Trust or Consequences 2040: Will innovations in health and medicine deliver?

Scenario development process

In late 2019, the U.S. Pharmacopeia and MIT Center for Collective Intelligence organized the first Trust CoLab, an online platform where more than 100 global leaders in health and science discussed developments that could shape people's health between now and the year 2040. The resulting report, *Trust or Consequences 2040: Will innovations in health and medicine deliver?*, is designed to spark important conversations regarding the future of health.

Participants submitted their ideas during a structured four-week process (October 28–November 24, 2019). The exercise sought to answer the following question: What developments will shape people's health between now and 2040, and how will trust be critical in making sure these developments help people everywhere live longer and healthier?

Phase 1: Drivers
Participants were invited to submit drivers of change that could influence the evolution of healthcare and medicine between now and 2040.

Phase 2: Combining drivers and voting
Participants were asked to combine drivers that could occur together. These combinations form the seeds of story lines that would eventually become part of the scenarios. Participants were also asked to vote on the drivers they believed could have the greatest impact on the future.

Phase 3: Scenario axes
Based on prior submissions, the facilitator proposed several scenarios axes—large forces with uncertain outcomes that could have major impact. Each scenario axis thus describes a pair of potentially very different outcomes that could arise in the future. Participants were invited to support (similar to a Facebook like) and comment on the axes they found most interesting.
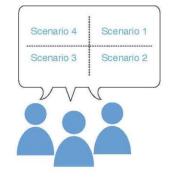
Phase 4: Scenario narratives
The facilitator prepared brief sketches of scenario narratives and posed a series of questions about them. Participants were invited to respond to the questions, and their answers provided key details that enriched and enlivened the narratives. Afterward, the ideas submitted by participants were woven into more detailed scenario narratives in a report.

Phase I: Identify drivers of change

social   technological   political

environmental   economic   international

Week 1

Phase II: Identify combinations of drivers to serve as building blocks of scenarios

Driver 1
Driver 2
Driver 3   Combination
Driver 4

Week 2

Phase III: Select the critical uncertainties that define potential scenarios

Scenario 4 | Scenario 1
Scenario 3 | Scenario 2

Week 3

Phase IV: Define and develop scenario narratives

Week 4