



WELCOME TO THE FUTURE OF CHIROPRACTIC STRATEGIC VISIONING AND PLANNING PROJECT

We want your input! Please participate in the project discussion board to provide your thoughts on key topics impacting the chiropractic profession.

The challenge for the Think-Tank

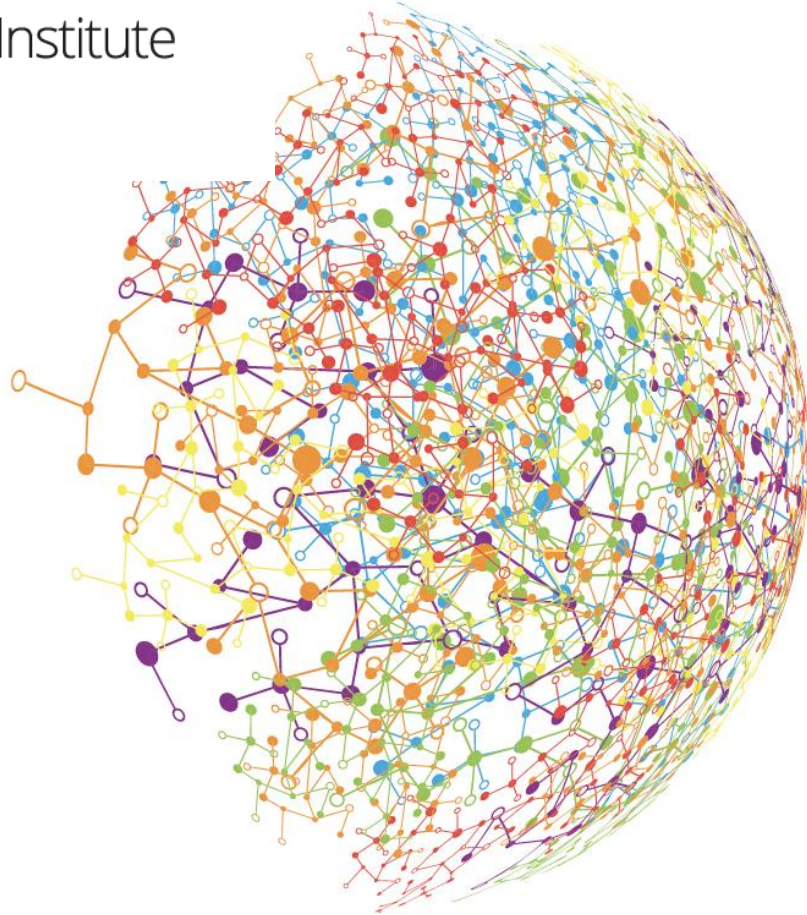
- Explore the future -
- Ask the hard questions -
- Think creatively -

The outcome may be a new view of the future.



Scenario Planning Framework

Example



An event or an era?

Resources for social sector decision-making
in the context of COVID-19

July 2020



**MAKING AN
IMPACT THAT
MATTERS**
since 1845

What are the critical axes of uncertainty

To shape the scenarios, we explored two critical uncertainties that we believe will most significantly shape demands on the social sector over the next 12-18 months: the **severity of the crisis**—a combination of both health and economic variables (which, although not perfectly intertwined, are likely to be closely correlated)—and the **level of social cooperation**.

What is the continued severity of the crisis?

Definition: The level of harm and dislocation experienced by the population as a result of the depth and duration of the health and economic impacts of the pandemic

Lower Impact



Higher Impact

- The **virus is brought under relative control** by the development of treatments, testing and monitoring, and/or vaccines
- The **economy steadily recovers**, and the economic damage of the downturn, while bad, is more limited

- The virus is harder to control and the **number of infections and deaths soar**
- The **economy is devastated** as cities and states are forced to repeatedly shut down and shelter in place. Unemployment and other economic indicators persist at record levels

What is the level of social cooperation?

Definition: The relative willingness of society to work together across lines of difference towards common or collective goals

Fragmented
Sporadic
Factional
Variable



United
Enduring
Broad-based

- **Breaches of institutional trust** limit our ability to effectively work toward common goals
- Where coordination is found, it is entirely **factional in nature**
- Attempts at change and reform are **gridlocked**

- A **unified sense of purpose** to address the crisis ultimately prevails
- People and organizations seek out ways to **collectively solve cross-sector problems**
- The value of **collective responsibility** is prioritized, and many divisions are overcome

Example

An overview of the scenarios



Example

1 Return to “normal”

- Despite heavy tolls across American communities, an early vaccine helps us **control the virus more quickly than anticipated and the economy bounces back** as people breathe a sigh of relief. By the end of 2021, it feels like a recovery.
- As in other recoveries, strong top-line growth masks deeper inequities, but in the rush for a return to normalcy there's **limited appetite to make deeper, more structural changes**. Efforts to address the unequal impact of the virus on communities of color prompt movement on key challenges like structural racism, but progress is **modest reform, not revolution**.
- The good news is that we are getting **back to normal**. The bad news is that we are getting back to normal.

4 Rising from the ashes

- The virus is more deadly than we initially thought and the economy declines sharply. **Facing a national crisis of epic proportions**, we're forced to pull together. Given the level of death and destruction, **people are open to deeper structural changes**. Our existing systems clearly aren't working.
- By the end of 2021, there is a sobering understanding that we are at the **beginning of a decade-long effort to build a new social compact**. The crisis convinces enough people that the status quo will no longer work.
- The story here is that **through much pain and suffering, we collectively face the truth** that our systems are creating vastly unequal opportunities and need to be reimaged.

2 Social fabric unraveled

- New treatments help us begin to get the virus under control, and COVID-19 gradually becomes **one more “acceptable” risk** we take as people return to work and consumer confidence increases.
- But the **disproportionate impact of the crisis on communities of color** turns out to be part of a spark that ignites long-standing powder kegs of inequality. The economy and virus are relatively under control, but our **social fabric is unraveling**.
- By the end of 2021, there is no collective narrative of the crisis. **Everyone holds their own truth** and sees others as “villains.” Any cooperation is factional in nature and those with opposing views are seen as dangerous.

3 A nation on the brink

- The crisis worsens dramatically, and **no one is coming to save us**. As government aid dwindles and giving collapses, the virus worsens, stifling any economic progress—with a particularly devastating impact on communities of color and other marginalized populations.
- A **scarcity narrative** wins the day. There's more demand for fewer resources. As municipal governments go bankrupt, there are requests and later demands on philanthropy to fund social services and sustain public, civic institutions.
- By the end of 2021, it's unclear if things will get better or worse. **Fringe views gain traction** in the national debate and the “sensible center” all but disappears.

High social cooperation

Low social cooperation

Lower impact of crisis

Higher impact of crisis

Future Perceptions Survey ▶

About The Survey

Stakeholder Profile Questions ▶

Vision ▶

Key Drivers – Average Data

Key Drivers – Interactive Matrix Charts ▶

Key Drivers – Years in Practice – Cohort Data

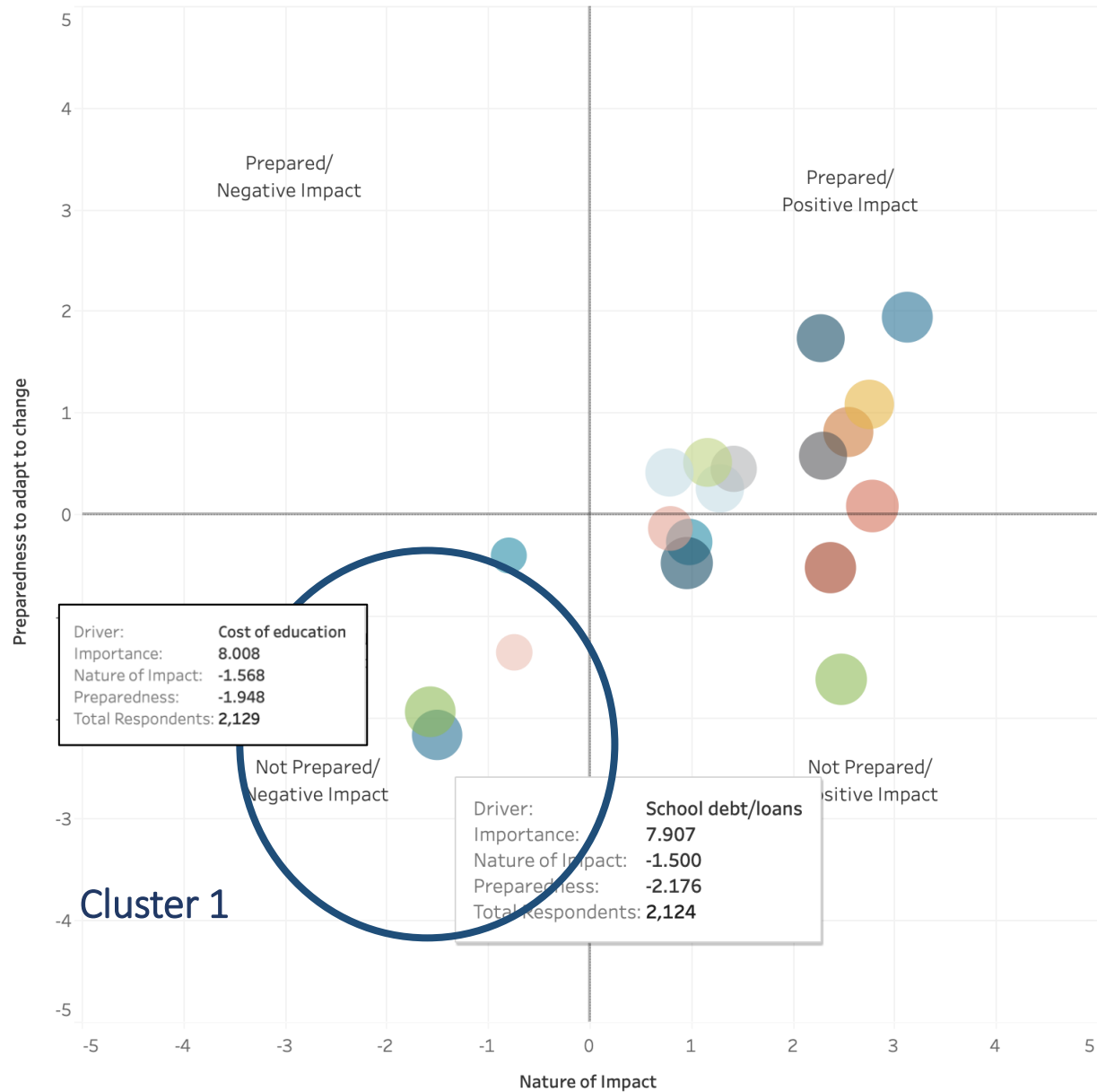
Key Drivers – Practice Style – Cohort Data

Key Drivers – Years of Practice x Practice Style – Cohort Data

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Key Drivers of Change - Average Data

X – axis – Nature of Impact (SCALE: -5 = Very Negative; +5 = Very Positive)
Y-axis – Preparedness to adapt to change (SCALE: -5 = Not at all prepared); +5 = Very well prepared)
Size of Circle - Importance of Driver (SCALE: 1 = Not at all important; 10 = Critically important)



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Driver

- Aging population
- Appreciation and acceptance of chiropractic's ...
- Competition among chiropractors for the sam...
- Cost and access of eldercare and healthcare
- Cost of education
- Educational accreditation
- Emerging technology trends
- Expansion of chiropractic in group healthcare ...
- Expansion of chiropractic in the VA/Hospital se...
- Inclusion in government-based health plans
- Increasing reliance on virtual patient encounte...
- Job market and availability
- Legislative advocacy
- National scope of practice
- Professional unification
- Reimbursements for chiropractic care

Driver

(All)

Affiliation

(All)

Practice Type

(All)

Stakeholder Group

(All)

Study/Work Experience

(All)

Age Range

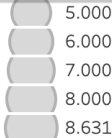
(All)

Practice Style

(All)

Appreciation and acceptance of chiropractic's role in managing chronic pain

Driver:
Importance: 8.071
Nature of Impact: 3.129
Preparedness: 1.936
Total Respondents: 2,129



ChiroCongress Future of Chiropractic Key Drivers

Original key drivers in survey

1. Aging population
2. Appreciation and acceptance of chiropractic's role in managing chronic pain
3. Competition among chiropractors for the same patients
4. Cost and access of eldercare and healthcare
5. Cost of education
6. Educational accreditation
7. Emerging technology trends
8. Expansion of chiropractic in group healthcare practices
9. Expansion of chiropractic in the VA and Hospital settings
10. Inclusion in government-based health plans
11. Increasing reliance on virtual patient encounters
12. Job market and availability
13. Legislative advocacy
14. National scope of practice
15. Professional unification
16. Reimbursements for chiropractic care
17. School debt and loans
18. Underserved populations
19. Workforce and skills levels

Drivers added by survey respondents

1. National care standards
2. Leadership strength
3. New DCs and the younger generations
4. Wellness and health movement
5. COVID-19 pandemic
6. Competing professions
7. Research
8. National healthcare
9. Public perception
10. Promotion and messaging



Exploring key
drivers

Scenario Matrix - 2030

Future Splitting Axis

Level of industry acceptance and utilization

Isolated to Mainstream



Axis #1

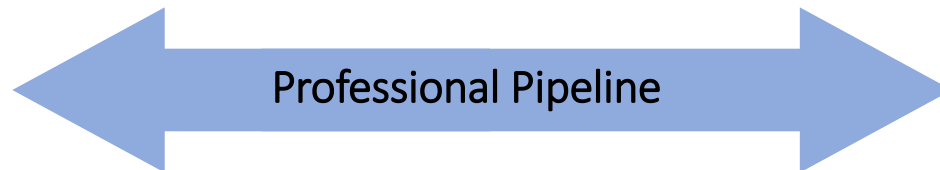
Scenario Matrix - 2030 Future Splitting Axis

The Future of Chiropractic Strategic Plan

Depth of the professional pipeline

Constrained to expanding

Traditional Professional Development
Colleges and universities continue existing support of chiropractic coursework. The cost of education remains a key impediment to recruiting new professionals.

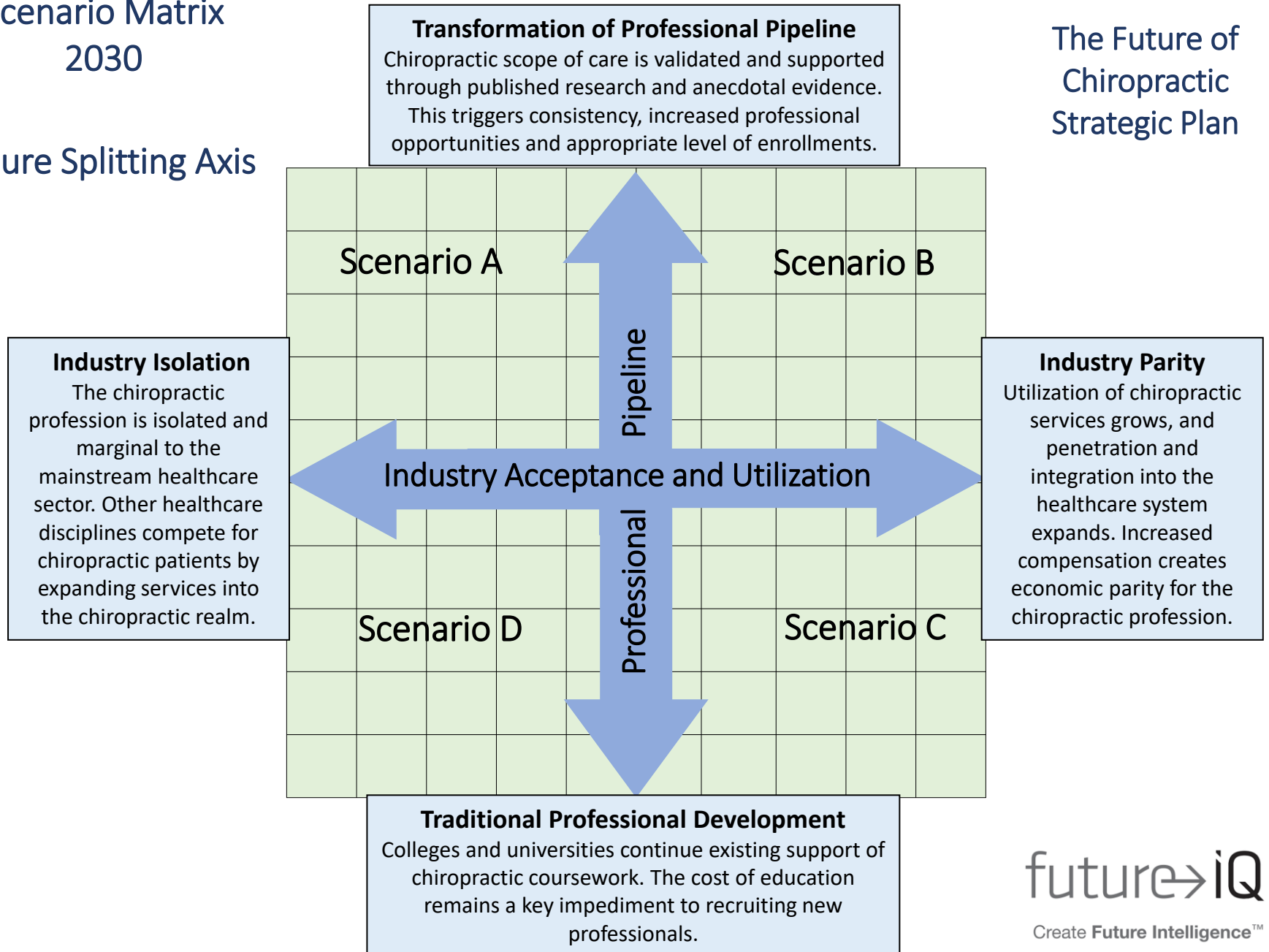


Transformation of Professional Pipeline
Chiropractic scope of care is validated and supported through published research and anecdotal evidence. This triggers consistency, increased professional opportunities and appropriate level of enrollments.

Axis #2

Scenario Matrix 2030

Future Splitting Axis



The Future of Chiropractic Strategic Plan

Suggested Scenario Group timeline (elapsed time - minutes)

0:00 min	Scope out scenario (10min)
0:10 min	Develop Characteristics (30min)
0:40 min	Develop Headlines News – 2022, 2025, 2030 (10min)
0:50 min	Short scenario name (10min)
0:60 min	Return; ready to present

Group Facilitators

Scenario A	David Beurle
Scenario B	Karen Pelot
Scenario C	Heather Branigin
Scenario D	Carole Wick



**Scenario
breakout
groups**

Scenario Characteristics - Dimensions to Consider

Scope of Services

- Breadth of services / subspecialties
- Geographic scope of services

Role in the Healthcare Industry

- Professional leadership
- Multidisciplinary collaboration

Professional Cohesion / Unification

- Impacts of COVID-19 and opioid crisis
- Educational institutions and programming

Utilization and Economics

- Reimbursement levels
- Changing demographics

Political and Regulatory Power

- Legislative clout
- National healthcare

Public Perception

- Promotion and messaging
- Verifiable research



Scenario Characteristics 2030: Scenario Name: _____

Scope of Services	Utilization and Economics
Role in the Healthcare Industry	Political and Regulatory Power
Professional Cohesion/Unification	Public Perception

Recording sheet

Headline News: Scenario: _____

Year	Headline
2022	
2025	Recording sheet
2030	

Potential Pitfalls.....

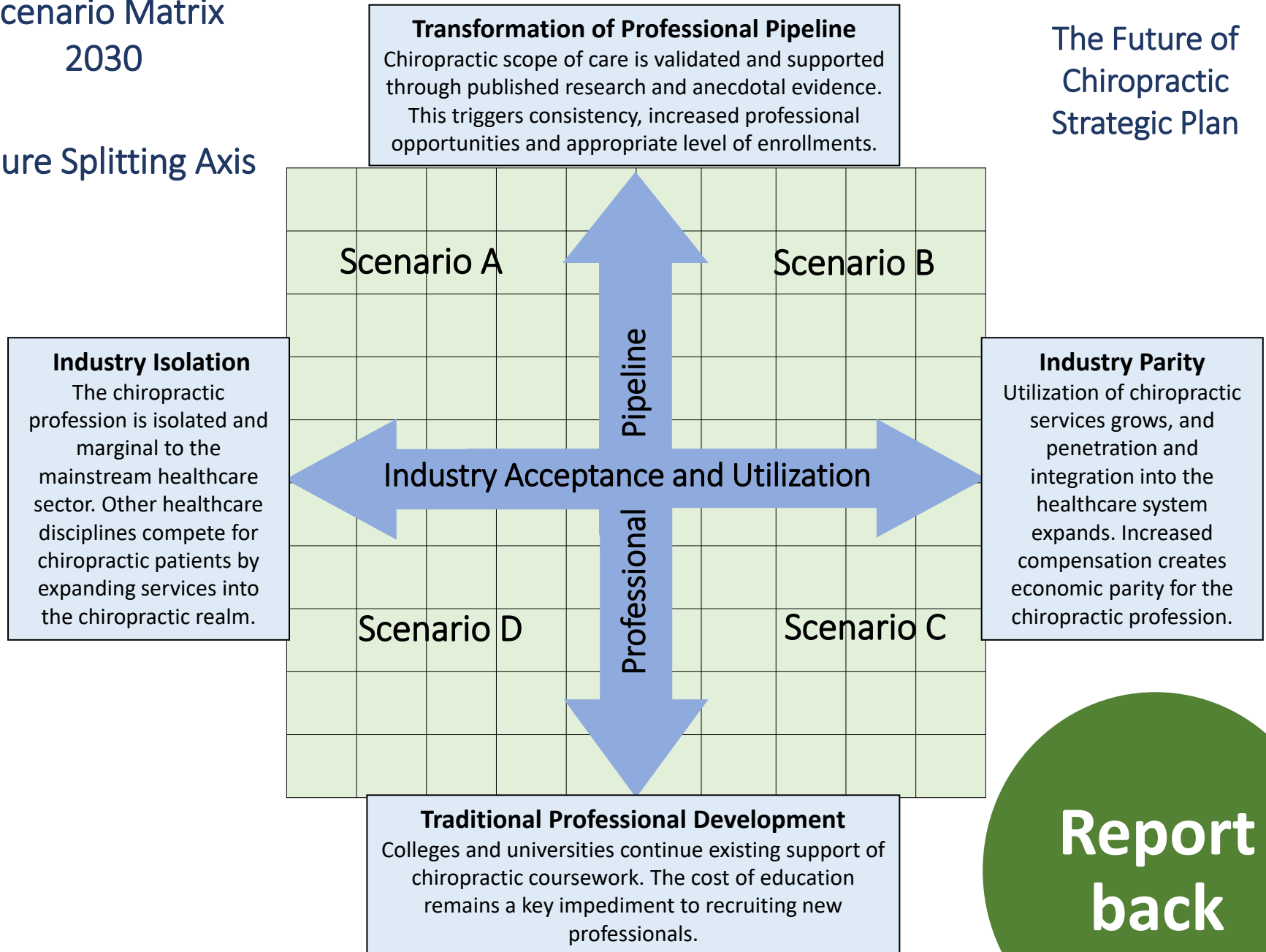
- Not staying in your swim lane (your scenario)
- Trying to 'fix' the scenario
- Emotional reaction; not objective forecasting
- Exploring possible futures; not deciding on preference
- People dominating the discussion (not listening)



Scenario Matrix 2030

Future Splitting Axis

The Future of Chiropractic Strategic Plan



**Report
back**



The Future of Chiropractic Strategic Vision Survey

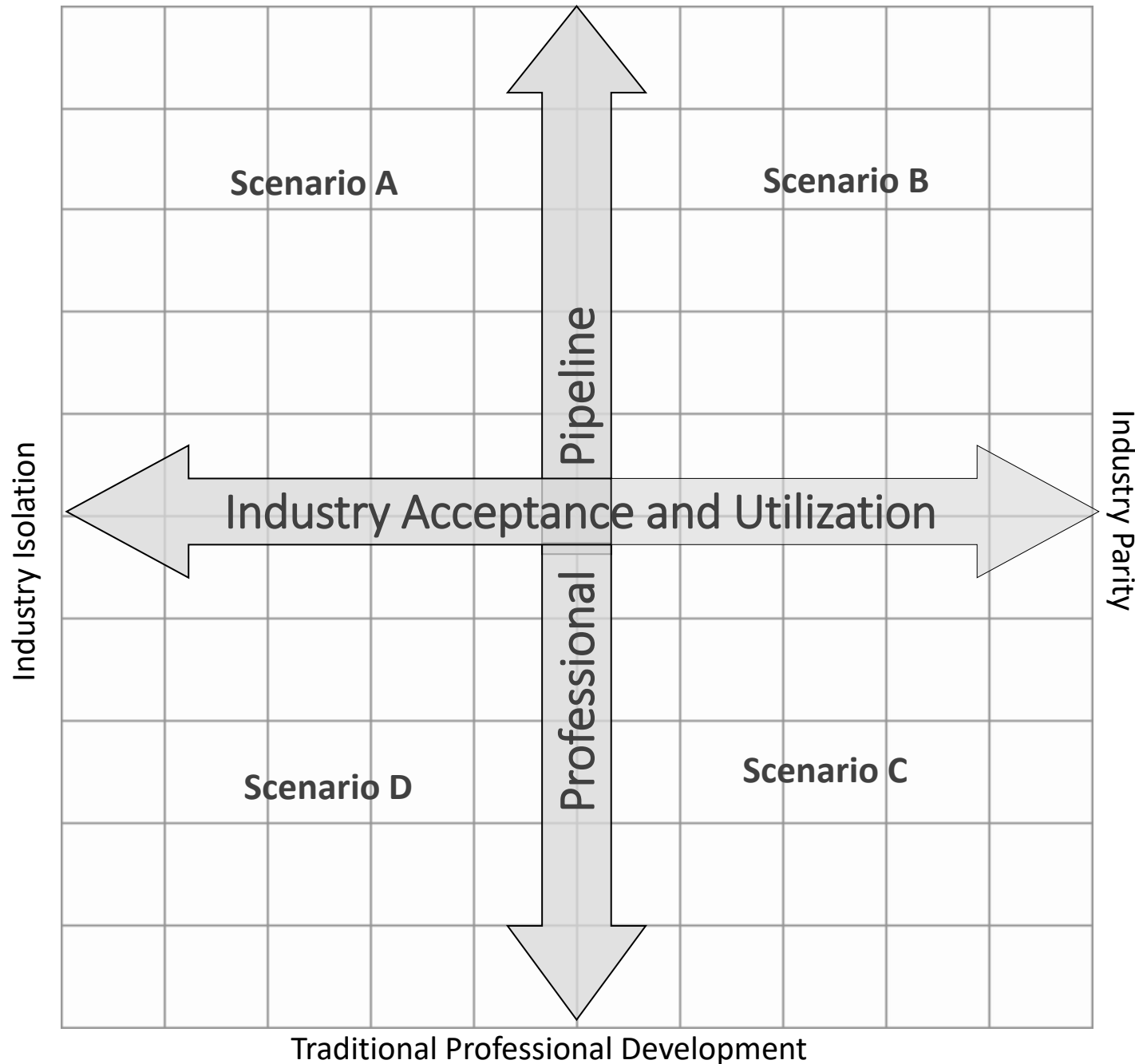
INTRODUCTION

Welcome to The Future of Chiropractic Vision Survey!

We would like to understand your thoughts about the future of the chiropractic profession looking out as far as 2030.

**Vision
Survey**

Transformation of Professional Pipeline



Future of Chiropractic Think-Tank Heatmaps

Plausibility Matrix

Instructions

On the grid at the left, please identify the cell that represent your preferred and expected futures. (X,Y coordinates).

EXPECTED FUTURE –

This is the future you expect as the most likely to eventuate by 2030, if the industry and profession stays on existing trajectory.

PREFERRED FUTURE –

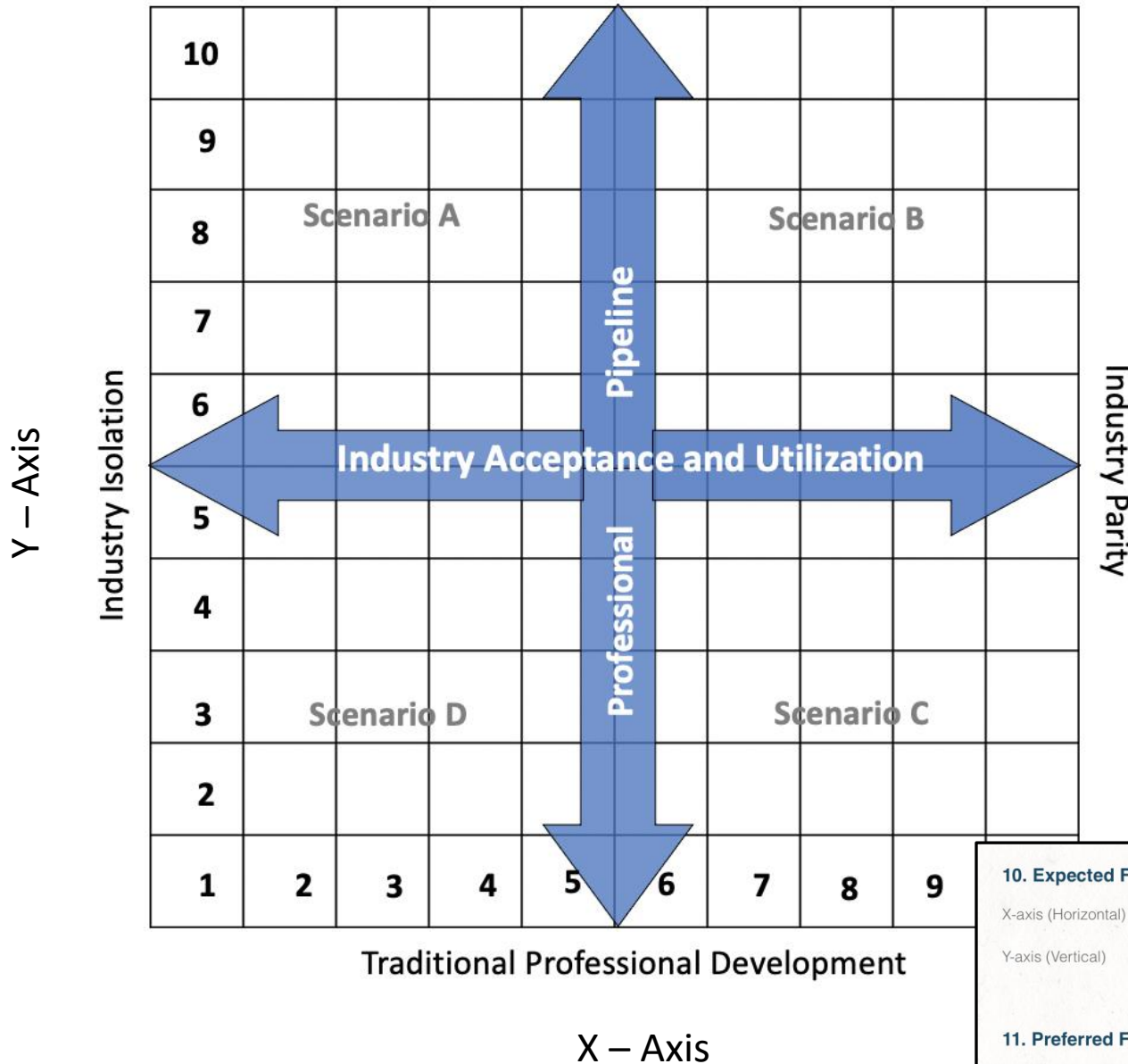
This is the future you think is most optimal for the industry to aim for in 2030.

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Transformation of Professional Pipeline



Plausibility Matrix

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On the grid at the left, please identify the cell that represent your preferred and expected futures. (X,Y coordinates).

EXPECTED FUTURE – This is the future you expect as the most likely to eventuate by 2030, if the industry and profession stays on existing trajectory.

PREFERRED FUTURE – This is the future you think is most optimal for the industry to aim for in 2030.

10. Expected Future (assume current trajectory)

X-axis (Horizontal)

Y-axis (Vertical)

11. Preferred Future (optimal or desired future)

X-axis (Horizontal)

Y-axis (Vertical)

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**Thank
You!**

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