

CHIROPRACTIC 2025

SCENARIO WORKSHOP TOOLKIT

What is the future for chiropractic? What is your vision for chiropractic? Are your assumptions accurate? Will your strategies be successful?

The Institute for Alternative Futures (IAF) developed this scenario workshop toolkit to help organizations conduct their own scenario workshop and consider the implications of IAF's Chiropractic 2025 Scenarios for their own strategies and operations. The scenarios are available at www.altfutures.org/chiropracticfutures.

This toolkit includes:

- ▶ Pre-Workshop Decisions
- ▶ Workshop Instructions
- ▶ Scenario Workshop Agendas and Instructions (choose one):
 - Full-Day (6-hour) Workshop
 - Half-Day (3-hour) Workshop
- ▶ Considering Scenario Likelihood & Preferability Handout
- ▶ Small Group Instructions
- ▶ Small Group Response Template



100 N. Pitt Street • Suite 307
Alexandria, Virginia • 22314 • USA
P: 703.684.5880 • F: 703.684.0640

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PRE-WORKSHOP DECISIONS

WHAT ARE YOUR OBJECTIVES FOR THE WORKSHOP?

First, are you using the workshop to consider the implications for your professional future, for your practice, for your chiropractic college or association, or other group? Who or what is the focus for this scenario workshop?

Second, what are the objectives or questions you want to use the scenarios to explore? You will use the different scenarios to consider the implications or responses in each scenario. Below are several possibilities that you can use, adjust, or add onto.

- To consider a range of forces, challenges, and opportunities shaping chiropractic in the U.S.
- What are the implications for my chiropractic practice in different scenarios?
- How should my chiropractic college adjust to or pursue its strategies in the different scenarios?
- What leadership roles should my association play in the different scenarios?
- Are our current goals achievable in each scenario? Will our strategies be successful in the different scenarios?

WHAT SHOULD BE THE FOCUS OF THE IMPLICATIONS DISCUSSIONS?

What are your current directions, strategies, or goals for you, your practice, your college or association as you explore the implications of each scenario?

HOW LONG SHOULD BE THE WORKSHOP?

Can you devote a full day (6 hours) or half of a day (3 hours) to the workshop? The full day version provides participants with more time to “step into” and absorb the scenarios.

HOW WILL YOU PRESENT THE SCENARIOS?

Ask one or more of your participants to become familiar with the scenarios in advance, and present them and answer questions about them. For example, you may have four people assigned to this task, with each presenting one of them but all having read all four scenarios. You may then assign the same individuals to the small groups tasked later in the workshop to discuss that particular scenario in more detail. Also, consider recruiting a group facilitator and reporter for each small group in advance.

WHOM WILL YOU INVITE TO THE WORKSHOP?

The workshop can be successful with four people to 100 or more. Whom would you like to include in the workshop? For example, your clinic partners and staff; local chiropractors; leaders, members and staff of your association; and leaders, faculty and students of the college.

WORKSHOP INSTRUCTIONS

Divide participants into small groups, ideally seated at the same table from the beginning of the day. Depending on the number of participants, each group can consist of 3-15 people. Assign participants to groups so that there is a mix of leaders, staff, and other types of participants. If you have more than four groups, you can have two or three groups focused on the same scenario but you will need to allow more time for presenting and comparing the results.

AGENDA FOR FULL DAY SCENARIO WORKSHOP

9:00 **Welcome and Introduction**

- Review workshop agenda and objectives for your organization
- Have participants introduce themselves

9:30 **Four Scenarios of Chiropractic 2025**

- Review each of the scenarios (10 to 12 minutes per scenario).
For each scenario, have someone present the scenario and then have participants review the text and matrix for that scenario. Briefly discuss the scenario and answer questions, if any.
- Respond to questions after having reviewed all of the scenarios (5min)
- Have each participant complete the Considering Scenario Likelihood & Preferability handout (5min)
Collect and process the results during lunch. Calculate the average rating for each scenario for both likelihood and preferability, and share the results later during the full group discussion.

10:30 **Break**

10:45 **Small Group Instructions**

- Review the "Instructions for Small Groups" provided in this toolkit (see below).
- Recruit a group facilitator and reporter for each group.
- Assign each group one of the scenarios to explore a scenario in detail and consider the implications for your organization or community.

11:00 **Small Group Discussion**

- Each group “steps into” and considers its assigned scenario.
- Each group completes the Small Group Response Template for its assigned scenario.

12:00 **Lunch**

- This can be a working lunch, where each small group gets its lunch and continues working, or a specified lunch break of 30 to 60 minutes.

1:00 **Small Group Discussion (cont.)**

2:00 **Full Group Discussion**

- Each small group has 5 minutes to present its report on implications of their scenario and answer questions about their scenario or reports. (about 30 minutes)
- The full group identifies and discusses the similarities or differences in the small group answers across the scenarios. Then the full group considers the following:
 - What strategies are “robust,” i.e., which would work in two or more scenarios?
 - Are there any current strategies that would be counterproductive in one or more of the scenarios?

- Present and discuss the results from the "Considering Scenario Likelihood & Preferability" exercise.

Interpreting the likelihood ratings:

- 100% for likelihood means that it is 100% certain to happen, 0% means it never will; 100% for preferability means that it is totally preferable; 0% means there is nothing desirable or preferable about this scenario.
- Expect likelihood ratings to be higher for Scenario 1, which was developed and written to represent the most likely of the four. Scenario 2 offers a challenging future and Scenarios 3 and 4 offer visionary alternatives.
- Obviously, the future is uncertain, and in your organization's planning, it would be wise to consider the challenges of Scenarios 1 and 2 as well as the more successful paths found in Scenarios 3 and 4.
- Planning for the most likely future tends to reinforce it – including shortages in chiropractic; this is a suboptimal use of energy and resources. The discussion of robust strategies gives a better sense of strategies that would yield results that are more positive.

Do participants agree on the preferability of each scenario? If there are disagreements, where do people disagree?

Discuss as a full group whether your organization's current planning or activities will be effective in the likely scenarios.

If one of the other futures comes about, what would you be ready to do?

Should you – through your strategies, programs, or other actions – help create the preferable scenarios or make them more likely? What would that take?

3:30

Next Steps

- Given the discussion on strategic implications, contingency thinking, and likelihood/preferability, what next steps should the organization take to:
 - Change or add current strategies and actions?
 - Remain aware of the major forces shaping chiropractic and our work, including using these scenarios?
- Every 6-12 months, your organization should ask itself, "Toward which of these scenarios are we headed?" You will have signposts identified by the groups for each scenario. You can assign relevant members of the organization to monitor for these "signposts". To some extent, all organizations observe what is happening in their environment; some organizations do this scanning more systematically. The signposts give additional focus on important directions. Having a one- or two-hour session every 6 months allows your organization to keep learning and to improve its thinking about your directions and the contingencies you need to consider.

4:00

Adjourn

Let us know what you think! After the workshop has concluded, we invite you to share your experience with us at futurist@altfutures.org. Thank you.

AGENDA FOR HALF DAY SCENARIO WORKSHOP

9:00 **Welcome and Introduction**

- Review workshop agenda and objectives for your organization
- Have participants introduce themselves

9:20 **Four Scenarios of Chiropractic 2025**

- Review each of the scenarios (10 to 12 minutes per scenario).
For each scenario, have someone present the scenario and then have participants review the text and matrix for that scenario. Briefly discuss the scenario and answer questions, if any.
- Respond to questions after having reviewed all of the scenarios (5min)
- Have each participant complete the Considering Scenario Likelihood & Preferability handout (5min)
Collect and process the results during lunch. Calculate the average rating for each scenario for both likelihood and preferability, and share the results later during the full group discussion.

10:00 **Small Group Instructions**

- Review the "Instructions for Small Groups" provided in this toolkit.
- Recruit a group facilitator and reporter for each group.
- Assign each group one of the scenarios to explore a scenario in detail and consider the implications for your organization or community.

10:15 **Small Group Discussion**

- Each group “steps into” and considers its assigned scenario.
- Each group completes the Small Group Response Template for its assigned scenario.

11:15 **Full Group Discussion**

- Each small group presents a summary from its discussion on implications of their scenario. (5 minutes per group)
- The full group identifies and discusses the similarities or differences in the small group answers across the scenarios.
- Then the full group considers the following:
 - What strategies are “robust,” i.e., which would work in two or more scenarios?
 - Are there any current strategies that would be counterproductive in one or more of the scenarios?
 - Are there any current strategies that would be counterproductive in one or more of the scenarios?

11:45

Next Steps

- Given the discussion on strategic implications, contingency thinking, and likelihood/preferability, what next steps should the organization take to:
 - Change or add current strategies and actions?
 - Remain aware of the major forces shaping chiropractic and our work, including using these scenarios?
- Every 6-12 months, your organization should ask itself, “Toward which of these scenarios are we headed?” You will have signposts identified by the groups for each scenario. You can assign relevant members of the organization to monitor for these “signposts”. To some extent, all organizations observe what is happening in their environment; some organizations do this scanning more systematically. The signposts give additional focus on important directions. Having a one- or two-hour session every 6 months allows your organization to keep learning and to improve its thinking about your directions and the contingencies you need to consider.

12:00

Adjourn

Let us know what you think! After the workshop has concluded, we invite you to share your experience with us at futurist@altfutures.org. Thank you.

CHIROPRACTIC 2025

CONSIDERING SCENARIO LIKELIHOOD & PREFERABILITY

Please use the grid below to assess the likelihood and preferability of each scenario separately, where 100% refers to highly likely or preferable and 0% means there is nothing desirable or preferable about a particular scenario. **Percentages can be from 0 to 100 in each cell, but neither the columns nor rows need to add up to 100%.** For example, you may assign 60% for likelihood and 85% for preferability of a scenario.

	Likelihood (0 to 100%)	Preferability (0 to 100%)
Scenario 1: Marginal Gains, Marginalized Field		
Scenario 2: Hard Times & Civil War		
Scenario 3: Integration & Spine Health Leadership		
Scenario 4: Vitalism & Value		

INSTRUCTIONS FOR SMALL GROUPS

1. Facilitators for each small group review objectives, agenda, roles and responsibilities.

Objectives

Step into the scenario, understand it
Consider the greatest changes and implications
Develop recommendations assuming this scenario will occur
Identify signposts that indicate movement toward this scenario

Agenda

Distribute copies of the small group template to each group and review

Roles and Responsibilities

Reporter/recorder: Ask a volunteer to take notes and report the small group results to the full group.

Facilitator: Remind participants that each scenario includes the following components:

- A detailed narrative describing how that scenario came to pass.
- A scenario matrix (included in the project report) that presents the four scenarios side-by-side – have participants review the column of the matrix that relates to their scenario

2. Discuss the following questions. (If time is short, skip to implications and recommendations.)

What are the greatest changes in chiropractic in this scenario? (5)

Do this as a brainstorm. Facilitator writes key words on flip chart; you can remind him or her what pages the narrative is on and the column of the matrix provided in the scenarios report

What signposts, headlines would indicate movement toward these scenarios? (5)

Do this as a brainstorm. Think in advance about what you might see and be ready to ask, e.g. headlines for digital health coaches, movement toward managed care/ACOs, severe budget cuts

What are the major implications for different stakeholders in this scenario? (20)

E.g., educational institutions, accrediting agencies, licensing boards, professional associations, researchers, clinicians, policy-makers, third-party payers, government, and patients

What recommendations would you make (identify for whom) in the context of this scenario? (15)

Tell the group that recommendations should identify who should do what and, as relevant, by when

3. Reporter identifies the key points he or she will present from the discussion and, if applicable, work with the facilitator to ensure that the presentation slides are ready for the next session.

