Q All-Ireland COVID-19 learning workshop: Visioning for the future

Please read this short document and complete the activity below, before the workshop on **26 August 2020**.

Background
Thank for you registering for this workshop, hosted by Q and delivered in partnership with Health and Social Care QI Northern Ireland and HSE National Quality Improvement teams.

The workshop has been designed to help you with practical ways to navigate the uncertainties from COVID-19. You will leave with ideas and inspiration for how to make sense of the learning generated through the pandemic, and how to use this to enable good decision-making in the future.

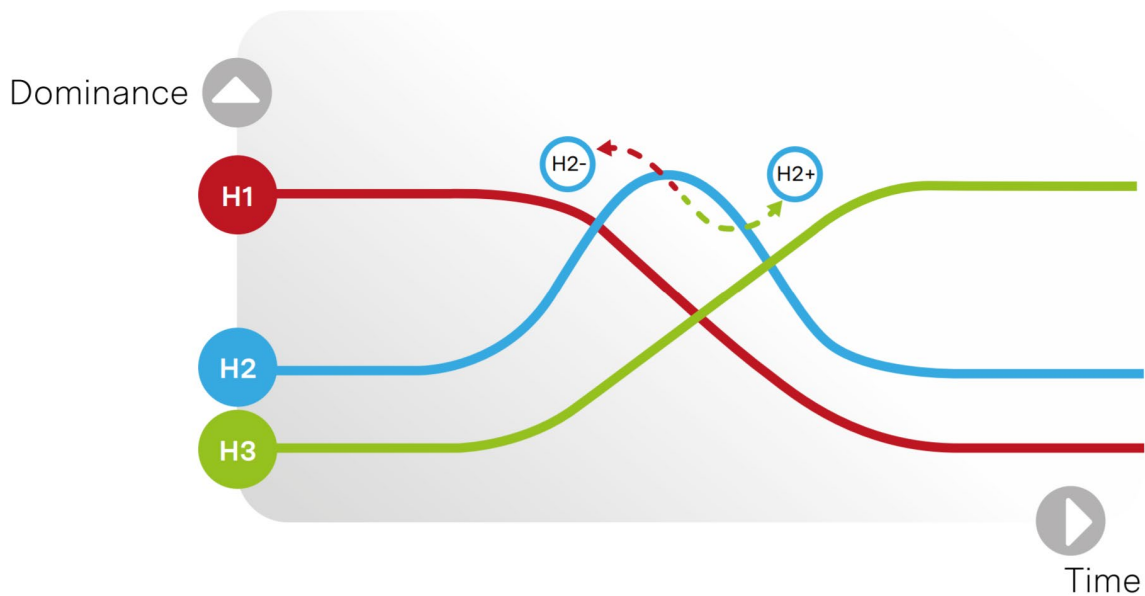## Introducing futures and foresight tools
In this workshop we are going to use tools and methods from futures and foresight (terms which we will be using interchangeably).

Futures and foresight approaches encourage us to think about and plan strategically for the future. **They are <u>less</u> about predicting the future, and <u>more</u> about helping us to make sense of the present:** to identify trends, map alternative futures, and come up with plans for how to reach the future that we most desire.

Using the three horizons model
Futures approaches are relatively uncommon in health care improvement, but there are many tools that can support improvement work. From our experience in Q, one of the best models for group and workshop settings is the three horizons framework – developed and popularised by Bill Sharpe and the International Futures Forum.

It is a very visual model that helps us to explore the dominant way of working right now, and how this might change over time. You can think of this model like a graph – the **vertical axis** is about dominance and the **horizontal axis** shows time.

Understanding each horizon

Horizon 1	Horizon 3	Horizon 2
• This is the most dominant way of doing things right now: the current situation. • The model assumes that eventually the way we do things now will be superseded by new, better ways. • The systems and processes that are working fine at the moment will become less and less fit for purpose as the context changes.	• This is the way we want things to work in the future. • It represents a completely different way of working. This will in time become its own H1, or new normal. • This model shows that there will be some pockets of H3 happening now, in the fringes, even though it's nowhere near a dominant model. • This means thinking about the future doesn't need to be about predictions, rather being able to spot emerging trends.	• These are the innovations that help make the transition between the two different world views. • Innovations can either help to maintain the status quo, by making H1 successful for longer, or they can help speed up the process for reaching H3.

Further reading
- Bill Sharpe, Three horizons: The patterning of hope
  https://www.internationalfuturesforum.com/three-horizons
- Public Health Wales, Three horizons: A toolkit to help you think and plan for the long-term https://phw.nhs.wales/news/future-proof-your-planning-with-easy-to-use-tool/three-horizons-toolkit/three-horizons-toolkit/
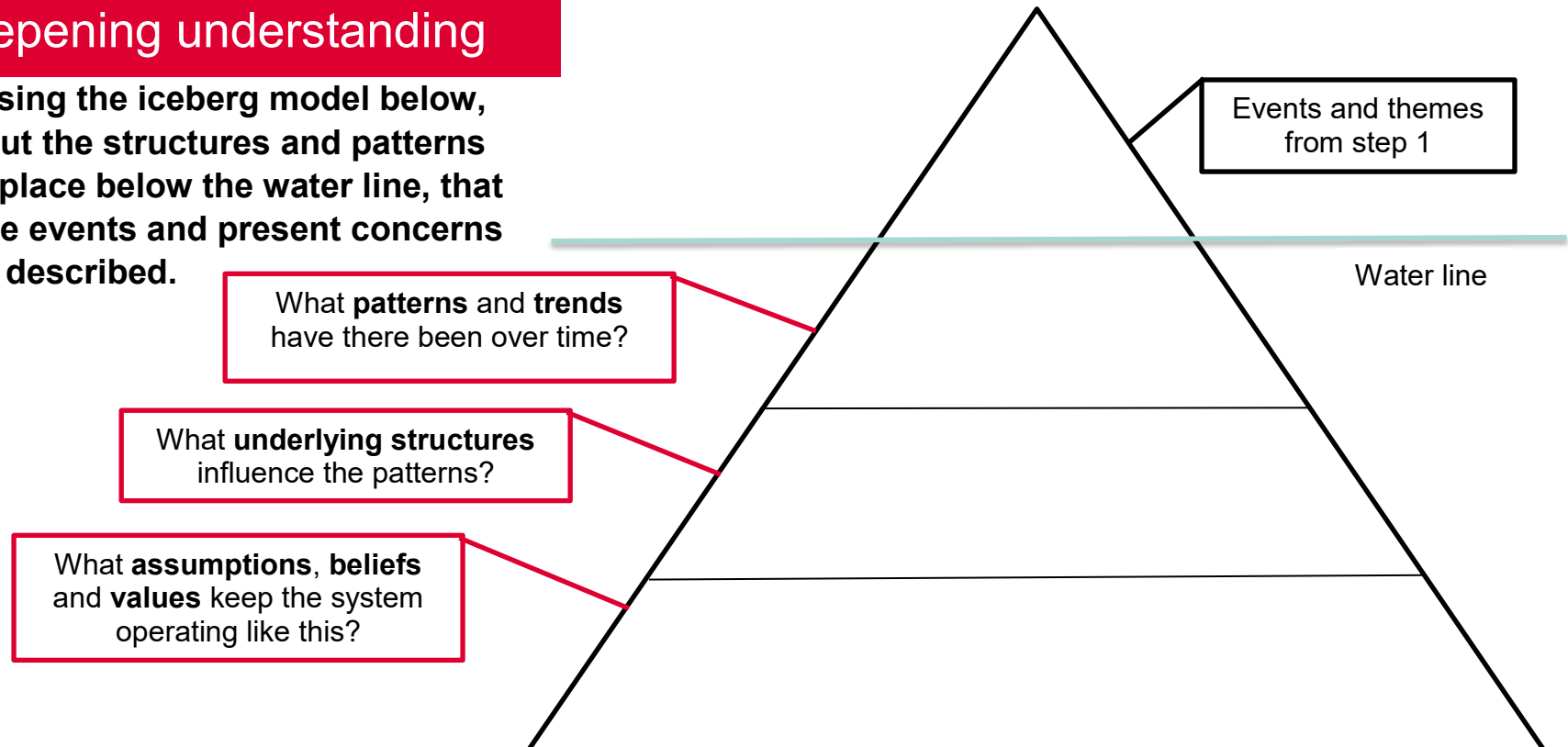
Activity sheet

Step 1: What makes you think that the health and care system in Ireland and Northern Ireland needs to change?

You may want to think about your experience of the pandemic, and the positive and negative changes that have taken place, which demonstrate how the health and care system currently operates.

Deepening understanding

Step 2: Using the iceberg model below, think about the structures and patterns that take place below the water line, that lead to the events and present concerns you have described.

Events and themes from step 1

Water line

What **patterns** and **trends** have there been over time?

What **underlying structures** influence the patterns?

What **assumptions**, **beliefs** and **values** keep the system operating like this?

Future aspirations (Horizon 3)

Step 3: What would you like to look and feel different in the future?

Can you think of some specific examples of the changes you would like to see?

Innovations (Horizon 2)

Step 4: What projects, ideas or initiatives are in play or in sight that aim to change the status quo?

This activity has been inspired and adapted from the Public Health Wales three horizons toolkit.