The New Health Revolution

Embracing the opportunities within the flourishing self-care and self-health movements, and how we can shape healthcare and grow our practices by promoting health and well being.

BC PHARMACY ASSOCIATION – MAY 22, 2015
Presented by Lionel Wilson

Opportunity to Innovate and Inspire Positive Healthcare Change

• We are in the midst of a healthcare revolution that recognizes self-responsibility as being pivotal to the sustainability of our healthcare system.
• I believe that an integrative healthcare model that empowers patients and educates the public must become the basis for a new disease management and prevention strategy.
• This model, coupled with today's technology, is creating major opportunities to inspire positive change.
• I submit that we can harness this market force and find innovative educational programs that help to complement the sale of healthier products while we inspire positive healthcare change from the bottom up.
“Common sense is not so common.” – Mark Twain

Where are we going?

Projected Cancer Prevalent Cases in the Next 10 Years

Average Annual Increase 3.4%

Data source: BC Cancer Statistics from the Surveillance & Outcomes Unit of BC Cancer Agency (BCCA). Age, gender, and sex-specific linear regression models were used to make projection by BCCA. Crude prevalence rate is used due to the unavailability of age-specific data. Some data in the prevalent years are estimated by linear extrapolation.
Where are we going?

**Observed and Projected Prevalent Cases of Diabetes in BC**

Fiscal Years
- Observed
- Trend Based Projection

Where are we going?

**Observed and Projected Prevalent Cases of Congestive Heart Failure in BC**

PHSA Projected Average Annual Increase 8.1%

Fiscal Years
- Observed
- Trend Based Projection

The New Health Revolution
Where are we going?

An Example of Our Sedentary Culture
Obesity-Related Diseases

Gallstones  High blood pressure
Ulcers  Diabetes
Skin infections  Heart disease
Back pain  High cholesterol levels
Infertility  Cancer

References

The Healthcare Crisis as Portrayed in the Media
Baby Boomers' health worse than past generations: study

*Reuters* Wed Feb 6, 2013

In spite of medical advances, members of the baby boomer generation are in worse health than their parents were at the same stage of life, with obesity and lack of exercise taking a toll, according to a U.S. study.

Health and wellness are priorities for individual Canadians, but less so for governments

*Conference Board of Canada* study - February 14, 2013

Canadians see their own daily activities as the most important factor affecting their health, but governments spend only a tiny fraction of their health care budgets on health promotion.
Canadian obesity rates triple in less than 30 years
Obesity rates in Canada have tripled since 1985, with a disproportionate increase in the number of very obese Canadians, according to new research from Memorial University in Newfoundland. Based on this “worrying” trend, it’s expected that about 21 per cent of Canadian adults will be obese by 2019, according to a study from the Canadian Medical Association Journal. -CTVNews.ca Tuesday, March 4, 2014

SunOpta shares ride growing appetite for healthier foods
SunOpta shares have jumped by more than 65 per cent in Canada and 50 per cent in the United States over the past 12 months after a second straight year of record revenues. -The Globe and Mail, Monday, Mar. 24 2014
Canada’s Food Guide is Broken and No One Wants to Fix It

Health Canada directly included the food industry in the shaping of the Guide Canadians are still using today.

3 members out of the 12-member Food Guide Advisory Committee were employed at the time by corporations whose primary interests would be affected by the Guide’s very recommendations, including the:

- Nutrition education manager for the BC Dairy Foundation
- Executive director of the Vegetable Oil Industry of Canada
- Director of scientific and regulatory affairs at the Food & Consumer Products Manufacturers of Canada, (who represented the interests of corporations such as PepsiCo, Frito-Lay and Coca-Cola.)

Dr. Yoni Freedhoff MD, CCFP

*The Globe and Mail* - April 26, 2015

Sugar is the New Tobacco

There is a new global campaign called *Action on Sugar* to reduce “hidden sugars” in food by pulling together international experts in obesity and labeling sugar as “the new tobacco.”

This voluntary group of scientific, academic and medical obesity experts believe that reducing the sneaky sugar hidden within foods can help battle lifestyle diseases like diabetes, heart disease and obesity.

The High Cost of Advertising Junk Food

- in 2010 U.S. companies spent **$8.5 billion** advertising food, candy and non-alcoholic beverages, while **$44 million** was budgeted for the U.S. Government’s primary standing healthy eating program.**

less than 1% in comparison

“Urbanization, supermarketization and the global spread of modern lifestyles have shaken up traditional food habits. The result is a public health disaster,” the Special Rapporteur said.

- (** Food marketing figures from The Advertising Age, June 2011. US nutritional spending ($44m) refers to the Nutrition, Physical Activity, and Obesity budget of the US Centre for Disease Prevention and Control and does not encompass various nutritional programs run by the US Department of Agriculture.

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High Cost of Healthcare

- Starbucks spends more money on healthcare costs than coffee
- General Motors spends more money on healthcare costs than steel
- Mars Candy spends more money on healthcare than sugar

- The Power of Lifestyle Changes & Love: Dr. Dean Ornish (28 min mark)
- [https://www.youtube.com/watch?v=s1JF9yIY_AM](https://www.youtube.com/watch?v=s1JF9yIY_AM)
Studies since the 1980s have shown that despite spending enormous sums on health care, Americans are less healthy than their counterparts in other developed countries. In other words, the reason the richest country in the world doesn’t have the best health is because it takes more than health care to make a country healthy.


How Did this Happen? Who is Involved?

• Me and You (the public)
• The Government
• The Medical / Healthcare System
• The Media
• Corporations e.g. Big Food, Big Tobacco, and Fast Food Restaurants

No single group is to blame.
Cultural Values

• The Nanny State or "government knows best" values can overshadow personal dignity and control that comes from the freedom to make your own choices while taking responsibility for those choices.

• Corporation's values (volume and profit) are designed to serve their shareholders' interest versus the public interest (health) creating a crisis of social responsibility.

• Mass media advertising and institutional trust helps create this dependency behavior.

“There is a crack in everything. That’s how the light gets in.”

- Leonard Cohen
New Health Revolution: Market Trends

- The empowered patient is a driving force of healthcare change
- Health trends start in the west and move eastward
- The need for health education is growing -- consumers want help to support their new lifestyle choices (to keep them on the health path)
- Access to health information via the media, the internet and the use of mobile devices is growing

Sun Setting on Big Food’s Glory Days

- Sales of sugary cereals are declining
- Purchases of soft drinks are sagging
- Virtuous big brands are making tentative inroads in the natural products space
- Efforts to persuade consumers that companies like PepsiCo are committed to public health issues have faltered

Huffington Post - November 4, 2014
New Health Revolution: Media Headlines

Debate over calories starting to erode the ‘food pyramid’
The Globe and Mail, February 18, 2013

Health Officials Urge F.D.A. to Limit Sweeteners in Sodas

U.S. Releases New Rules for School Snack Foods
New York Times - Published: February 1, 2013

Selling Products by Selling Shared Values
The purpose of marketing is to sell products, but there is also a new way, known as purpose, or purpose-based, marketing, to do it.

New Health Revolution: Redefining Roles

Walgreens - The $70 billion company, the largest drug store chain in the U.S., is redefining the role of pharmacists and the pharmacy.

Its new store design moves them out from behind the counter, freeing them from some administrative tasks and making them more available as frontline health-care consultants.

The overall emphasis of the stores is wellness.

Walgreens is adding fresh food to its shelves and designating an iPad-equipped health guide to serve as a roaming health help desk for customers.
Pressure Mounts on Global Food Brands

McDonald's also announced a series of strategic changes, after seeing its third-quarter profits drop 30%, to $1.07 billion, or $1.09 per share. Total revenue declined 5%, to $6.99 billion. Same-store sales not only declined by 3.3% in the U.S. — the fourth straight quarter of increasing U.S. sales declines — but also down by 3.3% globally, largely due to a scandal over use of expired meat by an Asian supplier.

McDonald's has been up against intensified competition from QSRs and fast-casual chains positioned as offering healthier alternatives.

*Marketing Daily – October 21, 2014*

New Health Revolution: Brands Respond

[Logos of various food brands]
Canada’s Largest Food Retailer

Loblaw, recently in *The Globe and Mail*, announced that they will “elevate the brand from a packaged goods food brand to a lifestyle brand.”

To stay ahead of mainstream competition, natural products companies will have to elevate their game and become “healthy lifestyle brands” instead of just a “lifestyle brand”.

Soda Sales Took a Plunge In 2013

According to *Beverage Digest* soda sales continued to hit the skids in the U.S. with overall sales declining 3% last year, and leading no-cal brands with artificial sweeteners slipping at more than twice that rate. Meanwhile, a widely reported new study that suggests that diet soda may “hurt the heart,” as a CBSnews.com.

“The beverage industry is getting more and more challenging in the U.S. The obesity and health and wellness headwinds are not letting up,” said Beverage Digest editor John Sicher.

*Coca-Cola is struggling with sluggish international growth and mounting concerns over obesity and artificial sweeteners.*

*Marketing Daily - April 1, 2014*

*Ad Age / Bloomberg - October 21, 2014*
Berkeley Passes Nation’s First Tax on Sugary Beverages

Berkeley, CA., has become the first U.S. city to pass a measure taxing regular soft drinks and other beverages with added sugar. The passage of Measure D means that a one-cent tax will be imposed on energy drinks, iced teas and juices with added sugar, as well as regular sodas. The measure, which required only a simple majority to pass, was favored by 75% of voters, reported The Wall Street Journal (Nov 5, 2014).

Health Benefits of Milk Questioned

In *Got Milked*, Hamilton turns a critical eye on the Dairy Food Group and the promotional programs it supports to dispel misconceptions about milk and its crucial role in our health. *Got Milked* opens our eyes to the many ways in which dairy can actually be harmful to our bodies.

New research published in the British Medical Journal, suggests that it does little to strengthen bones and can double the risk of an early death. Milk used to be touted as a health drink. New research publish in the BMJ has shown that people who drank three glasses or more a day (680 ml) were twice as likely to die early that those who consumed less.

*The Daily Telegraph* – October 29, 2014
Five Megatrends Shaping Healthcare

1. Consumers Take Charge
2. Food and Exercise As Medicine
3. More with Less: From Volume to Value
4. Value through Data and the Ability to Predict, Prevent, and Personalize (The Quantifiable-Self)
5. Healthcare Everywhere – Everyone Involved

Additional Trends That Will Influence Healthcare

- Transparency is driving brand integrity
- Apps, mobile health and wired wellness
- Experiential retailing (BEING in business)
- Choice. Empowered patients demand choice
- Everything is connected (growth of our interdependency)
- Partnerships (the collaborative economy)
- Privacy (healthcare is still a private a private matter)
Whole Foods Posts Record Sales, Plans More Stores

Whole Foods Market said Wednesday it expects to open between 38 and 42 new stores this year. The company also said it expects sales growth for the fiscal year to top 9%. During a conference call with financial analysts, co-CEO Walter Robb said the chain’s strategic initiatives included the launch of a national “values matter” brand campaign in TV and print.

- *Super Market News Feb 11, 2015*

Whole Foods co-CEO confirms plans to eventually operate as many as 40 Canadian locations, up from its current 10 stores.

- *Retail Insider – November 24, 2014*

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Major Millennial Movement

*Millennials and aging Boomers join new moms as entry-point demographics for a fast-growing sector*

The market for organic foods has passed $3.5 billion in Canada — more than tripling since 2006 — and B.C. is by far the strongest market in Canada, according to the Canadian Organic Trade Association. British Columbians are about twice as likely to buy at least some organic foods as they are to buy none, a market trend led by families with young children.

At least two-thirds of British Columbians buy organic food in any given week, the most of any province.

- *Vancouver Sun March 12, 2015*

Millennials are competitive. They want to “make a dent in the universe” and they like being “social disruptors”
BC: A Burgeoning Battleground for Fitness Clubs

Fitness enthusiasts should brace themselves for a gold rush of new gyms

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The Vancouver Sun, February 13, 2015

Doctors Dole Out Prescriptions for Exercise

Patients are coming out of the doctor’s office with prescriptions for physical activity in addition to drugs, doctor referrals and follow-up protocols.

Doctors are working exercise counseling into office visits and calling exercise a “vital sign” to be measured when they take readings like pulse and blood pressure. The efforts stem from *Exercise is Medicine*, a program overseen by the American College of Sports Medicine, which encourages primary-care doctors and other health-care providers to include physical activity when designing patient treatment plans.

*Wall Street Journal* - December 8, 2014
Cancer Centres with Integrative Programs

Nestle: We Want to Be a Health and Wellness Company

According to a RFP, Nestle is hunting for an agency to take on a corporate brand assignment. The goal is to change consumer perception of Nestle from a “trusted chocolate company” to a “recognized and trusted food and beverage, nutrition, health and wellness company.”

Ad Age - May 29, 2014.

Nestlé CEO Paul Bulcke expects to continue its push into nutritional health. “We are part of the solution,” he says. He has been gently tweaking Nestlé’s portfolio of more than 2,000 brands to boost profitability and further the company’s transformation into a leader in nutritional health. We want to be the pre-eminent nutrition, health, and wellness company,” Bulcke said

Barron’s Dec 13, 2014
Healthy Changes at CVS

- **February 2014** – CVS/pharmacy, the second largest US chain, first announces they will stop selling tobacco products at its 7,600 stores by October 1st, because "it is inconsistent with [their] purpose – helping people on their path to better health."

- **September 2014** – CVS changes corporate name to ‘CVS Health’ to better align with their commitment to health care.

> “By removing tobacco products from our retail shelves, we will better serve our patients, clients and health care providers while positioning CVS Caremark for future growth as a health care company.”

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CVS: the Right Thing to Do

- This move will cost the company **$2 billion in sales annually**

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**BUT**

- In the first full quarter after making the decision to stop selling tobacco, CVS net revenues increased by 12.9 percent to a record $37.1 billion

- Prescriptions for smoking cessation medications increased 63% every month from September through December 2014,

- Customers picked up 2.3 million “quit smoking” brochures at CVS pharmacies and the Smokers Cessation Hub on cvs.com hit almost one million views.
Pharma’s Move Into the Lifestyle Market

Quality of life is important to consumers, and so is quality of lifestyle. The focus on lifestyle is gaining prominence.

Health Care Communication News - October 24, 2014

Power Shift in our Institutions and Culture

- President
- Prime Minister
- Premier
- Pope
- Priest
- Preacher
- Physician
- Professor
- Principal
Value Shift - Breakdown of Institutional Trust?

- Media – Brian Williams (NBC)
- Medical - Overboard with antibiotics and lack of nutrition education
- Corporate values that serve the 1% (Wall Street) are not democratic, not community oriented and not socially responsible.
- We are fatigued with the excessive advertising sales pitches we get

The Shift to Social Trust

- “Trust is the immune system of the relationship” – Stephen Covey
- Consumers prefer to believe each other
- Court of public opinion via social media is gaining ground
The Empowerment Movement

- Women’s rights
- Children’s rights
- Patient’s rights
- Consumer rights
- Student rights
- Worker’s rights

Let the Patient Revolution Begin

Advocacy for patient engagement is driven by the belief and backed by some evidence that engaging patients will reduce healthcare costs through the avoidance of unnecessary investigation and treatment. Some have argued that it is the “blockbuster drug of the century and will deliver equivalent dividends.”

*The British Medical Journal* – May 14, 2013

(condensed quote)
What an Inspired Patient is:

*Independent* in maintaining own health

*Informed* by the physicians and research

*Interconnected* with the health community

*Integrated* into our health care system

*Interactive* with physicians and clinicians
Participatory Medicine

Participatory Medicine is a movement in which networked patients shift from being mere passengers to responsible drivers of their health, and in which providers encourage and value them as full partners.

Participatory medicine is a cooperative model of healthcare that encourages, supports, and expects active involvement by all parties (clinicians, patients, caregivers, administrators, payers, and communities) in the prevention, management and treatment of disease and disability, and the promotion of health.

Journal of Participatory Medicine

Opportunity to Innovate

This movement points towards an opportunity to shift our healthcare system from the bottom up by educating, empowering and inspiring the public and patients to be the real health leaders. People want to be in charge of their health information and decisions.

It’s a huge opportunity because communication is an area of innovation in health. It also means we have more opportunity, if less authority, than medical professionals to help people create healthy lifestyles. The National Center for Health Statistics reported in 2008 that Americans see a doctor an average of four times per year. As health communicators, we can “see” people much more often.

Health Happens Between Doctor Visits
Integrative Healthcare - Part of the Solution

- Self-care
- Lifestyle medicine
- Integrative medicine
- Participatory medicine
- Preventative medicine
- Survivorship (for cancer care)
- Move from the institutional to the individual
- Patient-centered health and healing treatments and programs that enhance the immune system

Integrative Health - Program Principles

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<tr>
<th>Dr. Dean Ornish</th>
<th>Dr. Daniel Amen</th>
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<td>Focus</td>
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<td>Positive Social Support</td>
<td>Friends</td>
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Common Cents Healthcare

“It costs less to eat and live more healthfully.”

“Walking, loving, meditating, and quitting smoking are free and require no special equipment.”

Dean Ornish, M.D.
Special to Newsweek
March 8, 2006

Health Education / Content Marketing Programs

- Social media for marketing and engagement
- Seminars
- Webinars
- E-newsletter
- Health news email updates
- Workplace Lunch & Learn sessions
- Health coaching to keep the public / patients engaged (on the health path)
A Fresh Approach to Marketing

“No longer is it good enough to just sell healthy food.”
• John Mackey, CEO of Whole Foods, TED MED Talk

"Today we're a supermarket company ... selling wellness services and wellness products. I think in 10 years' time we'll be thought of more as a wellness company selling food."
• Safeway CEO Steve Burd Ad Age April 14th 2013

It’s Time to Re-Evaluate

We need to think different – Steve Jobs

• Evidence-based
• Prevention oriented
• Use technology wisely
• Social / connected / community
• Simple and cost-effective model
• Public / patient-centered / empowerment-focused

Be careful of the ladder you climb, it may be leaning against the wrong wall – Stephen Covey
What is Your Intent?

- This new approach to marketing is *not* about conning or seducing customers or “pushing product”

- It is about sharing the good news about living a healthy life - content /educational marketing

Branding Options

- Before you re-brand --- re-evaluate
- Be simple, short, bold and memorable

What will be your focus?
1. Personal branding
2. Community / Neighborhood
3. Expansive (franchising)
Creating Brand Value

- Focus on health. Be part of the larger conversation
- Make health hip, fun and accessible
- Ensure there are stats and evidence to back up your educational programs and social media posts
- Ensure the information is easy to access, understandable and sharable – give them something exceptional and positive to talk about (inspire clients to start a conversation)
Brand Values / Qualities for Developing Brand Trust

- Choice
- Quality of life
- Empowerment
- Self responsibility
- Cost effectiveness
- Evidence-base / informed
- Passion for your profession and health

Know Your Values / Your Why

- Why are you here?
- What is your why?
- What is your story?
- What is your personal passion?
- Why did you get into the business of health?
Standing for and Living Your Values

Living the new paradigm is about taking responsibility for yourself. Who are you are, what you have to offer, and understanding that you are the source of your experience of the world, i.e. your reality.

When you are living the new paradigm you make choices instead of meeting obligations, you stand for your values, you have clear boundaries, and you follow your heart.

Consequently you are empowered. You empower your ability to be healthy.

Creating an Exceptional Customer Experience

- Howard Schultz from Starbucks – “It’s not about the coffee”
- Examine all your customer touch points
- Create a hi-touch / sacred social experience
- What is your health education experience?
- Banks now practice smother-love
- On-line companies are expanding by adding retail / bricks and mortar experiences to the business model called “show rooming”
Creating an Exceptional Customer Experience

The company's strength (Weight Watchers) "is and always will be in the human connections that make a weight-loss journey more successful, connections between members and between members and service providers."

"These human connections have always been present in our meetings offering, but not in our online offering." So the company's 2015 innovations "will bring this power to our online offering for the first time and strengthen its impact in the existing meetings offering," he said. That will include bringing "one-on-one personal advice from Weight Watchers experts to our online members for the first time, while also providing greater personalization and connection in between meetings for our meetings members."

Ad Age On-Line
Wired Wellness / The Quantifiable Self

• According to Parks Associates, more than 40 million current smartphone owners use at least one wellness or fitness app (including 25% of heads of household).
  • Marketing Daily - February 3, 2015

Under Armour Becomes Largest Digital Health Community

Under Armour has become digital health’s Bigfoot, with an online fitness and nutrition community of 120 million people.

– Paid $475 million for MyFitnessPal, an app with 80 million users.
– Paid $85 million to scoop up Endomondo, an app with 20 million users.
– Owned MapMyFitness, with 31 million users, since 2013.

Marketing Daily – February 5, 2015
Digital Patient Journey

DR. GOOGLE IS IN!

Patients start to notice something doesn't feel quite right, so they Google their symptoms and make their own preliminary diagnosis.

86% of patients conduct a health-related search before scheduling a doctor's appointment.

Trust Me! I have a friend, who has a sister, who...

A whopping 90% of adults age 18-24 said they would trust medical information shared by others in their social networks.

41% of all patients say social media impacts their choice of healthcare providers.

The New Health Revolution
THE SEARCH CONTINUES...

43% of all visits to hospital websites come from search engines.

Searching continues throughout treatment, with 43% of all visits to hospital websites coming from search engines and most patients visiting the sites of two or more hospitals during the research.

TO FILL OR NOT TO FILL

60% of patients say they research their prescriptions to understand them better — and even decide whether they will fill it.

After the doctor visit, they research side effects of the medications they were prescribed.
IT'S ALL ABOUT TRANSPARENCY

The fact is that patients are more involved in healthcare than ever before, and our industry is now as transparent as car shopping.

SOCIAL MEDIA

75% of Americans have conducted a search related to personal health in the last year.

More than a third of Americans use social media to research health conditions.

Half of all patients who use the internet to self-diagnose end up making a doctor’s appointment.

Strategy Design

The problem is not the problem. The problem is your attitude about the problem.

Do you understand?

- Captain Jack Sparrow
Strategic Considerations

- Health is relative and personal
- Healthcare marketing is more relational than transactional
- Do you understand your market and the opportunities?
- What strengths can you leverage?
- Can you focus on chronic diseases and self-care?
- Do you know when to go to market? Timing is key
- Who is the brand spokesperson?
- Who are your partners?

Content Marketing Considerations

- Factivism – Use stats and science wisely
- Understand your brand values and your FAQs
- Answer the questions with targeted content
- Can you produce strategic seminars and webinars?
- Can you start a health conversation with your customers and patients?
- Create a social media calendar with seasonal topics / themes
Content Marketing Guidelines

• Don’t Reinvent the Wheel (repost)
• Be a Trusted / Evidence-based Source of Info
• Become an Industry Expert / Find Your Voice
• Avoid Sales Speak
• Create a Human Connection
• Engage Your Team and Outsource When You Need To
• Test, Experiment, and Test Again

Accessing Health Content

The New York Times
TIME
THE HUFFINGTON POST
THE GLOBE AND MAIL
THE VANCOUVER SUN
"Tomorrow's health leaders will be janitors, truck drivers and school teachers.” Leadership will come from the bottom up / from the people.”

- Dr. Deepak Chopra
Dude, what's this stuff doing in my Gatorade?

Sarah Kavanagh, a 16-year-old from Hattiesburg Mississippi, who wanted to know how an oil that contains a chemical also found in flame retardants got into her favorite sports drink. After she posted a petition on Change.org asking Pepsi to remove it, more than 200,000 people signed. “I just wanted to make sure it was something that I could drink,” said the teen.

Hannah Robertson

“Mr. Thompson, don't you want kids to be healthy so they can live a long and happy life?” she said during the question and answer portion of the shareholders meeting. “It would be nice if you stopped trying to trick kids into wanting to eat your food all the time.”
Advocacy and Activism

• Factivism – use stats and science wisely
• Make a statement - be a thought leader
• Social purpose leaders - make meaning
• Stand for something (your values)
• Connect - don’t separate and judge

Start Your Own Health Revolution

*Stand in the place where you live - R.E.M.*

Personal Responsibility

• Be invested in your health. Make a commitment to improve your health
• Share the good news about health
• Be part of the conversation
• Post health content on your social media sites
• If you are so inspired learn how to present talks / lectures
Social Responsibility for Business

- Purpose before profit
- Value instead of volume
- Make meaning instead of money
- Ask for more regulation of unhealthy food and beverages
- Partner with organizations that are doing the right thing
- Prescribe healthy lifestyle programs as part of treating chronic disease

Sometime the Small Guy Wins
Underdogs, Misfits, and the Art of Battling Giants

- Giants are not as powerful and strong as they seem / appear to be
- What is the very strength can be the source of the greatest weakness
- “Sometimes it is the people who no one imagines anything of - who do the things that no one can imagine.”
  - The Imitation Game
Work Hard / Hustle

- Commitment
- Accept the challenges
- Put in the time – 10,000 hours
- Understand the frequency factor

Embrace Confrontation

- Deal with life’s challenges
- Understand the tough questions
- Turn your negatives into positives
- A “crisis is a terrible thing to waste”
  - Paul Romer
Make the Impossible Possible

Surround Yourself with Supporting People

• The power of partnerships - Work collaboratively
• *Where Good Ideas Come From* – Stephen Johnson
• *Wizard of Us* – Jean Houston
Take Action

- Fail forward fast
- Have a bias for action
- Take risks, roll the dice - Grohl with it
- Don’t be obsessed with perfection
- Do or do not, there is no try – Yoda

The Health Revolution Starts Now

Yeah the revolution starts now
In your own backyard
In your own hometown
So what you doin' standin' around?
Just follow your heart
The revolution starts now

- Steve Earle

“Being healthy is a revolutionary act.”

- Dr. Mark Hyman