

THE FUTURE OF WELLBEING

FORESIGHT REPORT

MINNESOTA, USA

SEPTEMBER 2022



THE FUTURE
OF **WELLBEING**
MINNESOTA LEADING THE WAY





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This report summarizes the outcomes of the Future of Wellbeing Foresight Initiative conducted from February to July, 2022. The project aimed to develop a vision and potential path forward for Minnesota's role in the future of global health and wellbeing looking out to 2040.

This report and the associated data analysis are available on the project portal:

<https://lab2.future-iq.com/future-of-wellbeing/>

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future→iQ

Create Future Intelligence®

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FORESIGHT PROJECT HOSTED BY:



Global Wellness Connections

GREATER MSP
Partnership



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FOREWORD

Global Wellness Connections, Greater MSP, and the Edina Chamber of Commerce through its GreenUmbrella initiative, partnered with Future iQ on this ground-breaking project to understand how key emerging macro trends might combine to amplify changes that impact us in our daily lives and professional interests in wellbeing. While we are faced with challenges, this is a time of immense potential. Will our role in global wellbeing increase or will we sit on the sidelines? Will individual industries or businesses go it alone or will we seize on the opportunity for collaboration to go even further? It's these and other questions we addressed in The Future of Wellbeing foresight initiative.

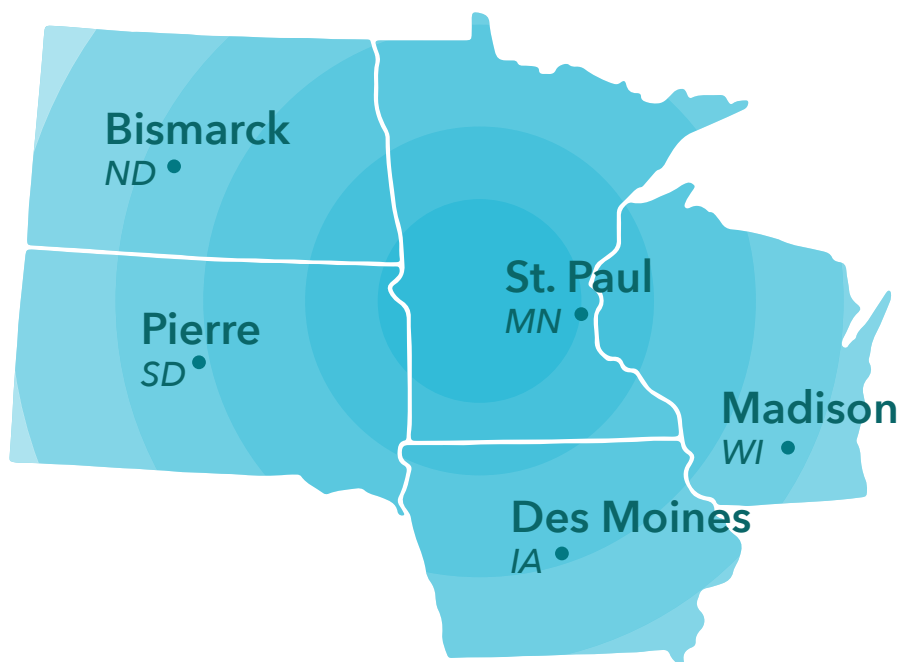
This initiative sets the stage for next steps and an expansion of the initiative to a five-state movement that includes Minnesota, Wisconsin, Iowa, South Dakota, and North Dakota. We're honored to be part of this journey and excited to be part of Minnesota's drive to lead the effort in making the world a happier, and healthier place.



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1.0 REPORT SNAPSHOT

This report lays out the findings from each step in this initiative's visioning process. The process identified key insights for the future of Minnesota's role in global health and wellbeing. The report outlines what people saw as the preferred future for Minnesota's role in global health and wellbeing. This understanding helps lay the groundwork for figuring out "how we get there" and next steps.

KEY INSIGHTS FROM THIS REPORT



MINNESOTA HAS A COMPELLING OPPORTUNITY TO CONTRIBUTE TO THE FUTURE OF HUMAN WELLBEING.

With a unique combination of technological capability, political stability, industry concentration, resource access and social desire, Minnesota has a compelling opportunity to become a global leader in the evolution of human wellbeing.



STRONG LOCAL APPETITE TO PURSUE A LEADERSHIP ROLE IN GLOBAL HEALTH AND WELLBEING.

The visioning process tested and validated stakeholder desire pursue a global leadership role for Minnesota in health and wellbeing. This was seen by many stakeholders as both an economic opportunity, and a social obligation.



DESIRE TO BUILD A ROBUST COLLABORATIVE ECOSYSTEM TO SPUR INNOVATION.

There is a desire to encourage more connections across sectors to create rich new collaborative environments, especially targeted at human wellbeing. Minnesota has a long history of collaboration, and stakeholders now seek more deliberate actions that foster intersections between groups that haven't worked before, creating new synergies.



NEED TO LEVERAGE PRODUCTIVE CAPABILITY OF OUR ABUNDANT NATURAL RESOURCES.

Climate change poses the greatest threat to human survival. The region will be a primary resource for feeding the world in the future. Minnesota's productive food systems provide the opportunity for significant global influence, especially in how food and nutrition contribute to human wellbeing.



DESIRE AND NEED TO PURSUE 'GLOBAL FLUENCY.'

It is recognized that Minnesota's competitiveness is global and that to increase its global influence, greater global fluency is needed. This means the ability to seamlessly integrate ideas across cultures and be able to articulate shared opportunities on the global stage. The state's world class educational institutions play a significant part in this, as do economic investment activities and opportunities such as the World Expo.



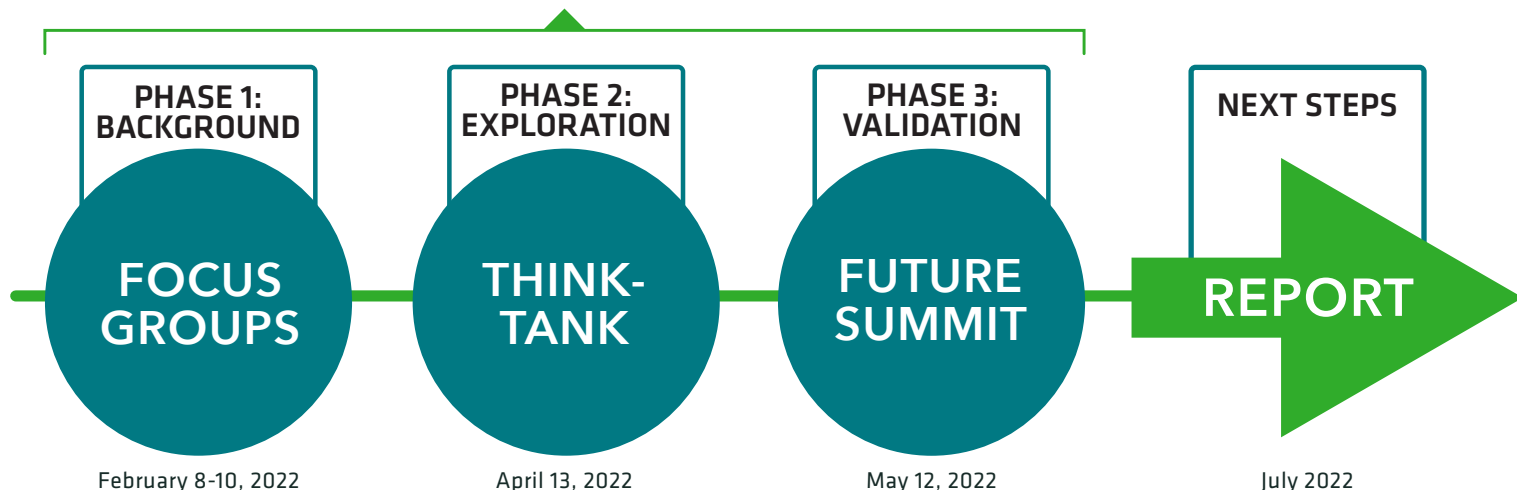
POTENTIAL AS A SANCTUARY FOR HUMAN WELLBEING

Future trends suggest that Minnesota is a region that could avoid the worse impacts of the global climate change impacts. The upper Midwest region may take on a new significance as a haven from extreme weather impacts, and as a location where human wellbeing can be amplified, and people can live comfortably and thrive.

2.0 INTRODUCTION - OVERVIEW OF THE FORESIGHT PROCESS

The Future of Wellbeing Foresight Initiative aims to deepen our understanding of Minnesota's potential role in the future of global health and wellbeing. This process aimed to help stakeholders grapple with the opportunities and challenges occurring in the rapidly evolving world. This initiative is intended to contribute to foresight thinking that will help provide a vision for Minnesota in a post-pandemic world, and begin to lay out a strategic roadmap for leadership.

FUTURE OF WELLBEING



This foresight research work is the first part of a larger process and proposition. This initial work has used a combination of research approaches. There has been background trend analysis coupled with stakeholder engagement in the form of Focus Groups, a Think-Tank, and a Future Summit. The outcomes reflect stakeholder perspectives and inputs and sets the stage for deeper strategic action planning to place Minnesota on its path to the preferred future.



This foresight study has applied macro trend research and tested stakeholder input to produce a report that builds on appetite for change and the desire to take bold, decisive action. Now is the time.



3.0 HOW TO READ THIS REPORT

This report lays out the findings from each key step in the process. Overall, the process moved from background exploration and analysis, through to building a range of future possible directions for the role of Minnesota in global health and wellbeing. This work represents robust ‘future gazing’ where stakeholders considered possible directions and the impacts and consequences of those directions. The process, and the report, then drill down deeper into what people saw as the optimal or preferred future. This understanding helps lay the groundwork for figuring out ‘how we get there’. This report lays out the logic about the future, that developed throughout the process. The result is a compelling vision for how Minnesota could take intentional and strategic actions to emerge a global leader in health and wellbeing over the next twenty years.

THE FUTURE OF WELLBEING FORESIGHT PROJECT

Steps in the process

- Identify key macro trends shaping the future of Minnesota’s role in global health and wellbeing
- Identify key drivers shaping the future of Minnesota’s role in global health and wellbeing
- Identify key themes and create plausible future scenarios for Minnesota’s role in global health and wellbeing
- Validate Expected, Least Desired, and Preferred Futures, and assess potential future opportunity
- Identify key future insights and the big opportunity for Minnesota

Sections of the report

- Understand critical macro trends and their future implications (Chapter 4)
- Expert views on critical drivers, trends, and their future implications for Minnesota (Chapter 5, Phase 1)
- Examine future scenarios and their likely impacts as they relate to the key future-splitting themes (Chapter 5, Phase 2)
- Expert views on potential opportunities and identify future aspiration (Chapter 5, Phase 3)
- Examine outcomes and plan next steps (Chapters 6 and 7)

As the world emerges from the Covid-19 pandemic, health and wellbeing is front and center of mind. The pandemic highlighted the need for global collaboration and partnerships to solve the big challenges that impact the future of humanity.



The Future of Wellbeing foresight initiative aims to deepen the understanding of Minnesota's role in the future of global health and wellbeing. It also seeks to create an understanding of those trends that can be leveraged to achieve the preferred future for Minnesota.

4.0 FORCES SHAPING THE FUTURE

This section explores macro trends shaping the future that have direct relevance to Minnesota's role in global health and wellbeing. The macro trends represent a set of converging forces that are reshaping industry, society, and our lives. These trends will impact various parts of Minnesota in different ways. The decade ahead will be one of rapidly accelerating change, with massive innovation occurring, fueled by new funding from governments and industry. Perhaps the most significant trend impacting the future is climate change; the world is at a tipping point that is already forecasting how things may turn out.

The key is to understand the trends, anticipate implications, and then design statewide and localized strategies to adapt or leverage these forces of change. Minnesota and the upper Midwest will play a significant role in how these macro trends play out.

Specifically, the key trend topic areas covered in this section include:

• IMPORTANCE OF FOOD, ENERGY, AND WATER

• IMPLICATIONS OF CLIMATE CHANGE

• ONGOING CHANGING SOCIETAL VALUES AND POPULATION SHIFTS

• HOUSING SHORTAGES AND AVAILABILITY

• WORKFORCE AND WORKPLACE TRANSITIONS

• ACCELERATING SPEED OF CHANGE

• MEDICAL AND WELLBEING SYSTEMS CHANGE

• IMPACT OF TECHNOLOGY

Of particular relevance to the discussion on trends is the speed and scale of change occurring. Newly developed innovations are being implemented globally and locally at all scales, thereby changing the face of industries and society in a rapid and profound way.

- The emerging macro trends represent both 'headwinds' and 'tailwinds' for the future of Minnesota's role in global health and wellbeing.
- The ability to leverage Minnesota's strengths to take advantage of the opportunities presented by emerging trends will create the secret sauce for leadership.

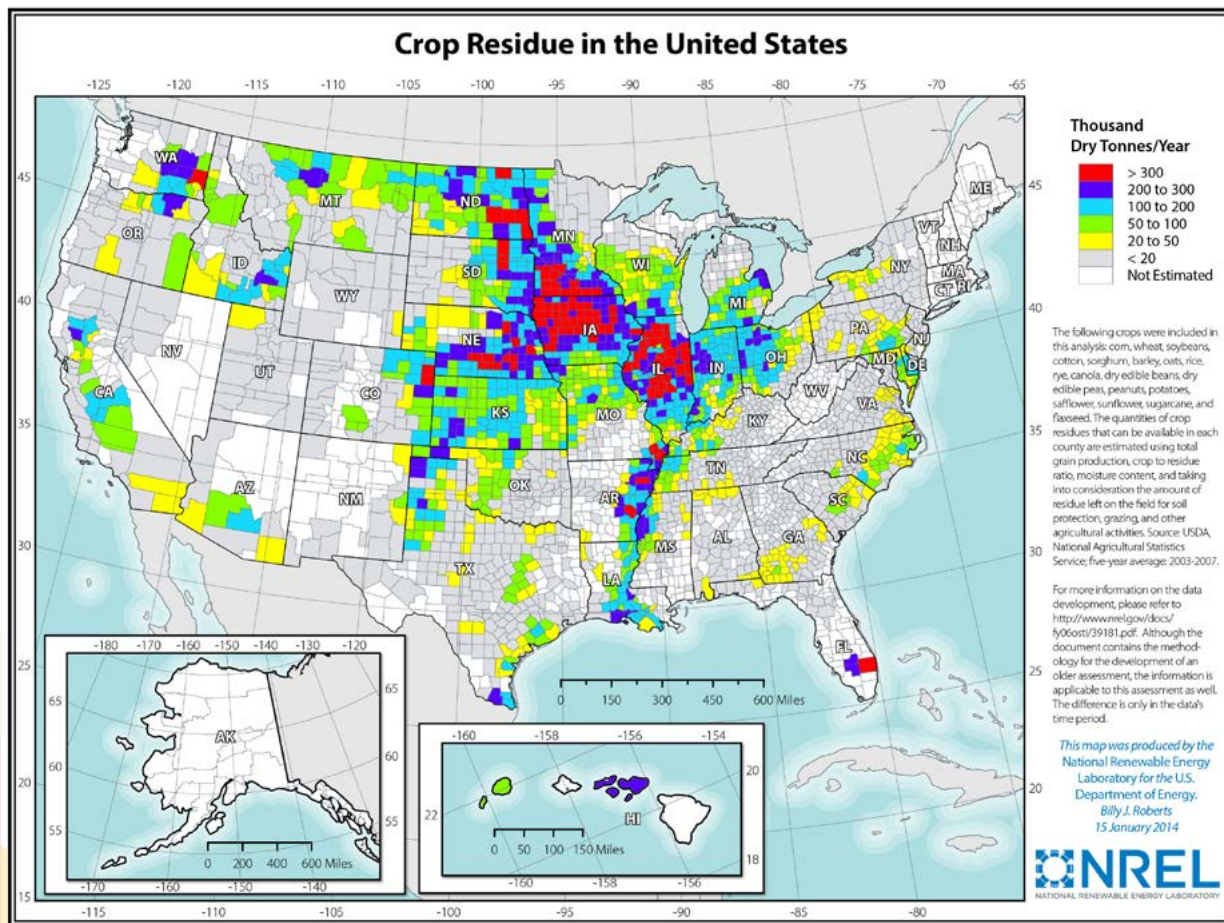


DataInsight

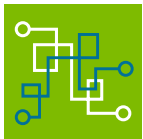


4.1 FOOD, WATER, AND ENERGY - FUTURE SWEET SPOT FOR MINNESOTA

The growing global population will mean a dramatic increase in the global need for food (60% growth), energy (50%) and water (40%) by 2050. Overall, there is a global disconnect between where food can be grown and where it will need to be consumed, which will be amplified by climate change. The ability to produce food and biomass is a key economic driver for the upper Midwest region. Minnesota has some of the highest levels of solid biomass resources per square kilometer in both the United States and the world. The region is uniquely positioned to be a key player in the coming food revolution, with its combination of food production capability, abundant fresh water, and access to renewable energy.



Source: NREL, 2014.



FutureInsight

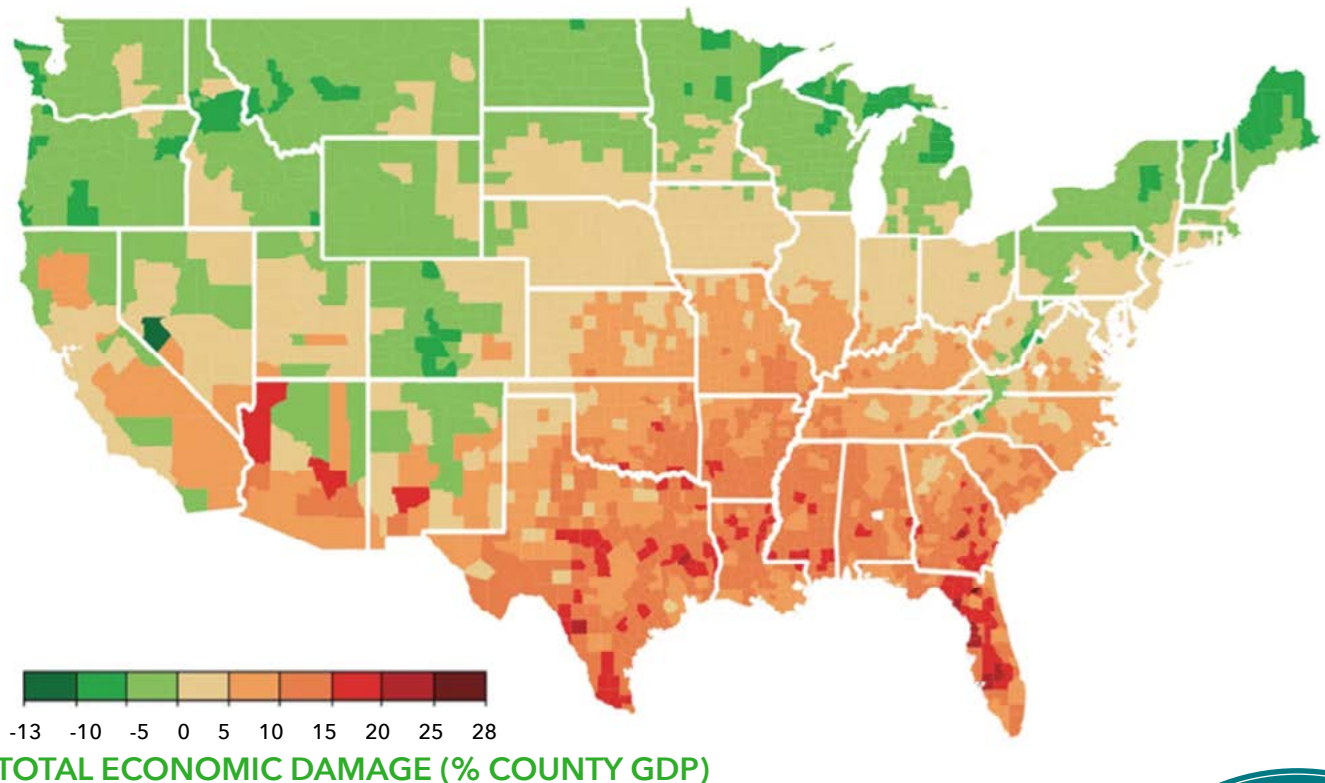
- The upper Midwest will emerge as one of the most important food producing regions in the world, and Minnesota is uniquely positioned as a key location. The challenge is to find creative and innovative ways to ensure this delivers equitable economic prosperity and health outcomes throughout the state and globally.
- It is estimated that as much as two thirds of the world population could be water-stressed by 2025. With 20% of global surface freshwater resources located in the Upper-Midwest and Great Lakes, Minnesota will play a significant role in the stewardship of the world's freshwater resources.

With food, bioprocessing and biotechnology as key industries, Minnesota has an outsized role to play in the future of supplying food to a hungry world. Biomass offers a potent resource for emerging plant-based products such as biofuels, bioplastics, and plant-based proteins.

4.2 IMPLICATIONS OF CLIMATE CHANGE - MOVING NORTH AND INLAND

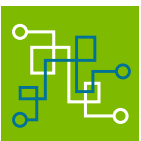
The reality of climate change is impacting all areas of the world. From wildfires in the West, flooding in the South and on the East Coast, to changes in weather patterns across the country, the United States is experiencing its damaging effects on a regular basis. In many areas of the world, climate change is causing climate migration. In the U.S., long term GDP impacts of climate change are forecast to be predominately negative in the south and positive in the north. This reflects the prediction of significant economic and social disruption and dislocations, triggered by the impacts of climate change.

MAPPING THE POTENTIAL ECONOMIC EFFECTS OF CLIMATE CHANGE



Source: Christopher Joyce, MPR News, June 29, 2017.

The longer-term impacts of climate change could trigger a gradual migration of US population from the south and coastal areas, to the north and center of the country.



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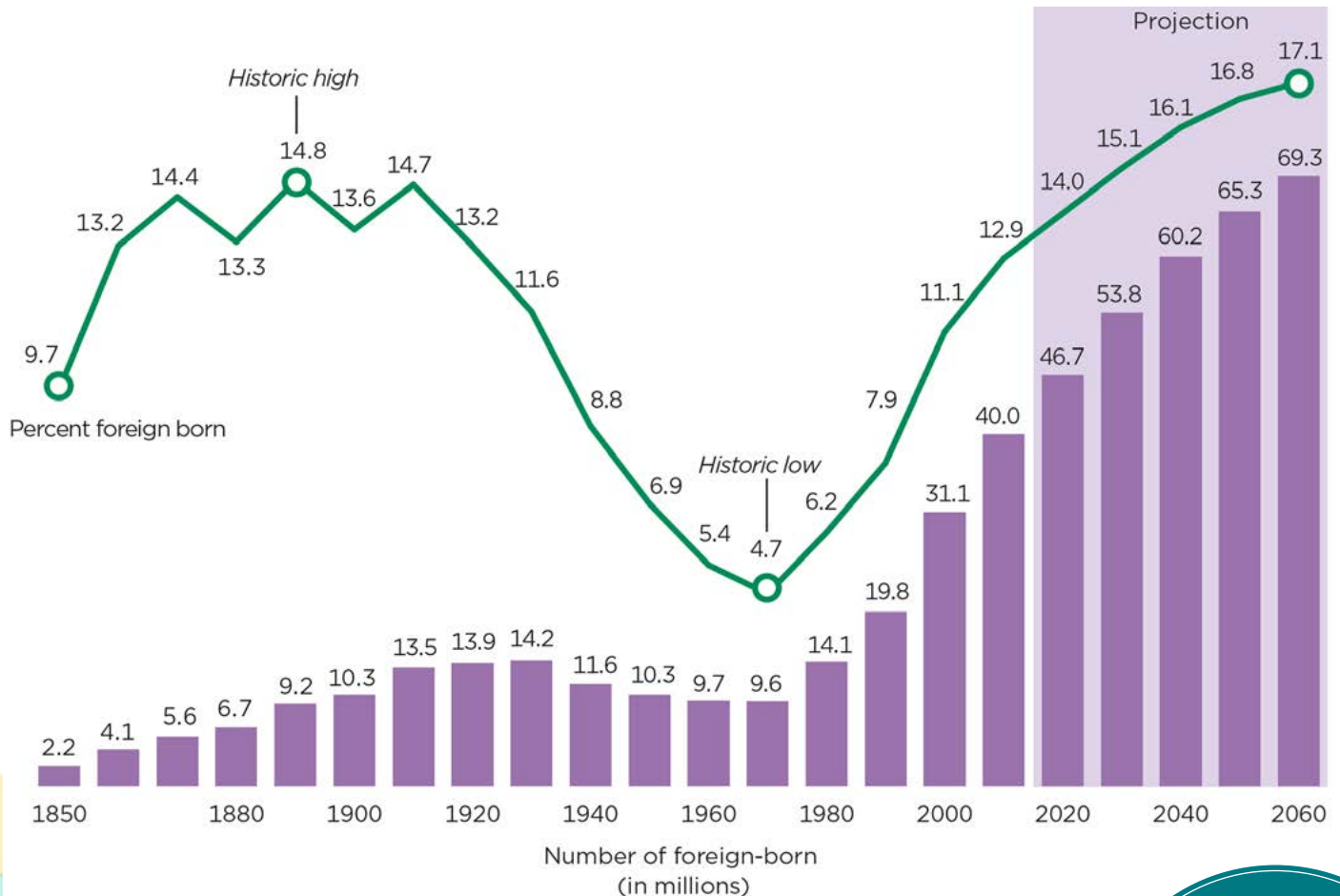
- The upper Midwest is in a unique position of being a region where climate change may bring GDP increases and some climatic benefits, such as more moderate winter climates. This long-term trend could increase the region's attractiveness for living.
- The potential migration of people and businesses offers the opportunity to create a new relevance and era of growth in Minnesota. The challenge is to ensure the policy settings make the region an attractive destination in the upper Midwest.

4.3 CHANGING SOCIETAL VALUES AND POPULATION SHIFTS

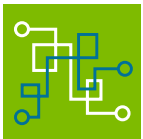
The U.S. society is changing rapidly, and this is impacting societal values and consumer choices at an accelerated rate. Through their purchases, consumers are influencing and driving changes in food and product production, processing, and supply chains. Societal values shape many dimensions, including the types of community people prefer, where and how they want to live, and workplace expectations. In the next decade, the U.S. is projected to see higher rates of immigration and more foreign-born residents, and this will contribute to the existing complex fabric of societal values and consumer demands.

FOREIGN-BORN PEOPLE LIVING IN THE UNITED STATES: 1850 TO 2010, PROJECTED 2020 TO 2060

By 2028, the foreign-born share of the U.S. population is projected to be higher than at any time since 1850.



U.S. Census Bureau 'Demographic Turning Points for the United States: Population Projections for 2020 to 2060 - Population Estimates and Projections' Feb 2020



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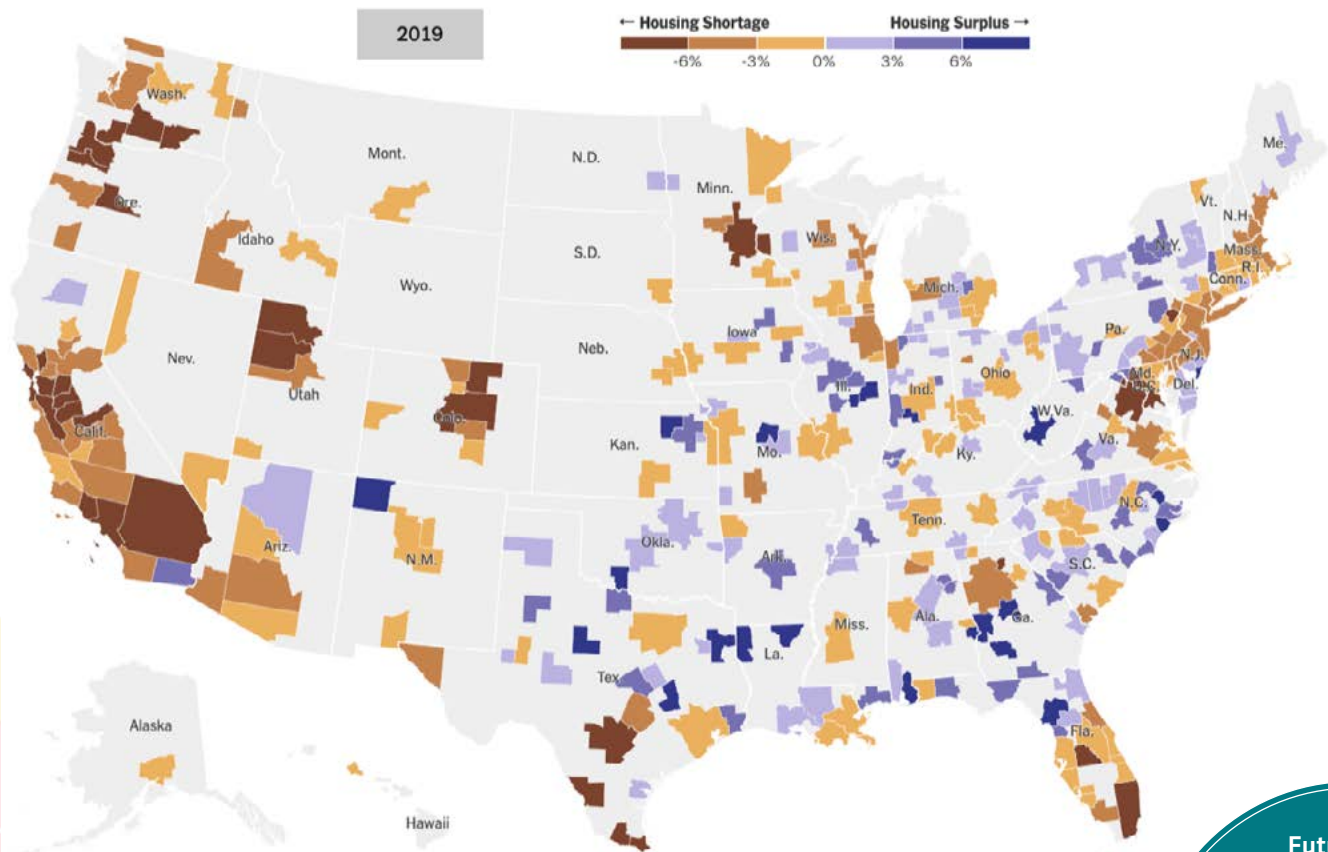
- The global pandemic, coupled with evolution of Industry 4.0, has brought with it accelerated workforce changes. Combined with global trends, these changes will require an intensely people-focused approach to economic and workforce development. This approach needs to include intentional encouragement of immigration to the area if Minnesota is to continue to remain competitive.
- The changing societal makeup is likely to accelerate, as we have increased immigration and generational shift. The next decade will see new values and aspirations emerge, which will impact the desire for healthier living and wellbeing.

Being a regional community that can offer new people opportunities will be increasingly important for the regional economy, workforce, and society.

4.4 THE SEARCH FOR HOME AND HOUSING

Housing availability and affordability are at critical stages nationwide. Rapidly increasing home prices and the strain on building supplies during the pandemic have priced many aging and younger demographics out of housing markets in many cities and regions. The image below reflects the nation's current pain points. The combined impacts of the housing shortage, work from home, and climate change are developing into the potential for mass migration to northern and central areas of the United States. This migration will present both challenges and tremendous opportunities for the Upper Midwest housing market.

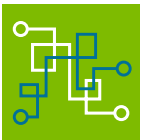
HOUSING SHORTAGE IS CONCENTRATED IN A DOZEN KEY DESTINATION CITIES AND REGIONS, INCLUDING MINNEAPOLIS - ST PAUL



Source: Emily Badger and Eve Washington, 'The Housing Shortage Isn't Just a Coastal Crisis Anymore,' *The New York Times*, July 14, 2022.

Map Data Source: Up for Growth analysis of U.S. Census Bureau and U.S. Department of Housing and Urban Development data. Shortage percentages reflect estimated housing units needed to meet demand, as a share of existing housing units. Metros with a surplus have enough housing for existing residents.

Future housing options will largely define where people will want to live, work, and play. Housing availability and affordability are intricately connected to livability, health and wellbeing.



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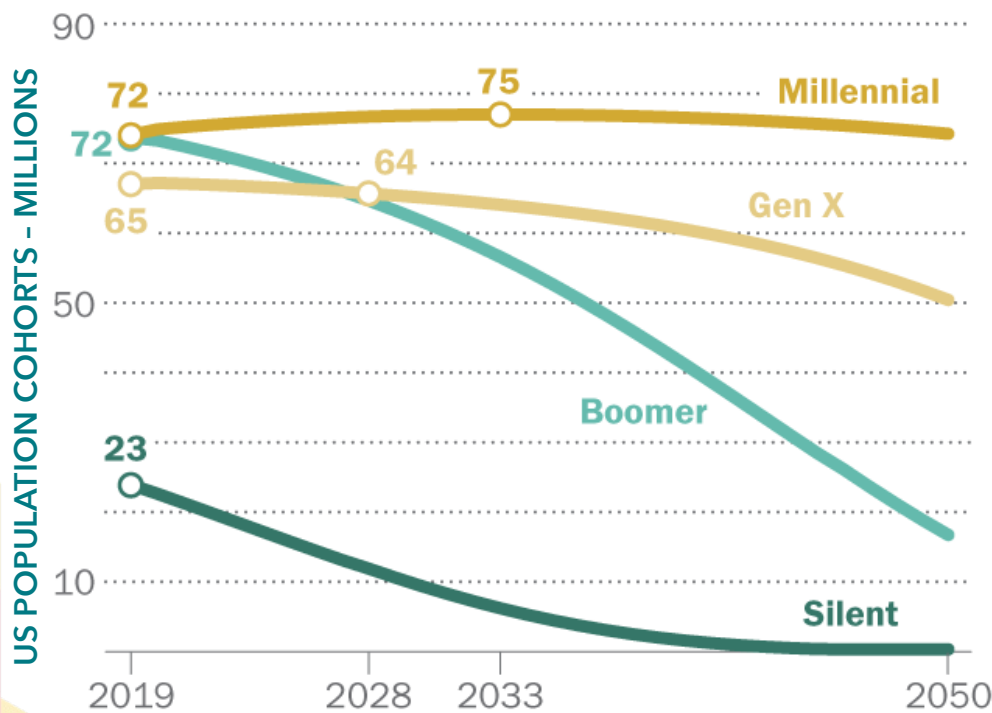
- The housing shortage is already at a critical high in the Twin Cities area. The support for Accessory Dwelling Units (ADUs) in Minneapolis 2040 is an example of creative ways Minnesota will need to use to accommodate the anticipated influx of climate refugees and people seeking healthy environments.
- Rethinking space and the environment are new opportunities with respect to real estate and commercial areas. There is an opportunity with the Federal Transportation Bill to attract investment to repurpose old infrastructure and vacant space to foster collaboration and innovation around building and infrastructure development.

4.5 TRANSFORMATION OF THE WORKFORCE AND WORKPLACE

One of the key impacts of the pandemic is an acceleration in the transformation of the workforce and workplace. The current skills gap is causing employers to compete for workers of all skill levels. The next five years will see radical changes in how workplaces are structured and how skilled workers are integrated into the workforce. In addition, the generational workforce composition is rapidly changing. Millennials and Gen X are emerging as the dominant cohorts as baby-boomers begin to retire in significant numbers. This will bring with it new values, behaviors, and expectations. The urgent need for workforce solutions and workplace transformations offers a grand challenge to apply innovation and new thinking.

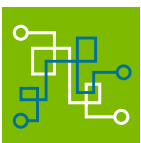
US PROJECTED POPULATION BY GENERATION (MILLIONS)

[NOTE: GEN Z POPULATION COHORT DATA IS NOT INCLUDED]



Source: PEW Research Center – tabulations based on U.S. Census Bureau population estimates released April 2020 and population projections released December 2017. (Millennials refers to the population ages of 23 to 28, as of 2019).

Minnesota is already uniquely positioned in a global context, as it attracts some of the top talent in the world to its universities. Translating this into becoming a global educational hub must be a key approach.



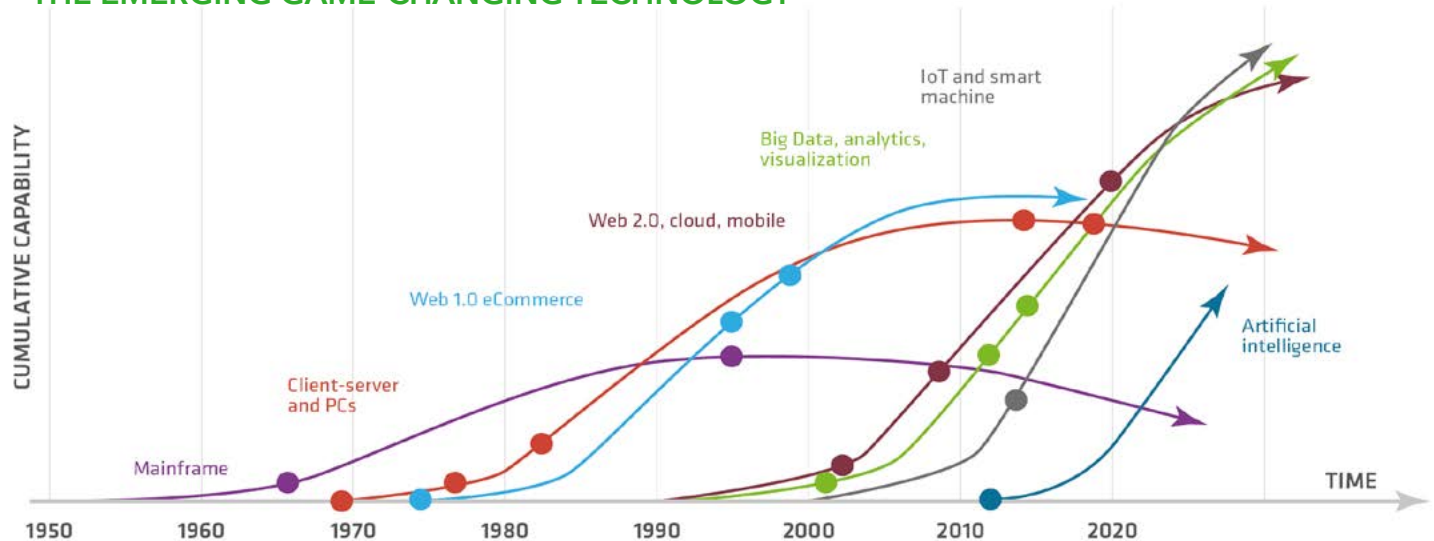
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- Solving the workforce challenge in healthcare will be a key focus for Minnesota over the coming years. This offers the opportunity for innovative new thinking about how workplaces are designed and function, and how workforce can be found, attracted, and supported.
- During the Focus Group sessions, one of the solutions to the ongoing competitive workforce environment was for Minnesota to change certification requirements for foreign-born workers and to provide more onboarding opportunities and alternative educational requirements for expanding job options at all levels.

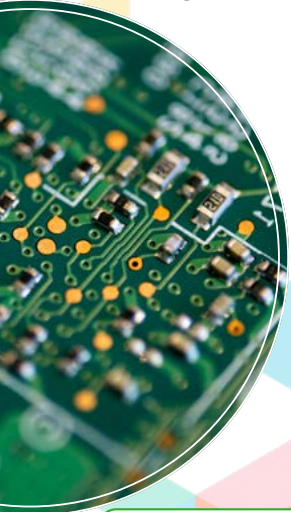
4.6 TECHNOLOGY AND THE ACCELERATING SPEED OF CHANGE

The innovations developing in the Fourth Industrial Revolution are being implemented globally at all scales, thereby changing the face of industries and society in a rapid and profound way. How Minnesota reacts and keeps ahead of this change will determine how well it does in this new era. Technological developments and adoption are increasing in speed, reaching an exponential rate of change, and affecting almost all industries in all countries. Shifts in these industries are altering how we live, work, plan and interact and will transform the functions of our buildings, neighborhoods, cities and beyond. One of the greatest challenges will be for Minnesota to absorb and respond to this speed of change.

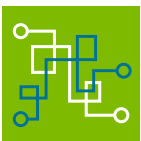
THE INCREASING CAPABILITY OF DIGITAL TECHNOLOGIES - ARTIFICIAL INTELLIGENCE IS THE EMERGING GAME-CHANGING TECHNOLOGY



Source: Digital Transformation Initiative Mining and Metals Industry. White Paper, World Economic Forum / Accenture analysis, January 2017.



Industry 4.0 is defined by digital technologies that are driving enormous speed of change. The challenge for industry sector ecosystems will be to absorb the pace of change. This is driving new collaborations, partnerships, and business models.



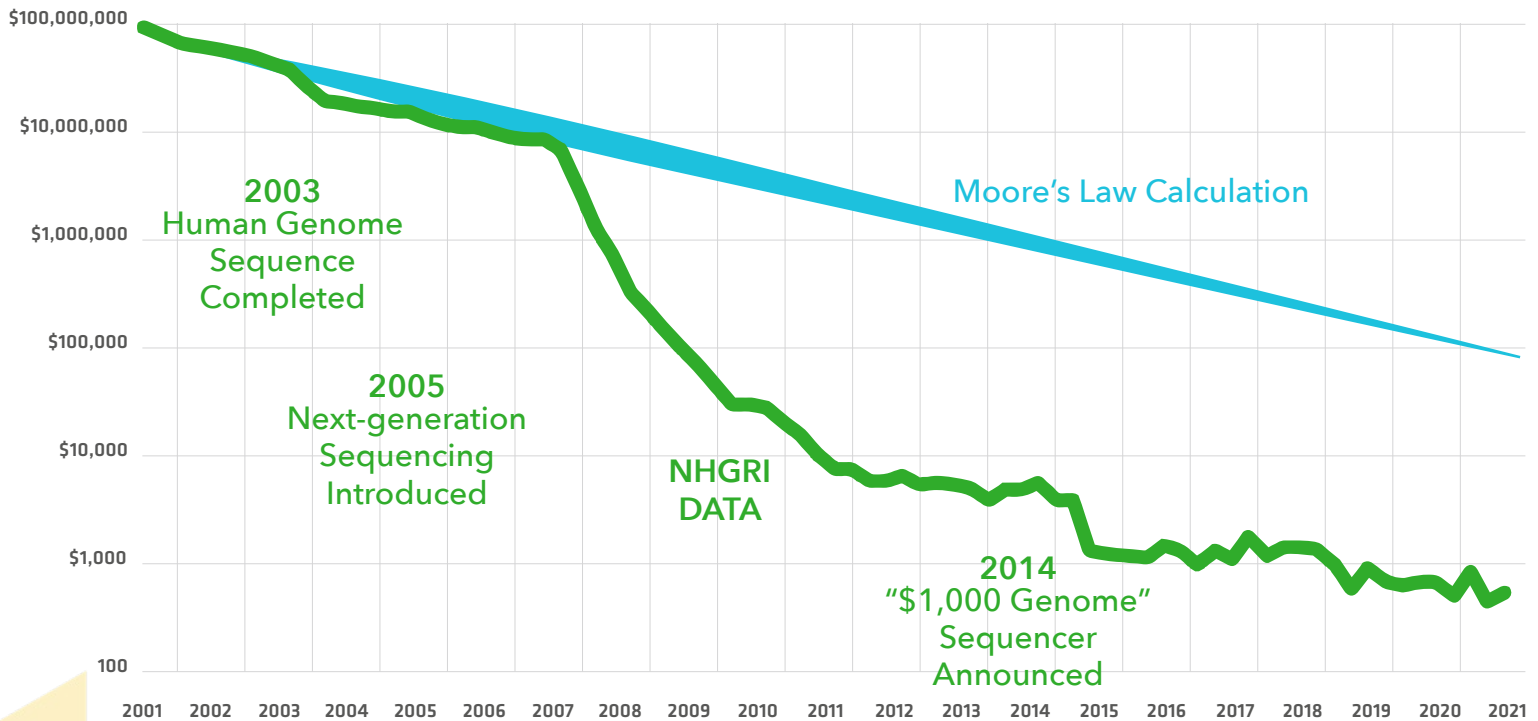
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- Minnesota has the potential to be a 'living laboratory' for experimentation that adapts to the rapidly changing technological landscape, especially in the bio economy.
- The converging technologies will create an acceleration of system-wide transformation. This will especially favor states and regions that have well developed ecosystems, where innovations and ideas are shared rapidly between parts of the value chain, and where the political will exists to accept these changes.

4.7 THE PIVOT TO PERSONALIZED MEDICINE

The pivot to personalized medicine grew exponentially during the COVID-19 pandemic. Technology is the key driver in this shift. The need for telehealth during the pandemic accelerated the trend in personalized in-home care, and the use of wearable devices played a vital role in doctors' abilities to track patients as they sheltered in place. One of the most exciting trends in personalized medicine is the area of genetic genome sequencing. This enables doctors to identify an individual's predisposition to developing a specific disorder and has been revolutionary in personalized treatment.

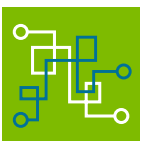
DNA SEQUENCING COSTS OVER TIME



Source: <https://www.genome.gov/about-genomics/fact-sheets/DNA-Sequencing-Costs-Data>



With telehealth technology, homecare will be the key to the future. The predictive capability of technologies will improve personalized healthcare for patients and reduce costs and misdiagnoses.



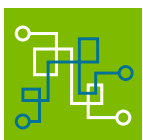
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- Minnesota has a long history of partnerships and collaboration among technology companies. The ability to provide virtual experience is robust and provides the opportunity for Minnesota to become the testbed for many of these technologies.
- The pivot to personalized medicine will require addressing the relationship around trust and healthcare in many communities. Recognizing and taking action to address this need would help to place Minnesota on its trajectory to become a global role model in health and wellbeing.

4.8 ACCESS AND MOBILITY

As cities become larger and with denser populations, there has been a quiet revolution occurring in mobility and transportation in cities. This has been amplified by the pandemic and the resulting shift to more 'remote work' and 'work from home'. This is leading to rapid shift in how people use shared public spaces, where they spend their time, and the connection to essential services. Concepts like the '15-minute city' are becoming more common place. In addition, climate change and emission concerns are driving policy towards electrification and new innovative transportation models. These transportation modes are reshaping thinking about connection within cities, and between cities.

In addition, an aging population is seeing a spike in independent living, with elderly people remaining integrated into neighborhoods. These factors are all contributing to new thinking about how health and wellbeing services are provided across community landscapes, and how people move within cities and communities. The remote provision of services is becoming more important in a connected world.



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- Minnesota has the potential to be a 'living laboratory' for experimentation that adapts to the rapidly changing urban landscapes, and how health and wellbeing services are distributed and delivered.
- Innovation in remote delivery of health services offers new alternatives for people and will reshape how we manage our health and wellbeing across the stages of life.



4.9 THE BIG OPPORTUNITY FOR MINNESOTA

The macro trends reshaping the world will create accelerated changes in public policy, human wellbeing and how we live and enjoy life. This environment of accelerating change will drive cities in different directions as they respond to external forces and imperatives.

Minnesota has a particularly unique combination of assets that can drive positive change, including:

• FOOD, WATER, AND ENERGY

These foundational resources are in abundance in the upper-Midwest, and Minnesota. This combination, against the backdrop of climate change, creates a compelling opportunity for the region to leverage these resources for economic and social benefit.

• TECHNOLOGICALLY PROGRESSIVE

Minnesota has a proven and demonstrated ability for innovation and rapid application of technology solutions to the human wellbeing and health sectors.

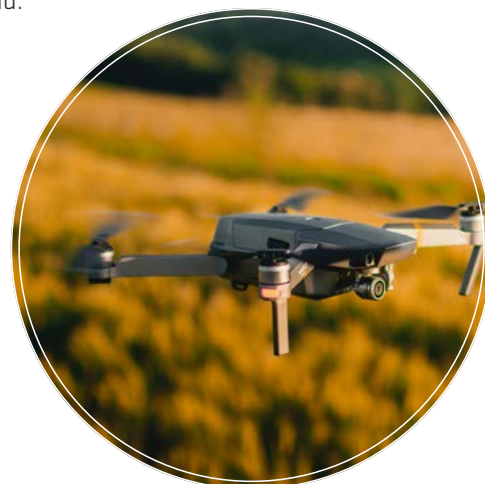
• CIVIL SOCIETY

In a world where polarization and divisiveness are increasing, Minnesota retains the appeal of a progressive and civil society, built on a foundation of good governance. The underlying societal values support collaboration and collective outcomes.

• LIVEABILITY AND APPEAL

Climate change is radically reshaping the liveability and even survivability of many areas of human concentration on the planet. At a global scale, the northern mid-latitudes will be somewhat protected from the worst of the impacts. At a national scale, the upper Midwest will likely retain its livability. Minneapolis – St. Paul is already one of the desirable macro-cities in the US and could well become a refuge from the severe impacts of climate change.

The set of converging macro trends create a unique opportunity for Minnesota. This is especially relevant to the human wellbeing perspective, where the region may offer a thriving and appealing location for people in an ever-changing world.





5.0 FORESIGHT EXPLORATION WITH STAKEHOLDERS

5.1 PHASE 1: BACKGROUND

5.1.1 FOCUS GROUP APPROACH

The visioning process included convening a series of Focus Groups to help the state's leading experts and thought leaders across sectors explore macro trends and key drivers impacting Minnesota's role in global health and wellbeing.

This foresight initiative began with an examination of key macro trends and drivers impacting the future of Minnesota's role in global health and wellbeing. To do this, Future iQ used a Focus Group methodology to explore five key areas related to health and wellbeing. The Focus Groups were moderated by David Beurle, and participants were given questions to consider to prepare for the sessions. These key areas as well as the Focus Group participants were identified by the project's Steering Committee of the Global Wellness Connections.

FUTURE OF WELLBEING FOCUS GROUPS

1 • HEALTHCARE SYSTEMS

2 • SOCIAL INFRASTRUCTURE

3 • FOOD AND NUTRITION

4 • WORKPLACE AND TECHNOLOGY

5 • ROLE OF GOVERNMENT AND EDUCATION

The five Future of Wellbeing Focus Groups met virtually at different times on February 8 and 10, 2022. Approximately 100 participants with backgrounds in government, academia, healthcare, food, and transportation attended the sessions. Future iQ introduced the format of discussion for each session, the purpose being to explore key drivers, trends, and future-splitting questions as they related to the given topics. These Focus Groups were conducted to gain insight into the expert perspectives in each topic area to prepare for the scenario-planning Think-Tank to be held in April, 2022.



5.1.2 KEY INSIGHTS

The following key insights synthesize the lively discussions of the five Focus Groups held in February 2022. This information was compiled in a Focus Group Summary Report that was distributed and used as background material for participants at the Think-Tank in May, 2022.

HEALTHCARE SYSTEMS

This group focused on the key issues impacting current healthcare systems in Minnesota. Public expectations, trust, and behavior change were considered important elements to enable a transition from episodic care to primary-based care. Discussions encouraged a move to a value-based healthcare system that includes personalized medicine with predictive capabilities and telehealth technologies. The growth of enabling technologies present a window of opportunity for Minnesota.

FOOD AND NUTRITION

Agriculture plays a pivotal role in Minnesota's global leadership opportunity. Discussion centered around the resorting of food systems currently occurring. Food access, consumer choice, plant-based products, global workforce, and supply chain resiliency were highlighted as key transformational elements. Public-private partnerships and high tech Ag are opportunities. It will be important for the various parts of the food system to build a collaborative ecosystem as it works towards sustainability.

SOCIAL INFRASTRUCTURE

Social infrastructure provides connection and sense of belonging in the greater community. This focus group discussed the increased need for equitable distribution of social infrastructure for an aging population, and populations of color. Authenticity and safety of public spaces were considered critical areas for development, especially for mental health and wellbeing. Electrification, changes in active transportation, placemaking, and storytelling are enabling elements for greater equity and overcoming challenges in this area.

WORKPLACE AND TECHNOLOGY

The combined effects of the pandemic and the acceleration of technologies continues to transform the workplace at an exponential rate. Work from home has highlighted disparities in access to services, broadband and childcare. Transit is moving to rideshare and automated vehicles. There was group consensus around changing licensure requirements for immigrants to increase the workforce pool. Minnesota is a hotbed of opportunities in innovation (ex. personal health tracking technologies) and random intellectual collisions.

ROLE OF GOVERNMENT AND EDUCATION

The group discussed many of the challenges to upward mobility and wellness in the state. Food delivery to urban and rural areas, immigration support, broadband and transportation access, and personal security/social net are all issues to address by government and public education. The productive capability and geographic location of the state position it as a primary resource for feeding the world in the future. Minnesota has the opportunity to become a wellbeing resource and refuge to the world.



To view the complete Focus Group Summary Report, please visit
<https://lab2.future-iq.com/future-of-wellbeing/focus-groups/overview/>.



5.2 PHASE 2: EXPLORATION

Following the Focus Groups, the Future of Wellbeing Foresight Initiative engaged stakeholders in a deep-dive into the future at a Think-Tank. The Think-Tank provided a forum for participants to explore the forces of change shaping the future of Minnesota's role in global health and wellbeing. Participants at the Think-Tank explored emerging macro trends, key drivers, and possible future scenarios. Perceptions around the nature of impact of these forces, both in terms of size and timing of impact, were explored to gauge how important participants consider these forces of change. Participants discussed the emerging trends on global, regional, and local scales, and related them directly to Minnesota in terms of how well prepared they considered themselves.

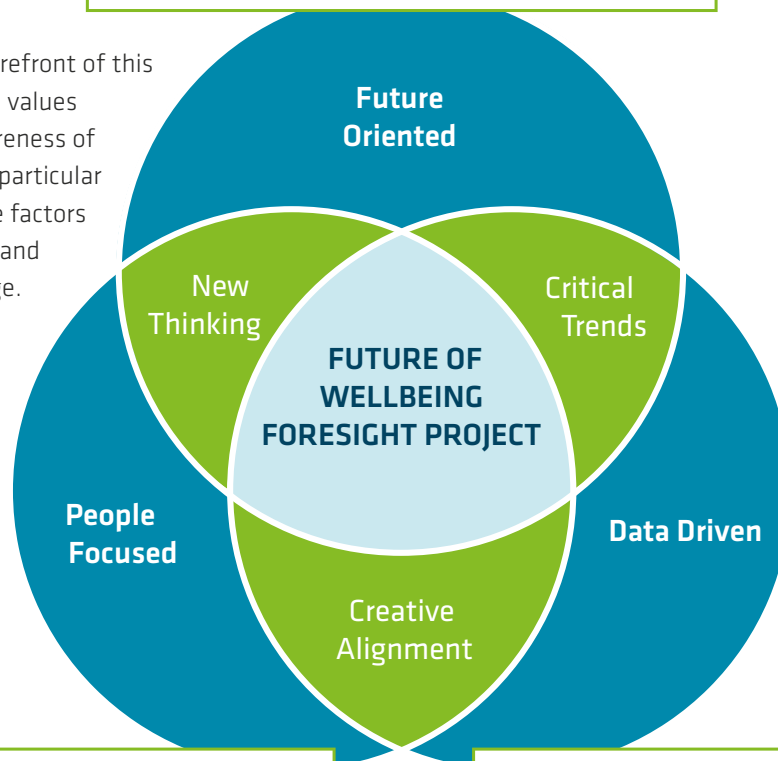
Specifically, the participants considered three key themes and their characteristics:

- Medical and wellbeing systems
- Health and wellbeing outcomes
- Regional profile and reputation

Of relevance to the discussion is the speed and scale of change that is occurring in the world. Advanced technologies are at the forefront of this transformation. At the same time, societal values are shifting, and there is an increased awareness of environmental factors – climate change in particular – and sustainable resource use. All of these factors will combine to shape the future of health and wellbeing at an accelerated speed of change.

In the face of accelerating speed of change, the key to resiliency is the ability to anticipate change and remain agile. To be successful on a global scale, Minnesota will require active and intentional collaboration of its stakeholders statewide.

What is the future of global health and wellbeing?
This project will examine critical emerging trends in cities, towns and regions to create an understanding of local implications and opportunities.



Structured people focused stakeholder input will build knowledge and strengthen the global health and wellbeing ecosystem.

Data driven analysis of project engagement results will empower leadership to make research-based decisions.





5.2.1 THINK-TANK WORKSHOP: CREATING PLAUSIBLE FUTURE SCENARIOS

The four-hour Future of Wellbeing scenario-based Think-Tank was conducted on April 13, 2022. Approximately 65 people attended this workshop that included leading experts in government, academia, healthcare, food, and transportation. The Think-Tank was intended to build coherency around a vision for regional planning for Minnesota's role in the future of global health and wellbeing that will guide stakeholders looking out to 2040.

The scenario planning process provides a method to explore plausible futures and consider the implications of various future scenarios. The Think-Tank workshop aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making
- Identify and understand the key influences, trends, and dynamics that will shape the global health and wellbeing looking out to 2040
- Create and describe four plausible long-term scenarios for Minnesota's role in global health and wellbeing
- Explore alignment around a shared future vision

Scenario planning provides a way to explore various plausible futures and consider the implications and consequences of different future pathways. No one scenario is the 'perfect' future and each comes with its attendant opportunities and challenges.

To create the scenarios, the previously identified key macro themes of **Collaboration Approach** and **Impact and Influence** were used to create the scenario matrix (refer to Chapter 7). This matrix creates four distinct scenario spaces, which describe different possible futures created by the combination of the conditions at the end of each axis. During the Think-Tank, participants developed a narrative for each future scenario. These four scenarios paint very different plausible futures for Minnesota's role in the future of global health and wellbeing. The workshop participants considered them all as largely plausible futures. Narratives and descriptions of each scenario, as developed by the workshop participants, are included in the following chapter.

The scenarios developed during the scenario planning process and outlined in this report are important to provide a framework to discuss future possible outcomes and implications for Minnesota's role in global health and wellbeing. In addition, the Think-Tank deliberations can assist in identifying key directions for the region and in exploring how various groups might collaborate to best contribute to future policymaking.

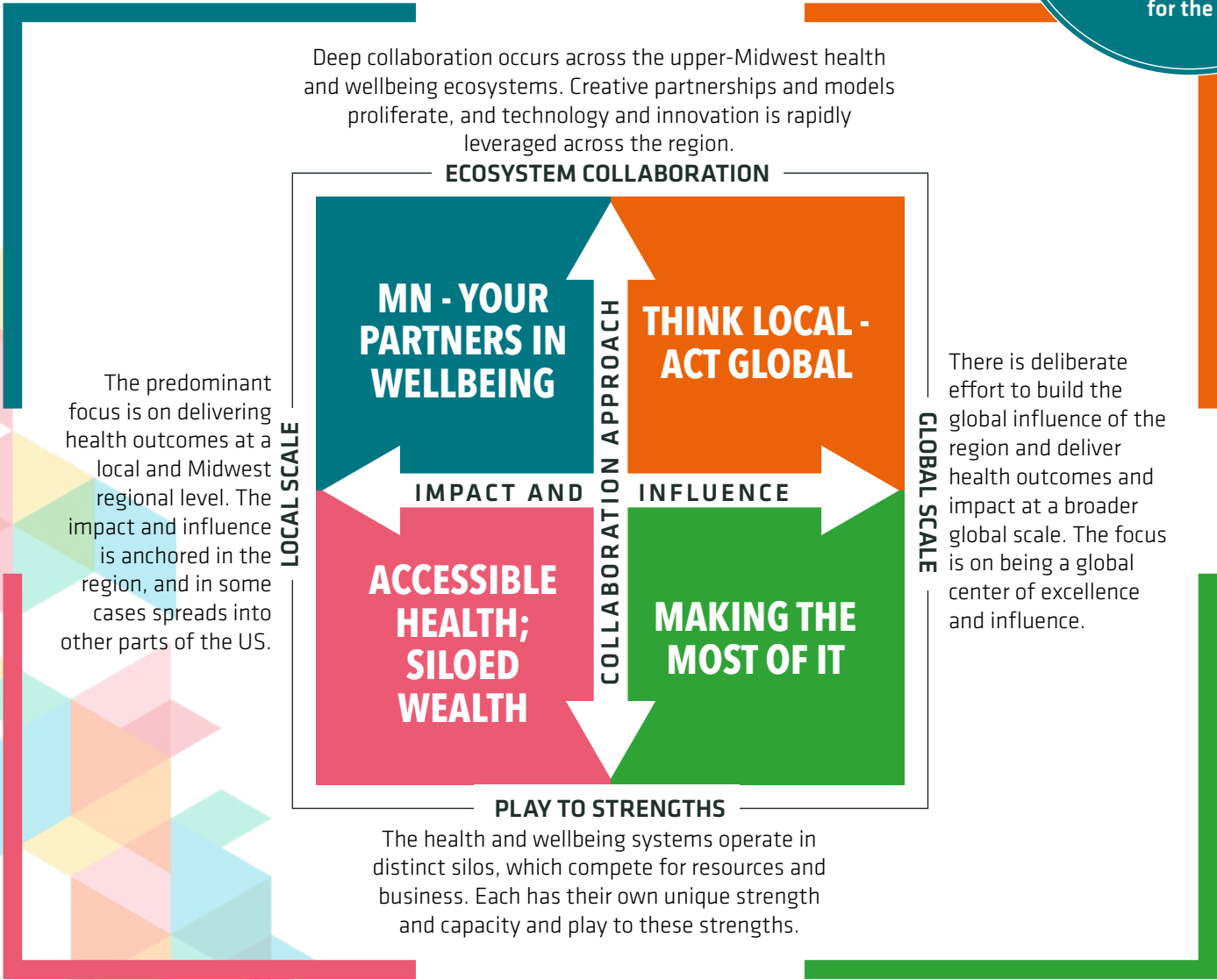




5.2.2 THE SCENARIO FRAMEWORK - VIEWS OF THE FUTURE IN 2040

Workshop participants were presented with the scenario matrix, defined by the two major axis generated through the cluster development of the key drivers. Brief descriptions were also attached to the end points of each driver axes. Participants were divided into four groups to develop a narrative for each scenario. Each group was asked to describe the characteristics of Minnesota’s role in global health and Wellbeing in 2040 under the conditions of the scenario quadrant that they had been given. After the characteristics were established, Think-Tank participants were asked to devise major events or headlines of how the scenario occurred using the years 2025, 2030, and 2040, and to give their scenario a descriptive name. The name is intended to represent the description of the scenario in the form of a short title. Narratives, descriptions, and names of each scenario as developed by the workshop participants are included in the following sections.

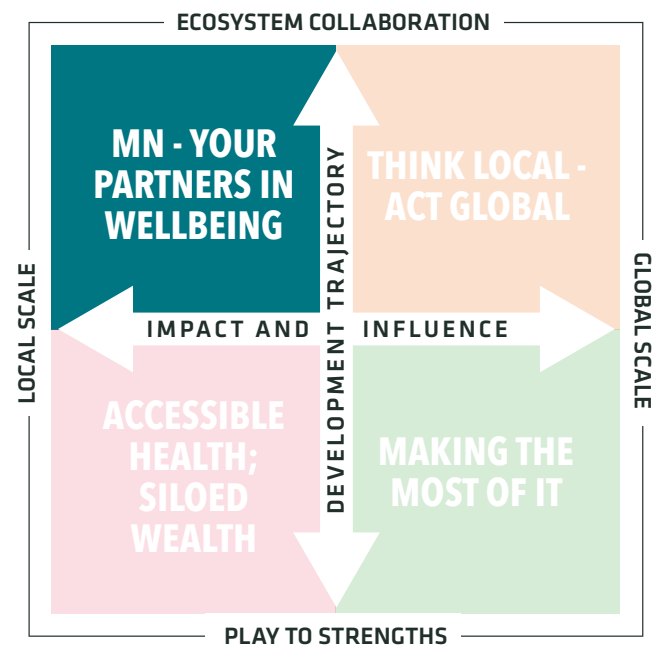
The scenario-planning process provides a way to tease out plausible future scenarios and examine them from a speculative standpoint. They represent different possibilities for the future.





5.2.3 SCENARIO A: MINNESOTA - YOUR PARTNERS IN WELLBEING

This scenario forecasts a future where there is deep collaboration across medical and wellbeing systems statewide and Minnesota residents are priority recipients. The impact and influence of services is anchored in the Midwest and medical systems are stratified to take on varying local needs. Creative partnerships emerge as providers begin to share services and information. New technologies are applied and innovation is leveraged throughout Minnesota. Healthcare disparities in rural and poor areas begin to disappear, thanks to increased access to telehealth through expanding broadband programs. Minnesota leads the Upper Midwest in health and wellbeing, and people move to the state to access great healthcare. Over time, the local orientation of Minnesota's healthcare systems and services hinder the state from competing on a global level.



The 'Minnesota - Partners in Wellbeing' scenario paints a future where health and wellbeing ecosystems are collaborative throughout the state, broadening access and reducing disparities in rural and poorer areas. Minimal efforts are made to connect systems on a global scale and Minnesota's reputation for good health outcomes remains regional.

SCENARIO A CHARACTERISTICS: MINNESOTA - PARTNERS IN WELLBEING - 2040

The characteristics of this scenario paint a future where Minnesota leads the way in health and wellbeing services in the Upper Midwest. New partnerships and collaborative efforts seek to provide a holistic approach to health and wellbeing, and local access is broadened with new technologies and information systems. The local orientation of services and focus produces a blind spot to global advances in healthcare.



MEDICAL AND WELLBEING SYSTEMS CHARACTERISTICS

Medical systems are stratified to take on different needs and provide active access across sectors.

- More active equality in healthcare exists due to technology.
- Accessibility is not an issue and is available to everyone in Minnesota.
- A holistic approach is developed across Minnesota communities and government.



HEALTH AND WELLBEING OUTCOMES CHARACTERISTICS

Enhanced accessibility creates positive health and wellbeing outcomes.

- Disparities in healthcare and wellbeing are eliminated locally.
- Obesity is reduced and telemedicine is enhanced.
- Education is broad-based and wellbeing is actively encouraged.



REGIONAL PROFILE AND REPUTATION CHARACTERISTICS

Minnesota is a place where people want to move to because of the positive economic and wellbeing character of the state.

- Deep collaboration locally has created a wellbeing ecosystem that is adopted regionally.
- Immediate access to high quality healthcare exists.
- Not much healthcare is needed because of effective preventative care.

In the 'Minnesota - Partners in Wellbeing' scenario, Minnesota excels at providing health and wellbeing services to its residents and is a role model in the Upper Midwest. Its lack of global outreach, however, limits its presence in the international arena and has the potential to curtail its competitiveness on a global scale over time.

2025 HEADLINE NEWS:

"Minnesota Farmers' Mental Health Improving; Healthcare Disparities Persist."



2030 HEADLINE NEWS:

"Healthcare is the New Primary Care; MN #1 in Healthcare For All."



2040 HEADLINE NEWS:

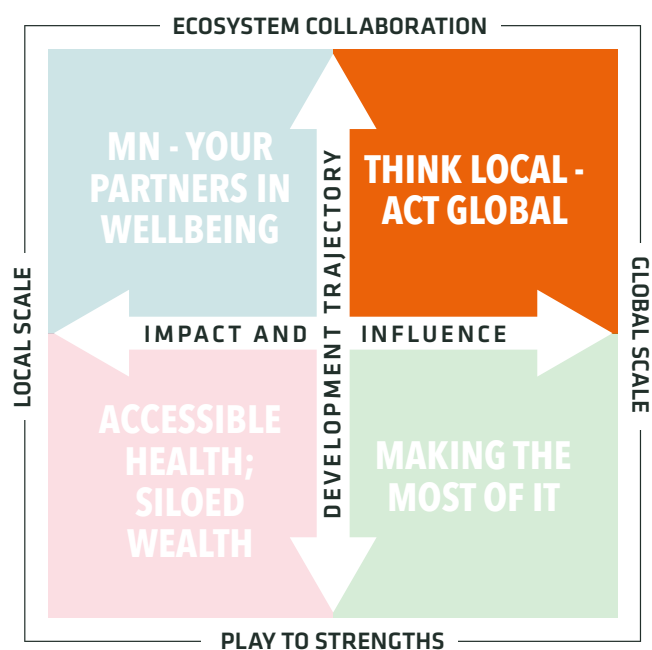
"Gen Z's Flock to Minnesota (and not Just from Portland.)"





5.2.4 SCENARIO B: THINK LOCAL – ACT GLOBAL

This scenario forecasts a future where there are expanded partnerships and intentional collaboration across Upper Midwest health and wellbeing systems, and there is deliberate effort to build the global influence of the region. Minnesota builds on its strong entrepreneurial culture to create a new interactive and personalized care ecosystem that integrates people into the environment and provides equitable solutions for all people. A functional medicine model becomes the norm reflecting the importance of healthy food grown in healthy soil, clean air and water. Transportation infrastructure and housing options are accessible, sustainable and scalable across the region. Use of technology and innovation is rapidly leveraged and connected to global systems to deliver health outcomes and impact at a broader global scale. Minnesota emerges a global leader and collaborator in health and wellbeing.



The 'Think Local – Act Global' scenario paints a future where a 'Community Led – Community Fed' approach to health and wellbeing expands to a global level. Minnesota's example of health and wellbeing care becomes a role model for other countries.

SCENARIO B CHARACTERISTICS: THINK LOCAL - ACT GLOBAL - 2040

The characteristics of this scenario paint a future where Minnesota leads the way in the transformation of current health and wellbeing ecosystems. The state's strong culture of collaboration enables it to convene global players to create healthcare systems and outcomes on local levels that are accessible, affordable, and sustainable for all populations.



MEDICAL AND WELLBEING SYSTEMS CHARACTERISTICS

Health and wellbeing care is available to all; accessible, affordable and scalable.

- Healthcare is environment based, not medical model based.
- All areas of wellness are collaborative and Minnesota exports these models.
- Rural, suburban, and urban areas all have the healthcare resources they need.



HEALTH AND WELLBEING OUTCOMES CHARACTERISTICS

Functional medicine is the norm and a healthy environment exists for all.

- Minnesota is a healthy place to live that draws people and talent to the state.
- People are integrated into the environment.
- Genuine partnerships and intentional collaboration lead to greater overall health and higher consciousness.

In the 'Think Local - Act Global' scenario, healthcare moves from a medical model to an environment-based model, functional medicine. This change in orientation will take concerted effort and collaboration across ecosystems and countries, and will challenge current healthcare delivery systems.



REGIONAL PROFILE AND REPUTATION CHARACTERISTICS

Minnesota convenes global best practices in healthcare.

- Minnesota leverages global partnerships to infuse its homogeneity.
- The Mississippi River is a showcase to the world.
- Transportation infrastructure is accessible, sustainable and scalable across the region.

2025 HEADLINE NEWS:

**"Digital Nomads
Invade Minnesota!"**



2030 HEADLINE NEWS:

**"Minnesota Healthcare
Adapts, Doesn't Die."**



2040 HEADLINE NEWS:

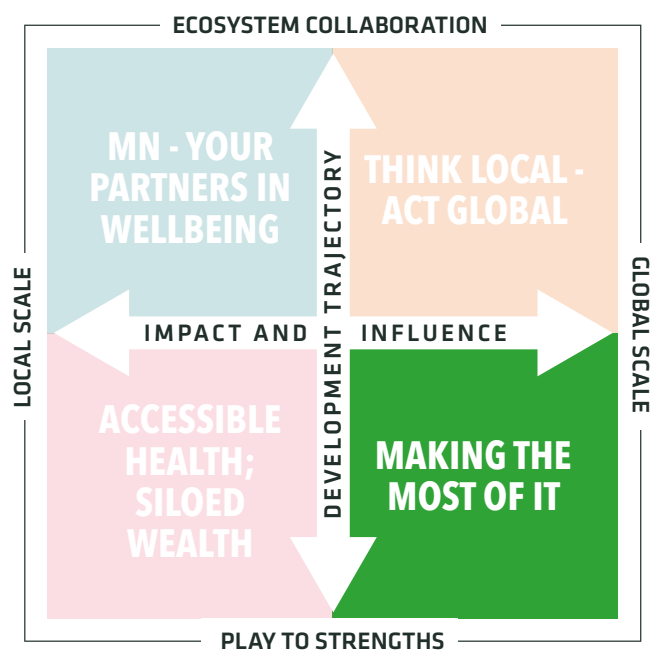
**"Minnesota Grows
its Community
Wellbeing Muscle."**





5.2.5 SCENARIO C: MAKING THE MOST OF IT

This scenario forecasts a future where Minnesota's health and wellbeing systems play to their strengths. These successful systems operate in distinct silos that compete for resources and business on both local and global levels. This competition creates many unique models, and focused innovation produces exciting new medical solutions. The agricultural sector emerges a global leader in food production and Minnesota becomes a breadbasket to the world. Those outside these successful silos struggle to compete and survive. Minnesota is credited for leading the way in national licensure of clinical professionals in its attempt to broaden access to healthcare services across rural and poor areas. This is not enough to counteract the lack of collaboration amongst providers and siloed successes and local disparities in access and care persist despite global recognition in some areas.



The 'Making the most of it' scenario paints a future where siloed success is not inclusive and disparities in healthcare outcomes worsen for those who do not have access to the siloed success.

SCENARIO C CHARACTERISTICS: MAKING THE MOST OF IT - 2040

The characteristics of this scenario paint a future where Minnesota is looked to as a brain trust for innovation within distinct specialty areas. These siloes of success place Minnesota as a global player in these areas. However these siloed strengths do not scale to help with health and wellbeing overall and disparities worsen statewide.



MEDICAL AND WELLBEING SYSTEMS CHARACTERISTICS

Competition creates many unique models and creative solutions.

- Minnesota emerges as a global model for licensure programs.
- Competition in specialty care increases disparities in health.
- Minnesota exports systems of disparities.



HEALTH AND WELLBEING OUTCOMES CHARACTERISTICS

Siloed innovation does not scale to help health and wellbeing overall.

- Outcomes are great for those in the silos but worsen for those outside.
- Focused innovation makes great strides in medical solutions.
- Minnesota's Ag sector feeds the world.

In the 'Making the Most of It' scenario, Minnesota plays to its strengths and its reputation grows on a global scale. Yet these siloed successes are not collaborative with other ecosystems in the state and local disparities continue to grow.



REGIONAL PROFILE AND REPUTATION CHARACTERISTICS

Siloed healthcare limits collective story and influence.

- Minnesota is a global player and contributor to health and wellbeing.
- Despite regional success, local disparities persist and deepen.
- Minnesota is looked to as a brain trust for innovation.

2025 HEADLINE NEWS:

"MN Leads the Nation in Interstate Licensure for Clinical Professionals."



2030 HEADLINE NEWS:

"Metro and Greater Minnesota Merge."



2040 HEADLINE NEWS:

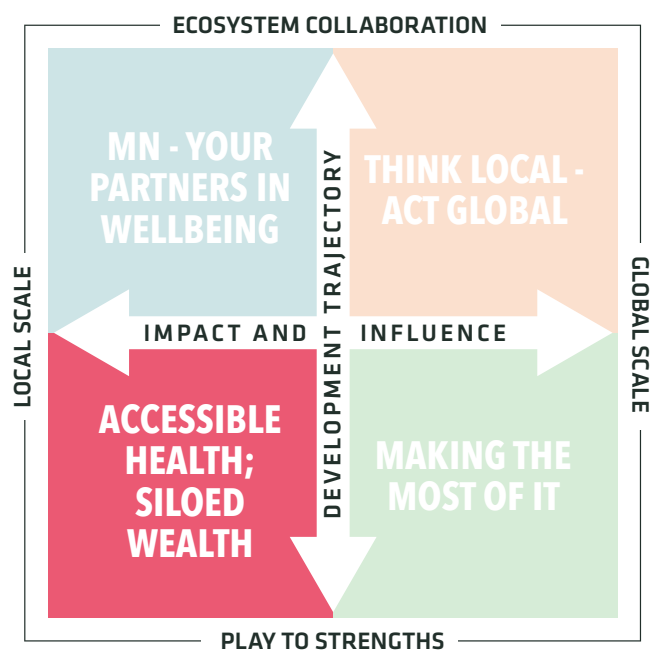
"Minnesota Feeds the World."





5.2.6 SCENARIO D: ACCESSIBLE HEALTH; SILOED WEALTH

This scenario forecasts a future where the predominant focus is on delivering health outcomes at the local level. Health and wellbeing systems operate in distinct silos, each with their unique strengths and capacity. Collaboration is minimal across systems and inequities deepen and broaden. Minnesota becomes known for big company healthcare. People come to Minnesota to work remotely, and climate refugees come to Minnesota looking for good clean air and water. Mass urbanization continues to occur and rural populations decrease. This places added pressure on transportation systems and housing availability, and poverty levels in urban and suburban areas increase. Minnesota leads the way in food production exports while hunger and food insecurity rates continue to climb within the state.



The 'Accessible Health; Siloed Wealth' scenario paints a future where the rich get richer and the poor get poorer. Healthcare is available to those who have access and can afford care.

SCENARIO D CHARACTERISTICS: ACCESSIBLE HEALTH; SILOED WEALTH - 2040

The characteristics of this scenario paint a future where Minnesota's health and wellbeing systems rank very highly nationwide, but its access continues to decline for many rural and poor communities. Little innovation occurs outside of siloes of success, and equity gaps in healthcare, food access and affordability persist. There are definite winners and losers in this scenario.



MEDICAL AND WELLBEING SYSTEMS CHARACTERISTICS

Innovation is sacrificed by focusing on local system strengths.

- Local activity is focused on community events vs. investing in innovation.
- Big companies operating in ecosystem siloes have global distinction.
- Healthcare systems are not focused on diversification.



HEALTH AND WELLBEING OUTCOMES CHARACTERISTICS

Complacency perpetuates benefits for the few, does not grow for all.

- People are healthy in the suburbs, but disparities are perpetuated outstate.
- Equity gaps in healthcare access and affordability persist; food insecurity grows.
- Urban areas increase in population; rural areas decrease.

In the 'Accessible Health; Siloed Wealth' scenario, Minnesota maintains good health and wellbeing care for those who can access it. The lack of collaboration across statewide systems leaves many without any good options and there is a growing disparity between the 'haves and have nots'.



REGIONAL PROFILE AND REPUTATION CHARACTERISTICS

Minnesota is a destination location for health-conscious people.

- As climate changes, Minnesota becomes a destination for climate refugees.
- Minnesota is well known for big company healthcare.
- People come to Minnesota to work anywhere in the world.

2025 HEADLINE NEWS:

"Minnesotans Among the Healthiest U.S. Citizens."



2030 HEADLINE NEWS:

"Regional Food Production Capacity Increases Over Previous 5-Year Period."



2040 HEADLINE NEWS:

"Complacency Devolves into Uncomfortable Uncertainty."

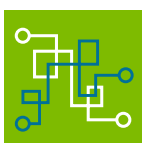
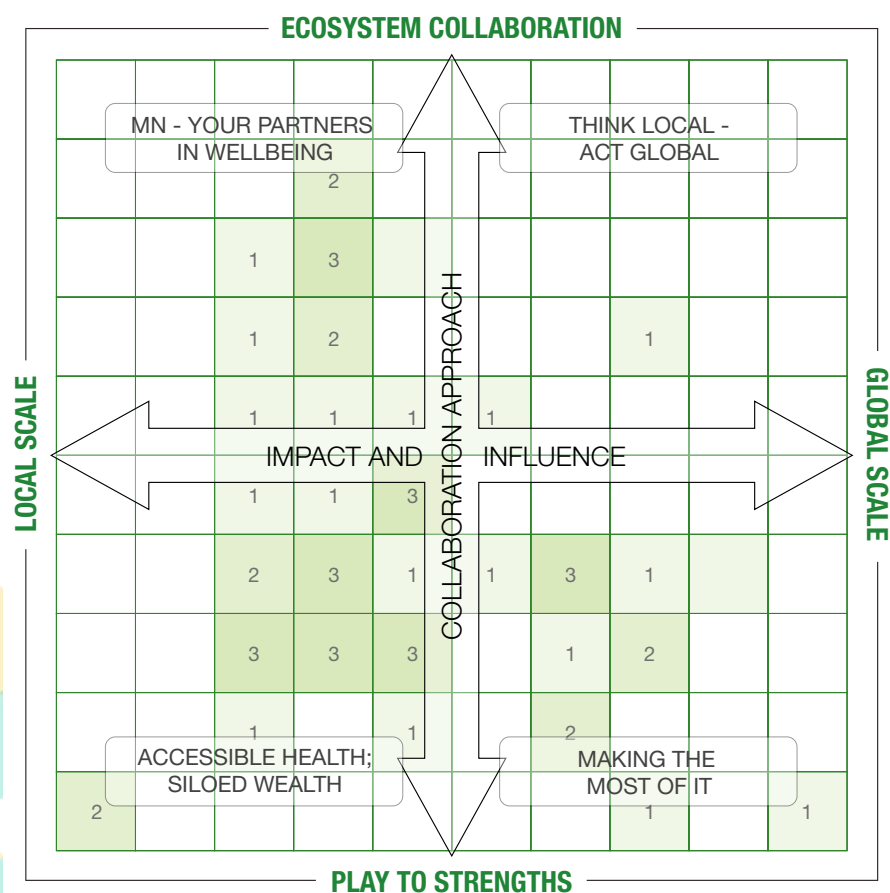




5.2.7 EXPECTED FUTURE

EXPECTED FUTURE - ACCESSIBLE HEALTH; SILOED WEALTH

The expected future is one deemed most likely to happen if there is no change in the current trajectory of Minnesota's role in global health and wellbeing. Workshop participants generally agreed that Scenario D 'Accessible Health; Siloed Wealth', is the scenario they believed most represented the expected future for Minnesota. Some participants thought that Scenario A, 'Minnesota - Your Partners in Wellbeing' and Scenario C, 'Making the Most of It', could plausibly be the expected future if Minnesota remained too locally focused. Think-Tank participants noted that operating entirely on local scales or playing solely to its strengths could cause greater siloes of wealth and exacerbate disparities.



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- The expected future may be familiar and not require change, but Think-Tank participants have shown a clear desire to move away from the status quo to the preferred future.
- It was recognized that Minnesota has significant strengths that exist in silos. Perpetuating these silos, however, by not collaborating and remaining locally focused was seen as a mistake that would only exacerbate existing inequities in the future.

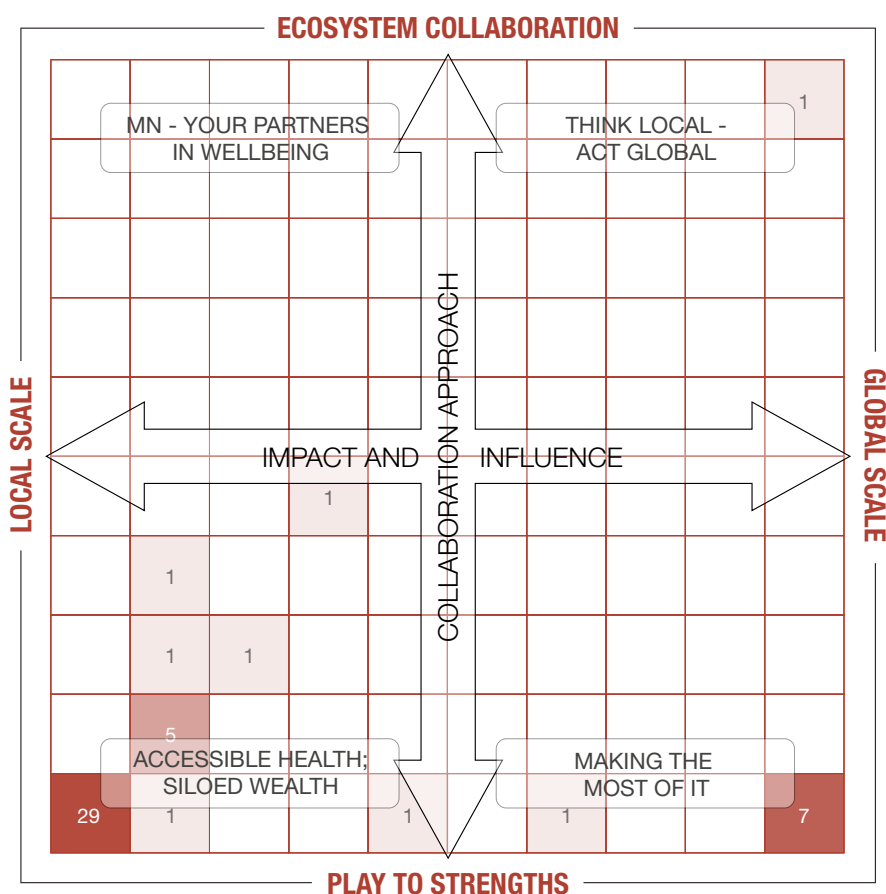
The Expected Future represents the future that is most likely to happen if the community does nothing to change direction or trajectory.



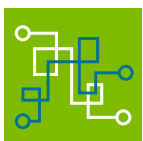
5.2.8 LEAST DESIRED FUTURE

LEAST DESIRED FUTURE - SCENARIO D: ACCESSIBLE HEALTH; SILOED WEALTH

The Least Desirable Future was defined as “the future that you think will be most undesirable (or least optimal or least desired) future for Minnesota in 2040.” Think Tank participants most definitely considered Scenario D, ‘Accessible Health, Siloed Wealth,’ to be the Least Desired Future for Minnesota’s role in global health and wellbeing.



The least desired future is one where stakeholders have said, ‘We don’t want that.’ This provides leadership a mandate to change the trajectory that Minnesota currently is on.



FutureInsight

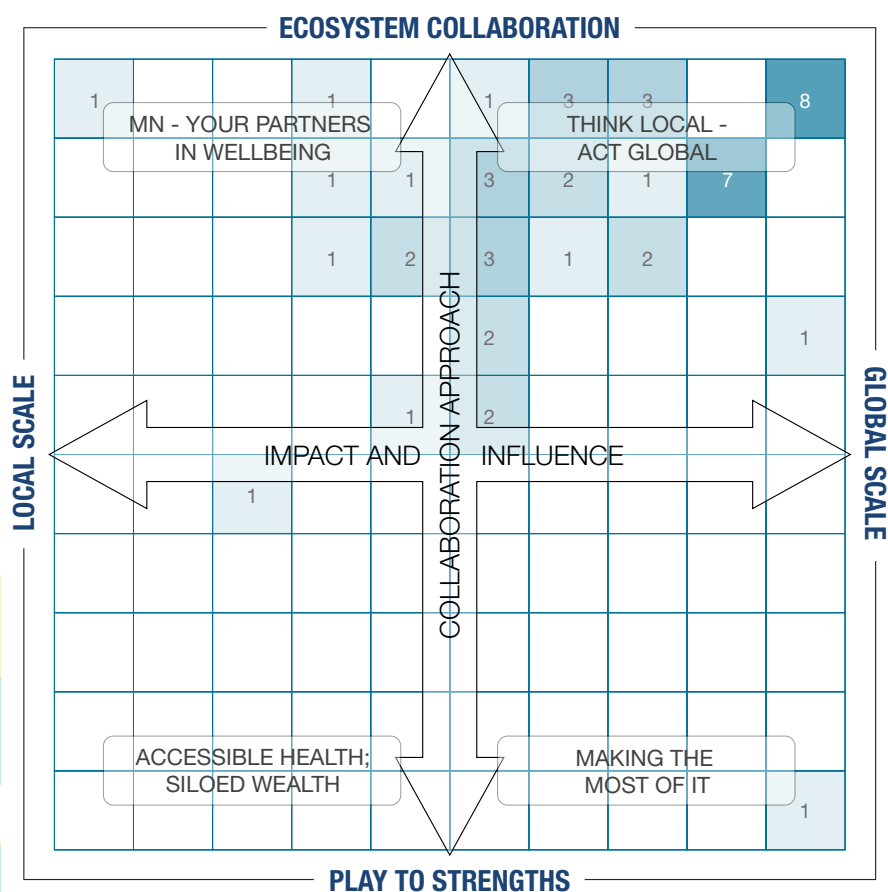
- The data of the least desired future shows a strong concentration in the bottom left quadrant corner of Scenario D, ‘Accessible Health, Siloed Wealth.’ This indicates a strong desire to not remain on the same trajectory.
- The challenge for Minnesota leadership will be to build the creative collaborative ecosystems and embrace a broader global view, in order to avoid the least desirable future.



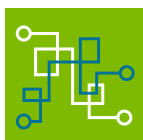
5.2.9 PREFERRED FUTURES

PREFERRED FUTURE - SCENARIO B: THINK LOCAL - ACT GLOBAL

While each of the scenarios were viewed as plausible, Think-Tank participants expressed a clear preference for one of the presented outcomes, Scenario B, “Think Local – Act Global.” Think-Tank participants discussed the consequences of inaction, and the need to take a realistic approach to what can be accomplished in the next 10-20 years. There was strong sentiment that change definitely needs to occur or the current economic, social, and health disparities within the state and region would continue and most likely get worse. There was a strong desire to work together collectively to find equitable solutions on a global scale.

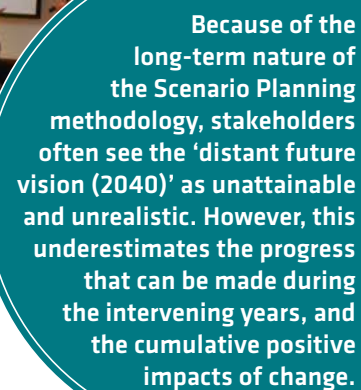


The set of converging conditions created by emerging macro trends provides a unique opportunity for Minnesota to activate its strengths and geographic position to emerge a global leader in health and wellbeing.



FutureInsight

- The concentration of color in Scenario B, ‘Think Local – Act Global,’ indicates a close alignment of thinking among Think-Tank participants.
- The Think-Tank scenario planning is a significant step in a transparent process to define collectively how Minnesota can strategically steer away from the expected future and position the state as a global leader in health and wellbeing.



Think-Tank participants discussed the ramifications and implications of failing to achieve the preferred future. While there was strong alignment among participants that Scenario B, 'Think Local – Act Global' represented the preferred scenario for Minnesota, it was also recognized that it will be necessary to leverage trends and opportunities that present themselves over time. It was noted that the Minnesota has a strong tradition of collaborating and working together to achieve goals, but that there are significant economic and physical divisions within the state that impact health and wellbeing. Strong leadership, clear communication and collaboration will be required to support the current momentum and desire for change.



- Arriving at a point of consensus among stakeholders is very important to the visioning process as it serves to provide a sense of cohesion and balanced solutions going forward.
- Participants in the Future of Wellbeing Think-Tank indicated a high appetite for change. This sense of urgency provides stakeholders the opportunity to take bold actions to pursue the preferred future.



5.3 PHASE 3: VALIDATION

5.3.1 FUTURE SUMMIT

Approximately 105 stakeholders gathered at the Westin Hotel in Edina, Minnesota, on May 12, 2022, to attend the final engagement step in the Future of Wellbeing foresight initiative. The purpose of the Future Summit was to present the findings of the foresight initiative and explore how to achieve the preferred future. The summit included a facilitated panel discussions by experts on health and wellbeing in Minnesota. Panelists explored key questions that centered around collaboration, impact and influence, challenges, and opportunities for Minnesota. Attendees also participated in small table and large group discussions which aimed to peer into the future and shape Minnesota's strategic pathways going forward.

FUTURE SUMMIT PANELISTS

- **SAMEER BADLANI, MD, FACP, M Health Fairview**
- **LISA CLARKE, Retired, Destination Medical Center**
- **AMANDA TAYLOR, Greater MSP Partnership**
- **KURT WALTENBAUGH, Unite Us (Founder of Carrot Health)**
- **DAVID BEURLE, Moderator, CEO, Future iQ**

The visioning process highlighted and validated Minnesota's appetite for change and the desire to become a global leader in health and wellbeing. The state is well positioned to activate and leverage its strengths to place itself on that trajectory.





5.3.2 PANEL DISCUSSION AND KEY QUESTIONS

The Future Summit format was 10 minutes per question, as a panel discussions and individual insights; then group discussions at the tables with participants. The following were the four main questions that were explored in the Future Summit:

COLLABORATION APPROACH

The Think-Tank identified a desire to take an **'Ecosystem collaboration approach'** – a future where there is deep collaboration occurring across the upper-Midwest health and wellbeing ecosystems. The intention is for more creative partnership and models to proliferate, and for technology and innovation to be rapidly leveraged across the region.

QUESTION:

What is needed to create and achieve this 'Collaborative Approach'?

IMPACT AND INFLUENCE

The Think-Tank identified a desire to have impact at a Global scale – where there is a deliberate effort to build the global influence of the region and deliver health outcomes and impact at a broader global scale. The focus is on being a global center of excellence and influence.

QUESTION:

How does Minnesota expand its impact and influence on a global scale?

CONSTRAINTS AND DOWNSIDE RISKS

Looking to the future, what are some of the downside risks, challenges, and constraints to achieving the 'Think local; act global' preferred future?

QUESTION:

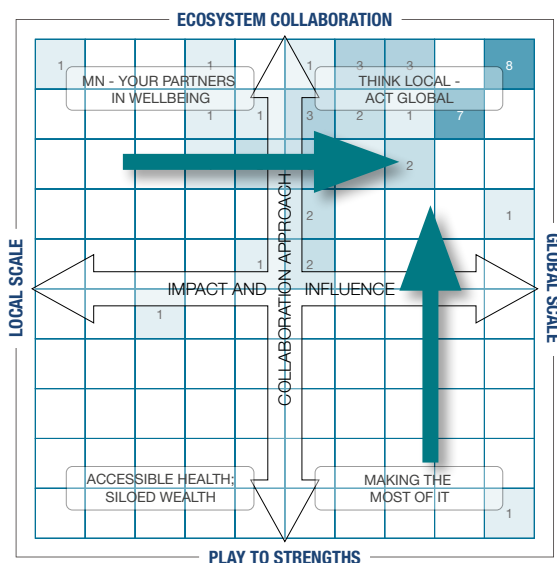
What are the most obvious constraints and downside risks?

OPPORTUNITIES AND UPSIDE POTENTIAL

Looking to the future, what are some of the opportunities, and where is there potential to be surprised to the upside, in achieving the 'Think local; act global' preferred future?

QUESTION:

What are the key opportunities, and where is there upside potential?





5.3.3 FUTURE SUMMIT OUTCOMES

Five key themes emerged from the Future Summit discussions. These themes are intended to guide next-steps and future action for stakeholders in the 'Future of Wellbeing' process.

BUILD ON MINNESOTA'S STRONG COLLABORATIVE ECOSYSTEM ENVIRONMENT

Minnesota has a generally strong collaborative environment. However, there are still elements of 'siloed approach' and internal competition. The scenario planning work, and the Future Summit deliberations laid out a clear desire to move beyond local barriers and build and embrace a strong collaborative approach. The potential benefits of this approach are that it will increase the speed of innovation and the scale of influence.

DEEPEN MINNESOTA'S GLOBAL FLUENCY

The Future Summit identified a need to build and deepen Minnesota's role as a global connector. To create the region as a wellness corridor for the world, it will require the ability to connect and communicate with a range of perspectives and cultures around the world. There is a need to articulate the region's role as part of a global solution to wellbeing, and to be intentional about attracting global interest and investment.

FOSTER MINNESOTA'S IMAGE AS A GLOBAL 'DESTINATION LOCATION'

To fulfil on the 'Think Local, Act Global' future, Minnesota will need to build its reputation and image as a globally relevant destination. The strong education facilities help build to the profile as a global education hub, and the World Expo bid certainly boosts the global profile.

AGGRESSIVELY PURSUE AND BUILD MINNESOTA'S EXISTING BIO AND HEALTH ECONOMY

The region has an emerging foundation and reputation as an identifiable concentration of medical expertise and capability. This needs to be further evolved into the concept of a broader wellness corridor.

DEVELOP MINNESOTA AS 'ROLE MODEL' REGION IN WELLBEING SERVICES AND TECHNOLOGIES.

In an emerging world, where wellbeing is becoming more relevant and important, there is a need for demonstrable case studies and role models where wellbeing services and technologies are applied at a community level. With the depth of technology providers and institutions in Minnesota, there is an opportunity to use this region as an example and role model.



6.0 RECOMMENDED NEXT STEPS

The foresight process has explored the proposition that Minnesota could have a key leadership role in the evolution of human wellbeing. The results from extensive stakeholder engagement indicate there is a strong appetite for Minnesota to pursue a larger leadership role in global health and wellbeing.

The outcomes from this process have highlighted that more work still needs to be done in Minnesota to strengthen the state's leadership position in wellbeing. There is also a desire to build a collaborative regional ecosystem that will spur innovation in health and wellbeing and highlight the potential for the Midwest region and its unique position and opportunities. This initiative aims to build on, and enhance, the strong foundation created by many existing organizations including Medical Alley, Greater MSP, and Global Minnesota. The following next steps are recommended by Future iQ and aim to guide the next phase of this initiative on the path to the preferred future for the region.

RECOMMENDED NEXT STEPS



BUILD SUPPORT FOR A FIVE-STATE MIDWEST WELLNESS CORRIDOR.

Promote the results of this initiative to gather input and buy-in from key groups in the identified five-state Midwest Wellness Corridor (Minnesota, North Dakota, South Dakota, Iowa, Wisconsin). Assign this initial task to the Global Wellness Connections Steering Group to begin the engagement process with those who need to be involved in the initiative in the long-term.



CREATE A STRATEGIC ROADMAP TO ACTIVATE A MIDWEST WELLNESS CORRIDOR.

Create a thought-leader advisory group from across the region to develop a Strategic Roadmap to progress the creation of a Midwest Wellness Corridor.



LEVERAGE THE REGION'S UNIQUE NATURAL RESOURCES, AND ITS ROLE IN HUMAN WELLBEING.

The region has a unique combination of abundant natural food and water resources, renewable energy potential, and livable cities. Continue to pursue opportunities presented by these macro drivers shaping the future and build the direct connections to the region's future potential as a global center of wellbeing.



PURSUE EFFORTS TO GLOBALLY CONNECT THE REGION'S WELLBEING ECOSYSTEM.

Continue to work with the World Expo initiative to include Minnesota's partner states, and local groups, to showcase the region's emerging innovation capacity in the realms of human wellbeing and livability.



7.0 ACKNOWLEDGMENTS

Focus Group and Think-Tank participants engaged in this visioning process with great enthusiasm. Their passion and interest ensured that discussions were thoughtful, and the outcomes reflect the myriad of perspectives that exist on health and wellbeing. This dedication underscores the commitment participants have to the future of Minnesota's role in global health and wellbeing. Future iQ would like to acknowledge the substantial background efforts from the project's Steering Committee. Their contributions were greatly appreciated.

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9.0 ABOUT FUTURE IQ

Future iQ specializes in applying innovative tools and approaches to assist municipalities, organizations, regions and industries shape their economic and community futures. With nearly two decades of experience, the company has a global clientele spanning three continents. To learn more about Future iQ, and our recent projects visit www.future-iq.com or by email at info@future-iq.com.

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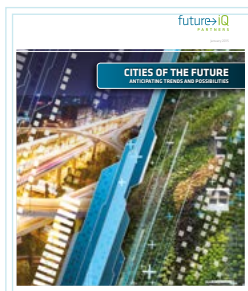


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