

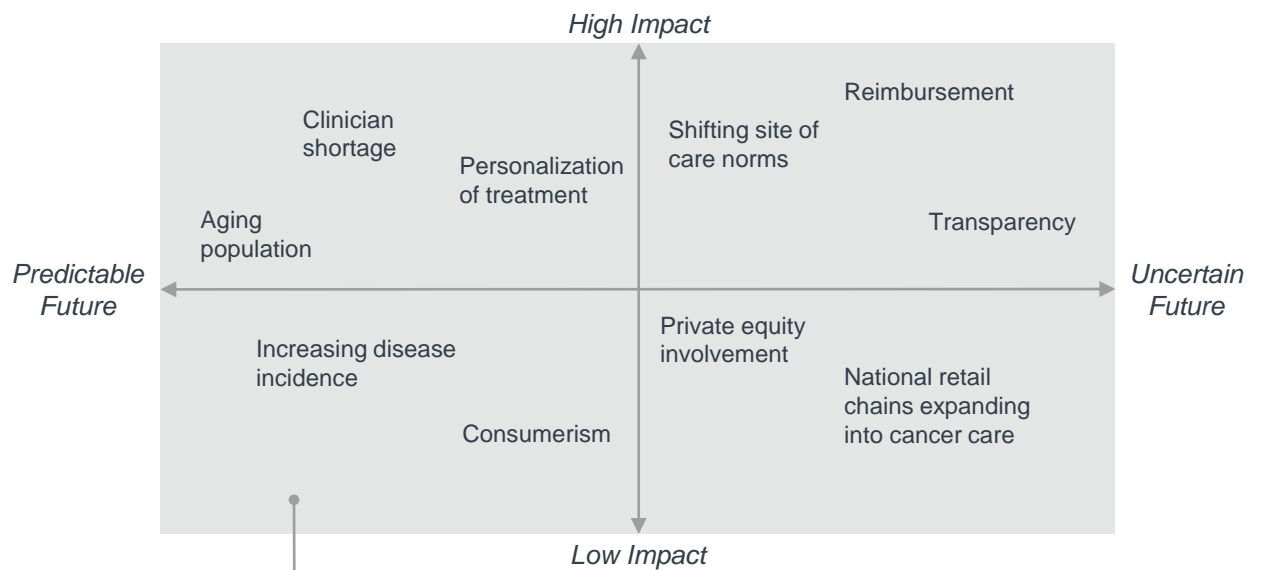
Envisioning the Future of Cancer Care

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.



The grid you create for your market will look different, based on your market's dynamics.

5 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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