The system-wide emphasis on patient-anticipatory interventions of health and health care utilization salient information through mobile people, their families, and caregivers reactive diagnostics and treatments. Information technologies are moving the care landscape for years. However, the incentives and imperatives of the ACA legislation are enabling the rearrangement and realignment of the six target areas. Each is accompanied by a signal of change, five catalyzing forces, igniting the ACA are enabling the management and realignment of the elements of care.

**Five Catalyzing Forces**

- **Radical Transparency**
  - Technological and social forces are pushing information out into public view, making health care processes and outcomes more transparent around the world. The for-profit model of health care is shifting because there is a growing demand for transparency from patients and payers. The economic and social costs of inadequate, unaffordable, or inappropriate care are becoming better understood by a wider audience.
  - The transparency is preserving health care leaders and empowering patients to evaluate protocols and explore new ways to deliver more effective and compassionate care.

- **People-Powered Health**
  - The system-wide emphasis on patient-centered care is shifting the role of patients, their families, and caregivers from passive to active decision makers in health care choices. This change is propelling leaders to design care delivery protocols with the best practices from their experiences and collective wisdom. Specialties on the frontiers of broad knowledge, including investigators and surgeons, are moving away from physician-driven health care models toward technology-enabled care delivery in which the patient is a critical participant in designing and delivering care.

- **Anticipatory Interventions**
  - Advances in medicine and use of information technologies are moving care from the treatment of acute conditions to care in the prevention of conditions. Predictive analytics and diagnostics and treatments allow us to prevent disease in its earliest stages, to intervene before symptoms appear, and to provide superior care. Anticipatory and preventative care strategies and models of care are being experimented with delivering valuable information through mobile technologies and providing treatment and interventions outside of the traditional health outcomes domains.

**Six Leadership Strategies** enable leaders to identify and implement these models both inside and outside of their organizations.

**FIVE CATALYZING FORCES**

- **Radical Transparency**
  - Twenty-four care models show how talent, resources, and expertise can be organized to improve health and economic outcomes. These models are organized around specific target areas. Each is accompanied by a signal of change, happening today.

- **People-Powered Health**
  - Six leadership strategies enable leaders to identify and implement these models both inside and outside of their organizations.

- **Anticipatory Interventions**
  - Leaders must do more than be open to smart population management. Without systems’ inertia, leaders can become the poor outcomes. In addition to clinical experiences and collective wisdom.

- **Revitalize**
  - Leaders need to leverage the most promising set of health outcomes. As we gradually move toward systems-centered care.

- **Radical Transparency**
  - Leaders need to look beyond the boundaries of their own organization to achieve the most promising set of health outcomes.

- **People-Powered Health**
  - Leaders need to leverage the most promising set of health outcomes.

**Health Delivery**

- **Health Futures Lab**
  - Health delivery model.

**Fivew Twenty-Four Care Models**

**Igniting Change**

**Innovative Care Models in the Post-ACA Decade**

A decade ago, innovation in health care was about designing new products and services. From medical equipment creatively designed to be more durable and affordable to outreach efforts using the latest mobile tech, these offerings have saved lives and brought costs down. But as impactful as they’ve been, it is not a new product or service that will ignite lasting, systemic change in health care. It is reinventing the care model itself. Now, we have the opportunity to do just that.
The post-ACA decade offers an unprecedented opportunity for leaders in health care to affect change. It presents a landscape in which we can rethink assumptions, relinquish legacy practices, and combine promising experiments to remake health care at the systems level.

This foresight map is your guide to leading in this new landscape. It maps new care models that restructure how talent, resources, and expertise are organized. By exploring the innovative care models that exist today and the catalyzing forces that enable them, you can better anticipate change in the next decade. And by employing the six leadership strategies, you can support and scale innovative approaches to health and well-being.

**FIVE CATALYZING FORCES** ignited by the ACA are enabling the rearrangement and realignment of the elements of care—talent, resources, and expertise—across the health care system: integrative care, people-powered health, anticipatory interventions, radical transparency, and linked knowledge.

**TWENTY-FOUR CARE MODELS** offer the insights needed to drive sustainable, effective, and systemic change in standards for outcomes, quality, and affordability in health care. Each model is defined by a signal of change—a current example of a new model today. Each also shows how talent, resources, and expertise can be organized to improve health and economic outcomes. These models are organized into six target areas—care delivery, research and development, population health, plan and benefits design, and engagement. Use them to:

- **RE-DEFINE** where care happens and who provides it
- **RE-DESIGN** interventions to treat whole populations
- **EXPAND** understandings of personal and community health
- **UNCOVER** new arenas for thought-leadership

**SIX LEADERSHIP STRATEGIES** enable leaders to scale change. By empowering people, overcoming clinical and systems inertia, breaking false boundaries, moving upstream, creating data commons, and revitalizing the medical maker, leaders can innovate more sustainable care models in the future.

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**INTEGRATIVE CARE**

Clinical medicine is integrating with social services to provide more systemic care that encompasses the biological, environmental, and social determinants of health. Leaders in health care who recognize the connection between social determinants of health and health care utilization and outcomes are working to create more robust links between the clinical delivery system and social services.

**PEOPLE-POWERED HEALTH**

The system-wide emphasis on patient-centered care is shifting the roles of people, their families, and caregivers from passive to active decision makers in health care choices. This change is propelling leaders to design care delivery protocols with the needs, preferences, and capabilities of individuals front and center for more effective prevention, treatment, and engagement.

**ANTICIPATORY INTERVENTIONS**

Advances in medicine and use of information technologies are moving health care away from a focus on reactive diagnostics and treatments toward an emphasis on personalized, anticipatory, and preventative care. Leaders inside and outside health care are experimenting with delivering salient information through mobile technologies and providing treatment and interventions outside clinical settings to prevent adverse health outcomes downstream.

**RADICAL TRANSPARENCY**

Technological and social forces are pushing information out of protected silos toward open transparency around everything from the true cost of R&D behind a new drug to physician referral patterns. The economic and social costs of inadequate, inaccurate, or inappropriate care are becoming better understood by a wider audience. This transparency is pressuring health care leaders and innovators to examine protocols and explore new ways to deliver more effective and compassionate care.

**LINKED KNOWLEDGE**

Big data, social media and online sharing platforms, translational science, and citizen-driven research are spreading knowledge from fixed hierarchies of expertise to linked experiences and collective wisdom. Specialists on the forefront of linked knowledge, including oncologists and surgeons, are moving away from physician-driven health care models toward collaborative modes of care delivery in which the patient is a critically important member of the care team.
The system-wide emphasis on patient-centered care is shifting the role of people, their families, and caregivers from passive to active decision makers in health care choices. This change is prompting leaders to design care delivery processes with the needs, partnerships, and experiences of patients and families at the core. The Institute for the Future is a global foresight organization that envisions and designs possible futures. For more than 30 years IFTF’s health research has focused on developing scalable strategies that will enable leaders to do just that. 

Five Catalyzing Forces

Dramatic changes in people’s values and in technology have been pushing the health care landscape for years. However, the incentives and innovations of the ACA legislation only amplify their ongoing impact. Together they form five catalyzing forces that allow us to recognize talent, resources, and expertise.

1. **Innovative Care**
   - Clinical medicine is integrating with social services to provide more-person-centered care that encompasses the biological, environmental, and social determinants of health and health care utilization and outcomes. Leaders can work to create more robust links between the clinical delivery system and social services.

2. **People-Powered Health**
   - The system-wide emphasis on patient-centered care is shifting the role of people, their families, and caregivers from passive to active decision makers in health care choices. This change is prompting leaders to design care delivery processes with the needs, partnerships, and experiences of patients and families at the core.

3. **Radical Transparency**
   - Technology and social forces are pushing information out to potential value and open transparency about everything from the true cost of R&D to ethical dilemmas in health care decisions. The economic and social costs of inadequate disclosure, or inappropriate care, are becoming more apparent, and the transparency is previous placing health care leaders and organizations to evaluate practices and explore new ways to deliver more effective and compassionate care.

4. **Six Leadership Strategies**
   - Enable leaders to spread and share these models both inside and outside of their organizations.

5. **Engagement**
   - The narrative behind consumerism in health care is shifting from a focus on self-care to technology, the workplace, and human identity. The core of our work is identifying emerging trends and discontinuities that will transform global society and the experience. The focus is on developing and scaling insights and long-range initiatives to transcend boundaries and understandings of personal and community health.

**About the Image**

The 2015 passage of the Affordable Care Act (ACA) drove public attention to the need for a more sustainable and resilient health care delivery system. The Institute for the Future has been examining the consequences of these changes and the systems-level opportunities they create. In the coming months, a series of five reports will map new care models that restructure how talent, resources, and engagement are used to power the delivery system.

This foresight map is your guide to leading in this new landscape. It maps new care models that restructure how talent, resources, and expertise are organized. By exploring the catalyzing forces that exist today and the catalyzing forces that enable them, you can better understand how these forces will shape the world in the next decade. And by employing the six leadership strategies, you can support and scale innovative approaches to health and well-being.

**Five Catalyzing Forces**

Igniting change is about designing new products and services. From medical equipment designed to be more durable and affordable to care models that emerge won’t scale to become widespread the catalyzing forces for change in the next decade will reconfigure health talent, resources, and expertise by enabling leaders to scale change. By empowering people to draw on insights and long-range initiatives to transcend boundaries and understandings of personal and community health.

**Leadership Strategies**

Leadership is key to scaling change. By empowering people to draw on insights and long-range initiatives to transcend boundaries and understandings of personal and community health.