

### CONTENTS



TREND 1
Putting a
Dent in Car
Culture



**TREND 2**Making Cities
Cool Again



TREND 3
Drawing
Wisdom from
the Ancients



TREND 4
Death Goes
Green



Advancing the Art of the Nudge



**TREND 6** Gen Zen



TREND 7 Mindfulness Camps



TREND 8
Unleashing
the
Influencers



**TREND 9**Friendship and Culture Rx



**TREND 10**Banishing
Biophobia



**TREND 11**Byte-Sized
Medicine



TREND 12 Noise Cameras



TREND 13 Joyfulness Coaches



**TREND 14**Solo Solutions



TREND 15
Relearning
How to
"Human"



**TREND 16**Restoring the Missing Middle



**TREND 17**"New Collar"
Workers



**TREND 18**Everyone
Everywhere
All at Once



**TREND 19**Giving Credit
Where Due



TREND 20 Stand Up!



TREND 21
Seniors
Doing It for
Themselves



**TREND 22**A Is for Analog



**TREND 23**Primal
Movement



TREND 24 Neighborhood Healers



Dear future,

Hope you are well; you aren't what you used to be.

There is no doubt we are standing on a precipice. Living in a time of poly-crisis.

Climate change. Culture wars. Paralyzing polarization. Info wars. Authoritarianism. Military conflict. Economic fragility. Inequity. Disinformation. Disconnection. Bubbles. Hate. And now, with AI, the future is coming so fast that it's impossible to take in.

Like lampposts that light up a path, trends have helped me make sense of what the future could look like. Throughout my career, I've laid out scenarios of probable, predictable, and preferable futures and looked at the data of human behavior and culture to make connections where others had not. But now, I find myself wondering: Are humans still in charge? Or will the unseen hand of AI erode our free will, leading us to do things, buy things, think things without us even detecting any external influence?

With AI, the future is coming faster or, to quote futurist Ray Kurzweil, is "nearer than near."

I've seen a multitude of signals that the shelf life of trendwatching could be coming to an end. In the 2023 Oscar favorite Everything Everywhere All at Once, I saw art throw 3D linear thinking out the window (probably into another dimension). I sat mesmerized as two rocks talked with one another, and it hit me harder than ever that our planet doesn't need our species. It doesn't give a whit about our future

As we all know, arts and technology have been emitting cautionary tales for generations. The synthetic humans in *Blade Runner* (released in 1982 and cast in a dystopian 2019 Los Angeles) have a baby in *Blade Runner 2049* (released in 2017). HAL 9000 locked David out of the spacecraft in 1968, and Charlie Chaplin's *Modern Times*, released in 1936, warned us about—well, modern times. Even *Frankenstein*, published in 1818, counseled us on artificial intelligence.

If the future is going according to plan, I have to ask, "Whose plan? And to what end?" Sometimes humans surprise ourselves with our ability to bring things back from the brink. We did that with Y2K—and it seems we'll do it with Y2038. Both bugs of our own making—and potential undoing. When Y2K was averted, it boosted my trust in the system. People somewhere (mostly faceless and nameless) had it all in hand. And although hope and trust are terrible strategies, I, like billions of others, have kept my faith in the system. Two decades later, I've outsourced memorizing phone numbers to Apple. And while I still remember my childhood friend's home number, I can't memorize my own for the life of me. Why should I? I never call it. Outsourcing memory suits me fine.

It can feel like we've solved where the future is headed because we are already living it. I could never have predicted, "In the future, AI will allow us to talk with animals." And yet, when I read in the Guardian last year that people want to use AI to "decode communication across the entire animal kingdom," I shocked myself by wondering not "if" but "when."

One thing is certain: Even if the gears of technology are headed to places we don't want them to go, Al won't stop developing just because thousands of scientists wrote an open letter. You can't "pause" machine learning. Or innovation of any kind, really. Companies are competitive. Governments are competitive. People are competitive. And sadly, all are flawed. The result will be multiple futures going off in multiple directions. We live in a time of polyfutures, and because people are people, I predict that trendspotting and the prediction industry will shatter into innumerable tiny burning shards and set little fires everywhere. Some insightful. Most way off the mark.

In the future, will AI determine trends, subtly prompting the masses to crave or reject things according to its artificial whims—or careful programming? Is it capable of being used to push one trend and prematurely end the life of another?

Trendspotting is dead—long live trendspotting!

Lots to think about as we head into the last year of the first quarter of this century. In the face of almost incomprehensible technological change, all we mere mortals can do is work harder to deepen our connections, seek to heal societal fractures, and grasp hard those aspects of our lives and ourselves that make us profoundly, uniquely human.

The fight can still be won.

Best,

Marian Salzman





### On Our Radar for 2024 and Beyond

What we hope you will find in this year's trends compendium is at least a modicum of hope. It's been a rough several years—so rough that the notion of "the future" now fills us with fear and dread rather than wonder and awe and a sense of better times ahead. We don't picture Jetsons-like robotic helpers and personal rocket ships transporting us to wherever we want to go in a flash. Nor do we hold much faith in a future free of wars, violence, hate, and inequity. Instead, we picture ever more severe climate catastrophes, more acute political polarization, and societal systems further frayed and battered. It seems a diminishing number of elders are confident their children's and grandchildren's lives will be better than their own. That's a real change from the optimism of the last century—and a clear signal that we need to break out of our current cycle of pessimism to ensure our collective fears for the future don't become a self-fulfilling prophecy.

And so, it's in a spirit of optimism and resolve that we share two dozen sightings that serve as evidence that people worldwide are rethinking, retrenching, and reconnecting to create a better future. To tame the chaos, we've divvied them up into three groupings, but each is centered on a common goal: fixing our societal errors and forging a path to a better future.

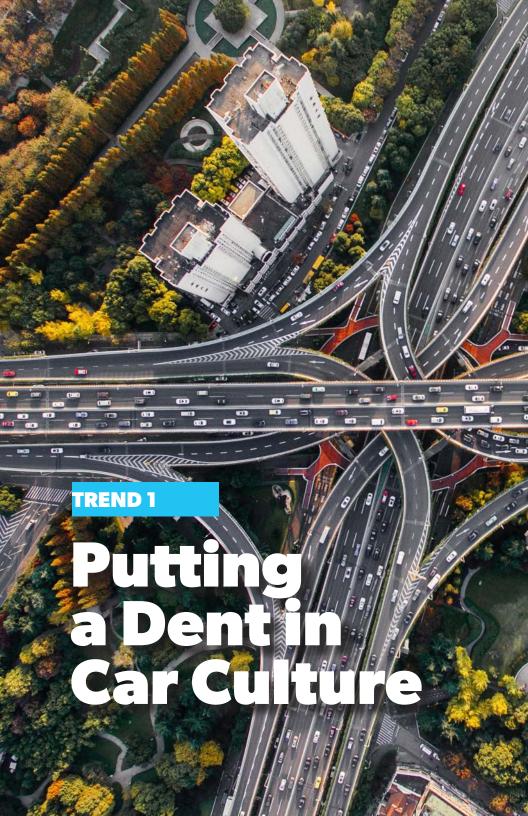
Collectively, these sightings also speak to a macrotrend taking shape: the rise of the fifth estate. In prior centuries, society was divided into three "estates" or spheres of influence, the first being clergy; the second, nobility; and the third, commoners and the bourgeoisie. By the 19th century, there was a fourth estate: the press. And now, in the 21st century, there is a societal entity that promises to be equally if not more powerful than any other: the fifth estate, made up of nontraditional sources of power, including social media, nonmainstream journalism, blogs, personal websites, file-sharing websites, and the likes of WikiLeaks. Through grassroots activism, disinformation, and cultural incursions, this pervasive and ever-strengthening force can wield its power for good or ill. Our job, as global citizens, is to work collectively to steer it toward the former. Our most potent tools: critical thinking, collaboration, and a renewed insistence on fact over falsehoods. If we fail to act now to set society on a better path, we may not get another shot.

We hope the following trendsightings will serve not only to inform but also to equip and inspire.



# Pulling Back from the Brink of Climate Catastrophe

We are well past the point when the average person can blithely dismiss the horrifying specter of climate change. Pew Research Center confirmed this in 2022 with a study that found that three in four respondents in 19 countries consider global climate change a major threat. Are our governments moving fast enough to stave off the worst? It appears not—but the world's citizens are showing signs that they're willing to mount a fight.



Ever since automobiles began rolling off production lines en masse in the 1930s, cars have been king—and cities worldwide have been reconfigured to prioritize the four-wheeled over the two-legged. Urbanites have been paying an especially high price thanks to the stress and poor air quality that come with congestion, higher taxes to fund endless road repairs, constant physical threats to pedestrians and cyclists, and parking space requirements that discourage affordable, high-density housing developments. No more. The tide has turned, and leaders in cities as disparate as Paris, Oslo, Delhi, and San Francisco are taking measures to put people back at the center of urban planning.

Up next: increased congestion pricing, lower speed limits, and many more car-free pedestrian and living zones and repurposed parking spots—along with a continued uptick in alternative means of transport, including e-bikes.



There's a concerted push afoot to mitigate the impact of global warming on our urban centers, whose heatabsorbing pavements and other surfaces contribute to urban heat islands—increasing temperatures, air pollution, and heat-related illnesses and deaths. The Cool Cities Network reports that the problem is worsening rapidly, with more than 970 cities globally expected to experience average summer temperature highs of 95°F (35°C) by 2050.

How do we fix it? In part by increasing green space and retrofitting infrastructure to repel rather than absorb heat. This includes investment in solar-reflective roofs, green corridors, rooftop gardens, and—sometimes simple is best—a whole lot of white paint. Earlier this year, scientists at Purdue University created what the *Guinness Book of World Records* describes as the "whitest" paint ever made. Its latest iteration is capable of bouncing 98 percent of the sun's rays away from Earth's surface and into deep space. The product can reduce temperatures by as much as 8°F at midday and up to 19°F at night, decreasing air-conditioning needs by as much as 40 percent.

Another reason for optimism: increased interest in microforests—tiny, dense forests with high levels of biodiversity capable of sequestering carbon, cooling urban areas, mitigating floods and heat, and providing healthy habitats for birds, insects, and other animals vital to ecosystem health. Scientists have found that these mini preserves, which can be as small as 10 square feet, can grow 10 times as fast as a regular forest. These pocket forests are already growing in dozens of cities worldwide, with many more on the way.



Now that modern humans have made a mess of things, we're seeing an embrace of ancient tools and techniques. In the Bolivian Andes, farmers are turning to the drip irrigation, water storage, and hydroponic practices of the Mayans to cut their agricultural water use. In Hawaii, growers are adopting indigenous practices guided by the lunar cycle and wind patterns to re-create a more sustainable relationship between people and the land. This includes restoring ancient food forests that once sustained the islands' peoples. In Canada, in the wake of the devastating uptick in wildfires and heat-related deaths, university researchers are teaming with the St'at'imc Nation to find ways to restore ancient agricultural practices and right the environmental harms inflicted by modern land-use practices. Spain is looking back even further, attempting to resurrect the sprawling network of irrigation canals—called acequias—built by the Moors in the Middle Ages.

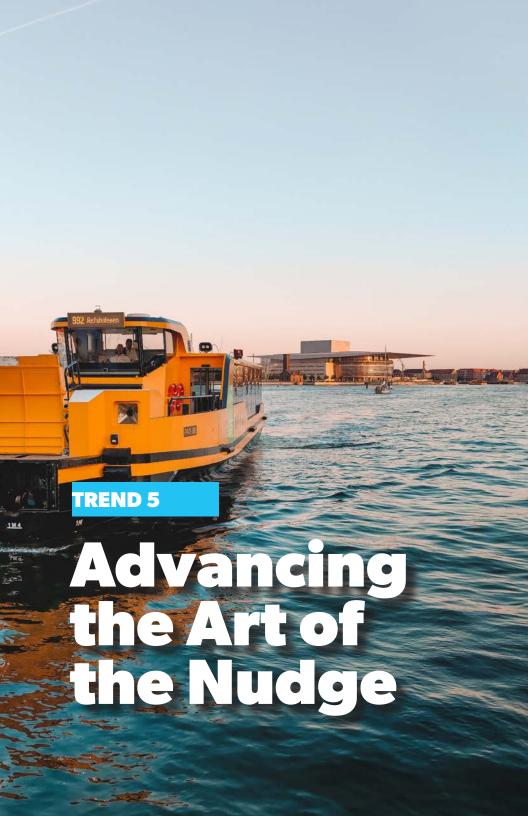
There are also non-agricultural examples of applying ancient wisdom to modern challenges. A designer in Israel has drawn inspiration from the traditional Palestinian *jarrah* clay pot to create an air-conditioning system that uses water and terra cotta walls to cool rooms without electricity. Meanwhile, researchers in the U.K. have turned to an ancient medical text, *Bard's Leechbook*, to inform their approach to solving the growing threat of antibiotic resistance.

New is not always synonymous with better.



The green burial industry is booming, predicted to be worth \$1 billion by 2030. There is no shortage of new (and revived) approaches, including terramation (aka human composting), water cremation, and biodegradable headstones, caskets, and urns.

In the U.S., while only around 8 percent of today's burials are green, the National Funeral Directors Association reports that nearly three-quarters of the nation's cemeteries are seeing increased demand for eco-friendlier end-of-life options.



Sometimes, people need a bit of a push to make smarter choices, whether for the environment or their physical or financial health. In 2024 and beyond, more local governments and corporations will catch on to that fact. In a scheme to reduce traffic congestion, passengers who arrive at Boston's Logan Airport via water taxi or ferry receive a Ticket to Skip voucher that lets them go straight to the front of the security line. To support Japan's ambition to be carbon neutral by 2050, dozens of retailers—including giants Rakuten and Aeon Mall Co.—have rolled out an incentive scheme that rewards. shoppers for eco-friendlier buying decisions. In Sakai City, the local municipality has launched an app through which residents can accumulate points for making greener choices, such as declining plastic cutlery and using rideshares. And in France, consumers will be subsidized for repairing shoes and other clothing rather than purchasing new.

# Addressing a Modern Malady: Diseases of Despair

COVID-19 isn't the only pandemic that has ravaged the world in this century. The global rise in so-called diseases of despair—including anxiety, stress, depression, and social alienation—has claimed victims across generations, geographies, and social strata. The latest figures from the World Health Organization (WHO) indicate that one in eight people worldwide lives with a mental health disorder.

The good news: Mental health has come out of the shadows and is being openly discussed—and addressed.



After decades of acceleration of the hustle culture that characterizes modern society, Gen Zs are calling a halt. *No mas.* Among the trends sweeping this new generation: bed rotting (hanging out under the covers for extended periods while awake) and carcass time (recharge periods featuring zero social interaction, including talking and texting). It's all part of the broader trend of soft life, in which young people reject hyperproductivity and competition in favor of relaxation and ease. Snail girls bring the trend into the workforce, seeking "lazy-girl jobs" with little responsibility and stress, while practitioners of soft hiking eschew rapid ascents for meandering (and slow-paced) wildlife explorations.

For so-called "Zenthusiasts," life is best when it's chill. The trend is an extension of the simplicity movement of recent decades but on tranquilizers. 2024 will *not* be a good time to invest in nightclubs or power suits.



The latest trend in summer camps? Mindfulness training. In addition to traditional activities such as hiking and swimming, campers engage in yoga, meditation, positive affirmations, and facilitated communication workshops. Outward Bound, meet Inward Bound. And it's not just for kids. There are now mindfulness retreats for all ages, some of which incorporate New Age add-ons such as polarity therapy, energy clearing, and intuitive guidance. With the big push toward mindfulness, it's no wonder that the global alternative and complementary medicine industry is booming, expected to reach nearly \$695 billion by 2030.



You know what wasn't on our bingo card a few years back? Athletes taking the lead in bringing mental health issues out into the open. And yet, from Olympic superstars Michael Phelps and Simone Biles to bipolar heavyweight boxing champion Tyson Fury, prominent figures in sports are speaking out about everything from anxiety and depression to suicidal ideation. Given traditional fears—especially among boys and men—that admitting to mental health struggles is a sign of weakness, this is bound to have a positive impact.

Meanwhile, in the pharma space, a new breed of influencer has sprung up: digital opinion leaders (DOLs). Think of DOLs as a kind of supercharged key opinion leader (KOL); they command respect via expertise and possess social media reach, allowing them to disseminate broad-based messages. Life science and medical tech companies are identifying DOLs to connect with the right audiences in the right channels.

Researchers at Harvard's T.H. Chan School of Public Health are in effect creating DOLs by tapping into a different group of influencers: TikTok stars. The team has recruited and educated dozens of influencers to counter misinformation and spread evidence-based facts about mental health.



Across the world, loneliness and social isolation are increasingly recognized as a public health crisis. Now, we're seeing a more orchestrated response, from the appointment of Ministers of Loneliness to an increase in so-called social prescribing, wherein medical practitioners prescribe nonclinical treatments such as dog walking, art classes, and volunteer activities. In the U.K., the National Health Service (NHS) is funding such initiatives nationwide. Across the Atlantic, the Mass Cultural Council released Arts on Prescription: A Field Guide for US Communities earlier this fall. It's intended to help communities develop programs that integrate arts, culture, and the natural world into local healthcare systems. In 2024, Art Pharmacy, a sort of concierge for patients' cultural experiences, will work to scale the initiative across three regions of Massachusetts.

TREND 10

## Banishing Biophobia

New research has confirmed a link between mental health and time spent in the great outdoors. In a recent piece in *The Atlantic*, Hannah Seo explores connections between the loneliness of modern society and the decrease in time spent in the natural world. She explains that while humans are programmed to seek connections with nature (biophilia), our lack of time spent outdoors in the digital age can feed feelings of alienation or even fear (biophobia), creating a vicious cycle.

One silver lining of the COVID-19 pandemic was a surge in outdoor activities, such as birdwatching and camping, as people sought to escape the confines of their homes. In 2024, expect more schools, governments, and communities to get serious about pushing people out the door and an uptick in community gardening programs, female-only outdoor adventure clubs, and so-called outdoor tourism, including camping, hiking, and bike tours.



Many analysts have blamed our digital lifestyles—including doomscrolling and obsessive social media check-ins—for all manner of modern ailments, including social alienation and, in the U.S., historically high rates of depression and suicide among youth. Now, with advances in Al, we're seeing the flipside of this trend, with healthcare practitioners promoting digital solutions to issues related to the brain and mental health. Boston biotech company Akili Interactive has launched EndeavorRx, an FDA-authorized, prescription-only video game to treat ADHD in children, as well as EndeavorOTC for adults.

In coming years, we'll see a growing market for digital therapeutic treatments—aka DTx—deployed to treat everything from insomnia to substance abuse.

#### TREND 12

## Noise Cameras

Environmental pollution isn't all about smog, poor water quality, and plastic particulates in the air. There's also the growing threat of noise pollution, which can trigger the body's stress response, exacerbate depression, impair cognitive function in children, and disturb sleep, among other detrimental health effects. In 2024 and beyond, expect to see noise cameras installed in more cities. These acoustic monitors target motor vehicles, including motorcycles, capturing license plate images and conferring fines when noise emissions exceed 85 decibels. We're also seeing noise monitors pop up in classrooms, rental homes, and smartphone apps, and scientists are scrambling to come up with a solution to the problem of the plink-plinks of pickleball, with neighborhoods across the U.S. and Canada in an uproar over the noise emanating from the fast-growing sport.



From loneliness and anxiety coaches to workplace cohesion cultivators, modern times call for modern ministries. Among the latest entries: joyfulness coaches (aka joyful living or happiness coaches)—advisers who aim to help clients live happier and more fulfilling lives. There are even certificate courses. This emerging profession may come not a moment too soon, given that 45 percent of people surveyed globally in 2022 reported that they had not felt true happiness for more than two years.



Globally—and especially in Europe, North America, and Japan—single-person households have been on the rise. The United Nations predicts that 35 percent of households worldwide will be single-occupancy by 2050, up from 23 percent in 1985. In Scandinavia, more than four in 10 households already are solo-occupant.

This shift has precipitated several trends as marketers seek to meet the needs of the solo crowd, from the current boom in one-person board games to the rise in solo travel. With sales of cake mixes dropping, General Mills debuted Betty Crocker Mug Treats, allowing singles to have a sweet bite without having to produce an entire cake or batch of brownies.

And then, there are the issues of loneliness and intimacy for solo dwellers. Enter: Al custom chatbots such as Replika and Hi,Waifu. The global chatbot market is forecast to grow at an astonishing rate, from \$5.4 billion in 2023 to \$15.5 billion in 2028. In 2024, expect more debate on whether digital companions offer a much-needed cure for loneliness or will erode social skills even further.

Speaking of which ...



Remember cuddle parties—those get-togethers in which strangers engaged in "safe" (nonsexual) physical affection? Now, we're seeing a growing number of courses and events in which people practice what used to be considered rudimentary social skills—things like small talk, making friends, dining etiquette, and approachability. In Brooklyn, New York, participants in the Feels—a dating event for "single identifying humans" (how long before that phrase shows up in divorce papers?)—engage in extended eye contact to fast-track intimacy. In this screen-based era, it seems many of us haven't quite mastered the art of being human.

# New Systems and Approaches

In last year's trends report, we focused on a macro trend we call "Rethinking Everything." Put simply, people are sick and tired of chaos, conflict, and outmoded practices and are seeking a better way forward. In 2024, we'll see fresh approaches to some of what ails us.



It's hardly news that political polarization and extremism are on the rise worldwide. The Varieties of Democracy (V-Dem) data set shows that political polarization has increased in every part of the world other than Oceania since 2005. In the U.S., it's reached the point where around two-thirds of people surveyed by Pew Research say thinking about politics makes them always or often feel exhausted, and 55 percent say it makes them angry. Even something as seemingly innocuous as the Miss Universe contest revealed deep political divides when it was revealed that Miss Nicaragua, this year's winner, had participated in anti-government marches as a university student.

Exacerbating the issue is people's retreat into media bubbles and friendship groups that prevent exposure to other points of view. Prior to the 2020 presidential election, nearly 80 percent of Americans surveyed reported that they had "just a few" or no friends who planned to vote for the opposing political party.

The good news? We're seeing an increase in crosspartisan groups and content that intentionally lays out both sides of arguments—from Isaac Saul's Tangle to the Solutions Journalism Network and The Flip Side. And we're also seeing efforts to bring people together for moderated—and civil—discussions. Case in point: Living Room Conversations. The organization is working to "heal society" by bringing people together across divides—political, age, race, religion, and more—for structured conversations on everything from cancel culture and free speech to the politics of immigration, race and ethnicity, and crony capitalism.



We can see one divide narrowing ever so slightly between those who have a college degree and those who don't. In 2024, expect to see more employers remove degree requirements for employment and more high school students opting to bypass college in favor of professional certification programs and apprenticeships. In the U.S., enrollment in undergraduate certificate programs spiked 9.9 percent in 2023, compared with a 3.6 percent rise in associate degrees and a 0.9 percent increase in bachelor's degrees. Already, half of IBM's U.S. job openings don't require a four-year degree, and global consulting firm Accenture has announced plans to fill 20 percent of its entry-level roles in the U.S. with graduates of its apprenticeship program rather than college grads. Google is also following (and accelerating) the trend and counts its online certificate programs as equivalent to a four-year college degree when considering job applications.

Up next: more companies hiring people based on their problem-solving mindset (thank you, AI) versus their university degree and an increasing focus on corporate upskilling and reskilling programs to retain talent.



From #MeToo to Black Lives Matter, the worldwide rise of social justice movements has heightened awareness of inequities and sparked demand for change. One aspect of this trend: a push for equity and inclusion. Examples abound across industries and geographies.

Earlier this year, we saw the launch of Canada's Supernaturals Modelling, the world's first all-indigenous modeling agency. The organization works with brands and events—including *Vogue*, New York Fashion Week, and a Smash + Tess and Barbie collaboration—to redefine how indigenous people are portrayed in media.

Efforts are also under way to bring marginalized people into venues from which they've traditionally been excluded or made to feel unwelcome, including farmers markets, national parks, and even a Broadway musical.



If you were to pore over all the world's historical and scientific texts, you might be forgiven for assuming that men—mostly, white men—make up the lion's share of the global population. After all, they've been credited for, well, pretty much everything since the beginning of time. That's now changing (albeit at glacial speed) as efforts mount to give women credit where due. In scientific research, for instance, studies have found that women's contributions are undervalued and female scientists' work is cited far less frequently than men's. Now, scientists can employ the Gender Balance Assessment Tool, created to help close the yawning gender gap in citations. A similar effort is underway on Wikipedia. British physicist Jane Wade has spent the past several years contributing more than 1,750 Wikipedia pages to record the accomplishments of female and minority scientists who had been excluded from the site.

With sponsorship from fashion house Chanel, a group of feminist art historians called Aware (Archives of Women Artists, Research and Exhibitions) has curated a new section for London's Frieze Masters art fair featuring female artists, many of whom remain largely unknown despite the caliber of their work. For the Culture, a biannual print magazine and book, pays homage to the unsung Black women who have had an impact in food and wine. And Brooklyn, New York, is now home to the Free Black Women's Library, stocked with thousands of books written exclusively by Black women.



TREND 20

### Stand Up.



The WHO's Global Status Report on Physical Activity 2022 determined that some 500 million people will develop heart disease, obesity, diabetes, or another noncommunicable disease attributable to physical inactivity between 2020 and 2030 if governments don't take urgent action to get people standing up and moving. Recent years have seen all sorts of efforts to dislodge people from their chairs, from standing desks to workplace walking challenges and dozens of movement reminder apps, but the problem persists. Now, National Public Radio (NPR) in the U.S. has partnered with Columbia University Medical Center on Body Electric, a crowdsourced project to better understand the impact of technology on one's body and how to live better in the digital age. Stay tuned to find out whether knowledge will translate into movement.



People aged 65 and older comprise roughly 10 percent of the global population. That proportion is forecast to increase to 16 percent by 2050 and 24 percent by 2100, with a wide array of implications, not least regarding where, how, and with whom all these older adults will live. In 2024 and beyond, we'll see a strengthening trend of older people banding together in communities—both real and virtual—to navigate the challenges of aging. Among other developments will be an increase in semi-communal living, senior co-housing communities that integrate private living spaces and communal areas. In addition to providing community and camaraderie, these housing options can allow seniors to pool their resources, sharing the cost of transportation, household and yard maintenance, and even medical services.

Powered by AI, home monitoring and in-home medical care will also help more people age in place. Virtual home assistants such as ElliQ will be on hand to help older adults stay connected and secure.

CROSLEY

TREND 22

# Als for Analog

From vinyl records and film cameras to paper art and stationery, analog is in right now, and it will gain in popularity as people continue to push back against the artificiality of screen-based living. One of our favorite examples: *INQUE* magazine—filled with beautiful and thought-provoking writing. It's not available online. Only in print. Making content—literary or other—available in limited quantities for a predetermined period and stripped clean of a digital presence adds real value in our increasingly artificial, automated world. Sign us up.



Another pushback against digital living? The primal movement trend, repudiating fancy equipment in favor of moving the way our hunter-gatherer ancestors did. Think: squatting, jumping, walking, lunging, and climbing. Our favorite variation: primal play—emphasizing not just fitness but fun.



Lastly, as the world struggles with increased pressures and inequities in healthcare, we'll see primary care move out of medical complexes and into communities.

Analysts forecast that the U.S. retail clinics market will more than double by decade's end, expanding from \$2.79 billion in 2023 to \$6.36 billion by 2030. And Bain & Company predicts that nontraditional care models, including retail clinics, will account for as much as a third of the U.S. primary care market by 2030. The ultimate disruptor may well be megaretailer Amazon, whose offerings now include primary care via One Medical; Amazon Clinic, connecting customers with licensed clinicians online; and Amazon Pharmacy.

We also expect more public health initiatives to show up where people are, including barber shops, public libraries, and gyms. One of our favorite initiatives: Fabric Health, a startup bringing basic medical care (e.g., blood pressure readings, cancer screenings) to a place where lower-income individuals spend quite a lot of time: the laundromat.

The future can seem a bleak and intimidating place ... but progress is afoot.

Till next year ...