increase chronic health conditions continue the shift toward elderly, singular health.

The slow but steady rise in obesity and chronic illness, a similarly steady increase in the sheer volume of health information becoming available demands new ways of mining/adaptation of new sensor technologies to enable people to quantify health in the coming decade.

In recent years, traditional health care players have begun expanding their reach outside of clinical settings and into our homes and workplaces while new players have ventured further into the health domain. This rapid explosion of new tools and services has already reshaped how health providers, and enabled new interventions

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For more information on IPTF’s Health Horizons Program, contact Dawn Alva at 650-233-9585 or dalva@iftf.org.

WHO will people trust to help organize health work

WHAT new interventions will emerge to transform health in a rapidly changing world?

HOW can you see new authorities to improve health in a decade of contested change?

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In recent years, traditional health care players have begun expanding their reach outside of clinical settings and into our homes and workplaces while health practitioners are gaining the ability to measure and use emotional states to develop new kinds of health interventions. And the process is accelerating. Microsoft platforms are enabling startups, individuals, and community groups to create a wide range of tools from coaching to diagnosis of rare diseases. Increasingly accessible sensor technologies are enabling people to quantify their health measurement from an occasional doctor’s visit to a daily tracking service. Ubiquitous health measurement and interpretation are moving health information into everyday objects and environments is unleashing an unprecedented and defining the health and well-being landscape.

Disruptive forces creating new health authorities

The health and well-being economy is the expansion of health beyond health care. It is a building marketplace of health and well-being goods, services, and experiences directed at enhancing people’s overall feelings of comfort, satisfaction, health, and wellness. Five converging forces are supporting this movement by disrupting traditional relationships with doctors and other care providers, and creating new kinds of health authorities.

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For more information on IFTF’s Health Horizons Program, contact Dawn Arvin at 650-233-0985 or daarvin@iftf.org.

WHO will people trust to help them make health choices?  
WHAT new interventions will emerge to transform health in a rapidly expanding marketplace?  
HOW can you use new authorities to improve health in a decade of contested change?
Increased chronic conditions continue the shift toward atomicity, biographic health.

The slow but deadly rise in obesity and chronic illness, a similarly slow increase in age-related conditions such as dementia, and staggering rates of diagnosed mental health conditions are driving a need for continuous care that go beyond clinical settings and funding models. This increase, coupled with new financial pressures from the Affordable Care Act, are driving physicians, hospitals, and other traditional health care institutions to improve coordination and communication with one another. While these changes are not new, they will continue to drive the shift from service to clinical management, as well as move health and well-being decisions out of the control of the clinic and into everyday lives and settings. These shifts will continue to create space for new authorities to emerge and interact with consumers when and where they need health advice.

Abundant data is creating new kinds of expertise around connecting, networking, and interacting with consumers when and where they need health advice.

While expertise was defined in the past by deep, specific knowledge of a single subject, the sheer volume of health information becoming available demands new ways of connecting dispersed data. Already, many academic institutions are building open, interoperable learning. They are recognizing research structures to enable translational scientific breakthroughs, which are changing the way health care is being produced. Data-mining tools are allowing everyone from large insurance companies to retailers and scientific breakthroughs, which are changing what we know about our bodies. Meanwhile, connecting disparate ideas. Already, more academic institutions are fostering open, linking bodies of knowledge, at times giving evidence to new kinds of health authorities. Data-mining tools are allowing everyone from large insurance companies to retailers and scientific breakthroughs, which are changing what we know about our bodies. Meanwhile, connecting disparate ideas. Already, more academic institutions are fostering open, linking bodies of knowledge, at times giving evidence to new kinds of health authorities.

Increased chronic health conditions continue the shift toward anytime health and well-being decisions out of the context of the clinic and into everyday lives and settings. The slow but steady rise in obesity and chronic illness, a similarly steady increase in age-related conditions such as dementia, and staggering rates of diagnosed mental health conditions are driving a need for continuous care that go beyond clinical settings and funding models. This increase, coupled with new financial pressures from the Affordable Care Act, are driving physicians, hospitals, and other traditional health care institutions to improve coordination and communication with one another. While these changes are not new, they will continue to drive the shift from service to clinical management, as well as move health and well-being decisions out of the control of the clinic and into everyday lives and settings. These shifts will continue to create space for new authorities to emerge and interact with consumers when and where they need health advice.

Socializing health services creates opportunities to reimagine how we measure and use emotional states to develop new kinds of expertise around connecting, networking, and interacting with consumers when and where they need health advice. 

WHO will we trust to help us make health decisions? 

WHAT new interventions will emerge to transform health and well-being in a rapidly changing world? 

HOW can new authorities improve health in a decade of contested change?

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NEW AUTHORITIES IN A WELL-BEING ECONOMY

Disruptive forces creating new health authorities

The health and well-being economy is the expansion of health beyond health care. It is a building marketplace of health and well-being goods, services, and experiences directed at enhancing people’s overall feelings of comfort, satisfaction, health, and wellness. Foreseeing converging forces are outstripping the economy by disrupting traditional relationships with doctors and other care providers, and enabling a new kind of health authority.

To understand the context from which new authorities will emerge, it’s important to understand how these forces are destabilizing the health and well-being landscape.

Expanding definitions of health and well-being are disrupting how we measure and influence our health.

The last decade has seen individuals, communities, organizations, and governments moving from a single focus on improving physical health to improving quality of life as well. Already, efforts are under way to redefine the social, economic, and psychological conditions that influence our state of being. These kinds of changes are creating diverse new authorities that are influencing our health and well-being decisions.

UK health measurement and interpretation are moving health information out of the hands of experts.

Health data is being collected and stored in clinical, academic, and other institutional settings. But the diffusion of sensors, communication devices, and processing power into everyday objects and environments is creating a unprecedented torrent of data and moving authority over that data into the hands of everyday people, as well as into the cloud. Sensors ranging from wearable devices that measure health states to sensing tools embedded in foods, furniture, wearables, and cars are creating new capabilities to provide the factors in our lives that contribute to health and well-being. They are also transforming health measurement from an essential activity in clinical care into a core component of daily living. As passive activity performed anywhere, anytime and at no additional cost, these interactions are disrupting traditional health authorities. They are creating opportunities for individuals, communities, and organizations to tackle persistent health challenges in new ways.

This map is your guide to the new tools and measures that can augment traditional health work—as well as the new health and well-being authorities that will emerge from unexpected places. Use the map as a tool to identify the skills and capacities your organization can develop to rework health in the coming decade.
New authorities in the well-being economy

The forces disrupting traditional authority will reshape many existing relationships in health and health care. Who does what for whom will be up for grabs. The answers to these questions will come from four sources of authority—Computation, Narratives, Networks, Ambience.

These sources of authority are driving the forecasts of 12 new interventions and will each require new skills in order to support health and well-being.

1. **Consider the Disruptive Forces** that are destabilizing authority in health and well-being.
2. **Choose a Case to Rework** to consider a familiar health challenge in new ways.
3. **Stretch Your Work** by engaging with people when and where they are to improve self-efficacy.
4. **Enhance Early Childhood Health** by identifying upstream interventions that will create long-term success.
5. **Support End-of-Life Care** by combining health and well-being interventions to meet personal needs.
6. **Optimize Workplace Wellness** by finding new ways to enhance long-term performance and health.
7. **Build Community Health Capacities** by working with networks and communities to reach populations in new ways.
8. **Explore the Sources of Authority** in the booklets for Computation, Narratives, Networks, and Ambience that can be used to create new interventions and offerings in the well-being economy.
9. **Focus on the Forecasts of New Interventions** that are emerging from each source of authority to find inspiration to address your case.
10. **Identify the New Skills** that your organization can cultivate to enhance your work.
11. **Rework Health** by using the sources of authority, interventions, and skills to address your case. The questions to the right will help guide you through imaging a new response.

---

**TAP A SOURCE OF AUTHORITY**

**IDENTIFY** the source of authority that can most immediately help you address your case.

**ANSWER** the questions across the matrix to apply new skills and imagine interventions.

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**STRETCH YOUR WORK**

**IMAGINE** what you can do with the other three sources of authority. Push your responses beyond the immediate to address your case in new ways over the coming decade.

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**DRAW THE CONNECTIONS**

**CONNECT** your answers to create a new system of interventions that works seamlessly across settings and over time. What can you do to connect your efforts? Describe your vision.

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**REWORk HEALTH**

**START MAKING THE FUTURE NEW** by describing actions you could begin taking today toward your long-range vision.
COMPUTATION
Ubiquitous measurement and analytics transform health
In the coming decade, discovery, diagnosis, and deliberate well-being choices will be shaped by a powerful combination of algorithms and human intuition. New computing power will help us quantify and understand health at scales that are both unprecedentedly large, such as anticipating the potential spread of disease, and unprecedentedly intimate, such as deciphering the inner workings of human emotion. The power to measure will create new incentives and opportunities to intervene at these scales, pushing players in health care into territory that they have never ventured before, as well as bringing players from outside into the health care arena.
Calibrating pain

Emotional quantification opens the door to evidence-based alternative therapies

New measurement tools will enable physicians to more objectively quantify pain, thereby shifting authority away from the individual’s subjective experience. Multifaceted assessments will combine physiology-based measurement with data from clinical encounters and daily life to reveal a holistic, individualized view of pain. Alternative therapies will emerge as legitimate when backed by numbers proving positive outcomes. At the same time, these tools also create potential new dilemmas around privacy and understanding subjective experience.
Studies have shown immersion in virtual reality worlds relieves pain for burn patients.

Researchers at the Stanford School of Medicine are using fMRI scans to objectively measure pain.

med.stanford.edu

scientificamerican.com
Computational assistance of intuition pulls insights from disparate data

The translation of science into medicine will increasingly rely on technology tools that enable productive interplay between artificial intelligence and human imagination. As the sheer volume of data grows, machine learning will help researchers and health professionals parse through the overabundance of information to connect diverse ideas and blend research concepts. Artificial intelligence will also aid in identifying connections between people and ideas, encouraging creativity and cross-domain expertise, and advance the creative search for new hypotheses.
Recon 2, “a community-driven global reconstruction of human metabolism,” gives researchers a shared computational context.  humanmetabolism.org

CrowdMed invites curious individuals to use intuition blended with prediction market algorithms to diagnose volunteers.  crowdmed.com
Automating media therapy

Programming media streams to improve health outcomes

As monitoring technologies uncover new connections between media consumption and health, we’ll see the emergence of efforts to use media to enhance health outcomes. Streaming music and movie services, as well as video game manufacturers, will generate data-driven playlists, recommendations, and gaming experiences for specific well-being goals and health events. Customized, therapeutic media will increasingly find its way into many traditional health contexts, such as hospitals, clinics and gyms, as health providers experiment with using the influence of media to improve health.
Music and Memory is a project that uses personalized music therapy to reconnect people with dementia and other chronic cognitive and physical impairments to their family, friends, and caregivers. musicandmemory.org

The journal *Pediatrics* has published several studies that suggest music therapy has clinical benefits, including calming the heart rate and breathing of premature infants. pediatrics.aappublications.org
MEASUREMENT
Enhancing measurement capabilities is critical to channeling computational authority. In the future, effective measurement will mean knowing what data to capture, finding ways to integrate that information with other findings, and using this comprehensive knowledge to optimize interventions.
NARRATIVES
Empathy unlocks persuasive communication
As many tasks associated with caretaking and clinical care become partially or wholly automated, the role of humans in medicine will shift more and more to the realm of narrative—making sense and meaning out of the deluge of data generated by automated systems. We will design services with a new recognition of the role narratives play in turning clinical information into something more understandable, memorable, and persuasive. At the same time, we’ll also begin to realize how personal or community narratives impact health outcomes directly.
Uncovering empowering identities
Co-creating healthier narratives for improved outcomes

People’s narrative identity, how they see themselves and their place in the world, has profound effects on their health outcomes. For instance, research has shown that asthma sufferers who feel stigmatized are less likely to use their inhalers and suffer worse, and more costly, outcomes. Likewise, subscribing to certain conceptions of masculinity prevents many men from seeking care. The next decade will see a shift in focus toward understanding how to help people create empowering narratives that improve their health and well-being.
Research shows that asthma sufferers who feel stigmatized are less likely to use inhalers and have worse outcomes. [sciencedaily.com]

Study finds that people’s mental health improves when they rewrite their narratives to give themselves more agency. [ncbi.nlm.nih.gov]
Amplifying the positive

Strategically engaging patients in exploring positive emotions

As health systems move from focusing exclusively on treating illness toward a more person-centered approach to well-being, traditional health providers will be augmented by new kinds of professionals who focus on amplifying what is going well. Based on using play and narrative at precise points when they are most likely to meaningfully improve health and well-being outcomes, these efforts will expand the ways that health providers use positive emotions to engage patients.
An interactive game enables hospitalized kids to simulate play, painting, and other childhood activities. chrisoshea.org/woodland-wiggle

Study finds women undergoing IVF have greater likelihoods of getting pregnant if visited by a clown who can help the patient de-stress. reuters.com
Contextualizing science in retail settings

Retail settings create direct-to-consumer health innovations

In recent years, genetic testing companies such as 23andMe have been bypassing traditional medical providers to bring advances in medical and biological sciences directly to consumers. With fewer requirements to prove efficacy, and more leeway to move beyond medical necessity, technology and apparel companies will launch consumer health products and new retail models focused on helping consumers understand the information generated from new health technologies and advances in biological science.
The Quantified Self community ran a story on its blog highlighting the rapid rise of self-tracking products at Best Buy and the Apple Store. quantifiedself.com

Marbles, a self-described “brain store,” almost exclusively carries brain fitness products. marblesthebrainstore.com
EMPATHY
To tap narrative authority, it is critical to first practice empathy. Empathy—the ability to not only listen to, but identify with narratives that shape health—can unlock the ability to engage with people in more culturally agile and effective ways.
NETWORKS
Cooperation activates previously untapped capacities
While social networks have always been critical to health, new technologies are allowing us to connect more intimately with people living next door and across the globe. New tools to establish trust between people, to broadcast the availability of or requests for resources, and to track and share personal and community health information provide opportunities for new kinds of networked health interventions. Skills around cooperation give us the ability to anticipate health risks in a network, connect people to share knowledge and resources, and organize them for collective action.
Coordinating caring communities

Fostering community for healthy starts and ends to life

New imperatives for upstream preventative interventions and end-of-life care will require the activation of resources outside the traditional health care system. For instance, initiatives such as public health nursing, which integrates traditional nursing with community involvement, children’s wellness centers, and trauma-informed learning environments, are becoming increasingly connected as a way to prevent trauma—which affects 25 percent of children, and increases lifetime risk for cancer and heart disease. This approach will be used at the end of life as well, with networks of caregivers, communities, and professionals coordinating to control pain, improve advance care planning, and comfort patients and families.
The City of Tarpon Springs is actively trying to become the first “trauma-informed” community by designing social and physical environments that enhance feelings of security and do not trigger residual trauma.

A compassionate community network project has health professionals mentor patients and caregivers to engage their social networks.

spcare.bmj.com/content/1/2/129.abstract
Activating community health libraries

Lending programs become curators of health resources

Religious groups, government agencies, community hospitals, and health centers have begun experimenting with lending programs where individuals can borrow durable medical equipment such as wheelchairs and hospital beds. Over the next decade, activated networks will leverage new social technologies to transform these often underfunded, understaffed programs into robust community health libraries. These libraries will curate health resources, not only lending equipment but also providing a public space for people to share health experiences and strategies.
The volunteer-run Medical Lending Shed in Shandaken, New York, loans medical equipment to residents. shandaken.us

The Pass It On Center’s IQ–AT Reuse tool allows medical equipment libraries to take self-assessment tests and share them as a way of exchanging best practices. passitoncenter.org
Commoditizing bodyworks

Crowd-certification brings bodywork to the masses

The ability to use citizen web reviews and word-of-mouth recommendations to establish credibility will allow an influx of Chinese bodywork practitioners, with no formal American certification, to bring pampering, well-being services, and palliative care within reach of American health consumers. As evidence of the health benefits of low-cost bodywork and alternative health traditions grows, as well as consumer demand, authority—and risk—will shift from overwhelmed local and federal regulators to networks of practitioners and clients.
Research on massage therapy has revealed that it boosts immune function in women with breast cancer and improves symptoms in children with asthma.

Online.wsj.com

The number of new bodywork businesses is growing exponentially across the country.

Commericalappeal.com
COOPERATION
NEW SKILL FOR NETWORKS

Learning to cooperate and collaborate across diverse networks is critical to using networked authority. Cooperation across traditional boundaries will engage new players in the work of producing health and enable community-based health responses.
Design enhances encounters and environments
In the next decade, growing acceptance of the role that social, built, and natural environments play in the overall health of individuals and communities will lead to new opportunities to use the environment to intervene. The advent of ubiquitous sensors will allow us to create dynamic physical environments that can be tailored to meet individual and community health and well-being needs. New tools to quantify the effects of social norms, and platforms to broadcast this information, as well as changing demographics will rely on skills to design our environments for ambient health and well-being.
Embedding care protocol adherence

Automating adherence and quality standards through the Internet of Things

Over the next decade, demands for process improvements in health care, coupled with the rise of the Internet of Things, will usher in a landscape where minute details of providers’ and caregivers’ behavior, such as whether they remember to wash their hands, can be measured and corrected. Digital tools will create an always-on layer of guidance and nudges aimed at improving care delivery, transferring responsibility away from health workers and onto automated, smart systems.
In *The Checklist Manifesto*, Atul Gawande argues that implementing basic process lists can significantly enhance care. 
gawande.com

Intelligent M, a bracelet that tracks doctors’ hand washing, aims at improving medical hygiene. 
psfk.com
Personalizing space for mindfulness

Workers design their own spaces for workplace wellness

New technologies to customize our ambient environments will intersect with increasing demands for well-being in the workplace, allowing workers to redesign their workspaces to promote health, well-being, and productivity. Workplace improvements such as yoga and nap rooms, natural light, and creative collaboration spaces will no longer simply be perks to attract and retain top knowledge workers. Real opportunities will emerge through a both/and approach to environmental nudges and stress-reducing, capacity-building mindfulness.
Delos, pioneer of Wellness Real Estate™, has assembled a comprehensive database relating domains of health to aspects of the built environment. delosliving.com

Adding a health culture rating system to glassdoor.com wins an OpenIDEO challenge to create healthy communities. openideo.com
Optimizing the care effect

Strategically deploying rituals of care in clinical settings

Recent research reveals that the effects of biomedical treatments can be enhanced, or in some cases attributed entirely to, displays of empathy by the practitioner and other ritual aspects of medicine. As we begin to quantify the effects of care and other non-biomedical aspects of treatment—such as the appearance of facilities—and understand their nuances, new experiments and best practices to use the entire sensory environment strategically to improve the potency, and therefore cost effectiveness, of treatment will abound.
Wired Magazine details the “care effect,” citing how the circumstances of care can influence outcomes. wired.com

A review of recent research suggests that placebo effects result specifically from healing rituals.
ncbi.nlm.nih.gov
DESIGN
NEW SKILL FOR AMBIENCE

Developing subtle but persuasive design cues is critical to tapping ambient authority. Using design to create coherent experiences across physical and virtual environments allows health interventions to become continuous and immersive.
New authorities in the well-being economy

The forces disrupting traditional authority will reshape many existing relationships in health and health care. Who does what for whom will be up for grabs. The answers to these questions will come from four sources of authority—Computation, Narratives, Networks, Ambience.

These sources of authority are driving the forecasts of 12 new interventions and will each require new skills in order to support health and well-being.

You can use the process below to inform and inspire your thinking about new ways you can intervene to produce health among patients, consumers, employees, and communities.

1. **Consider the disruptive forces** that are destabilizing authority in health and well-being.
2. **Choose a case to rework** to consider a familiar health challenge in new ways.
3. **Explore the sources of authority** in the booklets for Computation, Narratives, Networks, and Ambience that can be used to create new interventions and offerings in the well-being economy.
4. **Focus on the forecasts of new interventions** that are emerging from each source of authority to find inspiration to address your case.
5. **Identify the new skills** that your organization can cultivate to enhance your work.
6. **Rework health** by using the sources of authority, interventions, and skills to address your case. The questions to the right will help guide you through imaging a new response.

**Computation**
- **Who** decides what to measure?
- **What** tools make sense of diverse data?
- **How** do we measure success?

**Narratives**
- **Who** creates the new narratives?
- **What** narratives motivate change?
- **How** do we listen to the narratives?

**Networks**
- **Who** needs to participate in health decisions?
- **What** networks empower health and well-being?
- **How** do we catalyze networks of influence?

**Ambience**
- **Who** designs for ambient persuasion?
- **What** ambient experiences are most supportive?
- **How** do we decide what to optimize for?
Increasing chronic health conditions continue to shift toward, Rogicity, Urgency
Health. The rate but deadly in obesity and chronic illnesses, a steadily increasing rate is age-related conditions such as dementia, and staggering rates of diagnosed mental health conditions are driving a need for continuous care that go beyond clinical settings and medical facilities. This increase, coupled with new financial pressures from the Affordable Care Act, are driving physicians, hospitals, and other traditional health care institutions to improve coordination and communication within and outside of health care settings. These shifts will continue to create space for new authorities to emerge and interact with consumers when and where they need health advice.

Abundant data is creating new kinds of expertise around connecting, chunks of life’s environments.

While expertise was defined in the past by deep, specific knowledge of a single subject, the sheer volume of health information available and the rapidity of connecting disparate ideas. Already, more academic institutions are fostering open, social platforms, such as at PatientsLikeMe, have already emerged that enable people to share personal health data and crowdsource everything from complex medical research questions for family members. As technologies that enable people to connect seamlessly around health proliferate, many of the basic responsibilities of caregiving and decision making will shift out of the hands of institutions and into consumers, families, and communities – and define health and well-being authorities that will emerge from unexpected places. Use the map as a tool to identify the skills and capacities your organization can develop to rework health in the coming decade.

In recent years, “wellness-ization”—using social technologies for collaboration and exchange outside of existing entities—has accomplished tasks that only large institutions were capable of previously. Social platforms, such as Facebook, have already emerged that enable people to share personal health data and crowdsource everything from complex medical research questions for family members. As technologies that enable people to connect seamlessly around health proliferate, many of the basic responsibilities of caregiving and decision making will shift out of the hands of institutions and into consumers, families, and communities – and define health and well-being authorities that will emerge from unexpected places. Use the map as a tool to identify the skills and capacities your organization can develop to rework health in the coming decade.

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WHO
will people trust to help

WHAT new authorities
will emerge to transform health

HOW can you use new authorities to improve health in a decade of contested change?

In recent years, traditional health care players have begun expanding their reach outside of clinical settings. They are creating new health authorities that will emerge to transform health in a decade of contested change.

Disruptive forces creating new health authorities

The health and well-being economy is the expansion of health beyond health care. It is a bustling marketplace of health and well-being goods, services, and experiences directed at enhancing people’s overall feelings of comfort, satisfaction, health, and wellness. Free-forming convergences are supporting this economy by disrupting traditional relationships with doctors and other care providers, and enabling new players to emerge.

To understand the context from which new authorities will emerge, it’s important to understand how these forces are destabilizing the health and well-being landscape.

Expanding definitions of health and well-being are disrupting how we measure and define health. The last decade has seen individuals, communities, organizations, and governments moving from a single focus on improving physical health to improving quality of life as well. While efforts are underway to remedy the social, economic, and psychological conditions that influence our sense of well-being, the shape and focus of health care and health providers, and enabled new players to emerge—enabling new players to emerge.

The health and well-being economy is the expansion of health beyond health care. It is a bustling marketplace of health and well-being goods, services, and experiences directed at enhancing people’s overall feelings of comfort, satisfaction, health, and wellness. Five converging forces are supporting this economy by disrupting traditional relationships with doctors and other care providers, and enabling new players to emerge.

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