA programs and services.
- Improve workforce and staff skill set development.
- Emphasize coalition building and partnerships, and move away from direct services.

2. Takeaways on strategies or tactics to pursue

- Improve surveillance.
- Promote health equity and racial justice.
- Look more sharply at how the PHA's strategic plans, organizational culture, workforce, and data management align with cross-scenario recommendations.
- Focus on the PHA's greatest strengths, rather than trying to be all things to all people.
- Develop internal dashboards to better monitor the PHA's progress towards its goals.
- Seek meaningful and measurable objectives and outcomes.
- Improve communication and engagement with residents; improve PHA IT, messaging, branding, and social media

2. Takeaways on communications and relationships with partners

- Increase and improve collaborations, partnerships, and communications with internal and external partners.
- Pursue new partners that would be likely to ensure future success.
- Intentionally seek dialogue with multiple sectors.
- Improve information sharing to inform policy and measure progress. This includes crafting messages so they will be heard by partners and the public.
- Deepen understanding, trust, and mutual stakes through communications and relationships.

National Public Health 2030 Scenarios

- **Scenario 1: One Step Forward, Half a Step Back**

Significant advances in big data analytics, in access to and quality of health care; yet recurring fiscal and health challenges for communities and PHAs.

- **Scenario 2: Overwhelmed, Under-Resourced**

Economic and environmental challenges, infectious diseases increase, health care reform halted, public health constrained.

- **Scenario 3: Sea Change for Health Equity**

PHAs evolve into health development agencies. Economic stability and value and policy shifts toward equity support this evolution.

- **Scenario 4: Community-Driven Health and Equity**

Innovation in communities, alternative economics, transformation is accelerated through technology and recognition of economic and social injustice.

Scenario Likelihood and Preferability Poll

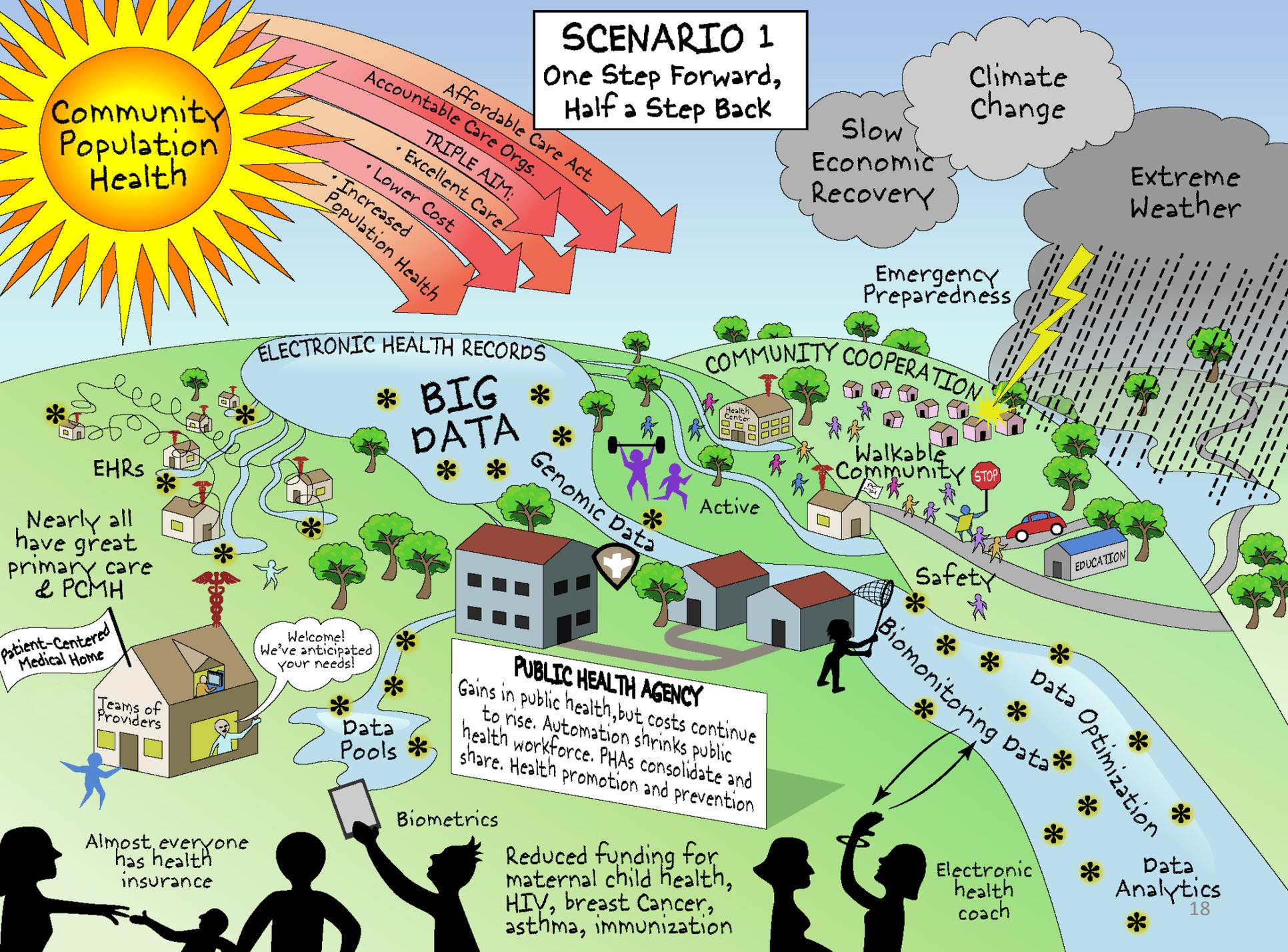
Public Health 2030 Scenarios	Likelihood	Preferability
Scenario 1: One Step Forward, Half a Step Back	0-100	0-100
Scenario 2: Overwhelmed, Under-Resourced	0-100	0-100
Scenario 3: Sea Change for Health Equity	0-100	0-100
Scenario 4: Community-Driven Health and Equity	0-100	0-100

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. Columns or rows need not add up to 100%. For example, you may assign 60% for likelihood and 85% for preferability of a scenario.



SCENARIO 1 One Step Forward, Half a Step Back

Community
Population
Health

Affordable Care Act
Accountable Care Orgs.
TRIPLE AIM:
• Excellent Care
• Lower Cost
• Increased Population Health

Climate Change
Slow Economic Recovery
Extreme Weather

ELECTRONIC HEALTH RECORDS

BIG DATA

COMMUNITY COOPERATION

Emergency Preparedness

Walkable Community

EHRs

Nearly all have great primary care & PCMH

Patient-Centered Medical Home

Teams of Providers

Welcome! We've anticipated your needs!

Data Pools

PUBLIC HEALTH AGENCY
Gains in public health, but costs continue to rise. Automation shrinks public health workforce. PHAs consolidate and share. Health promotion and prevention

Biometrics

Reduced funding for maternal child health, HIV, breast Cancer, asthma, immunization

Almost everyone has health insurance

Safety

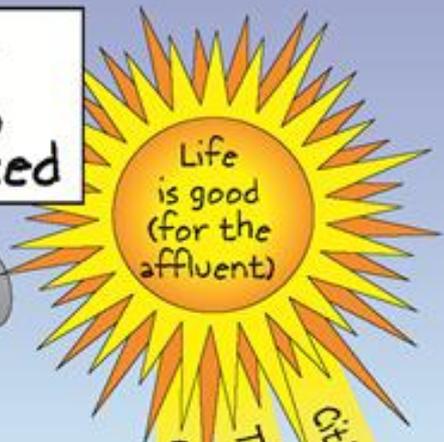
Biomonitoring data

Data Optimization

Data Analytics

Electronic health coach

SCENARIO 2 Overwhelmed, Under-Resourced



Unable to afford health care

Severe Recession

Public Health Cuts

Bad Air Quality

Recurring Extreme Weather Events

Accelerated Climate Change

Poverty and distrust

Mold
Mildew

Carbon
Monoxide
Poisoning

Health regression
Flu pandemics,
dengue & other
outbreaks

Homelessness

Climate Migrants
-Refugees

Understaffing

Underfunding

Layoffs

Vulnerable population suffers most

Critical Resource
Thefts

Cuts to
Prevention

Distrust
Government

Most vulnerable populations cut off from better future enjoyed by affluent and middle class

Funding Cuts

City Bankruptcies

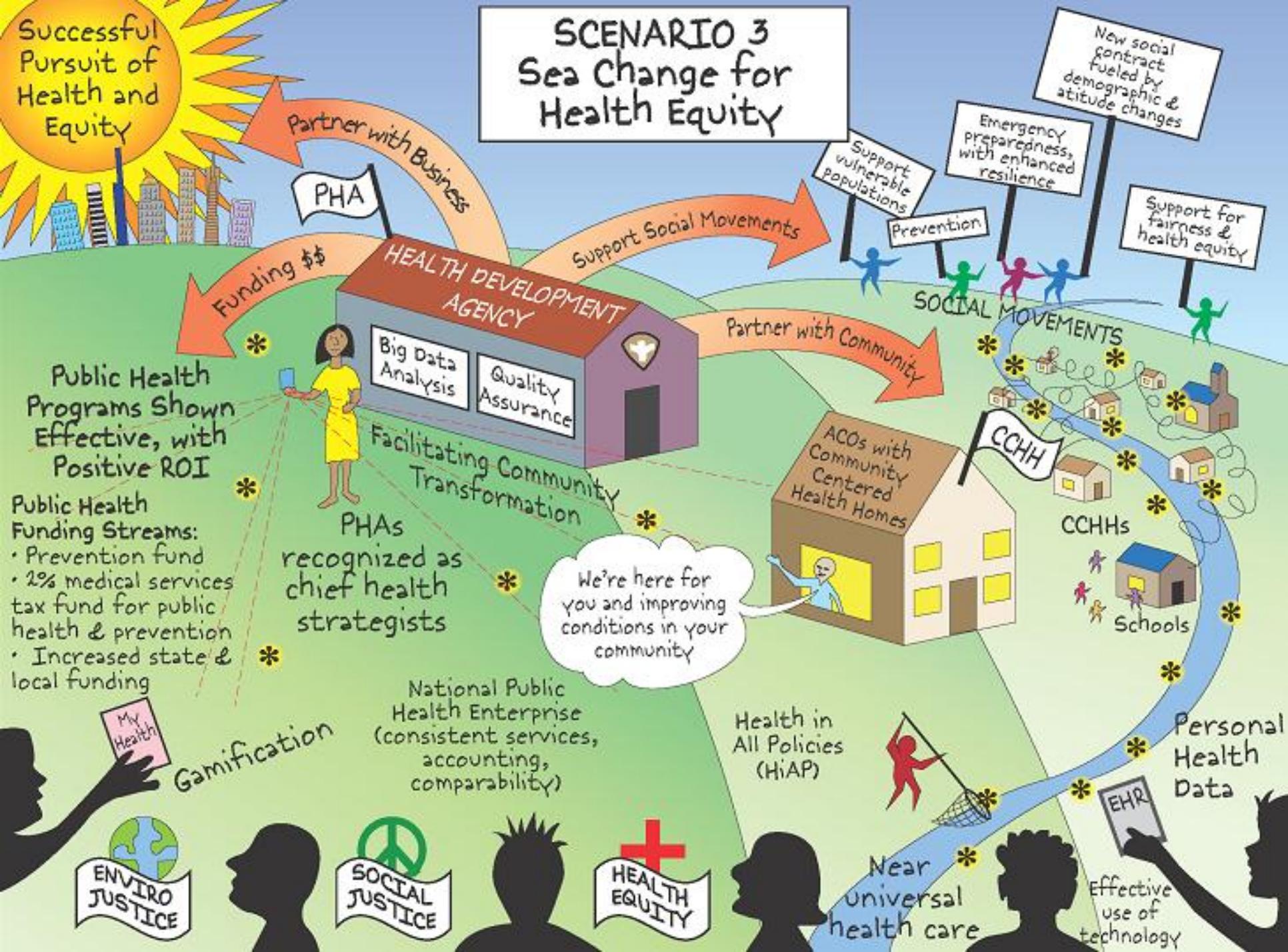
Toxic Contamination

Flooding

Violence

High Seas - Climate Change

SCENARIO 3 Sea Change for Health Equity



See the **Public Health 2030 Scenario Matrix** for a side-by-side comparison of the scenarios across multiple dimensions

	Scenario 1	Scenario 2	Scenario 3	Scenario 4
MACRO AND OPERATING ENVIRONMENTS				
Economy				
Fiscal Health				
Internet & Social Media				
Environmental Threats & Impacts				
Health Care				
Health Equity				
Public Health				
Public Health Roles				
Funding for Public Health				
Public Health & Health Care				
Health Care's Role in Population Health				
Surveillance and Epidemiology				
Emergency Preparedness				
Environmental Health/Safety				
Injury and Violence Prevention				
Etc.				

Scenario Likelihood and Preferability Poll

Public Health 2030 Scenarios	Likelihood	Preferability
Scenario 1: One Step Forward, Half a Step Back	69	30
Scenario 2: Overwhelmed, Under-Resourced	37	6
Scenario 3: Sea Change for Health Equity	39	79
Scenario 4: Community-Driven Health and Equity	39	76

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. Columns or rows need not add up to 100%. For example, you may assign 60% for likelihood and 85% for preferability of a scenario.

Feedback, Please! (use the form provided)

Feedback on the SCENARIOS

What did you learn from your use of the Public Health 2030 Scenarios?

In what ways may your takeaways from the scenario process affect: monitoring, strategies, and communications

Feedback on the WORKSHOP

Other comments

Please share any other comments you have regarding this project, including any other impact this project has had or may have on your work.

Public Health 2030 Recommendations

from the

National Workshop

March 6 & 7, 2014

Rec 1: Transform Public Health Agencies into “Health Development Agencies” with Dedicated, Sustainable, and Sufficient Funding.

1A: Develop Dedicated, Sustainable, and Sufficient Funding

1B: Implement Policies for the Systematic Use and Development of Evidence and Best Practices

1C: Build Public Health Agencies' Role in Fostering Prevention and Health Promotion Strategies

Rec 2: Partner in Health Care Transformation to Facilitate the Evolution from a Health Care System to a Health System

Rec 3: Build the Capacity for Dialogue about Inclusion, Opportunity, and Equity

Rec 4: Dialogue with Other Sectors to Support Innovation



Public Health 2030: A Scenario Exploration

www.altfutures.org/publichealth2030



Supported by Robert Wood Johnson Foundation
grants from: THE KRESGE FOUNDATION