

In the coming decade, we will face changing natural and built environments, constant social and economic disruptions, and ever-present cultural shifts. This increasing complexity will compel us to pursue more inventive, intuitive, and integrative strategies for taking care of ourselves and each other. Experimentation, tinkering, and pragmatic pluralism will result in more adaptive responses to volatility (whether in the form of sharp disruptions or slow-moving crises). Our capacity to adapt will provide us with greater flexibility to address changing circumstances. Our ecosystems of well-being are evolving, and within them we will devise an infrastructure of new processes, meanings, and practices to support well-being.

ADAPTIVE

generating flexible responses that reshape well-being

Our ability to sense future health states is improving rapidly. Emerging measurement tools and understandings from life sciences are creating new ways for us to probe, test, and anticipate health states and are collapsing the space between what we can anticipate and when we can act. At the same time, the complexity of this data tells a second, very different story: in the long run, no matter how much we measure, we cannot accurately predict. Confronted with this uncertainty, we will seek strategies to improve our mental and social well-being in the short run and to better promote physical health and deal with illness as it arises—including strategies for reducing stress, improving social trust, and banking time as a currency for exchanging services within a community.

ANTICIPATORY

previewing future states to inform well-being

Our interactions with others connect us in meaningful ways, and those connections create a social ecosystem that enhances our individual and collective capacities for well-being. Over the next decade, we will participate in building this social infrastructure with intention. We will connect around shared identities, a shared sense of place and geography, and shared risks and aspirations, to reimagine scarcity and abundance in our lives. New capacities will arise from crowdsourcing research, distributing decision-making across networks. This will shift attention away from consumers focused on navigating choices toward citizens who co-create conditions that produce good health. Our pursuit of well-being will move from do-it-yourself to doing-it-together as we look to each other to rebalance and remake ourselves, our communities, and our planet.

PARTICIPATORY

co-creating conditions that produce well-being

One of the great health achievements of the 20th century was to extend life expectancy for people all over the globe. Yet the health span, or period of life when a person is in good health, has not kept pace with our increased life span: we may live longer, but not necessarily well. In the future, individuals, communities, and entire cities will strive to optimize not only the period of time we experience physical health but also how long we experience positive emotional, social, and spiritual well-being. Acknowledging the diverse capacities of individuals, groups, or communities, we will broaden our understanding of health beyond physical and biomedical measurements, and will redefine our ecosystems of well-being to better enable high-quality, meaningful living.

OPTIMIZING

maximizing quality, not just length, of life

ECOSYSTEMS OF WELL-BEING

Medicine is only one of a large set of factors that shape health and well-being. Education level, access to clean water and food, ability to cope with difficulty (including caregiving demands), and other factors fit into broad ecosystems of well-being that fundamentally shape, and are shaped by, health. Something as simple as the level of social trust in a region, for example, has been shown to improve happiness, increase food security, and reduce illness and disease.

Developing responses in this broader context will require new understandings of the ecosystems of well-being. Neuroscience, environmental health, and genetic studies show how physical spaces can affect behaviors and genes, while new insights into social systems reveal the profound health influences people have on each other.

DYNAMIC FORCES

In the future, well-being must be understood as part of a process shaped by interdependent and dynamic forces.

OPTIMIZING

Emphasizing living better rather than longer. Focus will shift from extending life spans at any cost to increasing how long people will experience good physical, emotional, social, and spiritual health. Resources will be better applied to help enable high-quality, meaningful living.

PARTICIPATORY

Creating social structures, despite constraints in the environment. Systems that have provided the basic elements of well-being may prove inadequate in the coming decade, but we will discover that well-being flows from interdependence. With new systems emerging out of peer-to-peer interactions, people will co-create new capacities for well-being.

ANTICIPATORY

Using feedback loops to digest and respond to information and anticipate future conditions. Abilities to sense future well-being states will improve dramatically, while at the same time revealing the limits of knowledge about physical health. A more generalized sense of well-being will emerge to help protect against a variety of possible risks.

ADAPTIVE

Changing with changing circumstances, with allowance for diversities, redundancies, cross-pollination, and mutation. Extreme environments and economic and social disruptions in cities will instigate development of adaptive ecosystems of well-being that enable more inventive, intuitive, and integrative approaches.

SCALES OF ACTION

New understandings of health and well-being are highlighting the importance of imagining responses that operate at multiple scales. This map explores how four dynamic forces shaping the future ecosystems of well-being operate across each of the following scales:



BODIES

As new understandings of well-being emerge, people will experiment with a wider variety of personal choices—for example, in sleep and time management—to manage their health. These self-experiments will expand the boundaries of health and well-being interventions in the coming decade.



NETWORKS

Research on the effects of social networks is revealing complex and profound ways that social groups can affect health and well-being. Over the next decade, a reorganized social structure, from ad hoc groupings to semi-permanent collectives, will aim at using networks to influence ecosystems of well-being.



ENVIRONMENTS

Physical spaces and geographic regions are increasingly being linked to capacities for well-being, as well as to health challenges. As large-scale environmental challenges (such as resource scarcities) evolve over the next decade, new ways to work within those constraints to improve well-being will emerge.

HOW TO USE THIS MAP

This map is a tool to help make sense of the next decade. It asks that we rethink the future of well-being—not as individual experiences, or policies, or markets—but as interconnected ecosystems. It hinges on four dynamic forces that will shape these ecosystems of well-being in the next ten years, and invites us to dive into the forecasts to discover how these might play out around the world. The purpose of this map is to provoke conversation and insight about futures that build our collective capacities for well-being, and to inspire interaction to make healthier futures a reality in our world of constraints.

As you explore this map you will encounter several layers:



DYNAMIC FORCES

Narratives of how these interdependent and dynamic forces will shape ecosystems of well-being in the future.



DRIVERS

Historical and emerging trends that make the dynamic forces what they are and what they will be.



SCALES

Three scales—bodies, networks, and environments—where new capacities for well-being are needed and emerging.



FORECASTS

Forecasts of how ecosystems of well-being will evolve, presented for each dynamic force at each scale.



SIGNALS

Observations of current efforts, discoveries, and innovations on which the forecasts rest.

NOW WHAT?

IMMERSE → Engage with the challenging futures presented on this map by systematically exploring its complexities and directions of change.

BUILD → Make the map your own by adding your own signals and experiences, and imagining how the forces will unfold where you live and where your organization operates.

INTERACT → Increase your capacities to continuously think about and consciously make the future. Identify how your industries and markets are part of ecosystems of well-being. Consider aligning your strategies with the dynamic forces. Cooperate with others to create a more collaborative and satisfying future of well-being.

HEALTH HORIZONS PROGRAM

The Health Horizons Program offers its clients a deep understanding of the global health economy and the social forces that will shape health and health care in the next three to ten years. We identify and evaluate emerging trends, discontinuities, and innovations in consumer behavior and social media; health and medical technologies; health care delivery systems; and food, nutrition, and sustainability. Our forecasting process helps organizations work with foresight to develop insights that lead to specific strategic actions they can use to better position themselves in the marketplace.

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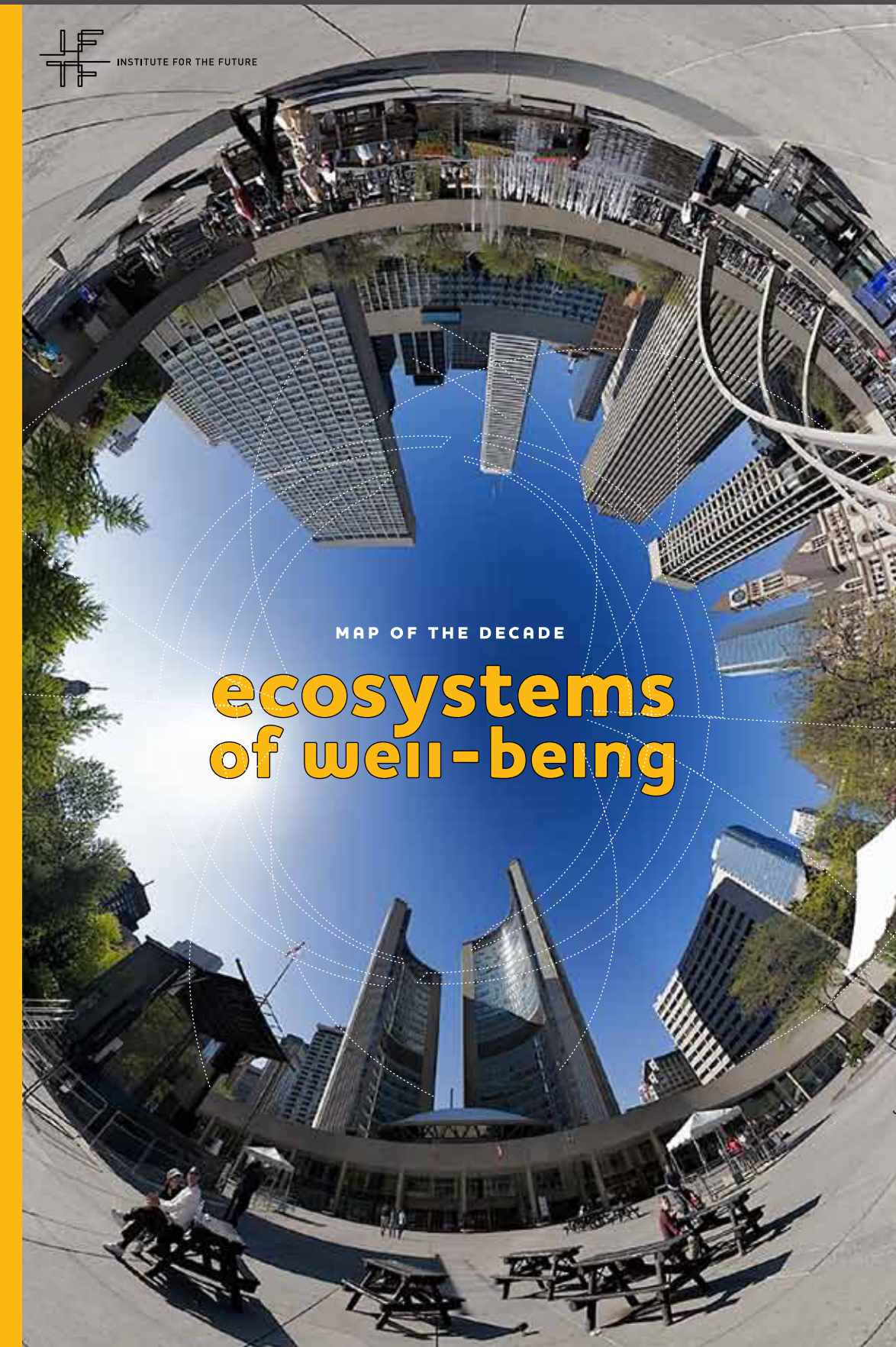
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Cities are ecosystems in which people, networks, and

environments are all interconnected. Over the next decade, cities around the world will grow at a rapid pace. This growth will exacerbate long-standing threats, conflicts, and dilemmas and generate new challenges, disruptions, and risks. Although different cities will face varying intensities of short- and long-term change, globalization—the complex flow of people, goods, and ideas around the world—has set the stage for people everywhere to experiment, invent, and blend practices for well-being. **Ecosystems are the future of well-being.**

cities as ecosystems

Urbanization is creating a planet of civic laboratories of experimentation around well-being. The explosive growth of interconnected cities holds opportunities to support and enhance ecosystems of well-being through increased experimentation, exploration, and collaboration. New tools, technologies, and design strategies are driving efforts to enable greater participation in our individual and collective well-being, and ultimately rebalance the world in light of global challenges and resource constraints.

This Health Horizons map examines innovations and experiments underway in vibrant civic laboratories all over the globe and across different scales. While ecosystems of well-being extend beyond the boundaries of health to all areas of our lives, this map highlights the urban innovations that are emerging from the intersections of health and well-being.

As many demographic and disease challenges become greater over the next decade and strain people's financial and emotional capacities to deal with illness, looking at health responses in isolation will be insufficient. Instead, many critical health responses will evolve from understanding how to cross demographic, organizational, and geographic boundaries to develop comprehensive actions toward improving health through a broader context of well-being.

