

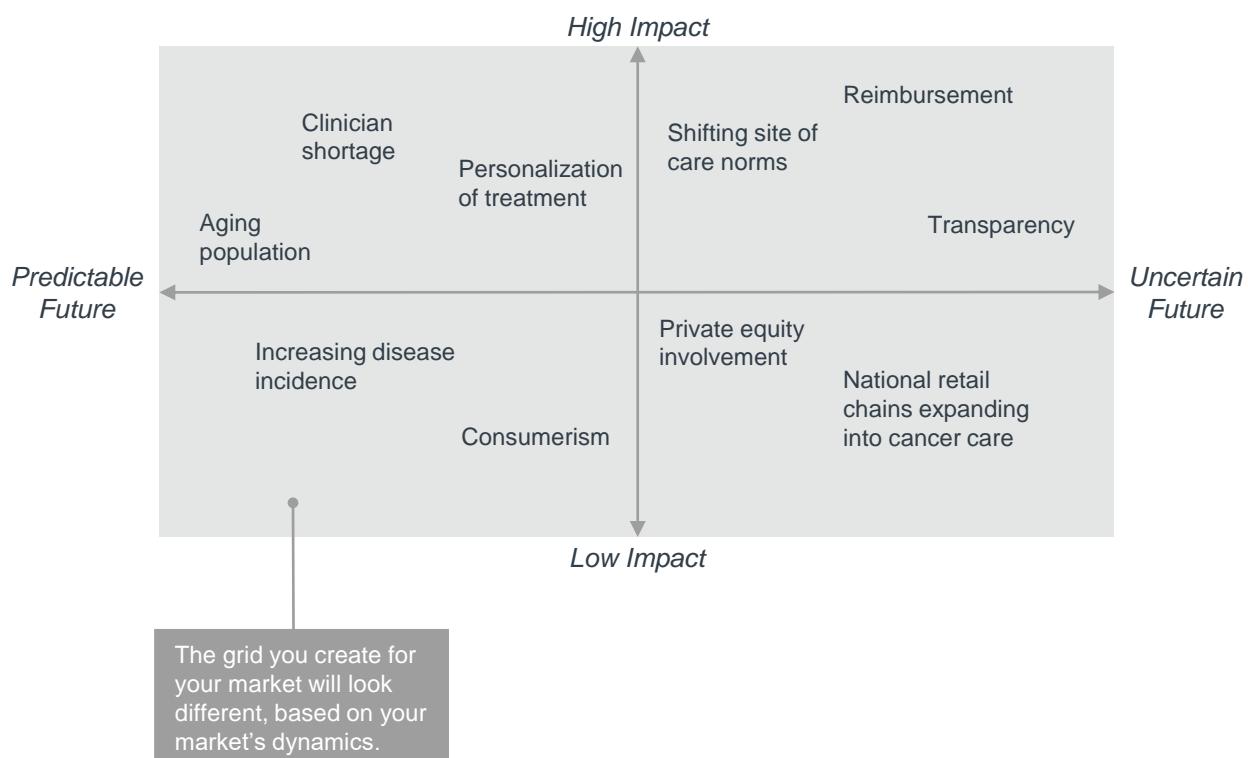
# Envisioning the Future of Cancer Care

## How to lead a visioning session at your organization

Change in health care is inevitable, but the uncertainty of *how* and *when* elements of our current system will change makes planning for the future difficult. Even without a crystal ball, you can still set strategies and prioritize investments today that set your program up for success in an unclear future. This exercise will help you to crowdsource expert opinions on the direction your market is heading, and use that vision of the future to identify looming challenges and success strategies.

### 1 Identify high impact trends

Identify the trends that you expect will fundamentally impact your program over the next 5-10 years. Since you'll likely generate a substantial list, mapping the trends along axes of impact and predictability can help organize your thoughts (see below for example). Prioritize 3-5 trends with the most unclear directionality and largest potential impact to further explore in this exercise.



<b>2</b>	<h2>Define boundaries</h2> <p>For each high impact, high uncertainty trend that you choose, identify the “extreme” future states if the trend were to move completely in either direction. On paper, a white board, or other surface, write these two states on either end of a horizontal spectrum. Set a relevant timeline over which you are interested to see the trend play out (we suggest 5-10 years).</p>
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### Example

#### Trend: Experimentation with value-based payment models

In 2030, will cancer treatment be paid for under a fee-for-service or value-based model?

*All fee-for-service* ← → *All value-based care*

<b>3</b>	<h2>Gather participants</h2> <p>Gather colleagues to weigh in on the direction they predict your market will shift across this bidirectional axis. While you can run this exercise within a team, soliciting opinions from a diverse group of colleagues—for example, a mixture of administrators, front line staff, finance experts, strategists, IT gurus, and others—can help challenge assumptions your team may have and deepen the insights you glean from this exercise.</p>
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<b>4</b>	<h2>Capture expert opinions</h2> <p>Give each participant a marker or sticker and ask them to mark the spot on the spectrum that represents where they see your market at the end of the timeline you set. Next, provide participants with sticky notes to write their responses to the questions:</p> <ul style="list-style-type: none"> <li>• “How will we arrive at this state?”</li> <li>• “What new challenges will we encounter?”</li> </ul>
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How will we arrive at this state?



What new challenges will we encounter?



Consider using color-coded stickers to represent different groups or departments in order to detect trends in how people in different roles respond. You can also have respondents initial their dots or sticky notes in case you have follow up questions in the moment or afterwards.

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## Facilitate discussion

Discuss the results with participants. The goal is not to come to consensus on what the market will look like, but rather to gain clarity around where to place bets and how your program may need to adapt to tolerate true uncertainties. We've listed a few questions to help you start this conversation.

### Sample questions:

- What is surprising about the results?
- What trends appeared?
- What new challenges did people identify that we had not yet considered?
- From the “how’s” that participants identified, are there early indicators we should watch for that would help us know which way the market may be heading?
- Where is there agreement? Disagreement?
- Are there no-regrets strategies we should pursue regardless of the trend’s direction?
- How does this forecasted future state impact initiatives we already have in place? What should we start, stop, or continue doing to prepare for the identified challenges?



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