



Boosting Innovation through intrapreneurship in the HealthCare sector across Europe (InnoIntraHealth)

The generation of knowledge in all areas, its dissemination and its application to obtain a social or economic benefit, are essential activities for the progress of society. In the field of public health, research and innovation are of special relevance for their contribution of solutions to the problems of the population and the improvement of the sustainability of the system through the creation of a more efficient model and the returns derived of the R&D itself.

Currently, health reform has become a priority of global concern, due to the increasing ageing of the population, the rise of chronic diseases, as well as the costs associated with healthcare. The advancement of health requires exchange both between disciplines and at different levels of health systems, as these interactions are precursors to innovation processes, which in turn allow for the consolidation of ideas and solutions to real problems of the population 'novel solutions-oriented approach to complex problems'.

Approaches from this orientation must adopt a vision based on top-down rather than bottom-up design. In this way, techniques such as design thinking have demonstrated their power in getting community feedback and public participation for the design and implementation of real solutions for public health programmes.

In order to bridge this gap between the political systems responsible for implementing or carrying out measures that respond to the problems of the population, and the "real experts" on these problems, we have sub-disciplines such as intrapreneurship. Intrapreneurship is the promotion of entrepreneurial activity within consolidated public and private organizations. It is one of the strategies that is giving the best results when entities need to move, go a little further; when to innovate. In other words, intrapreneurship is the impulse of new ideas by the employees or members of a company or institution. In this way, it seeks to obtain benefits for the organization but it has also proved to be a discipline that generates well-being and self-efficacy in workers.

Although intrapreneurship has gained attention in recent decades given its crucial role in innovation, organisational performance and as an enabler of professional development, we do not have a theoretical framework for intrapreneurship in public health and there are scarcely any studies with defined methodologies. Intrapreneurship in public health is an emerging field of study, which requires a theoretical framework to enable its future research and application, thanks to the provision of training programmes that allow theory to be put into practice in this professional field. **A glimpse on intrapreneurship:**

- The concept “intrapreneurship” was introduced by Gifford Pinchot in the 1980s.
- Get employees to propose projects, regardless of their position.
- If an entrepreneurial idea arises within the organization, it is likely that other workers will also be encouraged to submit proposals.
- The idea is that, with the proposed innovations, the company can achieve greater competitiveness in the market.
- The firm can create an entrepreneurship program for the development of new projects.
- Another way to promote entrepreneurship can be a work methodology where a certain time of the working day is dedicated exclusively to the development of new ideas.
- Intrapreneurship is a concept related to business creativity, which is the ability of a company to create a new product or process.
- Intrapreneurship can achieve business innovation. This is defined as a change in the good or service that a company offers, or in the processes that are developed within the organization.

In the Autonomous Community of Cantabria, this reality is especially evident in the public health environment as a whole and especially in the Marqués de Valdecilla University Hospital, a reference center for highly complex health care in Cantabria and also for the generation of knowledge in the biomedical field. All this entails clear opportunities for the development of innovation and intrapreneurship, collaborating with Primary Care and Nursing, as sectors aware of the needs of patients, and essential for the development of research and innovation projects in health that seek a comprehensive approach.

In accordance with the needs and opportunities of its environment, and more specifically with those of the Public Health and R&D System of Cantabria, IDIVAL must also promote the appearance of innovative solutions that respond to new challenges and health problems of citizens, whose impact on people and on society as a whole is direct and entails far-reaching socioeconomic implications in the short, medium and long term. Specifically, the activities promoted by IDIVAL have a special impact on the advancement of capacities in clinical research and innovation of the Public Health System of Cantabria. All this with the main aim of revitalizing the environment, both by improving care capacities and by creating wealth through job creation and support for the industrialization of the region.

Aligned with the Spanish Strategy for Science, Technology and Innovation 2021-2027, IDIVAL designs this annual action aimed at promoting and coordinating R&D in various programs that are of special value, in view of the results obtained to date. The name of this programme is

This regional programme seeks to stimulate biomedical research as complementary to other national and international calls and its purpose is not to replace them, but rather to act, within



our regional scope, in the niches not covered by external support/funding, and especially in those areas of our Autonomous Community where opportunities or needs of special interest in biomedical R&D have been identified. Specifically, this programme affects the promotion and recruitment of talent, facilitation of innovation, internationalization, the promotion of studies on patients such as those developed in the Cantabria Cohort promoted by IDIVAL, the development of clinical trials non-commercial and research in areas where Cantabria is committed to the development of clearly differential capacities within the National Health System, all of this trying to incorporate the new generations of clinical researchers, specifically including Primary Care and Nursing, and with a vision of necessary synergy with other knowledge-generating agents of our Autonomous Community and companies.