

STRATEGIC FORESIGHT FOR SENIOR LIVING

PRESENTED BY ROBIN CHAMP & DOUG MARIS

WHO ARE WE AND WHAT WE DO

Our Mission: We help our clients focus, make better decisions, and grow by leveraging foresight to think and act strategically.

WE ARE MEMBERS:



Center for Excellence
in Public Leadership
THE GEORGE WASHINGTON UNIVERSITY



ROBIN CHAMP



Expert speaker on foresight at multiple forums:

- Association for Strategic Planning
- Federal Foresight Community of Interest
- Palladium Strategy Summit
- National Defense University
- American Society of Microbiology
- Department of Homeland Security
- Environmental Protection Agency
- Department of Energy National Labs
- Defense Innovation Summit
- Centers for Disease Control (CDC)
- IBM



- Director, Strategic Foresight
- Chief of the Enterprise Strategy Division at U.S. Secret Service
- Co-Leads the Federal Foresight Community of Interest (FFCol.org)
- Proclaimed U.S. Army Mad Scientist
- Member of the Global Foresight Advisory Council (GFAC)
- Previously served as Chief of the Global Futures Office at the Defense Threat Reduction Agency (DTRA)
- Bachelor of Science in Journalism/Advertising from the University of Maryland where she was the Outstanding Senior in Advertising, graduating at the top of the Advertising class
- Master of Science in National Resource Strategy from NDU's Industrial College of the Armed Forces
- Harvard Kennedy School, Senior Executive Fellows program graduate
- Recipient of the DTRA Director's Distinguished Civilian Service Medal

Doug Maris



- Certified:
 - Strategic Management Professional
 - Strategic Planning Professional
 - Balanced Scorecard Professional
- Twenty-five years executive leadership and strategy experience
- Strategic Management Certificate – DePaul University
- M.A. / M.Div. – Lincoln Christian University
- Course instructor for:
 - DePaul University
 - George Washington University
 - Lincoln Christian University
- Eleven years in senior living/healthcare:
 - Senior Director of Business Development
 - Executive Director & LNHA for three large CCRCs
- Currently serving on board of directors for ATDChi
- Six years as board member for Abraham Lincoln Memorial Hospital
- As Senior Director of Business Development, developed, launched, and led a strategic planning cycle for a large nonprofit organization with 2,200 employees and \$175 million annual budget
- Enjoys attending children's extracurricular sports and activities, reading, boating, golf, and the Chicago Cubs (sometimes)

WHY IS IT IMPORTANT FOR EVERYONE TO SEE THE BIG PICTURE?

Do we understand the changing needs of our customers?

How are our competitors responding?

Global factors impacting our future?

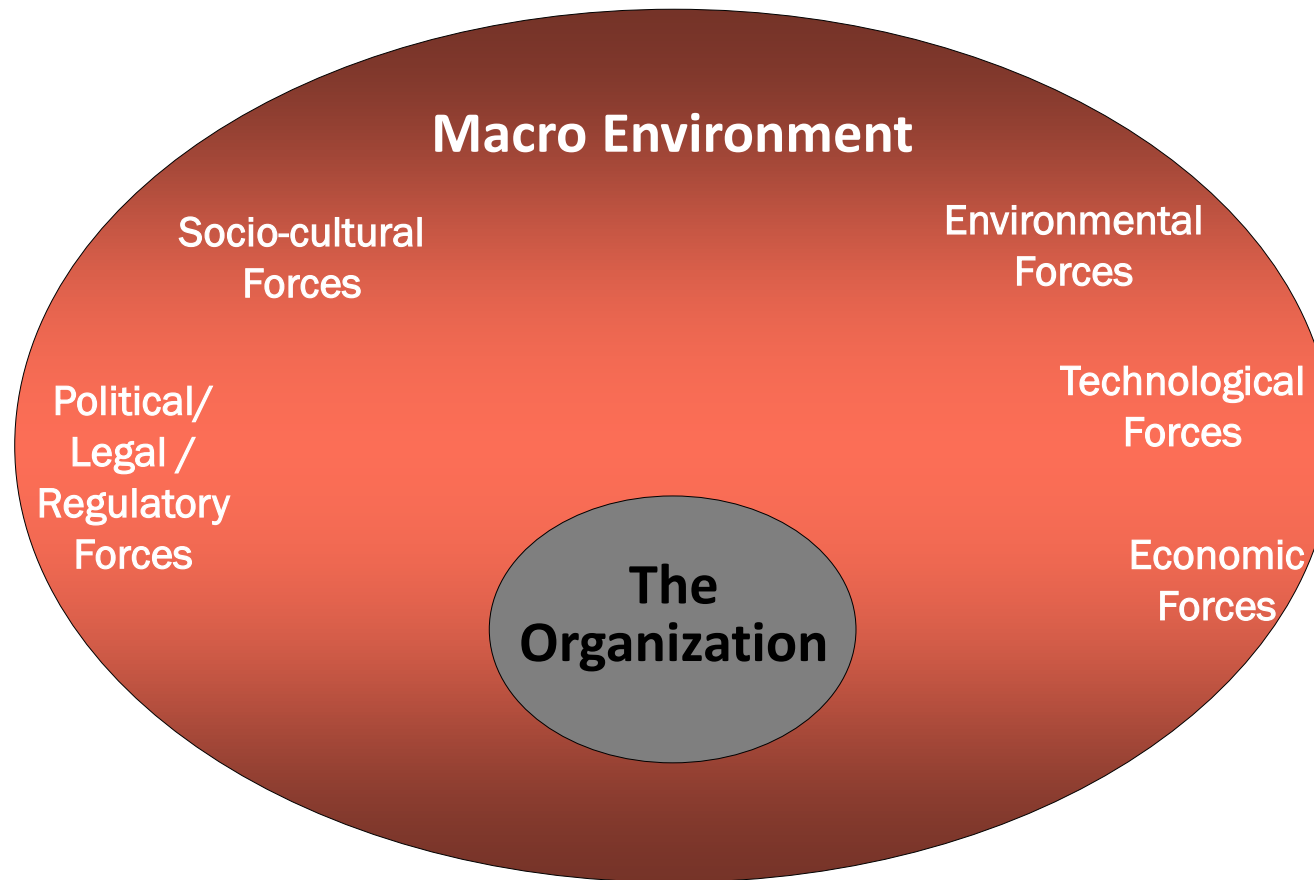
Why does our agency exist?

What is our Strategic Direction?

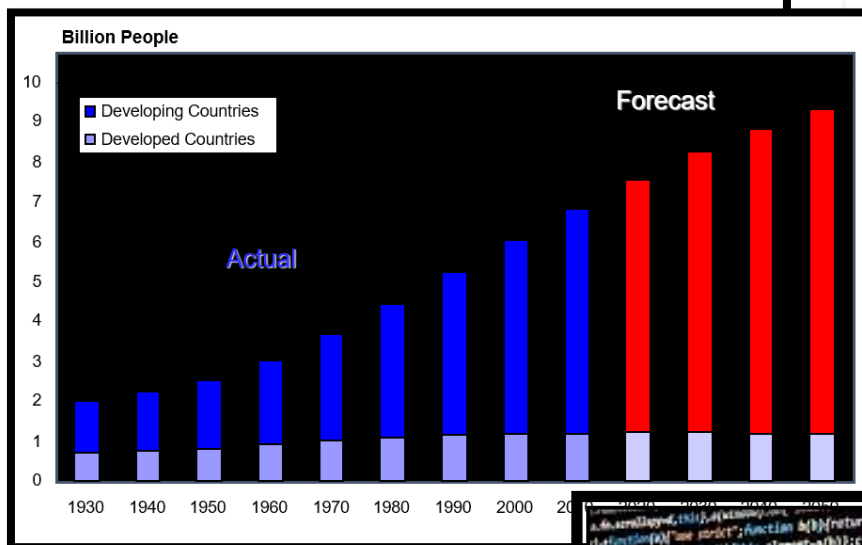
What external factors are impacting our future?



MACRO ENVIRONMENT TRENDS

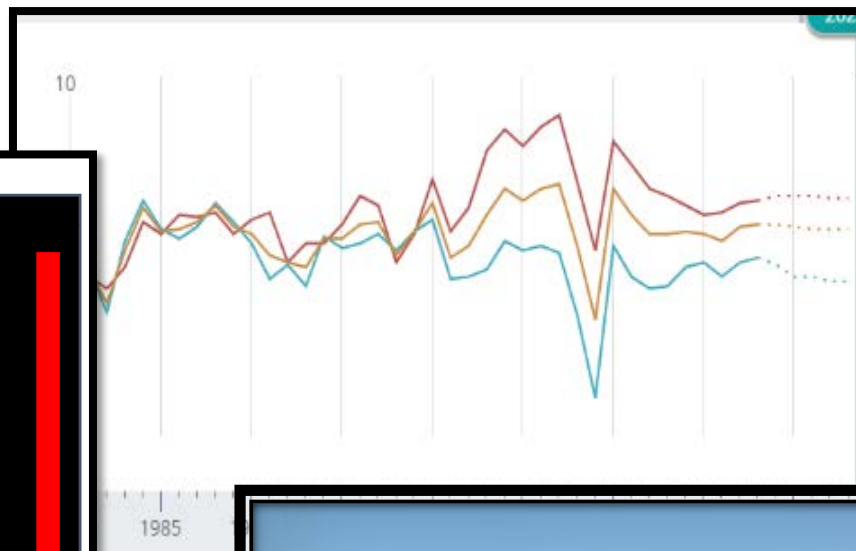


MACRO ENVIRONMENT EXAMPLES



World Population Growth
Projections

Reference:
© Greg Schweitzer, Hillshire Brands. Used and adapted with permission by LBL Strategies, Ltd.
© Dr. Don Wuebbles, UIUC. Used and adapted with permission by LBL Strategies, Ltd.
<https://www.statista.com/statistics/216985/forecast-of-us-gross-domestic-product/>



World
GDP
Forecast

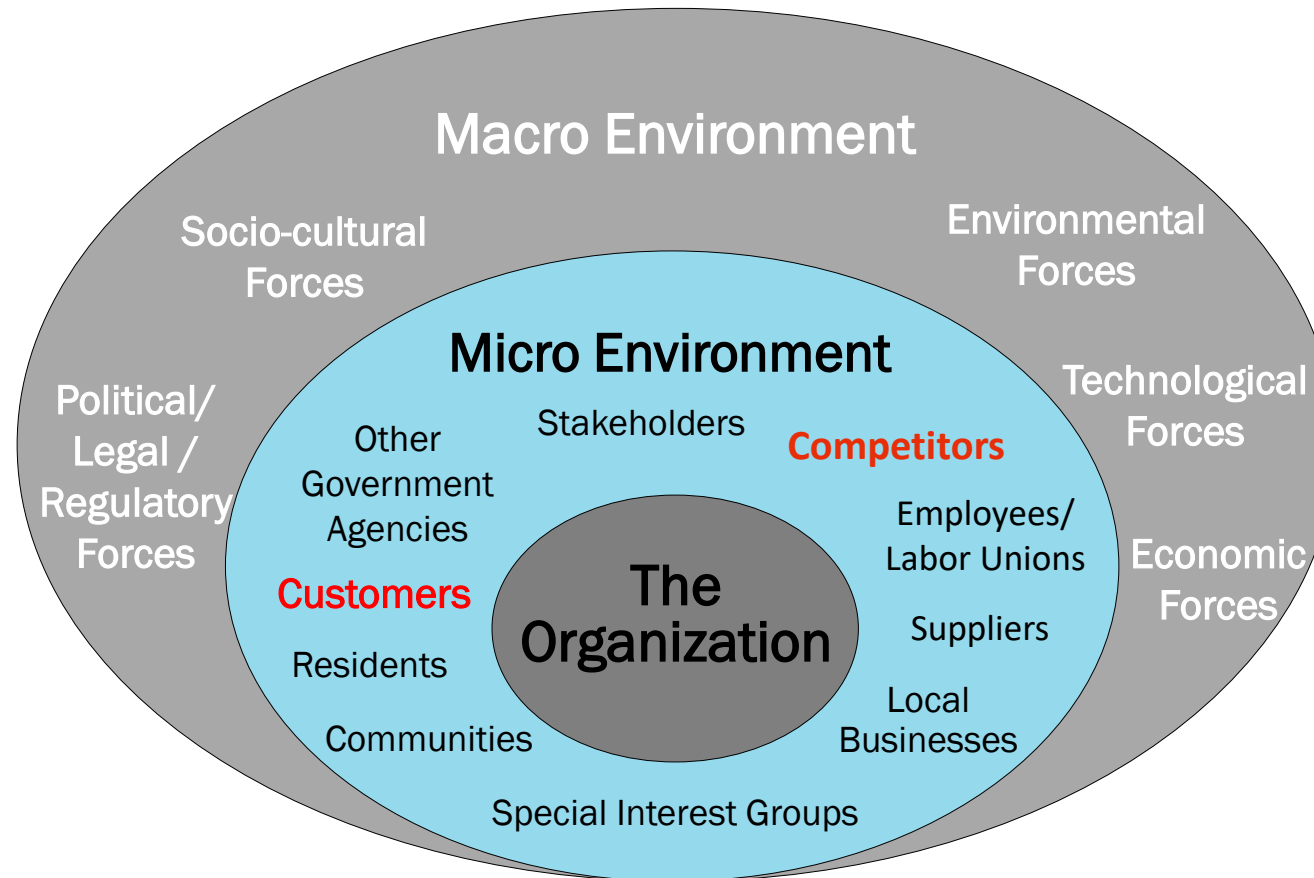


Artificial Intelligence



Climate Change

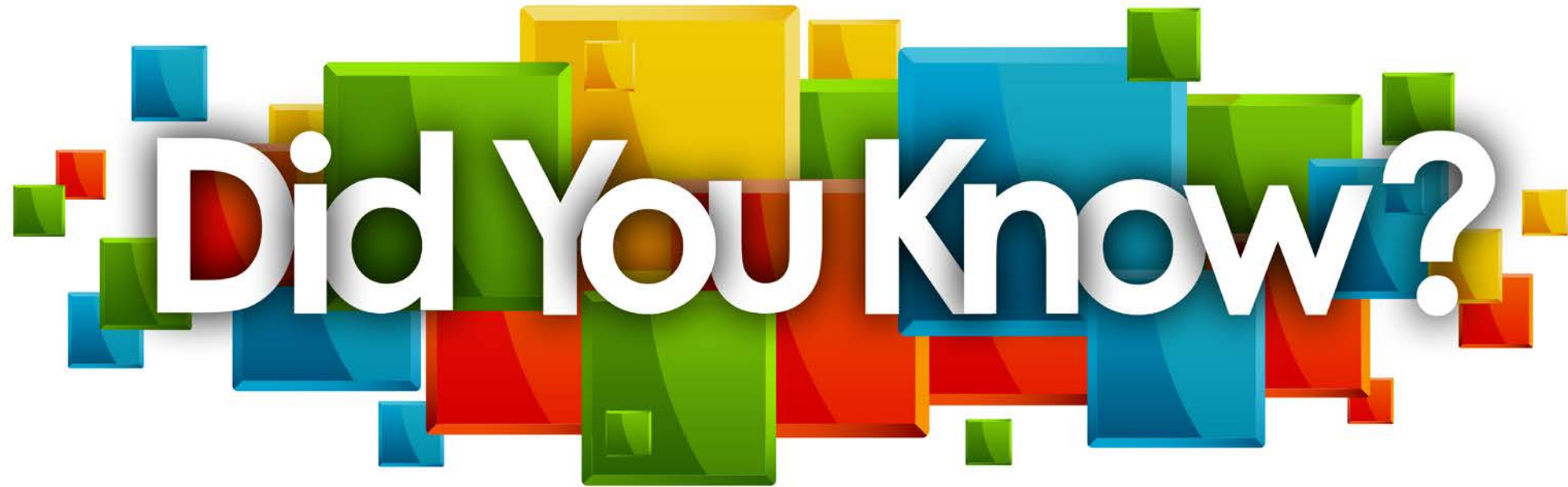
MICRO ENVIRONMENT TRENDS



“Organizations have to make their futures, or risk being overtaken by the future.”

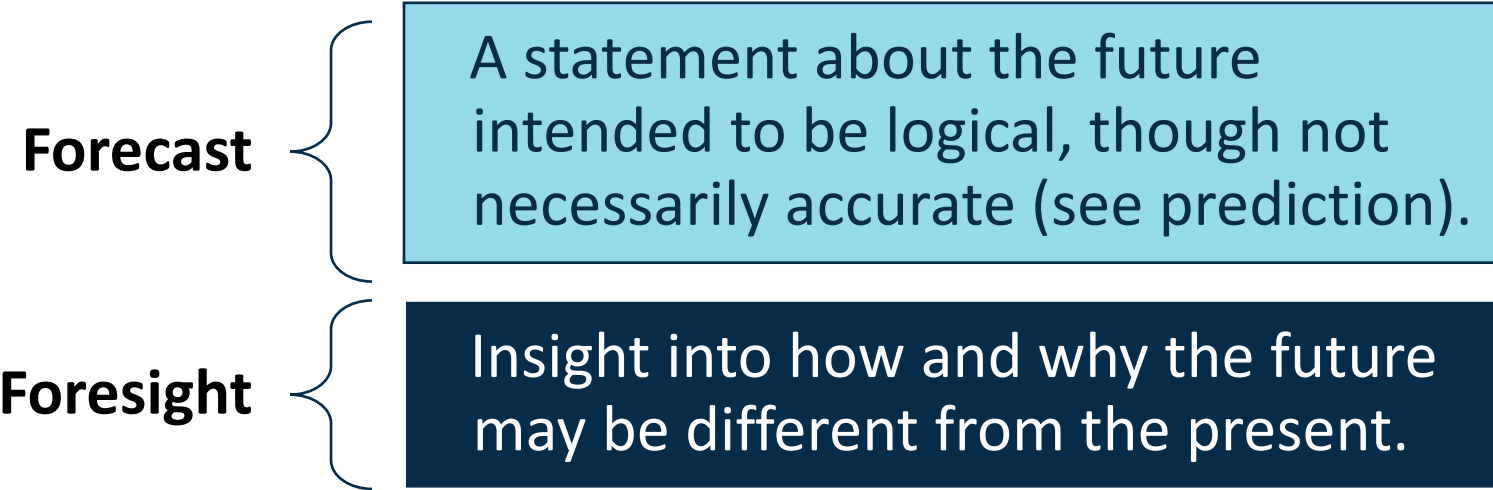
- Clark Murdock, Future Making

THINK ABOUT THE FUTURE ENVIRONMENT

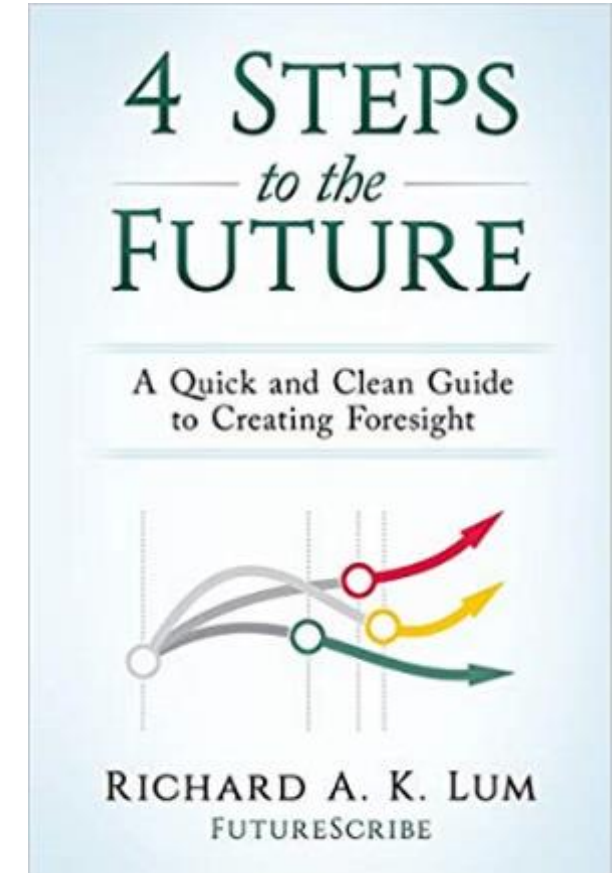


Did You Know?

FORECASTING VS. FORESIGHT



- The future does not exist
- There are many possible futures
- Those futures are constantly in flux



Reference: Richard A. K. Lum (2016) *4 Steps to the Future: A Quick and Clean Guide to Creating Foresight*

“TRENDS” VS. “WEAK SIGNALS”

- Trend: Direction in which something is changing. Trend is a general tendency or direction evident from past events increasing or decreasing in strength or frequency of observation. It usually suggests a pattern.
- Weak Signal: Early signs of currently small change. What is coming down the pike that could be a huge disruptor/surprise. Not an established trend yet. They often are “not necessarily important things” which do not seem to have a strong impact in the present, but which could be the trigger for major events in the future.



SCANNING HIT EXAMPLES

WTOP News ✓
★ Favorites · 3h ·

New vehicles sold in the U.S. will have to average at least 40 miles per gallon of gasoline in 2026, up from about 28 mpg, under new federal rules that undo a rollback of standards enacted under President Donald Trump.



WTOP.COM
New vehicles must average 40 mpg by 2026, up from 28 mpg | WTOP News

Richard Lum · 1st
Academically trained futurist leading foresight projects for government, business...
1d ·

"Previously, bones that needed replacing would firstly need to be built in a laboratory. New technology means that, soon, it will be possible to 'print' bone tissue inside the body"



This ceramic ink can 3D-print bones directly into a patient's body. Here's how
weforum.org · 2 min read

- Content/Industry publications
- Linked In
- Amy Webb - FTI
- US Army Mad Scientist
- Futurists, such as Richard Lum:
www.visionforesightstrategy.com/
- JJ Snow
- Big Trends Guy (Bart Edes)

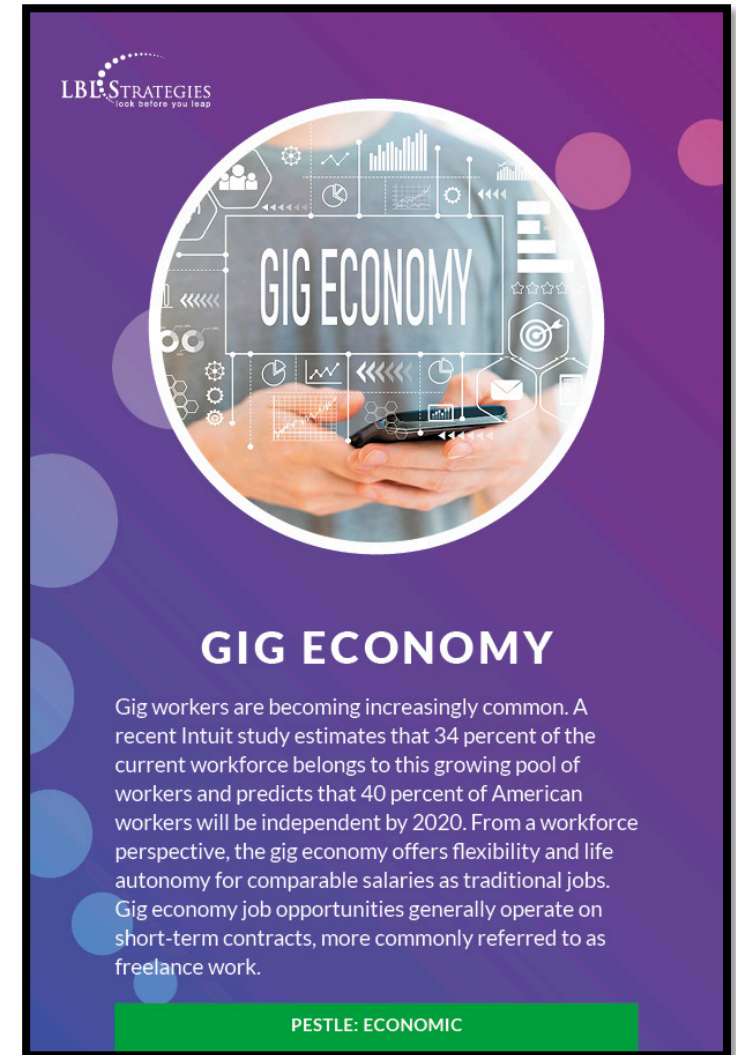
CNN travel



Inside the space hotel
scheduled to open in 2025

TREND CARDS

- Benefits and Uses:
 - Stimulate out of the box thinking
 - Use in foresight workshops
 - Information dissemination for executives
 - Way to catalog/quantify trends/signals for research
 - Tangible pictures/cards vs. abstract words
 - Assist leaders with embracing uncertainty vs avoiding it
 - Combine cards for unique views on convergence



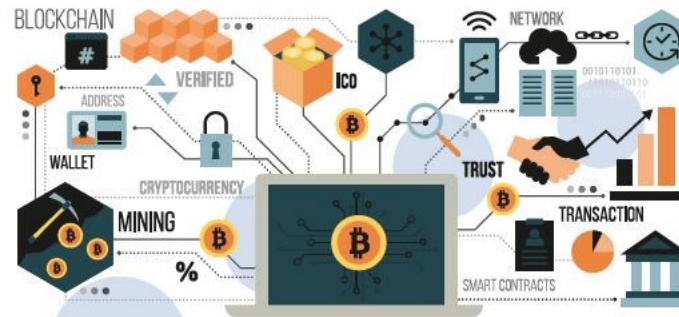
TREND CARDS



BLOCKCHAIN

Blockchain is a way of recording data that prioritizes safety. It collects your information in a series of blocks that are distributed throughout your network. Within these blocks are duplicate copies of your valuable data. These copies make it more difficult for digital criminals to hold your data hostage because there isn't one singular place within which all your information is stored.

PESTLE: ECONOMIC



WHY IT MATTERS

The healthcare industry has found blockchain to be a particularly useful tool. Many think it can solve some of the healthcare industry's age-old problems, including wasteful spending and higher costs for providers, insurers and patients. Some healthcare institutions were once skeptical of blockchain. But, after seeing the benefits of blockchain for other industry companies, many are changing their tune.

Blockchain will most likely continue to be a gamechanger for the medical industry. With so many valuable and vulnerable data sources about their patients, healthcare institutions need to be sure this information is safe online. Plus, blockchain offers the possibility of faster, easier data sharing between healthcare providers.

Sources:

<https://www.euromoney.com>

<https://www.modernhealthcare.com/article/20190209/TRANSFORMATION02/190209953/will-blockchain-save-the-healthcare-system>

PESTLE: ECONOMIC

LBL STRATEGIES
the strategy school

AGING POPULATION

The global population aged 60 years or over numbered 962 million in 2017, more than twice as large as in 1980 when there were 382 million older persons worldwide. The number of older persons is expected to double again by 2050, when it is projected to reach nearly 2.1 billion.

PESTLE: SOCIAL

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the strategy school

GIG ECONOMY

Gig workers are becoming increasingly common. A recent Intuit study estimates that 34 percent of the current workforce belongs to this growing pool of workers and predicts that 40 percent of American workers will be independent by 2020. From a workforce perspective, the gig economy offers flexibility and life autonomy for comparable salaries as traditional jobs. Gig economy job opportunities generally operate on short-term contracts, more commonly referred to as freelance work.

PESTLE: ECONOMIC

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INCOME INEQUALITY

Income inequality is how unevenly income is distributed throughout a population. The less equal the distribution, the higher income inequality is. Income inequality is often accompanied by wealth inequality, which is the uneven distribution of wealth. Income inequality in the U.S. is the highest of all the G7 nations, according to data from the Organization for Economic Cooperation and Development.

PESTLE: ECONOMIC

BREAKOUT GROUP EXERCISE



Trend Cards

(“Combine for Multiplying Effects”)

In your breakout group – Pass out Trend Cards:

- Combine Trends to examine unique convergences
 - What concerns you about the intersection of these trends?
 - What might the intersection of trends mean for senior living?
 - What opportunities does the convergence of these trends present?
- What additional emerging items and combinations can you think of that could be major disruptors over the next 20 years?
- Report out to group

FORESIGHT IN THE FEDERAL GOVERNMENT

LBL's white paper:
*The Value of Foresight
 and Scenario-Based
 Planning for Federal
 Agencies.*

- OMB A-11

- Part 6, Section 200.22:

Foresight. In the context of a **strategic planning best practice**, foresight is generally characterized as **insight into how and why the future might be different from the present**. Foresight practices include environmental scanning, trend analysis, and scenario-based planning, and other methods to **engage individuals in thinking about the long-range future**. While foresight is often considered as the “act of looking forward” so as to plan for the future, in strategic planning **it is not the same as forecasting**, which seeks to make statements or assertions about future events based on quantitative and qualitative analysis and modeling. Through incorporating foresight into strategic planning, an agency can develop an appropriate strategic posture by analyzing and preparing for multiple possible futures.

FEDERAL FORESIGHT COMMUNITY OF INTEREST

- ▶ Open to all U.S. Federal employees
- ▶ Non-federal employees are welcome but should be assisting federal agencies with foresight, long-range planning, or innovation challenges.
- ▶ Led by a council made up of volunteers from across the U.S. Government.
- ▶ Other global or local foresight organizations are encouraged to partner with FFCOI (e.g. APF, PSFN, WFS, Millennium Project etc.).
- ▶ Exploring partnerships with various think tanks and non-profit organizations.



www.ffcoi.org

in  @FFCOI

WHAT IS SCENARIO BASED PLANNING?

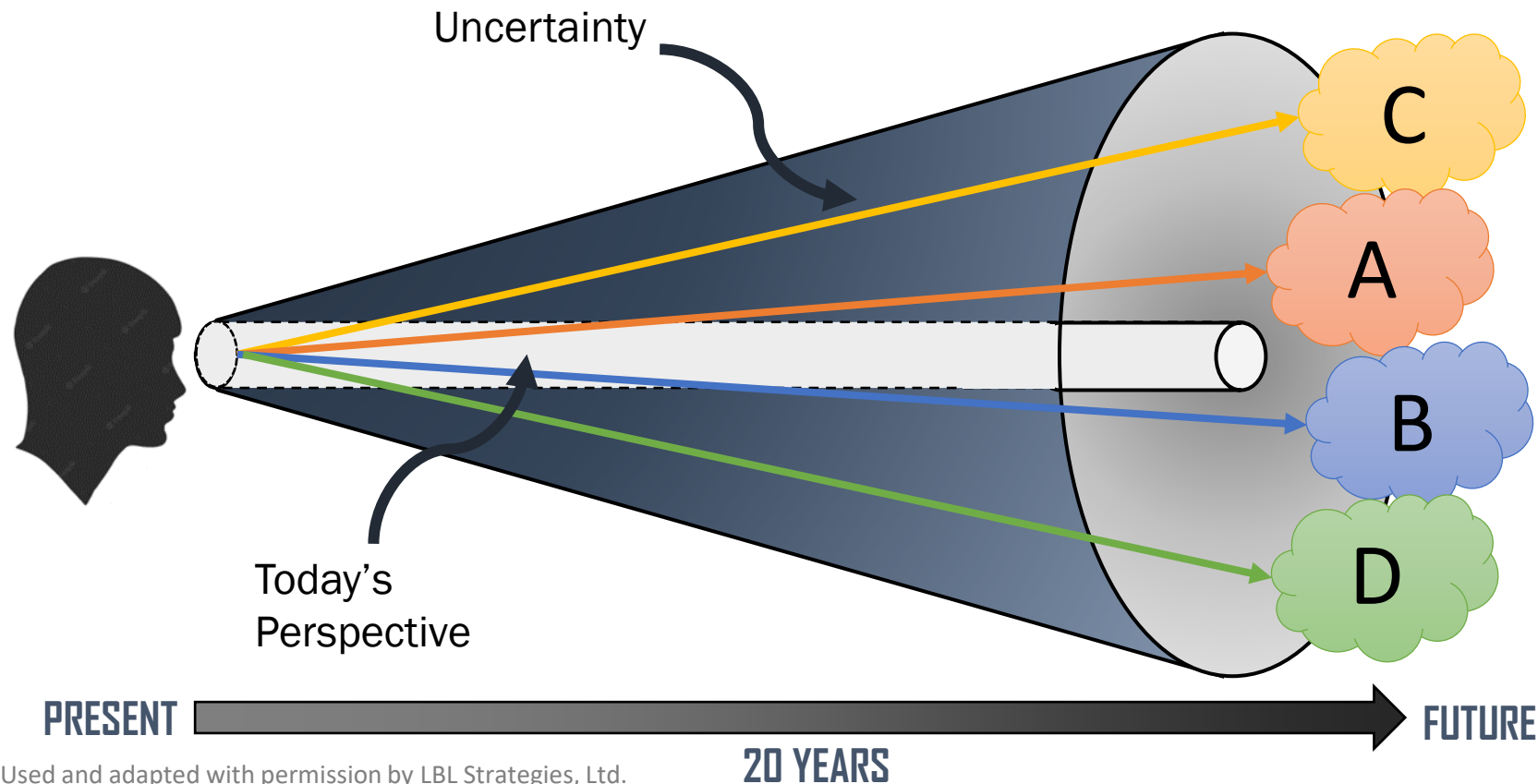
- A Critical Foresight Tool.....

"Scenario planning ... is a structured way for organizations to think about the future. "

Reference: <https://www.economist.com/news/2008/09/01/scenario-planning>

UNCERTAIN FUTURE – CONE OF POSSIBILITIES

Planning for Increasing Uncertainty



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WHY USE SCENARIOS?

- Scenarios allow us to:
 - Deal with uncertainty and limited information
 - Explore and convey complex situations in an easy-to-understand format
 - Provide compelling images of unconsidered possibilities about the future
 - Think outside the box

Scenarios are **NOT** predictions

WORLD 5: CODE QUEBEC

U.S. COAST GUARD EVERGREEN PROCESS



THE WORKSHOP PROCESS

10 SESSIONS

DIVERSE ATTENDEES



1. What is going on world-wide - partners, adversaries, global economy in your world in 2040?
2. What do you see within a National perspective in 2040?
3. How is this industry structured/postured in your world in 2040?
4. Future capabilities needed
5. Capability gaps
6. Prioritized capabilities/actions required
7. Capabilities not needed
8. Build World Briefs
9. Plenary - present world briefs
10. Analyze



PERSPECTIVE

“In dealing with the future, it is more important to be imaginative and insightful than to be one hundred percent ‘right.’ The maps of the world drawn by medieval cartographers were too hopelessly inaccurate, so filled with factual error, that they elicit condescending smiles today. Yet the great explorers could never have discovered the New World without them.”

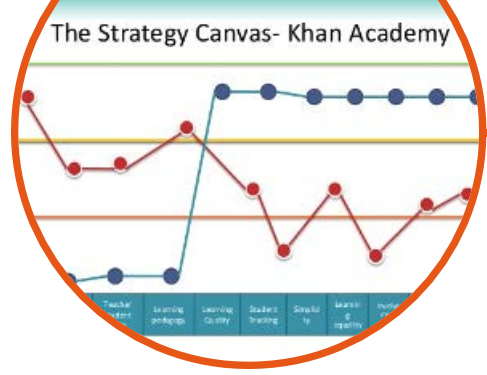
- Alvin Toffler



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SBP IS OFTEN COMBINED WITH
OTHER ENVIRONMENTAL
SCANNING EXERCISES:

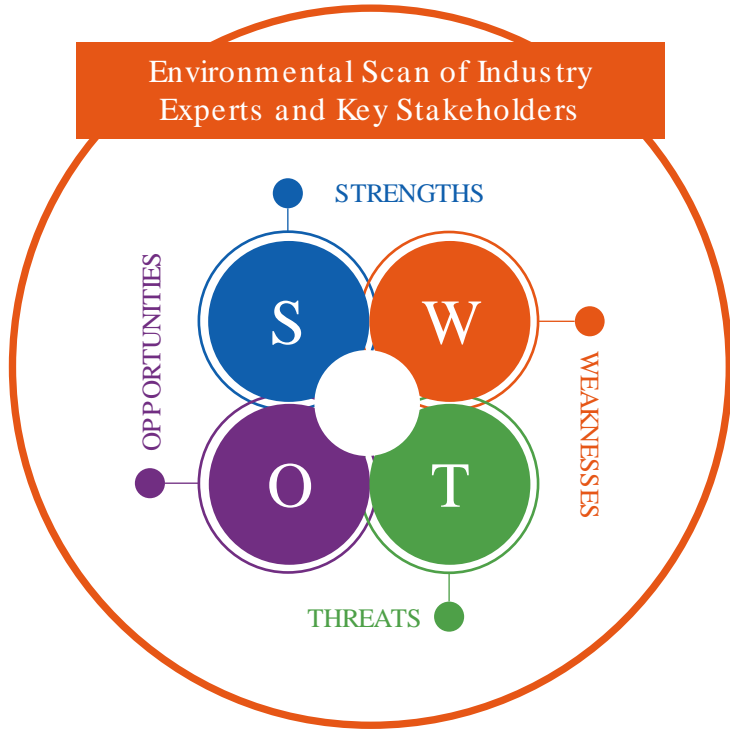
Customer Value Proposition
Competitive Landscape



Stakeholder Input



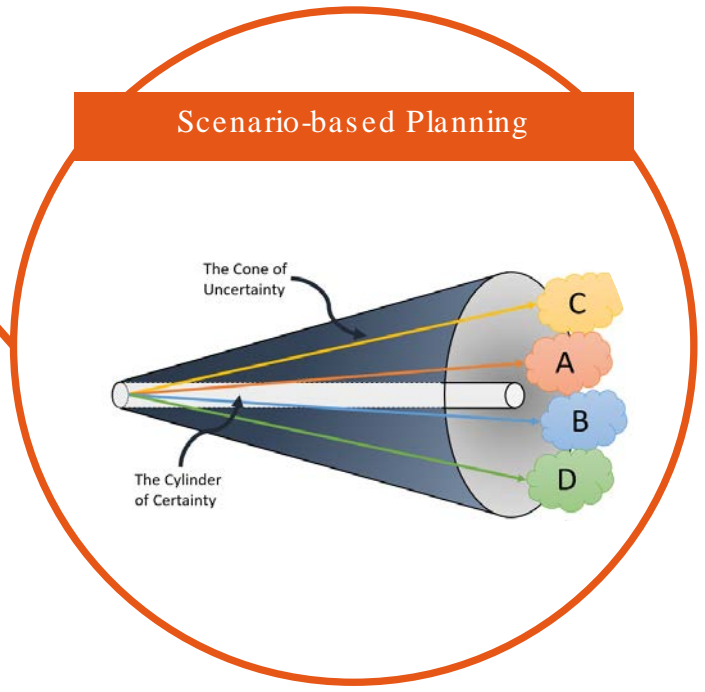
Environmental Scan of Industry
Experts and Key Stakeholders



Strategic Plan



Scenario-based Planning



WANT TO LEARN MORE?

Ask about our **Mastering Foresight: Scenario-Based Planning** certification program through George Washington University (CEPL) and endorsed by the Baldrige Foundation

Contact us at:
LBLStrategies.com
Dmaris@LBLStrategies.com



“...the metric of success for scenario work is not whether or not you got the future “right”; it’s whether or not they inspired and informed action that, years later, you are happy to have taken.”

- Dr. Richard A.K. Lum



