

# Reinventing Behavior Change through Public Health Entrepreneurship

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**pub · lic health en · tre · pre · neur**

*n.*, 1. change agent of population health: pioneer of innovations that benefit the wellbeing of humanity

# Who Will Keep The Public Healthy?

Educating Public Health Professionals for the 21<sup>st</sup> Century. Institute of Medicine—2003



## Now

- Epidemiology
- Biostatistics
- Environmental Health
- Health Service Admin
- Social & Behavioral Sciences



## Future

- Today plus...
- Ecological model
- Informatics
- Genomics
- Communications
- Cultural Competence
- Community-based participatory research
- Global Health
- Policy & Law
- Public Health Ethics

# ***The Future of Public Health***

## **Institute of Medicine—1988**



“...the need for leaders is too great to leave their emergence to chance.”

“Greater emphasis in public health curricula should be placed on managerial and leadership skills...”



# ***The Future of Public Health***

**Institute of Medicine—1988**

**“[A leader’s] skills encompass a wide-range of necessary characteristics”:**

- ✓ Technical competence in substance of public health issues
- ✓ Managerial abilities
- ✓ Communication skills
- ✓ Knowledge, skills in public decision-making process
- ✓ Ability to marshal constituencies for effective action

# What is Entrepreneurship?



- Entrepreneurship is "the process of looking at things in such a way that possible solutions to problems and perceived needs may evolve in venturing."
- In French it means, "someone who undertakes"



# What is Entrepreneurship?

- An **entrepreneur** is a person who undertakes and operates a new enterprise or venture, and assumes some accountability for the inherent risks.
- The **entrepreneur** always searches for change, responds to it, and exploits it as an opportunity

# What is Entrepreneurship?



- Need to shift resources from approaches that have produced low value into areas of higher productivity and yield.

Jean Baptiste Say

- Entrepreneurs create value.





# What is Entrepreneurship?

- The innovators who drive the “creative-destructive” process of capitalism
  - “Reform or revolutionize the pattern of production”
  - They can do this by:
    - exploiting an invention, or
    - an untried technological possibility for producing a new commodity or producing an old one in a new way
    - by opening up a new source of supply of materials or a new outlet for products,
    - by reorganizing an industry
- » Joseph Schumpeter

# Aspects of Entrepreneurs



- Entrepreneur as a risk bearer
- Entrepreneur as an organizer
- Entrepreneur as an innovator
- Entrepreneur as a problem solver
- Entrepreneur as a person willing to engage in uncertainty
- Entrepreneur as a leader

# Public Health Entrepreneurship



The opportunistic creation and implementation of catalytic innovations intended to offer sustained improvement in the health of populations in the face of need; without being limited by the resources currently in hand; involving collaboration with and accountability to the constituency served and the outcomes created.

*Scott Frank, Tom Conlon May 2005*

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# Thesis: Public health is inherently anti-entrepreneurial



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# Thesis: Public health is inherently anti-entrepreneurial



- |  |
|--|
| 1.No profit motive ☹️  |
| 2.Governmental – stuck in the box  |
| 3.Slow moving relative to corp. world  |
| 4.”Products” are harder to sell  |
| 5.We <i>really</i> care 😊  |
| 6.And yet, at the same time, we <i>really</i> don’t (lack of accountability) |
| 7.Stifled by funding restraints – best practice paradox                      |
| 8.Brain drain? – Under trained work force, both in numbers and specialties   |
| 9.Hard to target an audience when we have no specific target audience        |
| 10.We don’t really know how we’re doing                                      |
| 11.People see us as one of the powers that be. Aka the Health Police         |
| 12.Our focus is need and not just needs that will pay                        |

# Thesis: Public health offers inherent opportunities for entrepreneurship



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# Thesis: Public health offers inherent opportunities for entrepreneurship



1. There is cash to be had
2. They may not know it, but everybody needs us, and the market is wiiiiide open
3. We are selling some fabulous things: decreased expenses, increased happy times
4. Small bites = big change
5. Passion abounds
6. The market is more receptive. The time to innovate is now!!
7. Timing is good for public health and medicine to play nice again
8. People love tragic stories. And we got plenty. (Visibility is up.)
9. There is an inherent need for innovation because we have failed with things in the past. So <i>something</i> has to change!
10. Play on people's fears!!! >:)
11. We <i>have</i> a measurement system (improved health, etc.). So let's use it.
12. The nature of public health is responsive.

# Social Entrepreneur



- Identifies and applies **practical** solutions to social problems by combining innovation, resourcefulness and opportunity
- **Innovates** by finding a new product, a new service, or a new approach to a social problem
- Focuses first and foremost on **social value creation** and in that spirit, is willing to **share openly** the innovations and insights of the initiative with a view to its wider replication
- Resists being trapped by the **constraints of ideology or discipline**
- Continuously **refines and adapts** approach in response to feedback
- Has a vision, but also a **well-thought out roadmap** as to how to attain the goal

# Social Entrepreneurship



“Entrepreneurs have always been the drivers of progress. In the business world, they act as engines of growth, harnessing opportunity and innovation to fuel economic advancement. Social entrepreneurs, like their business brethren, are similarly focused; they tap into vast reserves of ambition, creativity and resourcefulness in relentless pursuit of hard, measurable results.”

Skoll Foundation

# Social Entrepreneurship



“But social entrepreneurs seek to grow more than just profits. Motivated by altruism and a profound desire to promote the growth of equitable civil societies, social entrepreneurs pioneer innovative, effective, sustainable approaches to meet the needs of the marginalized, the disadvantaged and the disenfranchised. Social entrepreneurs are the wellspring of a better future.”

Skoll Foundation

# Public Health Entrepreneurship



- The metric is the mission
- Success is measured by:
  - Improved health outcome (not greater profit)
  - Change in social environment (dissemination of ideas)
  - Sustainable programming (no margin, no mission)
- No margin, no metric, no mission

# Public Health Entrepreneurship



- Need to shift resources from approaches that have produced low value into areas of higher productivity and yield.

Jean Baptiste Say

# Public Health Entrepreneurship



- Definitions

- Innovation: (from Latin *innovare*, from *novus*: new). The act of *introducing* something new; making changes in anything established
- Value: (from French *valoir*: worth). Relative worth, merit, or importance

# Public Health Entrepreneurship



- Definitions

- Invention: (from Latin *invenire*: to discover). To *originate* or *create* as a product of one's own ingenuity or imagination
- Venture: (from Middle English *aventure*: adventure). An undertaking involving uncertainty, risk, or danger as to the outcome



# Public Health Innovation



- Replacing low value with high value
  - Identify low value
    - Seek solutions that increase value
  - Identify high value and apply it in a new situation
  - Identify uncertain value and measure its merit

# Public Health Innovation



- Low Public Health Value
  - Failed or insufficiently realized opportunity to make a health impact
  - Inefficiencies
  - Ineffectiveness
  - Outdated

# Public Health Innovation



- High Public Health Value
  - Community intervention demonstrated to create sustained change at reasonable cost
  - Policy
  - Policy
  - Policy
  - Population intervention
  - Individual intervention

# Public Health Innovation



- Uncertain Public Health Value
  - Invention
  - New applications of existing technology
  - Value untested
  - Natural experiments

# Public Health Innovation



		Public Health Value	
		Low	High
Cost	Low	Entrepreneurship Opportunity	Target Ideal
	High	Entrepreneurship Opportunity	Non-Sustainable Project

# Public Health Innovation



- Low Public Health Value

# Public Health Innovation



- Low Public Health Value
  - The Medical Encounter
  - School Health Education
  - Media
    - Advertising
    - Television
    - Music
    - Movies
  - For Profit Health System

# Public Health Innovation



- High Public Health Value



# Public Health Innovation



- High Public Health Value
  - Clean Indoor Air Policy
  - Occupational Safety Policy
  - Motor Vehicle Safety Policy
  - Immunization (Policy)
  - Clean Water
  - Safe and Healthy Food (Policy)
  - Evidence Based Programs

# Public Health Innovation



- Uncertain Public Health Value

# Public Health Innovation



- Uncertain Public Health Value
  - Internet
  - School Uniforms
  - Inventions
  - Innovations

# Public Health Innovation



- Evaluating Value
  - Decide on your metric
    - Profit
    - Sustainability
    - Health Improvement
    - Enhanced Knowledge
    - Social Impact (consequence that moves us closer to or further away from the conditions of an ideal society and world, the common good as defined by human society)
    - Social Justice

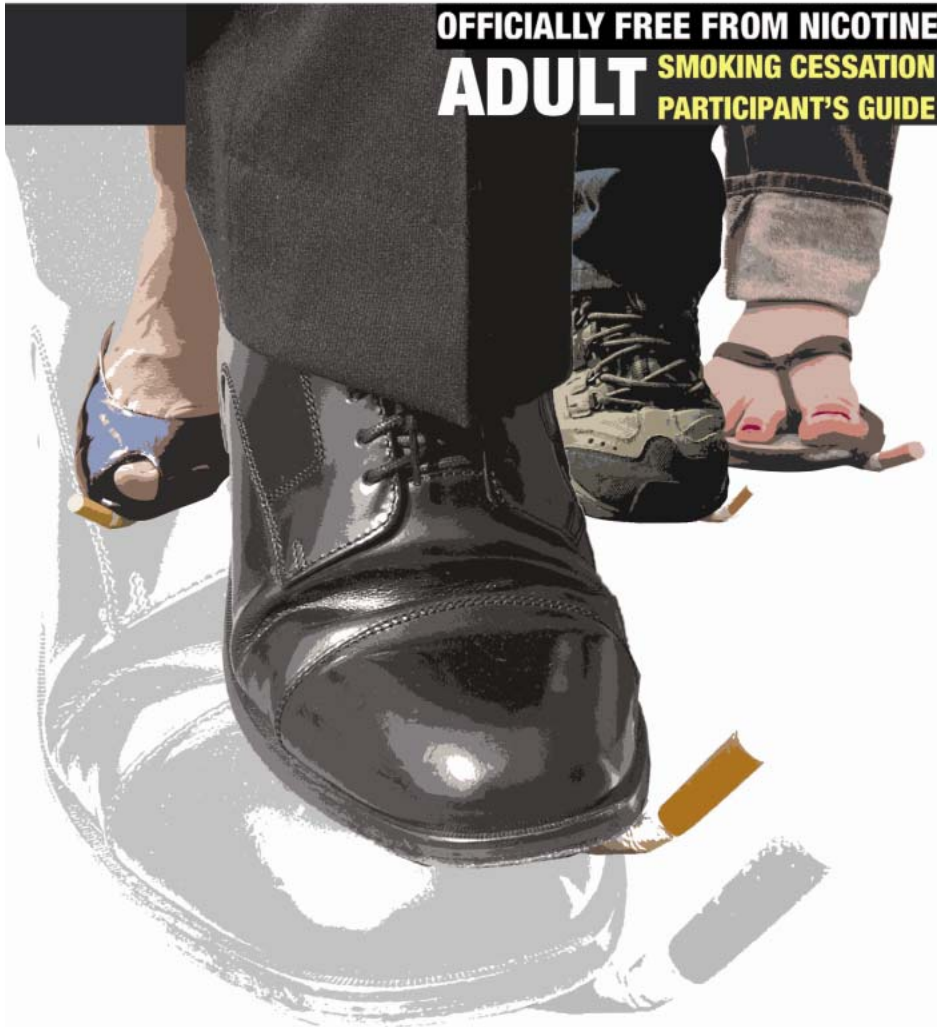
# Public Health Innovation



- **Public Health Entrepreneurship Projects**
  1. Primary Care Tobacco Cessation Project
  2. Automated Physicians Office Survey System
  3. DDX: Game of Medical Mysteries
  4. “Everybody Loves a Quitter” Tobacco Cessation Reality Television Program

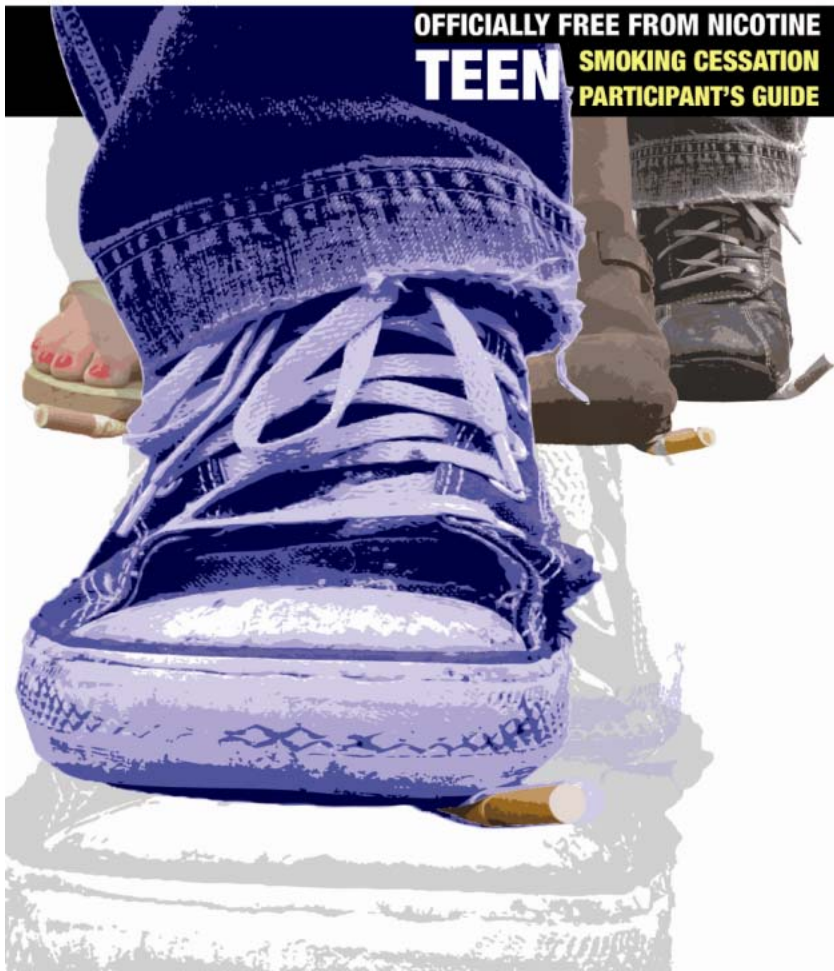


OFFICIALLY FREE FROM NICOTINE  
**ADULT** SMOKING CESSATION  
PARTICIPANT'S GUIDE





OFFICIALLY FREE FROM NICOTINE  
**TEEN** SMOKING CESSATION  
PARTICIPANT'S GUIDE



## **The Smoker's Dilemma. The Smoker's Solution.**

I don't want to smoke, but I don't want to quit. I do want to quit but I do want to smoke. I hate that I smoke, yet love when I smoke. I have no control but must be in control. I know I must quit but know that I can't. I know I can quit, but fear that I will, and then be left without my cigarettes for the rest of my life.

When I light a cigarette, I am really lighting a fuse. The longer it burns, the shorter my time.

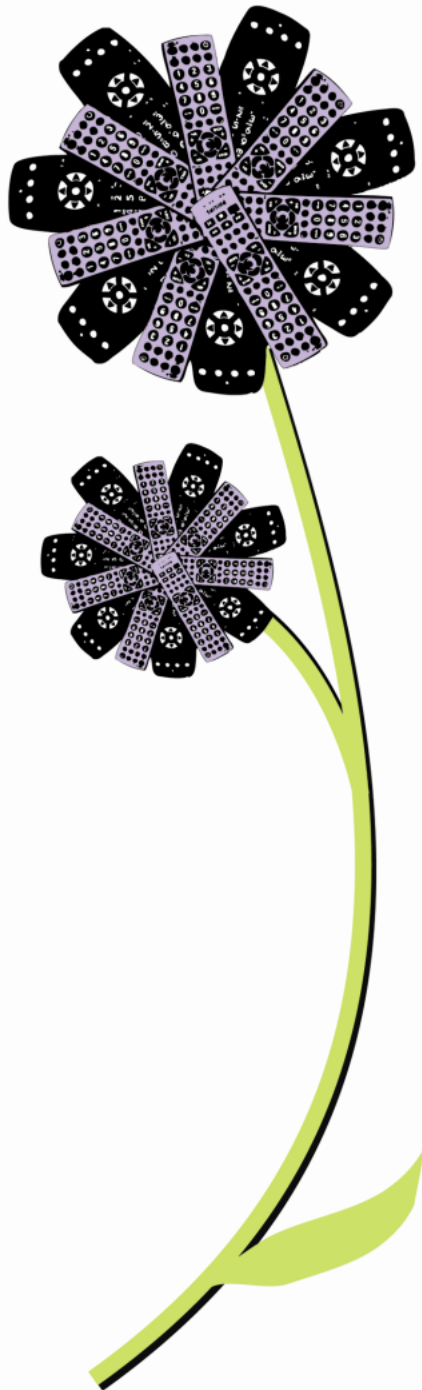
I have lied and denied, joked and rationalized, compared myself to others to justify my smoking, and pretended that it just doesn't matter. I have looked for excuses to continue and created situations that allow me to maintain my smoking. Later, my favorite word, later.

Comfort when I am down. Reward when I am happy. Consolation when I am wrong. Distraction when I am bored. Filler when I am empty. Company when I am alone. Rebellion when I am restricted. Composure when I am nervous. Attention when I am forgotten. Retribution when I am righteous. Release when I am pressured. The answer when I question. The answer, the answer, no matter the question. Impatience, tense impatience, easy to distract, hard to please, easy to bore, hard to imagine. Why can't I quit?

Truth is, I know the answer. I'm just too busy looking for reasons to continue. I must not quit smoking. Instead I must become officially free from nicotine. I must reject the role of victim and regain control of my own choices. Everything I need is inside of me. I am the answer.

Scott Frank, MD, MS





## Innovations

The Automated Smokers CAGE

The Smoker's Dilemma

The Five Step Procedure

The Shared Medical Appointment  
for Tobacco Cessation

The Smoker's Remote Control

When = Why

Power Smoking

Off Ally

Tobacco Cessation Meditations CD

