



How to Shape the Future Equitably

Phase 1 Evaluation Report

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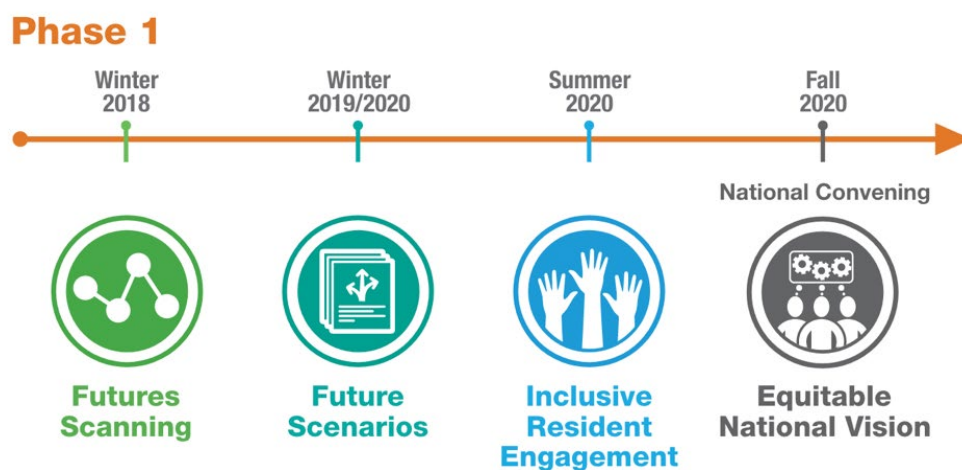
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Introduction

Background

In October 2018, seventeen philanthropy partners came together to establish FORESIGHT, a nationwide, collaborative effort to equitably envision and bring about a bold, new future for health and well-being. Phase 1 (see Figure 1) included working together through a series of guided dialogues, Futures research, and inclusive design. FORESIGHT brought together community members, professionals, and sector leaders from a wide variety of backgrounds and perspectives to jointly imagine a new equitable future, understand what is driving change, and explore what communities—with an emphasis on marginalized communities—urgently want and need.

Figure 1: Phase 1 Stages



Health and well-being exist in a complex system that includes varying medical and cultural practices, institutions, organizations, rules, and regulations. The history of this system has negative associations of trauma, inequitable treatment, experimentation, and lack of access, particularly for marginalized communities. The effects of this history combined with current social determinants of health continue to produce an inequitable system that affects populations marginalized by race, ethnicity, abilities, and socioeconomic status.

A Futures Approach

At the heart of FORESIGHT was a Futures approach, inspiring people to think of what is possible while creating space for people who have been historically left out of sharing what they need to feel healthy and well. A robust and equitable Futuring process was a key part of FORESIGHT Phase 1. It included identifying Future Trends and Emerging Issues that could shape health and well-being in the U.S. and exploring their impact through a set of scenarios or stories of possible Futures. FORESIGHT convened individuals from a diversity of races, cultures, professions, geographies, and political perspectives. The completed scenarios were used as part of a large-scale Resident Engagement to help inspire thinking about what is possible, looking beyond, and reacting to opportunities and challenges on the long-term horizon.

Envisioning the future can be very challenging depending on what people's spheres of life include. As it is extremely hard to imagine what is outside of a personal experience, scenarios encourage people to break out of what they know or live. Scenarios can expand mindsets and allow people to imagine different Futures.

2020 brought what was included in the Futures Scanning Report much closer than anyone could have imagined. The events affected the entire human society across the globe, pointing out significant climate events, a worldwide pandemic, and social uprisings that highlighted what many were unaware of, including inequities and racism—institutional and structural—that have existed for over 400 years.

Objectives

FORESIGHT's Phase 1 activities and impact looked to reach three overarching objectives:

- Identify and lift up the trends and emerging issues shaping health and well-being in the U.S.; explore their implications through a set of 3-5 alternative future scenarios.
- Identify an inspiring and audacious—yet realistic—vision for health and well-being in the U.S.
- Initiate a national conversation through which FORESIGHT's insights will influence the minds and actions of our partners and participants, as well as national thought leaders and key decision makers.

Learning Questions

At the core of this evaluation is the ability to understand and leverage learning to support and inform Phase 1 decision-making and to add to the learning and evaluation efforts of the FORESIGHT network—specifically philanthropic partners and advisors—and the Rippel Foundation as a whole.

The insights will help define how participant groups explain the ideas posed in the learning questions (see Figure 2) and inform what might be possible to evaluate in Phase 2. The evaluation will summarize the perspectives from various groups engaged throughout the four stages of Phase 1. The three main learning questions focused on both the “what” (people, thoughts, ideas) and the “how” (process).

Participant Groups

Participants groups for this evaluation included:

- Design and Implementation teams
- Advisory Committee members
- Philanthropic Partners
- Listeners (community social service partners)
- Residents, Community, and Professionals
(Individuals participating in the scenario design sessions, interacting with the scenarios, and attending the National Convening)

Figure 2: FORESIGHT Learning Questions

1 How/What does equitably including people and centering on voices who are currently and historically marginalized look like for people involved in FORESIGHT?

2 How are people involved in FORESIGHT thinking about and being impacted by relationships, learnings, knowledge, culture, attitudes, and behaviors?

3 How is FORESIGHT influencing the future of health and well-being in novel and transformative ways?

Overall Learnings in Phase 1

With 40 convenings that included participants, listeners, advisors, and partners that took place over the course of Phase 1, three overarching learnings emerged.

1

Aspiring to a different future requires certain conditions.

COVID-19 revealed, to more people, the intersectionality of deep health disparities due to historical and systemic inequities, racial injustice in policing, protests, and climate extremes. All were clear views of the needs for the future. Creating and defining a different future requires **deeper awareness of experiences**, a **variety of perspectives**, a **broader understanding of what is possible**, the **inspiration to act**, a **robust collaborative network** with **connections to what is happening on the ground**, and **policies** that help shape a new way of being.

The [scenario building workshops](#), [community conversations](#), and [National Convening](#) inspired participants to think differently, generate and connect ideas on making changes to systems that are not working, and make connections with others who want a similar future.

FORESIGHT participants articulated a greater awareness for one another's different lived experiences and considerations for their future actions. Many participants were inspired to think more in-depth and beyond their expertise or lived experience. Some reinforced their commitments to centering equity and the need for bringing in more community voices.

Seeing the trends and emerging issues in the futures report and watching the scenario videos stretched thinking and helped identify the conditions, illuminated what it takes to do this work, and prompted asking different questions.

The National Convening confirmed what the two scenario building workshops concluded: what Residents want for the future is very similar. The way to approach it or the solutions' pathways might differ, but the goal is the same.

"It was being part of such a diverse and compelling group of leaders and getting to hear different stories. I just loved the intro stories. I feel like I continue to think about them. And also, in the breakout groups, hearing different people respond from different perspectives. It's often a luxury to have that opportunity so to me, that was the biggest part."

—Resident/Community Member

"I also thought it was really interesting to learn about so many different, not just viewpoints, but like actual opportunity bubbles to make a change and to improve outcome and improve health overall, sort of writ large, not just, you know, in healthcare, there's so many other opportunities, and to have that exposure and to have that sort of big thinking."

—Professional

"And I think that these spaces help us to imagine what we can do and see what we can do. And well, the fact that there were a lot of us, it did motivate me a lot."

—Resident/Community Member

2

A non-dominant culture approach is essential to building and cultivating relationships throughout an intentionally inclusive futures process.

The realities of 2020 accelerated the futures trends and emerging issues and forced process changes to meet radically different conditions. FORESIGHT's futures process included **a broad diversity of perspectives**, emphasizing currently and historically marginalized populations. This approach demands **intentional relationship and trust building**, a **commitment to a continuous check-in process**, a **resistance to dominant culture pressures around timelines and expectations**, and an **awareness of transactional behaviors in relationships**.

The futures scenarios highlighted trends and emerging issues from the futures report. The increased fires and floods brought attention to the signs of climate change. At the height of the social uprisings triggered by the murder of George Floyd, racism was declared a public health problem. Due to the pandemic, increased awareness of the violence against Black and Brown people is changing the way our society views the future.

For participants, the world events during the futures process underscored the long-term systemic impact of inequities. Individuals who have been marginalized experience little support for basic needs and social determinants of health. Marginalized communities called out for the prioritization of equity in ways they had not done before.

Relationships have been at the heart of this project. Many of them have grown much deeper over time.

As equitable relationships require power-sharing and co-creation, FORESIGHT builds upon and grows the muscles needed in this area.

Being open to vulnerability is critical. Allowing people to show up as their whole human selves changed the environment. This shift to valuing the participation of one's whole self in this process has strengthened as the project progressed and participants made new connections despite meeting virtually.

"It was fun to be a part of something that was innovative and inclusive. As much as it...the intent was there...and intention is not always good, but I think in this case, the intent really helped to keep people together because it was just a beautiful space that was created for so many different voices to come together that normally, and I think the people that came really appreciated that gift because for those who are aware of that challenge of being able to get so many people together, one to commit to it and to share openly that's very difficult to do, and that's very difficult to organize. So, I thought that people that came knew that level of challenge and appreciate the fact that we actually were able to make it happen."

—Resident/Community Member

3

A focus on emergence and equity is both necessary and challenging to create new pathways to solutions.

Leading with “emergence”¹ and focusing on equity, especially in times of disruption, **makes space for learning and change along the way.** Gathering input and insights from different perspectives **uncovers, broadens, and deepens ideas, approaches, and thinking.** It **makes connections that did not exist before.** This approach **requires more time and resources.** It **needs capacity devoted to reflection, adaptation, and the flexibility and willingness to make the necessary pivots.**

FORESIGHT has provided new experiences, exposed people to a Futuring Process, and given personal validation for many who have never had exposure or been invited to or included on a project like this before.

Most participants had never been exposed to a Futuring process before. They appreciated having conversations with a wide range of perspectives to craft what the future needs together. Participants expressed with thanks, gratitude, and love how much it meant for them to be invited and included in the FORESIGHT process.

As the country experienced an amplified reflection on white privilege, power, fragility, and a focus on anti-racism, acknowledging racism as a public health emergency became more common. Participants were moved to think about equity on an entirely different level.

As the work pushes deeper into equity, relationships become even more critical, but they can get more complicated and demand more time to maintain.

“The process of the framing the scenarios were the most important thing I’m taking away. I loved the trends note cards and I will definitely think about these scenarios as I work on policy.”

—Scenario Workshop Participant

“Collectively the FORESIGHT project was very responsive to the input that was received, right from the original scenario building workshop, and what we got out of the first one and how they responded to the second one. I think the team was very good about being, embracing emergence and being responsive.”

—Implementation Team Member

“It made me look at where I’m from a little bit differently. Appreciated a little bit more, knowing that my experience or my reality was so vital to the work they’re doing to figure out the future. Growing up in a small town you think it doesn’t matter. Or the way you view the world is kind of small and outdated. But made me look at it as if it’s part of it. Like we are a part of the world and not separate. Our story is needed in order for the future to be better. I was able to, from the experience, I was able to share that story. And it was pretty, it was like groundbreaking. It changed my life.”

—Resident/Community Member

“I think our initial conversations about calling out an anti-racism lens was very important. I feel we cannot look at historical trends and our future, is possible without looking at how the role of racism is shaping both.”

—Scenario Workshop Participant

¹ Emergence is a practice of continuing to adapt the process as it progresses, in response to learnings and opportunities, in order to respond to an ever-changing and rapidly evolving context.

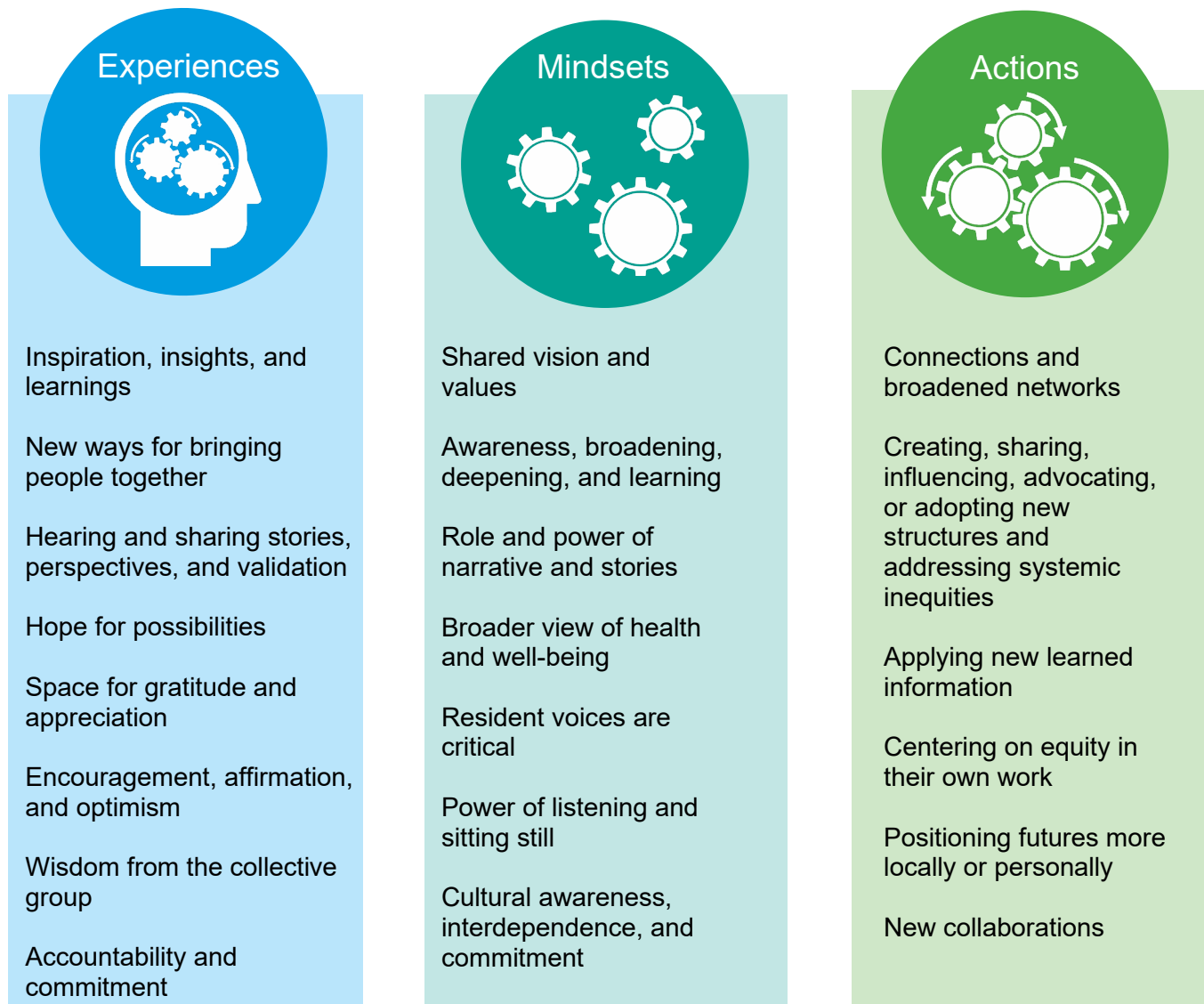
Experiences, Mindsets, and Actions

Phase 1 played a significant role in broadening the thinking and mindsets of participant groups, inspiring or motivating action, and having deep impact for Residents and Community, Professionals, and Philanthropic Partners. For examples by group see Appendix C.

Experiences are the ways in which participants found value in FORESIGHT, such as reflections, discoveries, and responses that were supported by FORESIGHT approaches or interactions.

Mindsets are new or different understandings. It could include a shifted perspective or understanding something new about a particular subject, value, belief, or experience.

Actions are new or different behaviors or results that have emerged from engaging with FORESIGHT. They include themes from multiple people reporting the same action as well as single specific examples.



Experiences



Discovering new inspiration, insights, and learnings both personally and professionally

Reflection on being inspired, gaining new insights, and the overall learning they received resonated widely.



Experiencing a new way of bringing people together

Participants shared how experiencing new ways to convening and facilitating the conversations shaped how they could change how they do things.



Hearing and sharing stories and perspectives provided validation

For participants, being heard, tracing their work to help create scenarios, telling and sharing their own stories in the convenings, and hearing similarities or connections to each other's stories was validating.



Hope for possibilities, gratitude, appreciation, encouragement, and optimism resulted from an individual's participation

The whole experience brought hope for the future. Participants expressed their gratitude and appreciation for their time spent and many felt encouraged and optimistic for the possible ideas and interconnectivity of the work that went into the proposals.



Wisdom from the collective group

Participants were in awe of the collective wisdom shared from the collective perspectives.



Accountability and commitment to change

As participants responded to the call to steward Resident voices in their future endeavors, they reflected a renewed commitment and accountability to this charge.

Inspiration

- “Energized me to continue to seek support for our undocumented community”
- “Inspired me to know that others have the goal for a better world”
- “Looking beyond my community/locally based resources”
- “Even more invested in developing collaborations across disciplines, identities, and geographic location”
- “If we can find ways to break down the barriers that prevent us from truly understanding each other's lived experiences and acknowledge and embrace our differences so many of the challenges we face today could be improved”
- “Helped to think about multi-solving, tying work together”
- “I felt the energy and vibration that there are so many people out there”

Gratitude and Appreciation

- “Hope and inspiration for changes is inevitable (with so many great minds and hearts)”
- “I have hope for a better future (just and true equity for all) in the U.S.”
- “Restored my hope in what could be possible”
- “If there would have been 20 more sessions, I would have taken part in all sessions in order to move this work forward”
- “Soul reviving”
- “Grateful to have been invited”
- “I loved it. It was a privilege and honor”
- “Gratitude for the pivot to virtual”
- “The Rippel staff is amazing and put on an excellent event under challenging circumstances”

Insights

- “Has made me more appreciate the widespread diversity that exists within our country while simultaneously highlighting the shared goals and values”
- “Great illustration of engaging residents and community members in thought leadership work”
- “Enlightening to hear what others think of health care, community, and what that means to them”

Accountability and Commitment

- “I renewed my commitment to give residents in my circle a platform to partner in change”
- “It’s prompted me to think outside of myself and to challenge the notions of what will be supportive of the communities I wish to serve”
- “It held me more responsible”
- “There are so many ways in which we think we know is best for community!”
- “There is strength in numbers”
- “Knowing the views of residents helped frame a different strategic outlook for the solutions I work with”
- “I was reminded of how important it is to work across and with communities to develop solutions that have both broad and deep application”

Mindsets



A shared vision and values across a wide variety of demographics

During the scenario workshops and National Convening sessions, participants resonated with the recognition that even when talking about it differently, they shared a synonymous vision and values when thinking about the future. Participants represented a diversity of lived and professional experiences, reflecting the input of disability advocates, farmers, policymakers, health system executives, community organizers and activists, philanthropic leaders, social workers, caregivers, and many other perspectives.



Awareness, broadening, deepening, or learning new information

Participants had varying experiences that made them think or discover new connections while thinking about the future.



An appreciation for the role and power narrative and stories can play in creating a greater understanding

The impact of the stories shared, combined with hearing personal narratives during conversations and convenings overall, resonated personally and professionally across participants.



A broader view of health care to health and well-being

The futuring process that inspired the future scenarios through the proposal development helped make more connections to social determinants of health. It brought specificity from thinking in terms of 'just health care' instead to overall health and well-being.



An appreciation that resident voices are critical

From the perspectives of participants and philanthropic partners, both saw the great necessity to have Resident and Community voices be a part of initiatives focusing on the future and addressing community (locally, regionally, or nationally).



Understanding the power of listening and sitting still

The act of being intentional—including minding who was speaking and how much people were talking—brought the power of listening and the addition of moments to reflect. Participant groups commented how different FORESIGHT felt to them in comparison to other projects.

Perspectives

- “Allowed me to consider from a different perspective how social determinants of health and economic well-being could be addressed collectively through a more comprehensive strategy”
- “More informed about our community's needs”
- “More aware of perspectives on health and wellness from around the country”
- “It has encouraged me to look at population health through a more expansive, inclusive, and collaborative lens”
- “It has made me more conscious concerning my community and what does that really mean?”
- “There is no one right answer”



Greater cultural awareness, including interdependence and commitment

Being together with so many other people with different experiences highlighted the need for cultural awareness of one another's cultures. The interdependency of various systems also created a commitment to working on the change that is needed.

Deeper & Broader

- "Given me a deeper appreciation of the value of 'lived experience'"
- "Strengthened my understanding of the systems that perpetuate injustice and inequities"
- "Thinking longer term and more broadly than I usually do"

Expanding

- "Encouraged me to think less as an academic, and more as a practitioner"
- "It continued to expand my understanding of how important it is to inform any change approach with input from leaders, representative of the communities we want to impact"

Affirmed Thinking

- "I discovered that there are a lot of like-minded professionals and thought leaders who share the same/ similar ideals, that we should be working more collaboratively with to have more influence, nationally"
- "Harnessing the power of the community - the whole is greater than the sum of the parts..."
- "It's been really valuable to see and hear about the work of community activists and organizations on the ground"

Actions



New connections and broadened networks

Making new connections between participants at the convenings and making additional introductions to people outside of FORESIGHT.

New Connections

- “I have met incredible people”
- “Ability to engage with multiple individuals from all sectors”
- “Great to connect with people in other areas of the country doing exactly the same work”



Creating, sharing, influencing, advocating, or adopting new structures and addressing systemic inequities

- Taking into consideration what experiences might be for people from different cultures, backgrounds, languages, definitions, and abilities.
- Continue advocating and challenging the status quo in power structures.
- Influencing facilitation by sharing stories, being open and vulnerable, and staying grounded in the community.
- Replicate the discussions with others.
- *Specific example:* Becoming involved with a Native American Coalition to create change in the community (logos, education, including culture).

Applying New Information

- “I am applying new processes to strategic planning within my organization”
- “I’ve participated in things before, and the action afterwards wasn’t as strong as the findings”
- “Given me so many thoughts on how to advance the work occurring in my region”



Applying new learnings to current work

- Exploring new possibilities and deeper accountability and commitment to their work.
- Applying new processes to strategic planning with their organization.



Centering on equity

- Adopting racial equity framework and prioritizing communities of color in research, education, and public service under COVID context.
- *Specific example:* Missouri Foundation for Health is rethinking engagement for their Advisory Committee.



Positioning futures more personally and locally

Connecting and using the futures information more intentionally in personal work and when focused on local efforts.



New Collaborations

- Talking with state partners.
- Civic connections
"We are taking what we heard from Marnita's Table to the upcoming Civic Health Index report which will look at weathering aspects of where our state is decreasing trust over the time period. It will be nice to juxtapose that with the visionary things that we heard from our community gatherings" —New Hampshire Endowment Health
- Internal structures
"We are thinking more about a structured process to think about the future, particularly engaging our local partners and that visioning piece more regularly."
 —Kansas Health Institute

Centering on Equity

- "In the future I will be more aware of many diverse perspectives that I didn't know"
- "More open about our community's needs"
- "I am more likely to persevere in organizing toward them with support from others"
- "I will think more about resident expertise and how to organize centering under-represented voices"

FORESIGHT Inflection: Learning in Action

Guided by an Emergent Process...

FORESIGHT emerged continuously through Phase 1, reflecting on the engagement with the diversity of interests, perspectives, words, and wisdom, while lifting up currently and historically marginalized populations and providing the opportunity to learn from one another.

Emergence was a key driver for how FORESIGHT would unfold Phase 1. The “Learning in Action Roadmap” illustrates the pivotal inflection points taken during Phase 1.

Phase 1 Stages



Futures Scanning

Futures Scanning:

FORESIGHT used a futuring process with futures scanning and scenario planning techniques. This process included developing a shared understanding of forces that

have potential for impacting future systems for health and well-being. [FORESIGHT's Futures Scanning report](#) (“futures report”) identified trends, opportunities, and challenges on the health and well-being horizon. The team of futurists identified over [70 trends, opportunities, and challenges](#), that were then organized into nine potential major transformations (“[game changers](#)”) that could impact and alter the future of health and well-being.



Future Scenarios

Future Scenarios:

Based on the findings of the futures report, FORESIGHT generated four future scenarios or stories of possible futures and a [summary](#) to explain them. To

create these scenarios, FORESIGHT convened over 50 individuals representing a diversity of races, cultures, professions, geographies, and political perspectives in two workshops: one in Denver, Colorado and another in Washington, D.C. These two groups were asked to identify priorities from FORESIGHT's futures report; those priorities were then woven into the four future scenarios.



Inclusive Resident Engagement

Inclusive Resident Engagement:

Pilot Interviews gathered health stories from about 40 Residents across a variety of populations in four different cities (San Diego, CA;

Allentown, PA; Kearny County, KS; and Minneapolis, MN). These participants shared their health and well-being experiences and aspirations.

Light Resident Engagement worked through FORESIGHT's Philanthropic Partners and local communities in their region. Working with the trusted relationships that local organizations already had with the community, representatives served as "listeners" for in-person, one-on-one conversations. Participants were asked to share a story about what matters to their health and well-being with an intentional outreach to Black, Indigenous, Communities of Color, people with disabilities, and people experiencing homelessness. In total, 35 listeners representing 23 community organizations collected over 200 stories from various regions across the US (Allentown, PA; Cheshire County, NH; Fort Bend, TX; Hartford, CT; Kearny County, KS; King County, WA; Matanuska-Susitna Borough, AK; San Diego, CA; and Springfield, MO).

Large-Scale Resident Engagement was a three-part process that included over 7,500 people from across the country. For part one, community participants were provided a meal and digital access to engage in discussions and visioning sessions on the future of health and well-being in the United States through a unique methodology, digital *Intentional Social Interactions* (dIZIs)². Community conversations were conducted in over 9 different regions:

Connecticut; Kansas; Long Beach, CA; Alaska; Minneapolis; New Hampshire; North Carolina; San Diego, CA; and a California student consortium, reaching 1000+ Residents (75% Black, Indigenous, and People of Color; 25% under the age of 24). Future scenarios were also shared through an electronic survey (500 people) and a nonpartisan poll (6,000 people).

National Convening



Equitable National Vision

National Convening:

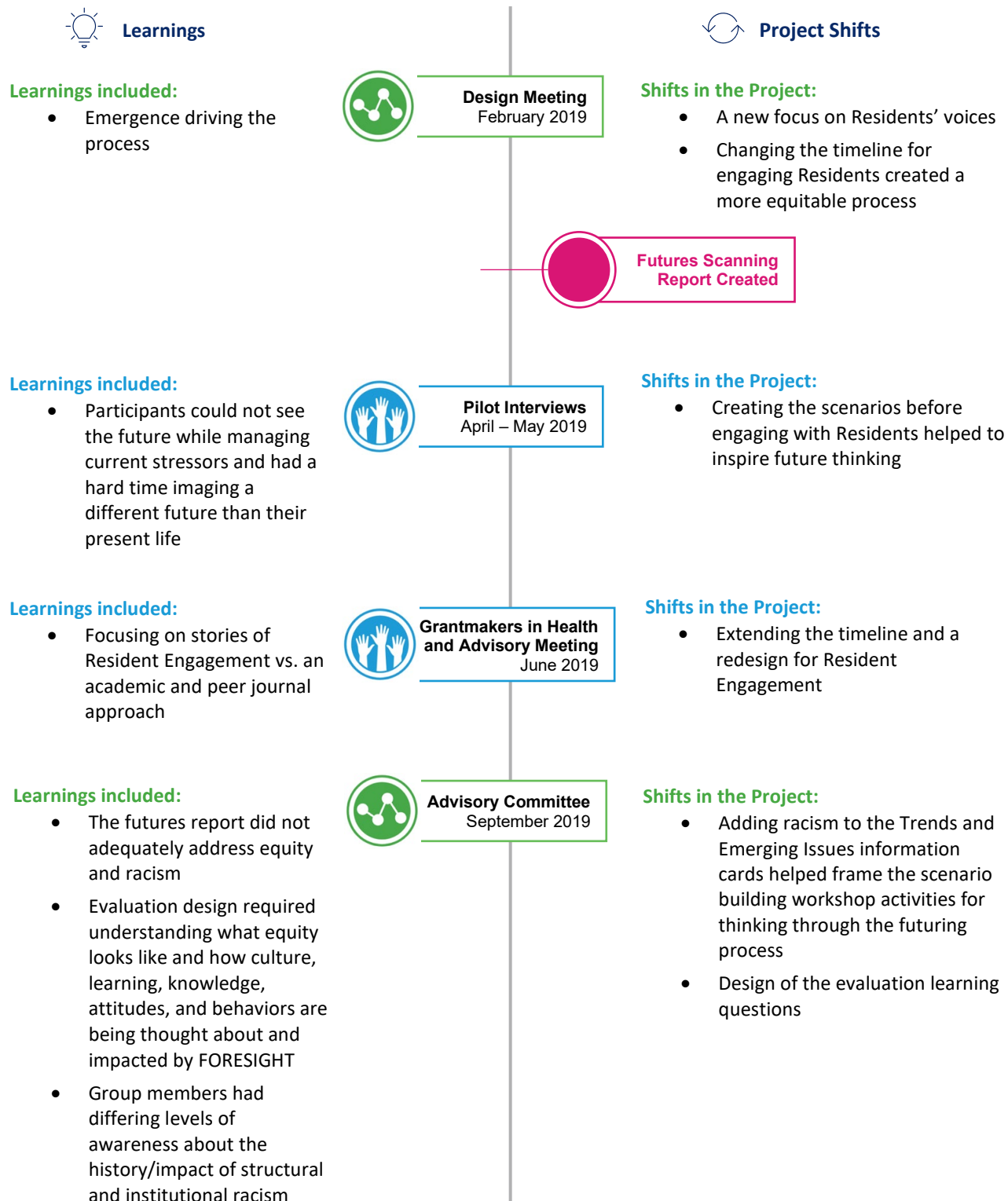
Taking the insights from the futures report and guidance from all of three parts of Resident Engagement, FORESIGHT brought

together a group of 100+ people representing a diversity of perspectives and backgrounds to build out a vision for the future of health and well-being. Over five virtual sessions, the group identified themes and developed ideas and places where intersections could leverage more action. The National Convening resulted in creating over 60 action proposals to advance work towards an equitable future of health and well-being for everyone.

Participants joined the National Convening from 25 different states and included work and wisdom from diverse expertise in social justice and advocacy organizations (disability, LGBTQ, youth and elder caregivers, veterans, and climate/environment), the criminal justice system, economics, education, food, health care industry and practitioners, humanities, law, miscellaneous associations, media, philanthropy, policy, small business owners, social services, technology, think tanks, and youth organizations.

² <https://www.marnitastable.org/izi/>

Learning in Action Roadmap





Learnings



Project Shifts

Learnings included:

- Marnita's Table's approach was able to reach a diversity of, and the desired, populations
- Conversation quality was rich and deeply engaged Residents with the content



**Seattle International
Social Interaction (IZI)**
October 2019

Learnings included:

- Heavier lift for Listeners than anticipated, but they connected to constituency needs in a deeper way
- Listener engagement took longer to account for relationship building and trust
- Translation and transcription were necessary for people whose first language was something different than English
- Listeners with trusted relationships in the community have the best position to lead conversations
- Philanthropic Partners needed to commit differently than initially anticipated
- Deeper relationships formed between Listeners and Residents
- Residents' story sharing provided joy and relief from the opportunity to be heard
- Black Residents embodied long histories of lived trauma with the health care system, which is and passed down through generations
- Staff that is not involved in the day-to-day took part and deepened their understanding of the people they serve and their situations



**Light Resident
Engagement**
Sept – October 2019

Shifts in the Project:

- A tool that provided more accessibility was chosen for data collection
- The *What if Health* interactive website became less relevant as the project continued to focus on equity and a focus on marginalized populations



**Light Resident
Engagement
Summary Created**



**Philanthropic Partner
Sensemaking Session**
Oct – November 2019



Learnings

Learnings included:

- The session pushed against dominant culture practices and did not meet all of the needs and perspectives of a diverse group of participants; because of this, some participants found it difficult to trust the process
- For some, the futures process was perceived as rooted in the dominant culture and not fully trusted
- The need to include more conservative viewpoints was identified to broaden the diversity of perspectives

Learnings included:

- A decisive confirmation to focus priority on people who have been marginalized versus people who are recognized by dominant culture systems
- Reinforced the importance of including more people with disabilities, gender and sexual orientations, and more diversity in the FORESIGHT leadership

Learnings included:

- Similar themes to Denver included in the scenarios
- A greater emphasis on family
- Since racial equity and social justice were not a primary focus, the needs were different, and therefore there was less tension with dominant culture practices



Denver Scenario Building Workshop
November 2019



Advisory Committee Meeting
December 2019



Washington DC Scenario Building Workshop
February 2020



Future Scenarios Summary and Videos Created



Project Shifts

Shifts in the Project:

- More emphasis on racial equity, intersectional identities, and changing social values
- FORESIGHT identified it would be valuable to involve an equity partner who could model and mentor
- Extending Phase 1 and moving the National Convening to June 2020
- Adding the DC Scenario workshop to include more conservative perspectives

Learnings highlighted by COVID and the Social Justice Uprisings:

- The trends and impacts from the futures report becoming a current reality (pandemic, extreme climate events)
- The need to make space for check-ins (acknowledging humanity, triggers, and trauma) and reflection time, to process what it means to be inclusive
- Recognized deep understanding and considerations needed for working with populations that have multiple layers of trauma and inequities
- Everyone needs to be able to bring their whole self and be present
- Making proper adjustments to honor authenticity and transparency by shifting meeting and convening practices to include check-ins and reflection
- Acknowledgment of holding the tension between equitable ways of working and reconciling dominant culture practices
- Adding equity into the mix impacts and elongates timelines
- The digital divide (access to/knowledge of technology and broadband) was an issue before COVID-19 and became a larger factor in reaching Residents
- The pandemic and racial justice context reinforced the need for flexibility and relying on emergence to inform the process
- The external environment changes fed emergence and responsiveness to both the team and the communities' needs
- A new consciousness to timing and being much more intentional for facilitation during the pandemic and after the murder of George Floyd paired with the social justice uprisings



**COVID-19
LOCKDOWN**
March 2020

**Social
Justice
Uprisings**
May 2020

The COVID-19 lockdown and the social justice uprisings brought to light significant learnings and impacts on the project and therefore are included.

Shifts in Large-Scale Resident Engagement:

- With shifts to a new normal in COVID times, dates and locations had to be rescheduled, and some cancelled
- The National Convening was moved to Fall 2020, with virtual delivery instead of in-person
- Community conversations (IZIs) had to be reimagined virtually and became dIZIs
- The inability to travel allowed for more communities to participate (expanded from 5 cities to 9)
- A move away from the one-on-one listening model was made due to the amount of time and attention that was needed and the challenge it would have been to execute during the lockdown and social distancing
- The FORESIGHT team reflected that equity rose to another level and became normalized in every conversation about the project
- A shift in meeting and convening practices to include check-ins and reflection
- Awareness to the need for challenging dominant culture facilitation when including marginalized communities prepared the FORESIGHT team to be more responsive during and after the social justice uprisings

Learnings included:

- Encouraged to push hard against dominant culture and demand accountability for structural and institutional racism



Advisory Committee Meeting
April 2020

Learnings included:

- Equity began to be a part of every conversation for the project
- Input from multiple perspectives is crucial to working equitably
- Equitable work demands the need to slow down and build time for input
- Making FORESIGHT more accessible and inclusive challenged the embedded dominant culture and processes¹
- Reconciled the value of qualitative data (e.g., stories and lived experiences) as evidence-based to make their case



Large-Scale Resident Engagement
May – October 2020

Shifts in the Project:

- Eight themes were identified that would be used as the basis for the National Convening Discussions



Learnings included:

- Philanthropic Partners reflected that spotlighting the voices of the Residents was meaningful



Sensemaking Session Philanthropic Partners
October 2020

Shifts in the Project:

- Created a better explanation for project intentions
- Developed the frame for how to listen to the guidance (looking for shared values, not signs of difference)
- The need to present with more heart

¹ <https://www.showingupforracialjustice.org/white-supremacy-culture-characteristics.html>

Learnings included:

- The design called for co-creation with equity and content partners
- Co-creating/Co-designing with equity at the center emphasized a shift to work differently
- Working with Marnita's Table challenged the FORESIGHT team to confront dominant culture norms and practices in ways that they had not experienced before
- Roles and responsibilities with multiple partners involved in an emergent process require feedback, communication, and discussions regularly; especially when things shift, pivot, or changes are made to the timeline, the approach, or who is involved
- Progress of working against dominant culture norms retracts to previously comfortable ways of working and expectations, often happening during extreme stress or when coming up on deadlines, and there is no room to pause or move back

Residents and Professionals

- Phase 2 should harness the power of the National Convening participants' network
- Attendees expressed it was a truly unique experience that many had never had before



National Convening
Oct – December 2020

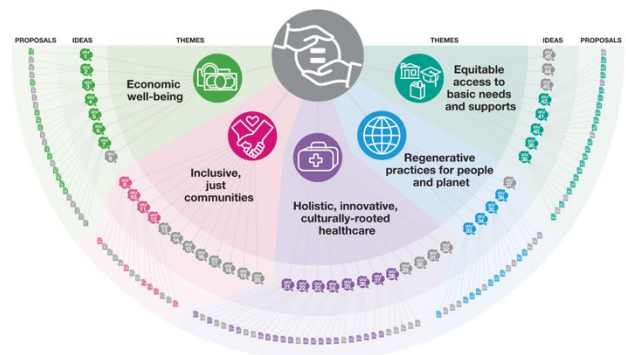
Shifts in the Project:

- Participants from the National Convening created a vision highlighting five areas



Shifts in the Project:

- Participants identified 45 ideas and 100+ proposals
- By the end of the National Convening, 60+ contained actions and next steps for Phase 2



Shifts in the Project:

- Participants conveyed that Phase 2 should focus not only on the future but also how or what it will take to do this for the future



Vision, Ideas, and Proposals Created



Learnings



Project Shifts

Learnings included:

- Acknowledged need to leverage more community feedback processes
- Emphasized closing the feedback loop and keeping Residents a part of the work of Phase 2
- Articulated the desire to capture continued collective learning
- The need to include more sensemaking and a process to leverage learning and knowledge creation
- Acknowledged that every failure spurred deep learning and deep reflection



**Philanthropic Partners
Future Forum**
February 2021

Philanthropic Partners reported shifts from participating in FORESIGHT's National Convening:

- Reporting from Marnita's Table is being utilized to make a counter case for the New Hampshire Civic Health Index
- Missouri Foundation for Health is rethinking their community advisory panel

Learnings included:

Residents and Professionals

- Concerns for focusing too much on process, moving away from Resident voices, straying from vision and work done at the National Convening, and the need for plain language and definition in the proposals
- Keep the National Convening participants connected
- Create a map to connect and build upon the FORESIGHT network, tracking both movements of proposals and people
- Plug-in and invest where work is already happening
- Continue to share and support community engagement models
- Expand the Advisory Committee to include more perspectives and lived-experiences



**National Convening
Follow-up**
February 2021

National Convening Participants reported shifts from participating in FORESIGHT's National Convening:

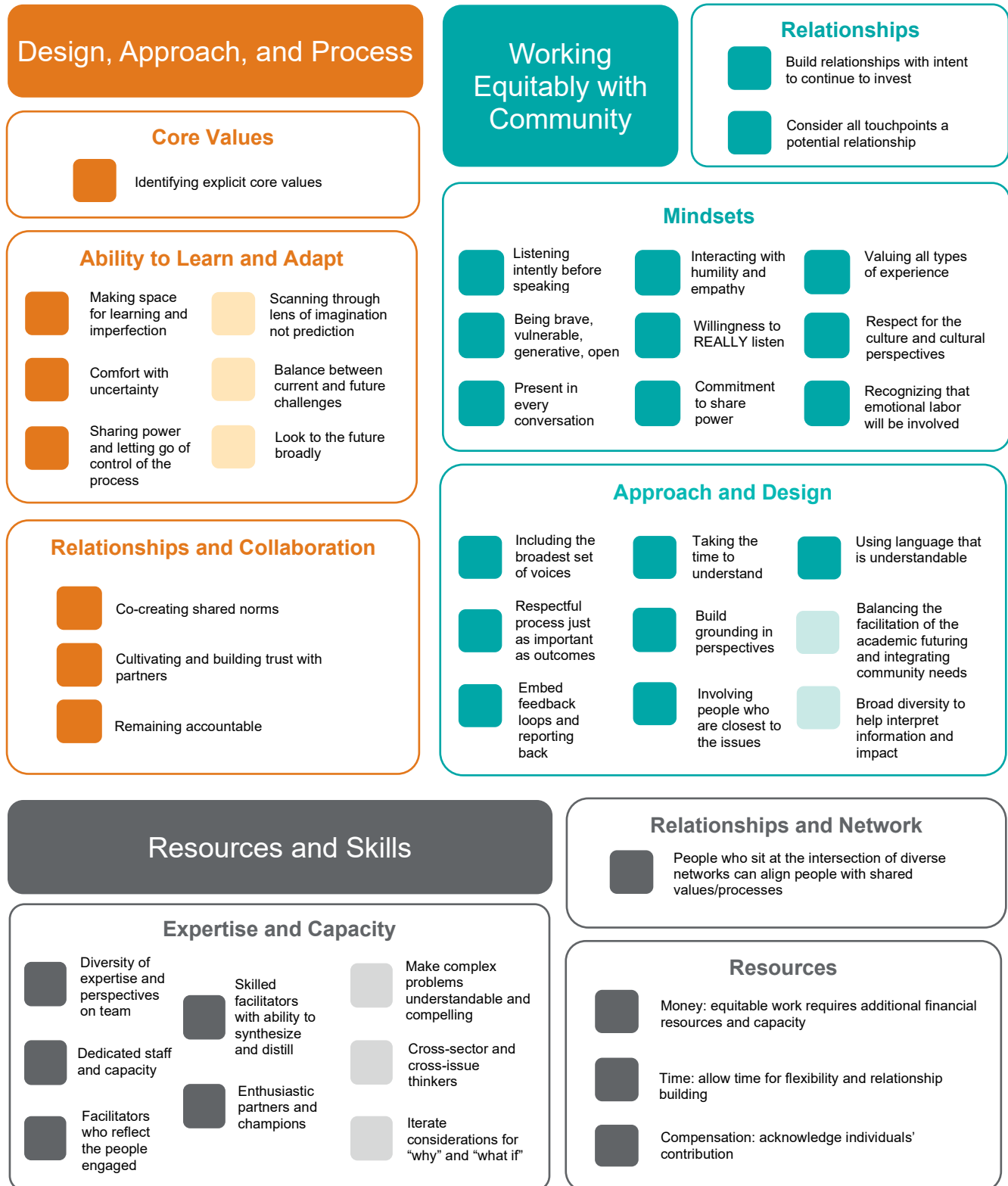
- Supported strategic planning
- Opportunity for hearing a greater diversity of thought and perspectives
- Expanded networks and facilitated essential connections that are helping move their work forward—value add of the FORESIGHT process

Philanthropic Partners

- Create an ongoing "Learning Lab" (a place where people can share ideas and learnings) to bridge and share information and updates

What it Takes to Do an Equitable Futures Process

The following are three areas to consider when replicating an equitable futures process. A comprehensive version of this can be found in Appendix C. Lighter shaded boxes signify futures specific considerations.



Appendices

Appendix A: Approach and Methodology

Appendix B: Experiences, Mindsets, and Actions by Group

Appendix C: What it Takes to Do an Equitable Futures Process

Appendix A: Approach and Methods

Early on, FORESIGHT embraced emergence as an adaptive approach to the project. Not all of the participants had consistent or multiple touchpoints with the project, and in most cases, there was just one. For that reason, reflective practice methods were used and integrated as much as possible into the interactions with participants, especially with COVID and the move to convening virtually. The chosen methods and approaches focused on being adaptable and the emergent nature of the project. Also, as equity was a vital component of the evaluation, lifting and honoring individual perspectives, especially from Residents and Community, was an approach taken by the evaluator.

Methods and Approach

A mixed-methods approach informed this evaluation. Since the broader concepts in the learning questions were not clearly defined and agreed upon by the stakeholders, **phenomenography**³ helped determine what the stakeholders were experiencing or thinking. **Narrative inquiry**⁴ informed the analysis for the interactions with the different stakeholders. **Short-term observation** provided ongoing design and implementation team sessions and various other engagements for stakeholders. Lastly, elements of **developmental evaluation** informed systems thinking and innovation while collecting real-time data. Ongoing sensemaking of the learnings also supported decision-making.

The data collection and data review incorporated a mix of qualitative and quantitative methods, including multiple-choice and open-ended survey questions, interviews, reporting, and reflections from FORESIGHT's engagements with participants and the internal team. The engagement points in Phase 1 determined the frequency of this data collection. Reflection and survey data were summarized in a rapid reporting style and shared with internal staff and participants for ongoing decision-making and course correction. Quarterly Reports and post-engagement summaries leveraged a deeper dive into the questions by adding definition, description, narrative patterns, and variances by select stakeholder group and overall. These incremental reports informed the final report that summarizes the high-level findings and lessons learned during Phase 1.

Quotations from Participants

Integrating quotes from participants was intentional to give voice and power to those who contributed their time. The quotes were transcribed from an Artificial Intelligence platform and reviewed for accuracy. Minimal editing included the removal of filler words (e.g., "um," "you know," etc.) and repetitive words that do not impact the intention. Grammar, however, was intentionally not corrected to preserve the person's individual speaking pattern and meaning.

³ The qualitative methodology investigates the different ways people experience something or think about something with the idea of capturing an articulation of the stakeholder's reflection on an experience that is as complete as possible. <https://en.wikipedia.org/wiki/Phenomenography>

⁴ <https://writing.colostate.edu/guides/page.cfm?pageid=1346&guideid=63>

Limitations

The reporting and design of this evaluation hold some tensions, defined as experiences and actions. The evaluation was not designed to create a baseline and follow a single individual's change over time. The developmental nature of this report focused on the larger learnings from each engagement with different stakeholders over the stages of Phase 1. The focus was to show the iteration and correction or adaptation to the project's trajectory. It is impossible to show long-term impacts or changes in behaviors as the length of this phase was limited (three years) and interactions with single participants were very infrequent or only once. However, the learnings are intended to help document and inform the project team and partners, and the design of Phase 2.

APPENDIX B: Experiences, Mindsets, and Actions by Group

The following pages represent a mix of quotes and summaries of comments from various convenings.



Residents and Community

Influencing and Broadening Mindsets

- Residents and Community members received a deeper awareness and understanding of multiple perspectives and experiences
- The futures report and scenario building process stretched thinking and helped identify the conditions, showed what it takes to do this work, and prompted asking different questions
- *“Conscious of community, who I speak for, and what that means”*
- Food’s direct connection to health

Personal or Professional Actions

Change/Influence Systems

- The National Convening inspired participants to think differently, take action in the future, generate ideas, connect ideas to changes and systems, and make connections with others that want a similar future
- Being more intentional about the systems, approaches, and group processes
- *“It has helped me to be more detailed in how to incorporate resident voices and how to include the larger framework into the work so that the work itself is more robust and more effective”*

Seek Support for their Community

- Energy, comfort, and encouragement to seek support for their community
- Think more about Resident expertise and organizing under-represented people

Connecting with Others to Take Action

- Connecting with others (regionally and nationally) who are doing the same work
- *“Connecting with others to include their perspectives into my work”*

Shifts

- Positioning the futures content more locally or personally helped Residents and Community members wrap their heads around thinking about the future, especially when other priorities are more present or even outweigh their immediate health and well-being
- Residents and Community members, including participants who attended the scenario workshops, dIZIs, and the Advisory Committee, expressed appreciation and gratitude for the opportunity to share their perspectives with FORESIGHT through various stages
- Different insights created new personal and professional contexts from a wide variety of perspectives and experiences
- Offering dIZIs and the National Convening virtually allowed for participation by individuals for whom travel was complicated or impossible
- Providing access to closed captioning together with translation and interpretation for people whose primary languages are not English ensured full participation during the community-wide experiences
- Residents' opportunity to voice what they think is vital to their communities ensures a positive future for health and well-being in 30 years



Professionals

Influencing and Broadening Mindsets

Breaking down barriers to create change

- *"If we can find ways to break down the barriers that prevent us from truly understanding each lived experience and acknowledge and embrace our differences, so many challenges faced today could be improved."*
- *"It's prompted me to think outside of myself and challenge the notions of what will support the communities I wish to serve."*

Provided a different lens

- *"A different perspective to addressing social determinants of health and economic well-being collectively through a more comprehensive strategy."*
- *"It has strengthened my understanding of the systems that perpetuate injustice and inequities."*
- Encouraged thinking less academically and more as a practitioner. Hearing about community activists' and organizations' work on the ground is valuable
- Highlighted the interconnectedness of many different workstreams
- *"Even with our cultural differences, Americans and Immigrants have similar morals and values. We want a better future for all."*
- *"It opened my eyes to areas and populations that I did not normally interact with and how we should be more inclusive of their needs and wants."*
- *"It's made me think that we're much closer to the future than the past."*

Personal or Professional Actions

Reinforcing/Inspiring Change

- Reinforced a commitment to finding ways to improve and inspire transparent and engaging communication across health, social justice, and human rights issues
- Awareness of how the issues are interconnected
- Take the work with startups and the healthcare system to work toward structural changes that will positively impact health

Collaborations

- Seeking out collaborations across disciplines, identities, and geographic location
- *“Structure more opportunities to meet and discuss challenges with fellow advocates in the field.”*

Practices

- It pays to listen intently before speaking or to ask for clarification
- Thinking longer-term and more broadly
- *“Spend more time planning my action steps from now on.”*
- *“Consideration for more deeply the ways that those who are doing the work on the ground address many of the same issues I often only think about in an intellectual or theoretical sense.”*

Strategies

- *“Knowing the views of residents helped frame a different strategic outlook for the solutions.”*

Shifts

- Broadened list of potential partners
- *“Impacted by this group of incredible people from across the nation.”*
- *“The realization that we can begin making real changes and have an impact in my community and in the daily work that I do as a professional”*
- *“Harnessing the power of the community—the whole is greater than the sum of the parts.”*
- *“Deeper appreciation of the value of ‘lived experience.’”*
- *“A once-in-a-lifetime experience and enjoyed it.”*



Philanthropic Partners

Influencing and Broadening Mindsets

- *“Broadened my thinking for resource needs and challenges faced by BIPOC communities”*

Interconnections/Intersections

- *“Boosted thinking about economic well-being and social inclusion as critical to the future of health”*
- *“Helped me think through multi-solving and tying work together”*
- *“Encouraged by general agreement that to address issues there needs to be an intersectional framework—there is no one right answer”*

Structures

- *“Potential new business structures and arrangements (ownership/cooperatives) to build wealth in key sectors”*
- *“It plays a huge and integral part in understanding issues and the diverse solutions that are needed. One-size-fits-all will never work.”*

Personal or Professional Actions

Connections and Inclusion

- *“More intentional about including community and residents in a process”*
- *“Continue to center on equity”*
- *“Necessity for multiple people with varied experiences at the table”*
- *“Work more closely with community leadership”*
- *“The intentional focus on resident engagement has helped more than a few funders pivot to a deeper listening mode of philanthropy”*

Resources and Strategy

- *“Look beyond my community/locally based resources”*
- *“Invest more at the system change level”*
- *“Think about different arenas and strategies moving forward”*

Shifts

- *“Hope and inspiration that changes are inevitable”*
- *“Appreciate the widespread diversity and highlighted the shared goals and values”*
- *“Process of co-creating ideas in a diverse group was powerful”*
- *“It has been soul-reviving!”*
- Missouri Foundation for Health: *“We are rethinking the engagement of our Advisory Committee”*
- New Hampshire Endowment Health: *“We are taking what we heard from Marnita’s Table with the upcoming Civic Health Index report which will look at weathering aspects of where our state*

is decreasing trust over the time period. It will be nice to juxtapose that with the visionary things that we heard from our community gatherings.”

- Kansas Health Institute: *“We are thinking more about a structured process to think about the future, particularly engaging our local partners and that visioning piece more regularly.”*

Appendix C: What it takes to Do an Equitable Futures Process

Outlined boxes signify futures specific considerations.

Design, Approach, & Process

Developing Core Values

- Identifying explicit core values, common purpose, and an ability to keep those values and purpose at the center of how the work gets done

Ability to Learn and Adapt

- Making space for learning and allowing imperfections
 - Understanding there will be mistakes and failures
 - Including “heart” in addition to head and hands (e.g., “whole selves,” empathy, and relationships)
- Comfort with uncertainty
 - Attention to moving too fast, when to slow down, and when to pause
 - Sharing power and letting go of control of the process

- Scanning the future from the place of imagination without predicting
- Holding the tension between keeping an eye on today’s challenges and those on the horizon
- Looking to the future broadly, across social, technological, economic, and political issues, and ensuring the scanning aligns with core values

Relationships and Collaboration

- Co-creating shared norms, confirming values alignment, and maintaining a supportive environment — especially with change, uncertainty, and failure
- Continuing to cultivate and build trust with partners to achieve true collaboration
- Remaining accountable to values and commitments, and working with integrity

Working Equitably with Community

Approach and Design

- Including the broadest set of voices possible
- Designing a respectful process that is just as important as effective outcomes
- Embedding feedback loops, reporting back what is learned, and valuing the input and effort that is given
- Taking the time to understand the culture, practices, and accessibility needs for all who are involved
- Build grounding in personal and community perspectives into the process
- Involving people who are closest to the issues to lead the creation of solutions
- Using language that is understandable to all involved

- Including a broad diversity of people to help interpret information and think through possible impact
- Having facilitators who can take the academic nature of a futuring process with the needs of participating community and tap their imagination

Mindsets

- Listening intently before speaking
- Being brave, vulnerable, generative, and open
- Being present in every conversation
- Interacting with humility and empathy
- A willingness to REALLY listen to people and be willing to act on what they tell you
- A commitment to share power
- Valuing all types of experience with equity in mind
- Respect for the culture and cultural practices that might be different than one's own
- Recognition that emotional labor will be involved and ensuring that the responsibility does not fall to already marginalized people

Relationships

- Building relationships with the intention to continue investing in them
- Considering all touchpoints with community a potential relationship and have an intentional process for engagement to avoid being extractive

Resources and Skills

Resources

- Money:
Equitable and inclusive work requires additional financial resources and capacity
- Time:
Allow enough time for flexibility, responsiveness, and relationship building
- Compensation:
Acknowledge individual's time and the perspective they bring. Experience and expertise are both important. Take care in not being extractive

Relationships and Networks

- People who sit at the intersection of broad and diverse networks who can align people with shared processes/values

Expertise and Capacity

- Diversity of expertise and perspectives working on the project (e.g., internal team, consultants, and advisors)
 - Dedicated staff and capacity to do the work
 - Facilitators that reflect the identities, abilities, and understand the perspectives of the people engaged in the project to help build trust in the process
 - Highly skilled and experienced facilitators/process designers with the ability to synthesize and distill
 - Enthusiastic advisors and partners (champions); genuine contributors
- The ability to distill complex problems, take academic topics and make them understandable and compelling
 - Cross-sector and cross-issue thinkers
 - Ability to iterate considerations for “*why*” and “*what if*”