

## Initiative Overview

**What is the future of health?** We consider ourselves to be cutting-edge health philanthropists and, honestly, we're not sure. What we do know is that while we and others are constantly talking about how to secure a better future, our system for health is spiraling out of control. Analysts project runaway health care costs<sup>1</sup>, inadequate health outcomes, and persistent health disparities for decades to come. Finding a way out of our current system seems impossible, partly because we've all been focused on solving the problems of a system that no longer serves us well rather than challenging ourselves to envision and articulate the kind of system we really need. Therefore, we have taken it upon ourselves to organize FORESIGHT, an initiative that creates the space for us to, collectively, build a new vantage point so we can better see imaginative and equitable possibilities. Only then can we produce a clear vision—a shared idea of a radically equitable future where all people are thriving—and a solid understanding of what it would take to establish it.

FORESIGHT is a three-year initiative to equitably envision and bring about a new future for health and well-being in the United States. In this new future, the health and well-being of all people in America is valued and well supported. FORESIGHT sets this future in motion by creating inventive, inclusive spaces for all to share historical experiences alongside their aspirations as they engage in the work of health transformation. The initiative was established by philanthropic partners who, facing the reality that our current system has not (and cannot) put our nation on a trajectory toward a healthier future, see an urgent need to collectively explore alternatives.

In Phase 1, which will go through June 2020, we are using powerful and proven futures planning techniques, combined with the voices and insights of regional residents, to build a new vantage point that considers how demographic, technological, social, and environmental influences have already shaped—and have the potential to shape—the future of health in dramatic ways. We realize that it feels a little funny that a major goal of Phase 1 is to work together to develop a new vantage point. But if we stated the end goals up front, then we would necessarily be building our vision for future on all the assumptions and mindsets that keep us stuck in the current system. We've intentionally created FORESIGHT to be a space where it's ok to not articulate all the expected outcomes before we act. FORESIGHT is an opportunity to focus on resetting the way we think, first. And we're open to whatever new vantage point we might find. Later, we'll develop and take the steps we need for regions to effectively transition to a new system for health and well-being—a system that is designed to bring about the new future we envision.

Most importantly, we'll take this on in partnership with one another, as national and regional leaders—including residents—who influence diverse people and organizations in many regions and sectors. We'll work together from our own places of knowledge and influence, each contributing to the process and taking responsibility for the new system's long-term success.

1 According to the 2017 National Health Expenditures Data from the Centers for Medicare & Medicaid Services, health care costs have skyrocketed from \$2,400 per person in 1960, and will continue to climb to a projected \$12,900 in 2026.



## A broad array of leaders, working in an emergent process

FORESIGHT is an initiative of The Rippel Foundation, created in partnership with Blue Shield of California Foundation, and actively supported by forward-thinking national and regional philanthropic partners.

To ensure inclusivity and meaningfulness, FORESIGHT's Phase 1 involves a broad array of leaders who work in two overlapping groups committed to collective thinking and action: (1) those who architect the emergent FORESIGHT process, and (2) philanthropists and regional leaders who are committed to engaging with the architects to build a shared body of knowledge regarding the future for health, equitably envision a new system for health and well-being, and take action based on what they learn. The architects ensure that FORESIGHT remains an emergent process. This is unlike many initiatives where the design of the process precedes the collective work. While doing things this way takes some getting used to, FORESIGHT's process must constantly emerge from what is discovered through preceding parts of the initiative so that it reflects diverse interests and perspectives, including those of underserved populations, and so that we all have the opportunity to learn from one another.

**Architects of the emergent process.** FORESIGHT has three co-chairs—Amelia Hardy (Senior Director of Best Buy Health Office); Laura Landy (President and CEO of The Rippel Foundation); and Peter Long (Senior Vice President of Health Care and Community Transformation of Blue Shield of California). They are architecting the initiative with:

1. A diverse and dynamic Advisory Committee representing both regional and national leaders influencing diverse sectors, organizations, and residents.
2. A Design Team including PhD futurists, opinion researchers, philanthropic leaders, and experts in applying human-centered design to our system for health.
3. The Design Team also includes an Implementation Team from The Rippel Foundation led by Lindsey Alexander with consulting support from Olivia Mastry of the Collective Action Lab (a national organization specializing in designing and implementing complex partnership initiatives). Advisory and Design Team decisions are executed by this Implementation Team.

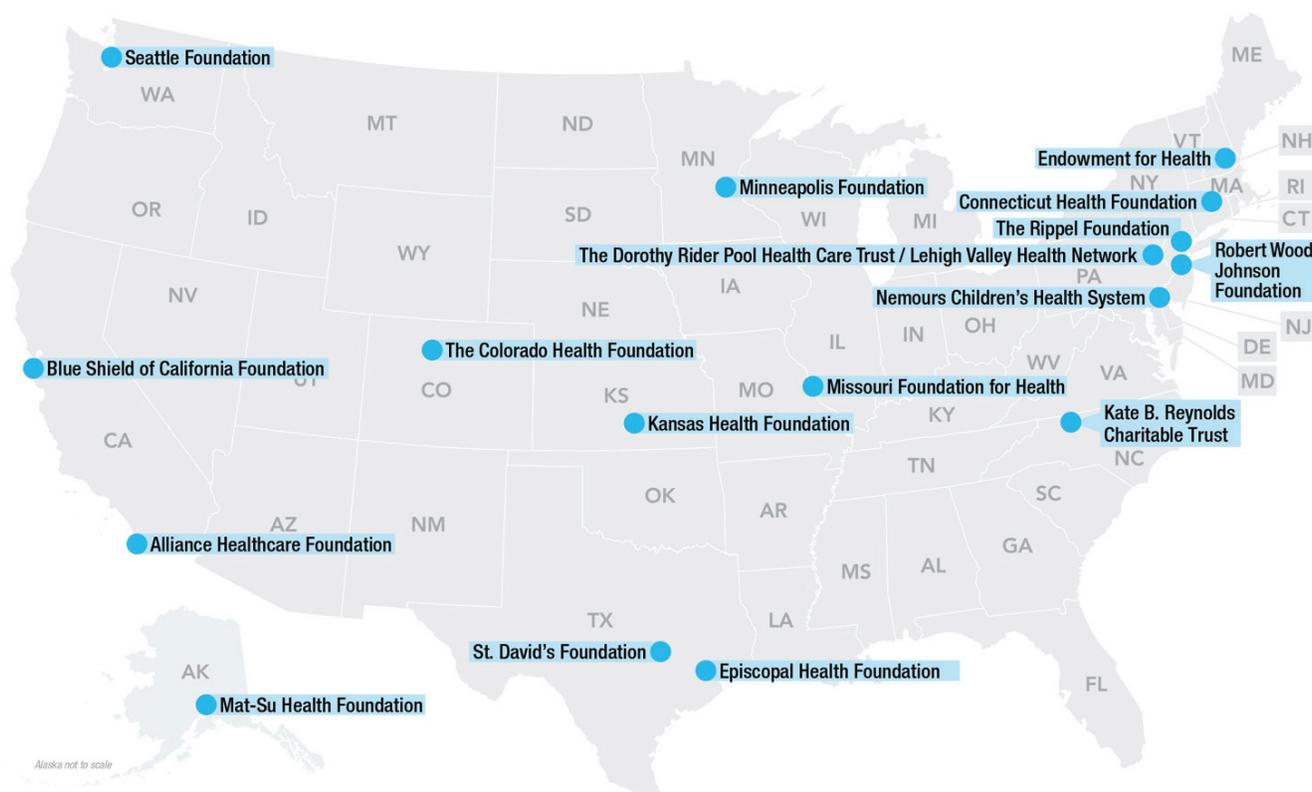
**Philanthropists and regional connectors engaging in the process.** FORESIGHT has two affinity groups—philanthropists and regional leaders—who will work with the architects in Phase 1 to listen to residents and convene at key inflection points to synthesize what we're finding and identify common aspirations that can be used to support regions as they develop localized visions for the future. In Phase 2, architects' current thinking is that a handful of regions (collectively reflecting the diverse makeup of the United States) will co-create their own localized transition plans, and then engage with FORESIGHT architects to test and evolve the plans, for the benefit of regional leaders who will come after them.



## Map of Philanthropic Partners

Alliance Healthcare Foundation | San Diego, CA  
Blue Shield of California Foundation | San Francisco, CA  
Connecticut Health Foundation | Hartford, CT  
Endowment for Health | Concord, NH  
Episcopal Health Foundation | Houston, TX  
Kansas Health Foundation | Wichita, KS  
Kate B. Reynolds Charitable Trust | Winston-Salem, NC  
Mat-Su Health Foundation | Wasilla, AK  
Minneapolis Foundation | Minneapolis, MN

Missouri Foundation for Health | St. Louis, MO  
Nemours Children's Health System | Wilmington, DE  
RWJF Pioneers Portfolio | Princeton, NJ  
Seattle Foundation | Seattle, WA  
St. David's Foundation | Austin, TX  
The Colorado Health Foundation | Denver, CO  
The Dorothy Rider Pool Health Care Trust /  
Lehigh Valley Health Network | Allentown, PA  
The Rippel Foundation | Morristown, NJ



## The emergent FORESIGHT process at a glance

The process of gaining foresight is disciplined but rewarding; it's an emergent practice that allows us to unleash our imaginations, question assumptions, and envision what is possible. None of us has a crystal ball; we can't predict the future. However, we can and will use futures planning techniques (such as Trends and Emerging Issues Analysis, and Scenario Planning), in powerful combination with findings from regional residents' reports of their experiences and aspirations, to develop a new vantage point regarding what forces will substantially impact our system for health—for better or worse. We will also take this new vantage point for a spin. We will use it as the basis of an equitable national vision for the future. Later, we will work with regions to localize strategies to implement the vision. And we will widely share what we learn so the insights generated are positioned to influence the mindsets and actions of decision makers and thought leaders around the country.



Keeping all of this in mind, FORESIGHT will span two phases over three years or more. The objective of Phase 1 is to equitably build a new vantage point and use it all as the basis for envisioning a new future for health and well-being together. Thus, the process is designed to be highly inclusive across four primary areas of work (for a visual depiction, see page 5):



**Futures Scanning:** As the first building block toward a new vantage point, expert futurists will scan the health and well-being landscape to illuminate trends, as well as emerging issues with the potential to significantly impact the United States in the short term (~10 years) and long term (~50 years). FORESIGHT leaders will make sense of these trends (historical patterns that may or may not continue into the future), considering whether the momentum behind each might cause the trend to bend one way or the other, or even break, in the future.



**Regional Resident Engagement:** FORESIGHT made listening to residents the next building block because, in order to create a future in which the health and well-being of all people in America is valued and well-supported, it's necessary to understand the concerns, challenges, hopes, and aspirations of residents, particularly those suffering the greatest inequities. First, FORESIGHT's public opinion researchers will interview 40 residents in multiple regions to get a starting point for further resident engagement. Then, FORESIGHT's Philanthropic Partners will team up with community organizations in 10+ diverse regions across the country to recruit "listeners" with strong and trusted relationships with residents. These listeners will gather more stories to add texture and depth to our understanding of residents' experiences, needs, and aspirations.



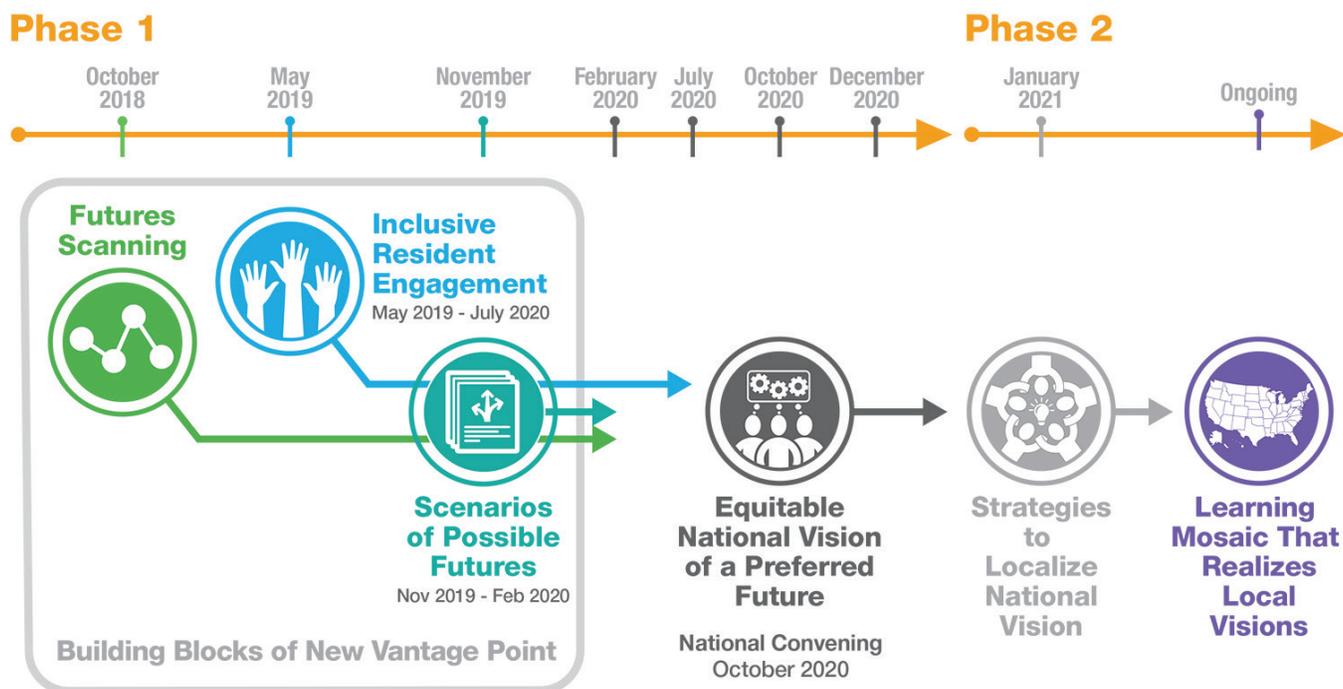
**Scenarios of Possible Futures:** FORESIGHT leaders will invite a wide range of perspectives, including residents', to visualize three to five alternative future scenarios with the power to expand imaginations. Once created, the scenarios will become the third building block, serving as a way to step outside our current system with a new vantage point that provokes imaginative possibilities and stretches our thinking about the future of our system for health and well-being. A large-scale engagement effort will ask residents across the country to react to scenarios of possible futures, informing FORESIGHT's aspirational vision for the future for health and well-being.



**Equitable National Vision:** As part of a national convening, a group of diverse participants—residents, philanthropic partners, thought leaders, policy makers, business leaders, etc.—will synthesize the work of Phase 1 and develop a national framework for the future for health and well-being. This framework will inform conversations in regions, where it will be tailored to localized visions—no longer what might happen, or what has happened, but an informed view of what local voices want to see happen. The themes will be widely shared, setting the stage for Phase 2, catalyzing new conversations, and continuing to shift the mindsets and actions of people who are committed to establishing a new trajectory for bringing about health and well-being in their regions.

Although the specific design of Phase 2 will depend on what emerges from Phase 1, the current thinking is to take insights to action. FORESIGHT leaders will work closely with a diverse group of people and sectors from a handful of regions as they localize strategies for bringing about what they helped envision in Phase 1. These plans will recognize the simultaneous validity of both meeting today’s responsibilities and pursuing tomorrow’s goals, and might include new policy and investment imperatives, new ways of partnering, new relationships, new organizational forms, new kinds of resource allocations, new technologies, new ways of measuring success, and more. All will be shared as part of a national learning mosaic that will help regions realize their localized visions.

## FORESIGHT’s Emergent Process



**The world is changing fast. It’s time we design a future for health together. Our work begins with FORESIGHT.**

**Learn More [www.ForesightForHealth.org](http://www.ForesightForHealth.org)**

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