Human Progress and Human Services 2035

Clem Bezold, Institute for Alternative Futures

Uma Ahluwalia, Montgomery County Department of Health and Human Services

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Institute for
Alternative
Futures

The Human Progress and Human Services 2035 Scenario Effort

- Engage human services community
  - Better understand long term opportunities and threats;
  - Use scenarios that facilitate preparation, imagination & aspiration;
  - In order to better prepare for and create the future.

- National Scenarios, 8 state and local scenario efforts
- National Advisory Committee
- Funded by the Kresge Foundation

National Advisory Committee

- Nancy Andrews, President and CEO, Low Income Investment Fund
- Susan Dreyfus, President and CEO, Alliance for Strong Families and Communities
- Adolph Falcon, Director, Healthy Americas
- Rosanne Haggerty, President, Community Solutions
- Irv Katz, Founder, Civic Sector Strategies
- Mauricio Lim Miller, Founder, President and CEO, Family Independent Initiative
- Antonio Manuel Oftelie, Fellow, Harvard University & Executive Director of Leadership for a Networked World
- Tracy Wareing, Executive Director, American Public Human Services Association
- And the 8 Conveners of the State and Local Efforts

City, County, State Conveners

- Memphis, TN – Kenneth Robinson, President, United Way of the Mid South

- Richmond VA – Reginald Gordon, Director, Richmond Office of Community Wealth Building

- San Antonio, TX – Molly Cox, President, SA2020

- Jefferson County CO, Lynn Johnson, Executive Director, Department of Human Services

- Montgomery County, MD – Uma Ahluwalia, Director, Department of Health and Human Services

- San Diego County, CA – Nick Macchione, Director, Health and Human Services Agency

- Connecticut – Roderick Bremby, Commissioner, Department of Social Services

- Mississippi – John Davis, Executive Director, Department of Human Services

Lead up to Human Service Scenarios

Vulnerability 2030
Scenarios on Vulnerability in the United States

Institute for Alternative Futures

Robert Wood Johnson Foundation

Public Health 2030:
A Scenario Exploration

Institute for Alternative Futures

Supported by grants from Robert Wood Johnson Foundation
THE KRESGE FOUNDATION

Primary Care 2025
A Scenario Exploration

Institute for Alternative Futures

Supported by a grant from
THE KRESGE FOUNDATION

Scenarios & Scenario Construction

Scenarios are parallel stories about the future.

Scenarios:

- Bound uncertainty
- Stimulate imagination
- Focus aspirations

Scenarios are developed by:

- Defining the topic/focus of the scenarios (what level, what questions, what focus/topic)
- Identifying system and key drivers shaping the topics
- Developing forecasts for the drivers exploring expectable, challenging and surprisingly successful future space

Levels/Focus for Scenarios

Macroenvironment
The Economy; Employment; Internet
Social Media; Climate Change;
Demographics; Chronic & Infectious Disease

Operating Environment of Human Services - Human Services Funding, Strategy, Staffing, Delivery

Specific Human Services
Aging, Behavioral Health, Children Youth and Family, Disability, Housing, Income Supports

Forecast, Scenario Zones:
Visionary/Surprisingly Successful,
Expectable, Challenging
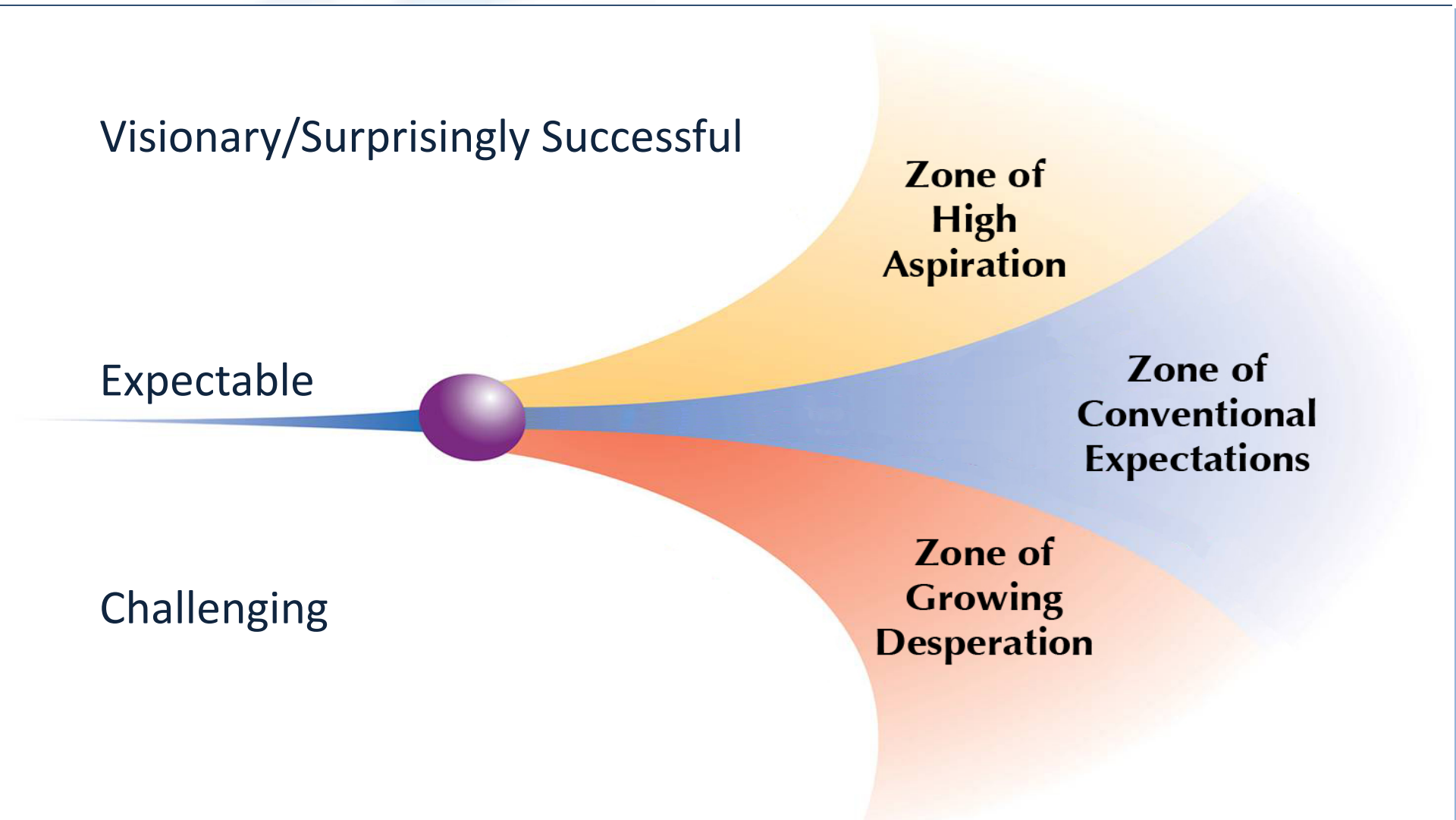

Visionary/Surprisingly Successful

Expectable

Challenging

Zone of High Aspiration

Zone of Conventional Expectations

Zone of Growing Desperation

Human Services Scenario Matrix

Key Elements	Scenario 1: Most Likely	2: Challenging	3: Visionary A	4: Visionary B
Macro Environment Economy, Climate, Technology, Demographics				
Human Services Operating Env. Human Services Funding, Strategy, Staffing, Delivery				
Human Service Areas Aging, Children/Family, Disability, Behavioral Health, Housing, Income Supports				

Some Major Changes in the 2020s

Economics

- Slow growth, conventional forecast – 1.5 to 2% GDP growth

- Recessions

- Job loss to automation, computers, artificial intelligence
  - Net loss of 10 million jobs by 2025, many more thereafter
  - 10 to 15% of social worker jobs lost by 2030

- Jobs/employment shifting to piece work and consulting on the "gig economy"

- Distributed manufacturing (3D printing) and zero-marginal cost production

Some Major Changes in the 2020s

Technology

- Smart homes, smart everything
  - "Doc Watson"; Alexa, Siri; Language translation
- Fully enabled televisits, with biomonitoring, in-home testing
- Virtual reality
- Self-driving cars, trucks

Some Major Changes in the 2020s

Environment

- More severe events – droughts, floods, tornadoes, fires, hurricanes
- Sea level rise by 2030 of 1 foot creates climate refugees in the US

Society & Values

- Value and attitude shifts - equity and social inclusion
- Community Futuring, Shared Visions

Policies

- Housing
- Health Care
- Education
- Income supports - guaranteed basic income
- Thriving, Wellness replaces Self-sufficiency as Goal
  - Household and communities increase self-sufficiency

Some Major Changes in the 2020s

- "Abundance Advances" - self-and community production of many needs
  - low cost energy production and storage
  - local manufacturing/3D printing of many needs,
  - home and community food production,
  - trading time and service

Human Services Scenario Matrix

Key Elements	Scenario 1: Most Likely	2: Challenging	3: Visionary A	4: Visionary B
Aging **Behavioral Health**				
Children, Youth & Families **Disability**				
Housing **Income Supports**				

	Scenario 1: Expectable	Scenario 2: Challenging	Scenario 3: Visionary A	Scenario 4: Visionary B
Memphis, TN	A Tale of Two Cities	Challenges Shape Caring	Rock and Roll Again	Abundance, Good Work, Good Caring
San Antonio, TX	The Least We Will Do	Even Scarier	Fiesta	SA 2020 Realized
Montgomery County, MD	Cloudy	Big Storms	Beautiful Days	Blue Skies
Jefferson County, CO	The Good, the Bad and the Ugly	Dark Side of the Moon	Field of Dreams	Epic 14'er
Connecticut	The Land of Steady Habits	YOYO: You're on Your Own	North Star	New Charter Oak
National	Reductions and Rebounds	Navigating Unending Challenges	Building Human Potential	Thriving Communities

Using the Scenarios

- Participants "stepped into" the scenarios
- Developed short and long term implications & recommendations
- Checked "robustness"; recommendations

- Examples of developing and using the scenarios:
  - Montgomery County
  - Connecticut

Montgomery County Human Progress and Human Services 2035

Uma Ahluwalia

Director, Montgomery County Department of Health and Human Services

Purpose of the HPHS 2035 Exercise

- HPHS 2035 As a reference for our strategic roadmap
- Consider mid-cycle changes to leadership at the County level
- Focus on integration, interoperability and new initiatives
- Montgomery County focused on "framing" of our work
- Scenarios provide a futures forecast based on cloudy, sunny or in between that we can apply to these
- Consider now: how do we want to shape our work for the future as a learning community of health and human services leaders, and how do we influence the future state

DHHS Staff and Community Partners took an active role in developing the scenarios, then returned for a one day Scenario Workshop to "step into" the scenarios.

Montgomery County Human Progress and Human Services 2035 Scenarios

1. Expectable - Cloudy

2. Challenging – Big Storms

3. Visionary - Beautiful Days

4. Visionary – Blue Skies

Key Learning from the Process

- Participants asked about their key learning identified
  - Advancing technology, particularly artificial intelligence (AI)
  - Job automation, including the prospects for human services
  - Need to focus on aspirations for DHHS and our continuum of care in the county, and have a shared vision that empowers the workforce and the community
  - Develop predictive analytics

Key Learning from the Process, continued

- Other participants identified process issues
  - Great collaboration with community partners; good trust in brainstorming and sharing ideas
  - Developing aspirational recommendations
  - Where we want to be, our preferred future, is not the most likely future
  - Technology forecasting and integration, retraining of staff, and integration of services

Montgomery County Human Services 2035: Summary Reflections

- The process was valuable but the real value will be revealed as DHHS uses the document to build their strategic plans, including the upcoming sustainability document.

- The process provided data points that can be used as a framework for future planning.

- It is interesting that the most challenging scenario (#2) brought about the most creative efforts towards collaboration.

- As the current and upcoming political climate in Montgomery County is changing, resilience and collaboration will be necessary.

- The scenario workshop introduced forecasts for technology and innovation, which was likely new or little known to many participants. The process was an opportunity to change expectation and prepare for technological changes.

- It might be helpful to check in with the areas and agencies that participated in the process in one or two years' time to evaluate the process.

- Creating a tool kit for points of comparison and progress in the future would be very helpful.

Connecticut Human Progress and Human Services 2035

Kathleen Brennan

Deputy Commissioner, State of Connecticut
Department of Social Services

Connecticut Department of Social Services
Caring for Connecticut

Connecticut Human Services 2035

- Department of Social Services staff and community partners worked with IAF to develop preliminary forecasts (expectable, challenging, and visionary)

- Held 3 days of Scenario Development sessions that reviewed and enhanced the forecasts and built them into the four scenarios

- Had a one day Scenario Workshop where staff, other agencies, and community partners used the Scenarios to test our current strategies and develop others (short and long term) in relation to each of the four scenarios
    - Checked the "robustness" of our strategies in the various scenarios – developed recommendations

Connecticut Human Services 2035

Personal Observations

- "Land of Steady Habits" – the familiar is most likely, but not preferred

- Greater integration across all lines is needed and preferred

- Human touch will continue to be essential; while technology grows
  - Bringing services to the people vs going to the services
  - Repurposing local facilities

- Getting data sharing, privacy protection and effective analytics remain a major challenge

Connecticut Human Services 2035

- **Highlights of learning from building the scenarios**:
  - Connecticut's historic small town/city (largest city 150,000) would lead to physical or virtual consolidation among many communities
  - Job loss to automation -- Focus on job preparedness and training for those that will be created or not likely automated
  - Prospect for more severe environmental events, including sea level rise that floods parts of New Haven and Bridgeport.
  - Abundance Advances that might lower the cost of living
  - Having a guaranteed basic income
  - Segregation (racial and economic) of the state must be addressed as a key point towards human progress
    - "NIMBY" and school inequality
  - Technology as a tool for connecting and regionalizing services across the state

Insights/Recommendations After Using (exploring) the Scenarios

- State agencies, community partners, towns and cities need to coordinate services and braid funding to better serve the citizens of CT

- Medicaid can be a vehicle to implement change
  - An opportunity for value based service contracts

- Pick a domain (technology, education, state agency collaboration, value-based purchasing) and convene a group to develop a concrete implementation plan

- Pursue data sharing as a tool for predictive analytics
  - Engage policy makers
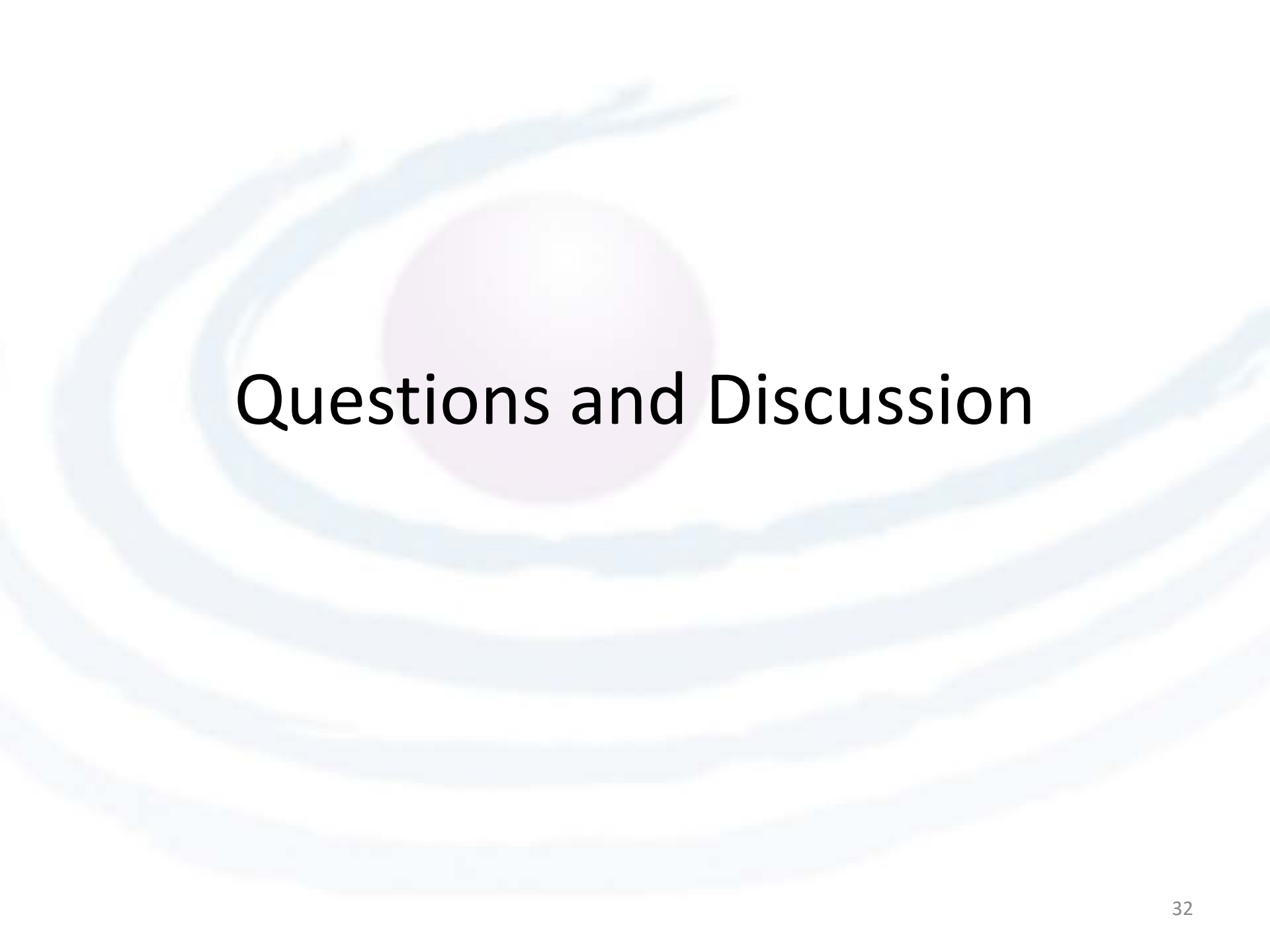
Commissioner Bremby's Reflections

- *[The scenarios] give a sense of the future frame within which a successful human service system in Connecticut must deliver value. For me, the scenarios call out additional sectors needed to operate as a part of a successful human service ecosystem. For example, we have typically delegated the maintenance of civil society to law enforcement in this country. Once upon a time, law enforcement personnel were called peace officers. In the future, one in which traditional values of 'work equals status' may be disrupted, new systems to maintain civility will be needed. How would the human service sector play a role in the maintenance of a civil society?*

Commissioner Bremby's Reflections, continued: ….

- *In a society with a Guaranteed Basic Income, how does one "contribute" and is valued for that contribution to society. We have honored the role of the volunteer fairly well. In a society without adequate opportunities to "contribute" through "work", how do we scale, acknowledge and honor participation?"*

Commissioner Bremby's Conclusion

- *Our vision in Connecticut, in DSS, is where everyone has the opportunity to be secure and thriving. We believe that the scenario exercise gives us a long-term view, makes us more flexible in dealing with the likely challenges and opportunities, enables us to be more strategic, and increases our ability to create our vision and avoid scenario 2. Let's step into the future that Connecticut residents deserve*

Questions and Discussion