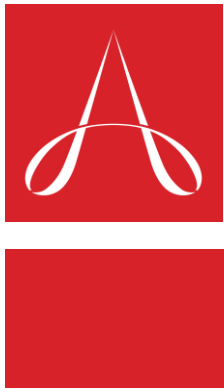




# **HPE in a time of COVID: Applying Lessons Learned to Next Steps**

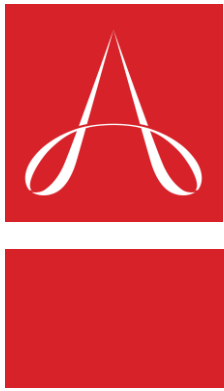
7 April 2021 on Zoom



# **What are we doing, why, and how does it fit with the Forum's work**

## **December's workshop uncovered:**

1. Institutions that had infrastructures in place before the pandemic were better able to adapt to changes brought on by COVID-19
2. Many of the challenges uncovered in HPE during the pandemic existed long before COVID-19



# Part II of the workshop

## Part I

Gathered lessons in the Dec Workshop

**Part II** (the Apr 7 Activity & Apr 22 activity)

Will apply the lessons we're learning to address future unknown crises and long-standing challenges in HPE.



# Brief Background

ACGME uses a form of scenario-based strategic planning called Alternative Futures Planning. We have done so since beginning in 2012 and have produced eight scenarios used in two separate rounds of planning – one which culminated in a Board of Directors planning workshop in Feb 2014 and one with a similar workshop in 2019. Scenario planning is used to develop the fundamental elements of the ACGME Strategic Plan, but perhaps more importantly, to instill a discipline of critical strategic thinking and strategic risk management in the organization. Our planning and thinking are intended to improve graduate medical education as we oversee preparation of physicians for an uncertain future and to constantly improve ACGME's ability to fulfill its Mission as a Public Trust entity.

The scenario planning method described here is Proprietary to Futures Strategy Group, LLC

Questions are welcome and may be addressed to Charles Thomas (Tom), Vice President for Strategic Planning at [cthomas@acgme.org](mailto:cthomas@acgme.org)



# A Look at an Earlier Forecasting Effort

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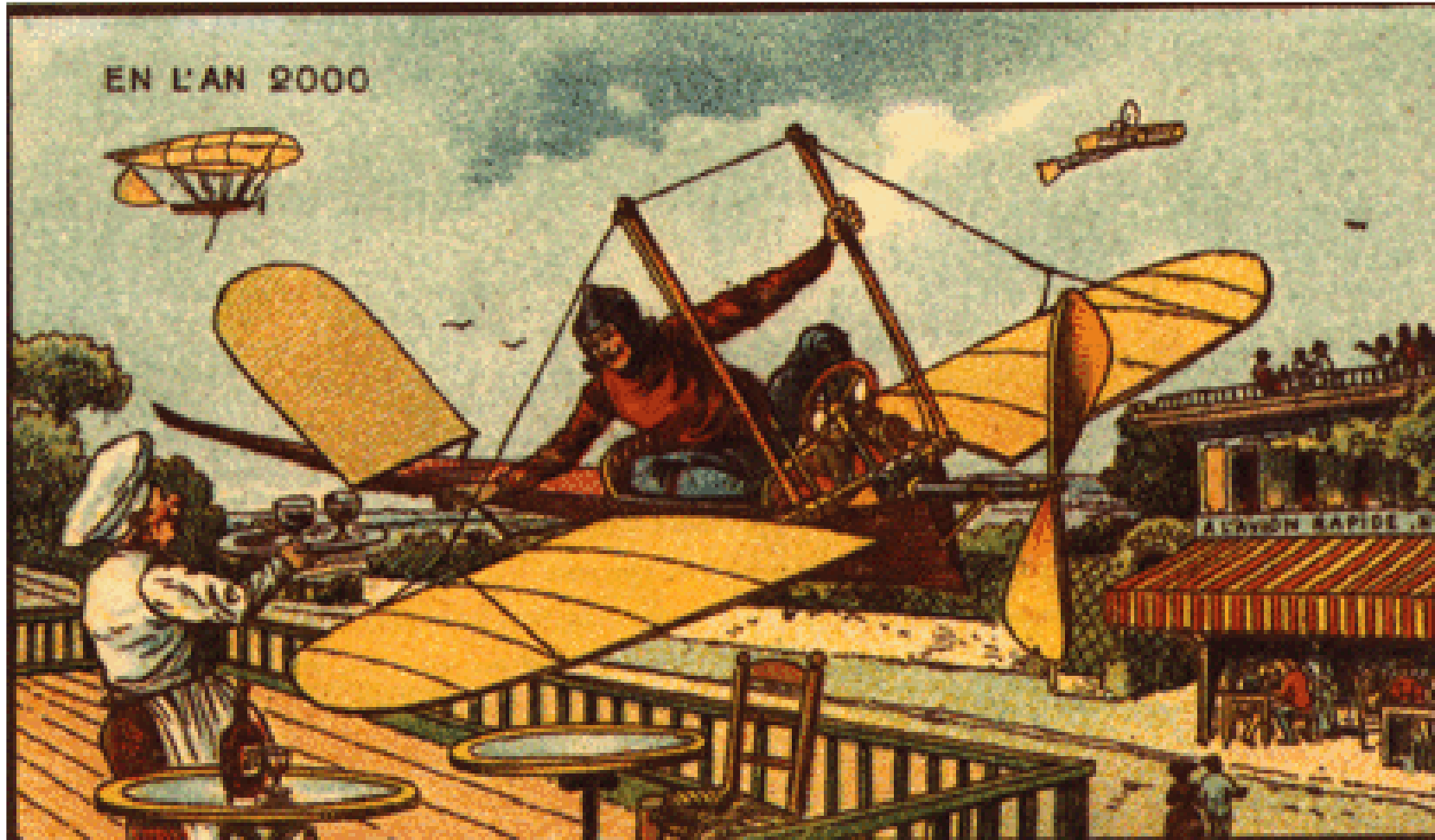
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# Aerocab Station



From *Futuredays* by Isaac Asimov  
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# The Stirrup Cup



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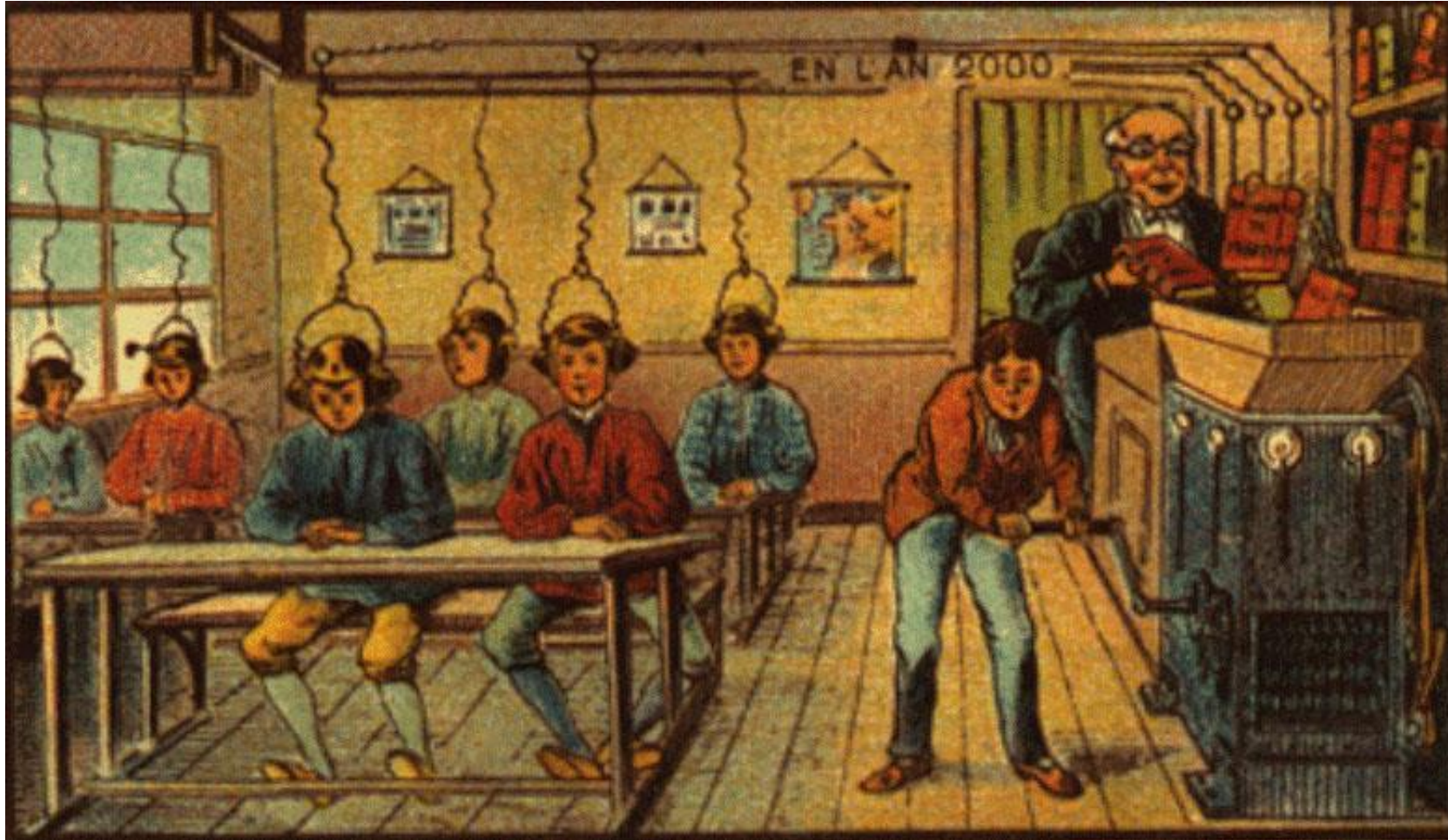
# A House Rolling Through the Countryside



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# At School



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# Heating with Radium



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# **Alternative Futures Scenarios at ACGME**

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# Scenario Planning

## Scenario Planning is the creativity engine for strategic thinking

- The ACGME Scenarios help us think rigorously and systematically about the range of uncertainties and ambiguities all of health care will face
- It is a technique that relies heavily on the expert judgment of participants: the scenarios provide context, workshop members provide the decisions
- It delivers insights and strategic ideas that are robust (viable across a range of future conditions)
  - *It does not deliver truth, but a “futures perspective” that helps you “stress test” ideas across a range of operational contexts: what will work, no matter how the future evolves?*



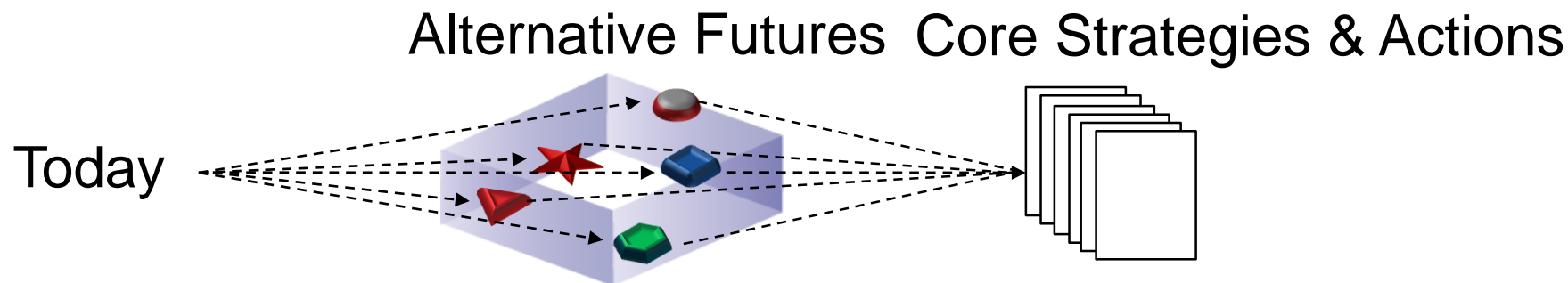
# Scenario planning is about avoiding the trap of a “most likely future” ...

Predictive Planning:



**... And building plans on alternative futures**

Scenario Planning:







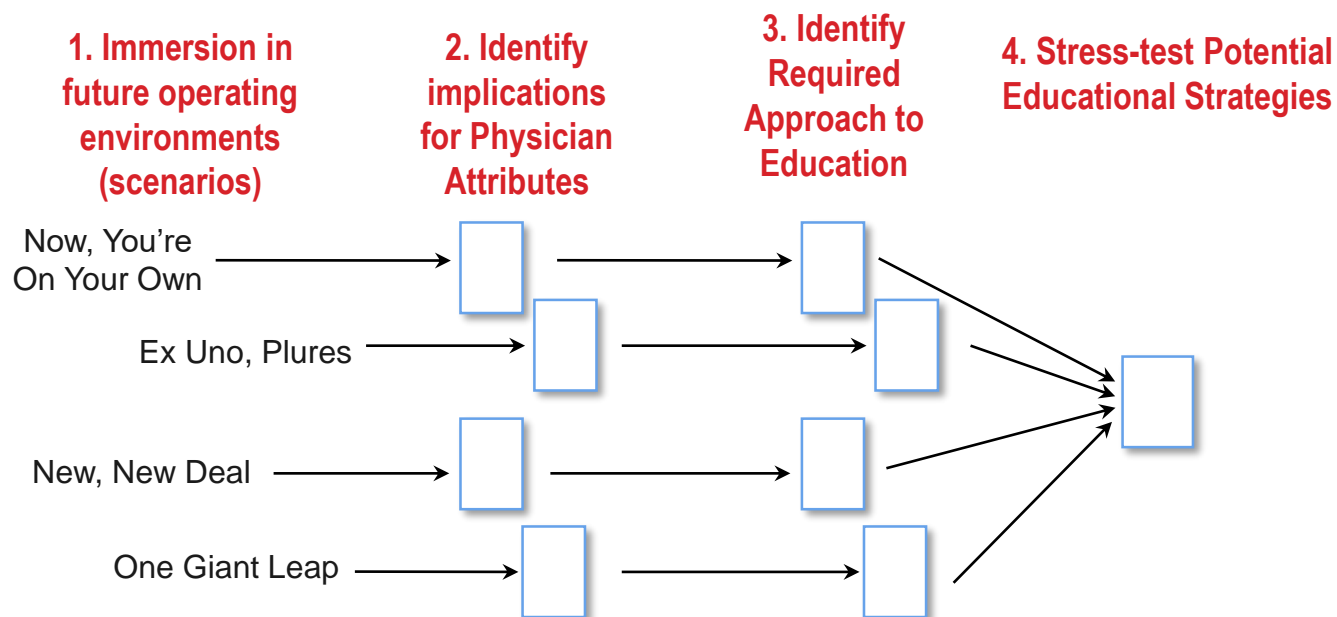
# ACGME Scenario Space 2018

US Socio-Economic Opportunities		Allocation of Risk and Responsibility in US Society		Stability of Societal Institutions		Global Interactions		Shadow US Econ Vitality
More Equitable	Less Equitable	Societal	Individual	Fragile	Enduring	Hindered	Fluid	Strong / Weak
X		X		X		X		
X		X		X			X	
X		X			X	X		
X		X			X		X	New, New Deal (Strong Economy)
X			X	X		X		
X			X	X			X	
X			X		X	X		
X			X		X		X	Now, You're On Your Own (Strong Economy)
	X	X		X		X		One Giant Leap (Weak Economy)
	X	X		X			X	
	X	X			X	X		
	X	X			X		X	
	X		X	X		X		
	X		X	X			X	Ex Uno, Plures (Weak Economy)
	X		X		X	X		
	X		X		X		X	



# Scenario-Based Strategic Planning

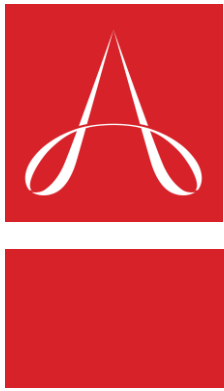
Presented in story fashion, scenarios are widely varied looks at the future, with each scenario offering extremely different opportunities and challenges to medicine and education



## Results Include:

- Insights into robust physician attributes
- Alternative models in the practice of medicine
- Alternative models of medical education
- Robust strategies for ACGME





# The Value This Delivers

## Avoiding Failures of Imagination

“ Imagination is more important than knowledge...

Because **everything** we know,  
first had to be imagined ”

– Albert Einstein



# How All This Leads to You

## Scenario-Based Planning

- Develops robust strategic plans viable across a range of futures
- Encourages and exercises strategic thinking

Typically, the process also produces Insights about the Future

- Insights are findings/conclusions that are relevant in at least 3 of the 4 scenarios
- However, Insights are typically at a higher system level and are not appropriate to strategic action (at least not alone)

Addressing Insights needs a concerted partnership, one in which ACGME may play a secondary role



# Converting Insights

- There are 35 Insights from three sources: 2014 Board Planning, 2019 Board Planning, and 2020 mini-scenario crisis planning
- A typical Insight is written in “scenario-constrained” language and notes how many scenarios supported the Insight (3 or 4)
- For the purposes of this pre-workshop, we converted the Insights into stronger statements of assumptions and expanded them to address health care, not just medicine. They now read as if they are “facts” about the future setting you will examine.





# Insights to Assumptions

## Example

- Across all the scenarios, there is no consensus on the future shape of health care delivery, nor on the specialties that will be required.  
Therefore, the maximization of provider career flexibility will be crucial.

### Became:

- Since there continues to be no consensus on the future shape of health care delivery, nor on the specialties and expertise that will be required, maximizing provider career flexibility and health care system adaptability is crucial.



# Your Use of the Assumptions

- In the pre-workshop you will be tasked with designing a future organization set about 5 years from now. Each breakout will have the same “design” assignment.
  - **However**, each breakout will have a different set of assumptions describing key elements of the operating environment
- Your design assignment is only 5 years out, so you can still make some basic assumptions about how the world works. However, you must take the “assumption package” as irrevocable facts about the future for your breakout.
- Thus, we hope to get comparable, but unique and creative, “answers” to the design challenge.



# Basic Set Up for the Pre-Workshop

- After the pandemic, health professions education (administrators, educators, and accreditors) realized there is a need for a national coordinating body to:
  - **(1)** function as a networking organization that will be fully mobilized during times of need and crisis for sharing information/solutions, and
  - **(2)** During non-crisis times, the organization will deal with ongoing challenges faced in education by all the health professions.
- Each breakout group is to build the organization that can accomplish the two-part mission stated above, given COVID-19 lessons and the “assumptions package” provided.

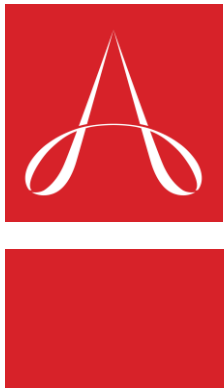


# Basic Workshop Agenda

- Brief Introduction and Questions (15 min)
- Breakouts to design your organization (90 min)
  - The previous slide
- Report outs that include each group evaluating the ideas of the other groups. (45 min)
  - How well would the organization “they” designed work in your future?

**Our intention is to provide a framework for rigorous, yet creative, strategic thinking in preparation for the Forum Workshop**

**We also hope you have some fun with this.**



**Join us on April 7, 6-8:30pmET**

If you have any questions  
reach out to Patricia Cuff at  
[pcuff@nas.edu](mailto:pcuff@nas.edu)