



# The Business of Solving Social Problems

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A photograph of an elderly woman lying in a hospital bed. She has dark hair and is wearing a pink patterned top and a teal cardigan. Her eyes are closed, and she appears to be resting or sleeping. Her hands are being held by another person's hands, one of which is wearing a blue denim sleeve. An IV drip is attached to her left hand, secured with a white adhesive bandage. The background is a plain, light-colored wall.

Pneumonia

CANCER

# Legal Structures



# Legal Structures

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Equity Holders vs. Stakeholders

Shareholder Value vs. Net Assets

## Decision Making

Profits vs. Outcomes

Shareholder Value vs. Societal Value

Investors vs. Mission

# Challenges

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Mission



Vision



Theory of Change



# Theory of Change



*“Public service is the highest good,  
and, when done honorably and  
well, the most rewarding.”*

-Robert F. Wagner



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**Thank You**