**Which Entrepreneurial Tools are Senior Health-Care Managers Looking For to Improve Medical Service?**

**Attitudes of Senior Health-Care Managers toward Enabling Entrepreneurial Tools to Improve Medical Care in Israel**

**5,000 words**

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**EN Question – entrepreneurship tool? Or entrepreneurial tool?**

**Abstract - 436**

Health-care systems around the world are extremely complex and face unique challenges in each country.

In the current COVID-19 crises, health-care systems around the world have shown poor abilities to deal with this unique flu. It is another warning sign for us about the importance of strong health-care systems.

Much has been written about how to improve the systems and curb the increasing costs of health care, but few researchers have written about how to use tools of entrepreneurship to make system-wide improvements. This study deals with the tools used by the entrepreneur. The historical background of entrepreneurship begins in the 18th century and includes many layers: the place of the entrepreneur in industry, the nature and personal characteristics of the entrepreneur, the motives of the entrepreneur, and the entrepreneur's environment. Entrepreneurs have not yet changed the field of health care despite the fact that health care desperately needs significant improvement.

The research objective of this study is to examine the attitudes of senior health-care managers toward enabling entrepreneurship tools to improve medical care in Israel.

This study comprises qualitative research in which professionals were interviewed. This method allows the focus to be on the personal experience of the entrepreneur and the senior professional in the health-care system. In addition, an entrepreneurial tool in this study will be defined from the scarce literature available and from the entrepreneurs who will be part of this study.

The results of the study show that a large majority of senior health-care managers and half of the entrepreneurs are unfamiliar with entrepreneurial tools; most senior executives and a large majority of entrepreneurs have considered the entrepreneur's character traits an entrepreneurial tool. Half of the senior executives believe that a deep understanding of the field is an entrepreneurial tool. It has also been found that a large majority of senior health-care officials regard conservatism and a lack of openness as the challenges for integrating entrepreneurship tools, and a large majority of senior executives believe that the resources needed for entrepreneurship absorption are openness and collaboration. All senior health-care officials and entrepreneurs familiar with the health-care system believe there is a positive impact on the establishment of entrepreneurship centers and innovation in the health-care system. Most respondents in the study believe there are no controls in the system and no mechanism that examines the integration of entrepreneurial tools in the health-care system.

Using the findings from the research done in Israel, the study will show that today's complex health-care system can be improved with the use of entrepreneurial tools. Better systems will increase the quality of life, and most importantly, save lives.

Keywords:

entrepreneurial tool, entrepreneurs, entrepreneurship, health-care systems, innovation, senior health-care managers

**Background – 3,500**

* **Entrepreneurship**

The history of entrepreneurship discipline begins in the mid-18th century. An entrepreneur at that time was defined as a risk-taking, self-employed person who could not anticipate demand, but was able to transform resources and utilize them to their best advantage. At the beginning of the 20th century, entrepreneurs took non-measurable risks and earned profits as the reward for carrying the risk. Entrepreneurship was seen as an expression of cultural values. Entrepreneurs use their innovative nature to conduct individual experiments with new combinations, motivate the creative-destructive process of capitalism, and revolutionize or redefine the production structure.

Previous research on entrepreneurs focused mainly on two levels: character traits and entrepreneurial behavior. Academic discourse suggested that entrepreneurs have a high need for achievement and that entrepreneurship is not the goal itself but the entrepreneur's way of compensating for his marginal position in the society. It is also argued that entrepreneurs are agents of change for the economy, moving it forward by opening new markets or creating new ways to carry out old, socially unacceptable processes. Academic study on entrepreneurship focused on the psychology of the entrepreneur. The literature describes the entrepreneur as a person seeking change, finding it, and taking advantage of it as an opportunity.

Studies on the nature of the individual entrepreneur indicated that an entrepreneur usually has certain inherent characteristics, but other studies have suggested that entrepreneurship can be learned. The partial success of the studies that focused on the character traits of the entrepreneur has resulted in a change of direction in entrepreneurship research and in the past three decades a focus on studies that underlie the entrepreneur's behavior thus reaching back some 250 years to the 18th century for behavioral approaches that characterized the entrepreneurial discipline in those early years.

Other researchers felt that there was no point in researching entrepreneurs in isolation and that environment and culture were important to the entrepreneurial context. Others have validated the notion that the entrepreneurial environment may or may not encourage entrepreneurial action. Later studies emphasize the importance of demonstrating sensitivity to the entrepreneur's cultural environment.

Later research on entrepreneurship focused on theoretical and empirical aspects and evaluated entrepreneurial cognition – the mental models used by the entrepreneur. It has been shown that entrepreneurs are not born with certain psychological and socio-demographic characteristics that lead them to success (Hatten & Coulter, 1997) and that entrepreneurs and non-entrepreneurs do not differ in their character traits. Therefore, the question in entrepreneurship literature has changed from who entrepreneurs are to why do entrepreneurs do what they do.

At the same time, the research also focused the entrepreneur’s ability to identify opportunity and highlighted the fact that an entrepreneur will move on an opportunity without limiting it by the actual resources currently available to him.

The scholarly literature has begun to define entrepreneurship as a process – a journey that involves a series of events that start from an idea and end with a business success or failure.

In empirical research, researchers have attempted to outline the actions of the entrepreneurial process using various databases, including a national database of entrepreneurs who started the process of establishing a US company, The Panel Study of Entrepreneurial Dynamics (PSED), and the Comprehensive Australian Study of Entrepreneurial Emergence (CAUSEE). These process studies generally described the entrepreneurial process but did not explore the clear lines of input and output required for entrepreneurship. It seems that entrepreneurship is a method that must be learned, and includes gaining familiarity with the unique entrepreneurial lexicon to understand the world of entrepreneurs.

Entrepreneurship has been researched not only at the entrepreneur level but also at the organizational level. This type of research is relatively new. An organization's management must be observed in order to measure the level of entrepreneurship there and research suggests it is the managers' decisions that indicate the nature of entrepreneurship in the organization. Research considers entrepreneurship a significant factor in the success of an organization, and it can bring forward a competitive advantage and better financial results (Covien & Slevin, 1991). In the entrepreneurial process, entrepreneurs initiate many processes and create a "new world."

It is clear today that without a deep understanding of the entrepreneurial phenomenon and an understanding of the hidden entrepreneurial process, it will be very difficult to fully understand the entrepreneurial world.

Important research has been done on entrepreneurs and their actions. Understanding that there is social and economic value to entrepreneurship, many countries around the world try to foster entrepreneurship. But because entrepreneurship is linked to entrepreneurial culture, entrepreneurship policies should be specific to the relevant field.

The process of integrating entrepreneurship into the health-care system is complex and the reasons that led to successes are unclear. The integration of entrepreneurship in the health-care world depends on many variables within and outside the health-care system. Employees of the organization are the frontier challenging entrepreneurship and integrating entrepreneurship models raises the concerns and implications of entrepreneurship on the employee, the employee group, and the organization. The literature suggests that entrepreneurship and innovation infrastructures must be created to encourage entrepreneurship. Entrepreneurship can save the health-care system from its huge expenses with the help of new business models.

The research on entrepreneurship is extensive and the word entrepreneurship has multiple definitions, varying according to the researcher and research (Frese, et al., 2000).

The various researchers' assumptions about entrepreneurship have led to criticism of the research in the field. Another challenge is the fact that different researchers define entrepreneurship with different concepts.

* **Innovation**

Within the complex entrepreneurial world, there is another fascinating world of innovation. Innovation is a specific tool within entrepreneurship, a discipline that can be learned.

Innovation can be divided into radical or incremental innovation. The research on innovation emphasizes innovation processes, structural innovation, innovative culture, disruptive innovation, and more.

In a study on entrepreneurship and innovation, a model was defined showing that innovation refers to organizations that continuously innovate and invest considerable resources in it and at the same time take great strategic risks. Innovation, as part of entrepreneurship, refers to the pursuit of creative solutions to organizational challenges as well as the organization's activism in their battle against competitors in achieving its goals (Davis, et al. 1991). In a global environment, innovation can ensure survival and success.

As in the world of entrepreneurship, the world of innovation also has the challenge of multiple concepts. Studies found it difficult to measure innovation as well.

In order to expand knowledge about the phenomenon of entrepreneurship in the future, researchers need to approach the topic with an open mind and conduct their studies with an entrepreneurial mindset. A multitude of paradigms and diverse research methods should be used, focusing on, among other things, the mechanism of entrepreneurship at the level of cognition and action (Shepherd, 2015).

One way to try to understand the phenomenon of entrepreneurship and innovation in depth is to focus on the unique models and methods of this world that make entrepreneurs act in different ways. Furthermore, it is vitally important that different entrepreneurs study the relevant models and methods of the entrepreneurial and innovation world so that we can encourage entrepreneurship in a systematic and understandable way.

* **Entrepreneurship & Innovation in Israel**

Since its establishment, the State of Israel has evolved as a center of entrepreneurship and innovation for a variety of reasons: its challenging position between Arab states (a perpetual existential threat), the economic boycott by Arab states, the multiplicity of immigrants, and the massive absorption of immigrants.

In the early years, the state faced considerable challenges: it doubled its population and natural resources including water were scarce. However, it faced those challenges with creativity. The Israeli Defense Forces gives young soldiers responsibility and requires them to produce solutions. Israel has a unique attitude toward learning from failure and using it as the basis for experience and the next success. Israel has broad government support, and it is focused on and values education.

One of Israel's significant growth engines is entrepreneurship and innovation. Israel is a world leader in entrepreneurship. Israel has about 8,000 high-tech companies and 5,000 start-ups, and every year this number grows by about 500 new startups.

A startup company is a temporary organization looking for a business model that will grow exponentially over time, which is why the startup company usually has an idea that will focus on a large market. Technology in the startup company is helping the rapid growth, but technology is not a necessary condition. The startup company is measured by achieving milestones and by revenue and user growth. The main areas of start-ups are diverse.

Israel was ranked third in the Global Forum's Innovation Index (Innovation Report 2017), and fifth in the Bloomberg Innovation Index for 2019 (Bloomberg Innovation Index, 2019). Israel ranks third in the number of Israeli companies traded on NASDAQ, after the US and China. Israel is considered a breakthrough state in many areas such as: communications and Internet, the medical world, agriculture and water desalination, digital printing, automotive industries, and security industries.

Today, the State of Israel ranks first in the world in terms of venture capital investment as a proportion of gross domestic product. In 2018, Israeli high-tech companies raised a record $6.4 billion from venture capital investors and other investors (ZAG, 2018 - IVC). Israel invests about 4.4% of its gross domestic product in research and development. This has resulted in acquisitions and IPO by Israeli startups of about $150 billion (the Innovation Authority).

The State of Israel is a global leader in entrepreneurship and innovation if measured by numerous parameters, yet it is unclear how the Israeli health system has steadily declined and is near collapse. If there was a significant connection between entrepreneurship and innovation within the health-care system in Israel, the Israeli health-care system would have been a global leader in this industry as well.

* **Entrepreneurial Tools**

We used a wide definition of entrepreneurship tools to include different types of tools, models, and methods, and they can be divided into several groups as follows:

*Planning and Executing Tools*

Business Plan,[[1]](#endnote-2)[[2]](#endnote-3)[[3]](#endnote-4)[[4]](#endnote-5)[[5]](#endnote-6) Canvas Business Model,[[6]](#endnote-7) Rapid Results Approach,[[7]](#endnote-8) Agile Software Development [[8]](#endnote-9)[[9]](#endnote-10),Pilot, [[10]](#endnote-11)Pivot,[[11]](#endnote-12) Demo,[[12]](#endnote-13) and Mockup[[13]](#endnote-14) (Yin & Luo, 2018).

*Collecting Data Tools*

Coworking Space / Hub,[[14]](#endnote-15) Mentoring,[[15]](#endnote-16) Entrepreneurship Courses,[[16]](#endnote-17)[[17]](#endnote-18) Pitch Workshop.[[18]](#endnote-19)

*Finance Tools*

FFF Funding (Family, Friends, Fools),[[19]](#endnote-20) Crowdsourcing,[[20]](#endnote-21) Business Angels,[[21]](#endnote-22) Startup Accelerators,[[22]](#endnote-23) Technology Transfer Companies,[[23]](#endnote-24) Business Incubators,[[24]](#endnote-25)[[25]](#endnote-26) Venture Capital,[[26]](#endnote-27) R&D Centers Multinational Corporations, [[27]](#endnote-28) and Bootstrapping.[[28]](#endnote-29)

רשות החדשנות ? (the Innovation Authority).

*Cognitive Tools*

Effectual Logic,[[29]](#endnote-30)[[30]](#endnote-31)[[31]](#endnote-32)[[32]](#endnote-33)[[33]](#endnote-34) Entrepreneurial bricolage,[[34]](#endnote-35)[[35]](#endnote-36)[[36]](#endnote-37) Discovery – Driven Planning,[[37]](#endnote-38)[[38]](#endnote-39) Disciplined Entrepreneurship,[[39]](#endnote-40) Evidence-based Management (EBM) for Entrepreneurial Environments,[[40]](#endnote-41) Theory of Inventive Problem Solving TRIZ / TIPS,[[41]](#endnote-42)[[42]](#endnote-43)[[43]](#endnote-44) Prescriptive Entrepreneurship,[[44]](#endnote-45)[[45]](#endnote-46)[[46]](#endnote-47)[[47]](#endnote-48) Customer Development,[[48]](#endnote-49) The Lean Startup Methodology,[[49]](#endnote-50) Design thinking.[[50]](#endnote-51)[[51]](#endnote-52)

*Law Tools*[[52]](#endnote-53)

* **SCOPE OF PAPER - 321**

The research objective of this study is to examine the attitudes of senior health-care managers toward enabling entrepreneurship tools to improve medical care in Israel. In addition, the study will review the entrepreneurial tools in the literature and position appropriate tools as suggested by entrepreneurs familiar with the health-care system.

Using the findings from the research done in Israel, the study will show that today's complex health-care system can be improved with the use of entrepreneurial tools. Better systems will increase the quality of life, and most importantly, save lives.

The health-care system in Israel is very centralized and controlled by a few very powerful players (Ministry of Health, Ministry of Finance, the four health service organizations). Due to the structure of the health-care system in Israel, entrepreneurs enter the system through senior health-care managers who determine policy on many issues including the adoption of new ventures. In this situation, it is very difficult to put forward entrepreneurial processes without receiving support from senior health managers in Israel.

Entrepreneurs can change the world. In recent decades, we have witnessed processes in which entrepreneurs have completely transformed entire industries and systems. It is evident that the health-care system is having difficulty in adopting entrepreneurship and the question that we need to ask is: what is preventing the health-care system from embracing entrepreneurial change?

This study examines the attitudes of senior managers in the health-care system in Israel with regard to enabling entrepreneurial tools to improve medical care to shed light on this issue.

Figure 1: The research model

**Entrepreneurs familiar with the health-care system**

**Senior managers in the health-care system**

**Health-care system**

**Literature - entrepreneurial tools**

The chart shows the research model in which a literature review of entrepreneurship tools was first conducted, followed by interviews with entrepreneurs initiated by the health-care system about entrepreneurship tools, all to validate the relevance of the interviews that were finally conducted with senior health-care managers.

* **Study Data and Methods - 156**

This study comprises qualitative research in which 18 professionals were interviewed. Interviews allow the focus to be on the personal experience of the entrepreneur and the senior professional in the health-care system. In addition, an entrepreneurial tool in this study will be defined from the scarce literature available and from the entrepreneurs who will be part of this study.

Figure 2: Senior health-care system managers characteristics

The senior managers’ accumulated experience in the health-care system encompasses an extensive array of components of the system: the Ministry of Health, hospitals, health organizations, and the IDF.

In terms of the education, all are specialist doctors. Five specialize in family medicine and pediatrics, four have studied medicine as soldier-students, all have at least one additional degree, one has two Master's degrees, and one has an additional doctorate.

Five of them completed another degree at the world's top universities. Today, five of them have a professorships at various academic institutions.

**Limitations of the Study - 206**

*Research Arrangement:* The study was conducted with entrepreneurs familiar with the health-care system and senior health managers from a limited number of entities. This may limit the ability to generalize its findings to other entrepreneurs and health-care system executives.

*Measurement of results:* The lack of comparable metrics has made it difficult to examine the findings of the study with respect to objective results of measuring entrepreneurial tools.

*Study population:* Given the relatively small sample, it is not certain that the results can be generalized to the wider population.

In addition, since the study examined the attitudes of senior managers in the health system, significant attitudes of middle-level managers in the health system is lacking.

*Gathering the data:* The topic of the study could sometimes feel threatening to the entrepreneurs and the senior health-care system managers. This might be reflected in choosing not to participate or in attempts to be perceived as more familiar with the entrepreneurial tools than in reality.

The researcher is an entrepreneur involved in the world of entrepreneurship over the last decade and is therefore proficient in the various entrepreneurial tools mentioned in the research. Also, some of the entrepreneurs and some of the senior health officials are personally known to the researcher.

* **Study Results**
* **Discussion - 779**

**The results of the study show that a large majority of senior health-care managers and half of the entrepreneurs are unfamiliar with entrepreneurial tools.** The literature is missing on this topic. Most senior executives and a large majority of entrepreneurs have considered the entrepreneur's character traits an entrepreneurial tool, which means that most interviewees believe that there is something unique about the character traits of the entrepreneur as a person. Literature has previously focused on the character traits of entrepreneurs in trying to understand their work (Begley & Boyd, 1987). Research has moved from inherent entrepreneurial character traits to approaches that focus on entrepreneurial actions (Smart & Conant, 1994).

Half of the senior executives believe that a deep understanding of the field is an entrepreneurial tool. Senior health officials mainly cite other entrepreneurship tools related to familiarity with the health-care system such as diverse staff, experience, and entrepreneurial tools such as developing and launching pilot programs (Wouters, et al , 2018).

Entrepreneurship tools according to senior managers in the health-care system and entrepreneurs familiar with the health-care system are shown in figure 3.

Most senior executives and entrepreneurs consider the character traits of the entrepreneur an entrepreneurial tool.

**It has also been found that a large majority of senior health-care managers and most entrepreneurs regard conservatism and lack of openness as the challenge to integrating entrepreneurial tools.**

The literature on this topic is inconclusive, and there is no definitive connection between successes in the process of integrating entrepreneurship into the health-care system (Rye & Kimberly, 2007). Most of the senior health-care managers and some of the entrepreneurs familiar with the health-care system felt that a significant challenge in integrating entrepreneurship tools into the health-care system was the burden and complexity.

Only half of the senior health-care managers with a minority of entrepreneurs viewed the budget as the challenge of integrating the entrepreneurial tools. Half of the senior officials thought the application was the significant challenge.

The challenges of integrating entrepreneurship tools according to senior health-care managers and entrepreneurs familiar with the health-care system are shown in Figure 4.

Most senior managers and entrepreneurs see the health-care system's conservatism and lack of openness as a challenge.

A large majority of senior executives and some of the entrepreneurs familiar with the health-care system believe that the primary resource needed for entrepreneurship incorporation is openness and collaboration.

Most senior health-care managers and some of the entrepreneurs familiar with the health-care system believe that budgets are a resource needed to incorporate entrepreneurship. On the other hand, some senior officials believe that the budget is not the required resource.

All senior health-care managers and entrepreneurs familiar with the health-care system believe the establishment of entrepreneurship centers and innovation in the health-care system would have a positive impact.

The literature recommends establishing innovation centers that include senior executives and clinical staff using reliable information and infrastructure (Bradley, 2004).

Most respondents in the study believe there are no controls in the system and no mechanism that examines the integration of entrepreneurial tools in the health-care system.

The literature is missing on this topic.

The resources required to receive entrepreneurship in the health-care system according to senior managers and entrepreneurs are shown in figure 5.

All senior executives and entrepreneurs support the establishment of entrepreneurship centers in the health-care system.

Half of the health-care system senior managers and entrepreneurs see the use of entrepreneurship tools in the health-care system as the biggest advantage of initiating change and improving the system. This is also mentioned in the literature on entrepreneurship research in various organizations (Davis, et al., 1991). And some senior executives believe the main disadvantage is investment of resources without success.

A minority of senior health-care managers believe that within the system there are professional capabilities to deal with entrepreneurship. Also, about a third of senior managers mentioned the importance of long-term planning and entrepreneurial education. According to some senior health-care managers, entrepreneurship tools can be taught. Entrepreneurial education has been widely discussed in the literature on entrepreneurship and it is believed that entrepreneurship can be taught (Gorman, et al. 1997). Some health care executives and a large majority of health-care entrepreneurs believe that the health care professionals' perceptions are conservative and not open-minded. The literature describes a situation where there is no legality in entrepreneurship integration, which depends on many variables and actors varies from within and outside the system (Fitzgerald, 2002). In the literature, a model was also presented that puts the concerns and implications of entrepreneurship on the employee, the employee group, and the organization (Anderson, et al., 2004), and suggests that the organization's employees are a barrier to entrepreneurship (Phillips & Garman, 2006).

* **CONCLUSIONS - 869**

The research shows that the subject of entrepreneurial tools is in the shadow of the health-care system. Here are some key conclusions and recommendations from the study:

A. The Entrepreneurship Tools are Unknown: to entrepreneurs who are familiar with the health-care system and senior managers in the health-care system. There are wide gaps of knowledge and defining entrepreneurial tools, which leads to a lack of use and misunderstanding of the benefits of entrepreneurship tools. In such a state of disagreement about defining the basic concepts of using entrepreneurship tools, it is no wonder that adopting entrepreneurship in the health-care system is, to say the least, conservative and lacking in openness. This is due to the fact that there is no common language between entrepreneurs and senior managers in the health-care system, which results in opposing positions.

*Recommendation:* Educate about entrepreneurship tools in the health-care system and create a common language between the entrepreneurs familiar with the system and senior health-care managers. These senior executives and entrepreneurs do not recognize entrepreneurship tools, and they seem to be about three decades behind because they still believe entrepreneurship is a product of an entrepreneurial nature. Significant education on entrepreneurial tools is required to use these entrepreneurial and innovation generators in the health-care system, with a spotlight on cognitive entrepreneurship tools. Entrepreneurship and innovation should be taught in general and with an emphasis on entrepreneurship tools in the health system in particular, first in health-care system management frameworks and later in medical schools. Encouraging entrepreneurship will, in my opinion, require a breakthrough on the part of the entrepreneur, the senior managers in the health-care system and cause a major change in the dying medical world in general. The study of entrepreneurial tools will also improve the theme of openness and reduce conservatism working against entrepreneurship and innovation in the health care system.

B. Irregular Adopting of Entrepreneurship: The various bodies in the health-care system focus on outstanding innovation and entrepreneurship rather than replicating existing successes. There is a lack of regular processes for adopting entrepreneurship in the health-care system. Nowadays things are incidental and dependent on circumstances. The entrepreneur is a key factor that needs to be recognized in order to increase the venture's chances of progressing in the health-care system, but the health-care system itself also needs to understand entrepreneurship tools in order to systematically and effectively embrace entrepreneurship.

*Recommendation:* Establish appropriate entrepreneurship and innovation centers and other infrastructure. This entrepreneurship tool can be expressed in many ways and can be low-budget. It should meet the requirements of the entrepreneurs familiar with the health-care system and senior health-care managers on a number of things: embrace openness to entrepreneurship and strive for change, enable wide collaboration, and develop entrepreneurship in an orderly and effective manner. Such infrastructure should help entrepreneurs implement their entrepreneurial tools, including providing guidance and removing barriers. Investing in establishing entrepreneurial centers in the health-care system will help the hundreds of new entrepreneurs who come to the health-care system gates every year. More then that those centers will give the entrepreneurs more entrepreneurial tools.

C. Budgets are Not a Mandatory Resource for Entrepreneurship and Innovation Adoption: According to senior health-care managers, budgets are not the main resource for promoting entrepreneurship and innovation, and many low-budget entrepreneurship and innovation actions can be done.

*Recommendation:* Learning entrepreneurial tools with emphasis on lean models to encourage entrepreneurship and innovation in the health-care system regardless of the budget, as budgets are usually absent.

D. Absolute Lack of Control Mechanisms for Entrepreneurship in the Health-care system: The study indicates that there are no control mechanisms for entrepreneurship and innovation in the health-care system, and there is asymmetry in information on this topic.

*Recommendation:* Establish an inclusive body that will: review the various initiatives in the health-care system and replicate successes for the benefits of the whole system, promote a broad look at entrepreneurship and innovation and not encourage the pursuit of innovation fame, share positive and negative knowledge with the health-care system units about ventures, and embrace initiatives already successful elsewhere in the health-care system. Unlike other systems, the success of one body in the health-care system to provide better medical service is a benefit for all of us.

In summary, although the topic of entrepreneurship and innovation has a lot of studies in the literature in recent decades, the topic of entrepreneurial tools has scarcely been explored. The world of entrepreneurial tools is a whole and complex world that should

be explored in order to shed light on the entrepreneurship process and help improve it in the health-care system as a whole. There are huge budgets in the health-care system, and some of it must be invested in places where change in perception and significant savings can be made. Staying in the same economic paradigms will cause a complete collapse of the health-care system.

A number of directions are recommended for future research:

A. Research on the use of entrepreneurial tools to improve medical service in one or more components.

B. Research on various types of other entrepreneurship tools in the health-care system.

C. Research on attitudes of other populations in the health-care system toward the use of entrepreneurial tools to improve medical service.

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