

HBA Advantage

Spring 2017

The Magazine of the Healthcare Businesswomen's Association

Leadership in action



Vision 2020

40th anniversary

Transforming with G.R.I.T.

Success stories

Gender parity

ACE awards

A conversation with Ceci Zak



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Women at Pfizer enjoy visible support from senior leaders, access to robust mentoring, sponsorship and development programs, an array of flexibility options, and innovative programming from the Global Women's Council.

Pfizer is proud to support the HBA and congratulates our Rising Stars, Tanya Silva Alcorn, Eileen Cheigh Nakamura and Puja Sapra, and our Luminaries, Mary Lou Ambrus, Marie-Pierre Hellio and Yolanda Lyle





Collaborating for success

by *Laurie Cooke*

A revolution leading to evolution



Laurie Cooke, RPh, CAE
HBA CEO

This year marks a special milestone for the Healthcare Businesswomen's Association. Forty years ago, five courageous women came together in New York with a shared passion to make the advertising and medical journal world of healthcare a place where women could not just survive but thrive. (Please turn to page 10 for more about the remarkable evolution/revolution of the HBA.)

Today, I am proud to say the HBA is a global organization with upward of 8,000 members and more than 120 Corporate Partners, and embarking on a bold strategy to bring the HBA's strong value proposition to even more individuals through regional expansion into new geographies.

And while it may look like we have "come a long way baby," we at the HBA know there is still more work to be done to ensure our partner organizations, members and volunteers reap the business benefits of a diversified and talented workforce.

Some studies suggest it will be 170 years before there is actual gender parity. However, like our "gritty" founders, we are not satisfied with the "status slow." Going forward, we are pursuing excellence at every opportunity to move the needle across all our sectors. This year alone, the HBA rolled out activities to make an impactful difference that include:

- Launching a new microsite — Collaborating for Gender Parity (<https://genderparity.hbanet.org>)
- Hosting a virtual summit on Inter-

national Women's Day (IWD), which generated more than three million impressions in the Twittersphere;

- Securing visibility in a *USA Today* Women in Business supplement article—"In Health Care, Gender Gap Has Become a Business Issue"—reaching millions of readers through its print and online distribution;
- Sponsoring an academic paper supported by a number of world-class industry thought leaders that allows us to engage with new sectors and will be the platform for many upcoming speaking engagements and article submissions.

Our strategic approach to cross collaboration is vitally important to the success of the HBA's overall mission and the vision that our chair and chair-elect have laid out for the organization in 2017 and beyond. (Please turn to page 4 to read more from Rhonda Johnson and Shannon Resetich.)

And since this is the Woman of the Year (WOTY) edition of the *HBAAdvantage*, I would be remiss if I didn't congratulate our 2017 Woman of the Year Bahija Jallal, PhD, executive VP, AstraZeneca, and head of MedImmune; our 2017 Honorable Mentor Joaquin Duato, worldwide chairman, pharmaceuticals, Johnson & Johnson; our 2017 STAR Ceci Zak, principal and COO at Batten & Co.; as well as our 2017 Rising Stars and Luminaries.

I also want to thank our many sponsors, Corporate Partners and members for their visible support of our mission. ●

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HBAAdvantage

The Magazine of the Healthcare Businesswomen's Association

Laurie Cooke, RPh, CAE—CEO
Nancy White—director, marketing,
communications and digital strategy

Phil George—senior manager, marketing
and communications
Taren Grom—consulting editor



A Vision for success

Embracing a bold, consumer-facing strategy for future growth

**Laser-focus.
Relevance.
Engagement.
Consumer-centric.
Accountable.**

These are the concepts that Rhonda Johnson, 2017 HBA chair, is bringing forward during her year in leading the HBA through its next growth phase. Along with HBA chair-elect Shannon Resetich, the two have laid out an aggressive, but achievable, 2020 strategic plan. With a dedicated focus on gender parity through partnership, the visionary plan directs the HBA not only toward increased geographic and demographic growth, but helps improve the business results of its Corporate Partners and enhances the value provided to members and volunteers.

"The HBA is and needs to remain laser-focused on those priorities and activities that serve the global goal of gender parity and partnership in the healthcare workforce," Johnson says. "In collaboration with our Corporate Partners, members and volunteers, we are engaging in activities that will move the needle and accelerate this effort. The clock is ticking and we need to drive those initiatives that matter to ensure we are having the intended impact on the gender parity agenda for the healthcare industry."



"As an association, the HBA has to continue to evolve and reinvent itself, or we risk falling out of relevancy and another group could take over and offer our consumers the next best thing."

Rhonda Johnson
2017 HBA chair
EVP
Market Performance Group

"We have an ongoing process of collaboration and planning to stay ahead of the ever-changing industry dynamics and to advance our mission."

Shannon Resetich
2017 HBA chair-elect
global franchise head,
hematology
Shire





Resetch adds that the HBA's five-year strategic plan ensures everything the association does aligns with this singular focus of advancing gender parity.

"To inform and evolve this strategic plan, we continuously monitor the healthcare landscape and gather relevant insights from our members and Corporate Partners," she explains.

According to Johnson, the HBA is employing one of its key strengths as a convener—a convener of people, companies and ideas—to help the association move the needle on gender parity, which is mission critical.

"We are convening businesses and individuals to drive action around a common business objective—gender parity—which is important to everyone," Johnson adds.

She emphasizes that the core objectives can only be achieved by gender parity through partnership, and in line with talking the talk and walking the walk, the association named the first man—Joe DePinto, president, specialty solutions, Cardinal Health—to its corporate board of directors in 2017.

"Our board has to reflect the face of our consumer—Corporate Partner, member, volunteer—and this crosses the spectrum of our key stakeholders," Johnson explains. "We have to look and feel like our consumer so that we can serve them the best way possible. We are doing so much in the digital and social media space. We have to be able to engage with our consumers the way they want to engage with us and the only way we are going to be able to do this is if our board reflects our consumers."

With engagement being one of the key drivers of success, Johnson is eager to point out that the HBA needs to bring forward the right triggers in terms of relevant content and solutions that create a bias of action for all its constituents.

"We have to ensure that our solution offerings are complimentary and additive to an already crowded space of knowledge, information and tools," Johnson notes. "The HBA has to be top of mind as a go-to resource. We are spending a fair amount of time understanding leading and lagging indicators that will trigger the accelerated

2016 HBA board of directors

The HBA would like to thank the following outgoing 2016 board of director members for their years of service and dedication to the organization.



Lisa George
VP, global talent
management
Walmart



Kathy Fitzpatrick
chief financial officer,
GI Supply
owner, Padgett
Business Services



Nancy Santilli
global managing
director
Human Care Systems,
Inc.



Laser-focus. Relevance. Engagement. Consumer-centric. Accountable.

movement of more women into leadership roles in this industry.”

Under Johnson’s leadership, the board and staff have a heightened sense of accountability and are relying on fact-based metrics around measuring progress to enhance the laser-focused strategic thinking around a few key initiatives.

“Our biggest opportunity is to extend our

voice to get the message of why gender parity through partnership is important to our industry and link the goal of accelerating gender parity to an outcome of driving improved patient intimacy and overall better business results,” she concludes.

Resetich adds that the HBA’s bold goal—a goal endorsed by the HBA’s executive advisory board—is to advance gender parity so there are more women CEOs and board members in Fortune 500 healthcare companies by 2020.

“This is an ongoing process of collaboration and planning to stay ahead of the ever-changing industry dynamics and to advance our mission,” she says, adding there is particular focus on:

- **Customers:** companies (Corporate Partners), individuals (members and volunteers) and chapters
- **Products:** portfolio expansion
- **Infrastructure:** operational efficiencies

To further emphasize the bold steps undertaken by the association in 2017, the HBA is undergoing a brand enhancement, which will be visible through refreshed messaging and a new look and feel designed to reflect this more purposeful strategic direction.

A leading legacy

In terms of her legacy as chair and the impact she aspires to make on the industry, Johnson is ardent in wanting to create a culture that allows leaders to “live into the HBA’s purpose and mission” by creating an association that is made up of women and men who have the same passion to move the needle on gender parity and partnership.

And for Johnson, it’s more than just parity, it’s about getting women to the table because this will drive better business results.

“Throughout my career, I have been involved in and an advocate for diversity of

HBA *Now*

Late in 2015, the HBA embarked on a bold new organizational structure called HBA Next to expand the association’s reach into new geographies and enhance its value proposition to members, volunteers and Corporate Partners. Under the leadership of Liz Coyle, HBA EVP, value offerings, a small group of committed volunteers have successfully migrated the new operational model from “next” to “now.”

In 2017, the HBA is expanding into new geographies and adding new affiliates—HBA Pittsburgh joins HBA Denver, HBA Austin, HBA Seattle and HBA Phoenix. The association also has begun the migration of current HBA chapters to the new regional operating model. The first two chapters evolving into the new model are **HBA Metro** and **HBA Florida**, which are paving the way for the association at large.

These advancements with chapters are designed to provide additional opportunities for Corporate Partner employees to engage with the HBA and increase the return on their investment as a Corporate Partner. As the HBA expands its footprint, more members will find professional enrichment, networking and industry-wide recognition programs “closer to home.” They will have more opportunities to step forward for HBA leadership roles that will accelerate their professional development and bring greater value back to their organizations and contribute to business goals. Effective 1 April,

- **HBA Metro** became “**HBA NY/NJ Region**” consisting of three chapters: **HBA New York**, **HBA Northern New Jersey** and **HBA Central New Jersey**.
- **HBA Florida** evolved into the “**HBA Southeast Region**” consisting of **HBA Miami** and **HBA Tampa**.

To learn more about these exciting developments and those to come, visit HBAnet.org.

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Diversity & Inclusion are integral to our culture and reflected in our values of Leadership, Integrity, Flexibility and Efficiency (LIFE). We welcome individuals with diverse perspectives who will help us drive innovation at Bayer.

We congratulate Bayer's 2017 HBA Honorees, who exemplify the LIFE values every day:

LUMINARY

Cindy Powell-Steffen
Senior Director,
Marketing Brand
Activation & Inside
Sales, Radiology



RISING STAR

Libby Howe
Regional Business
Manager, Women's
Healthcare



Our diverse constituencies are exemplified in Bayer's 10 employee resource groups (ERGs). The Women's Leadership Initiative, our largest ERG, manages our HBA partnership and supports business performance by increasing demand for gender diversity and promoting the advancement of women.

Please visit our website at:
www.bayer.com

Bayer celebrates all 2017 HBA Honorees

At Bayer, we foster open discussions, sharing knowledge across our community and partnering with external networks. You can work in a diverse team with leading experts, leveraging global expertise and a

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Laser-focus. Relevance. Engagement. Consumer-centric. Accountable.

thought, style and perspectives,” Johnson adds. “Having served on the HBA board for

three years, and as chair today, I am reminded of my responsibility and stewardship to the mission this association serves. On a very personal note, I have learned quite extensively the role a board of directors plays in an organization, and the responsibility of ensuring the board provides guidance and insight, without operational meddling. I’ve learned to trust the talented people who run the ‘business’ day to day, and keep the board at a strategic level to support the overall priorities and mission of the HBA, remove obstacles and serve as an advisor to the CEO and staff.”

She is particularly proud of the fact that there are many men—one who sits on the current board of directors—who are intimately involved in the HBA and serve to reinforce the appropriateness of collaboration to achieve the association’s goals.

“This isn’t an issue of men versus women—it is an ‘and’ discussion,” Johnson concludes. ●

HBA core purpose and mission

HBA core purpose: To further the advancement and impact of women in the business of healthcare

HBA mission: The Healthcare Businesswomen’s Association is a global nonprofit organization comprised of individuals and organizations from across the healthcare industry committed to:

- Achieving gender parity in leadership positions
- Facilitating career and business connections
- Providing effective practices that enable organizations to realize the full potential of their female talent

The HBA accomplishes its mission through strong business networks, education, research, advocacy and recognition for individuals and companies.

Congratulations!

Beacon salutes all
of this year’s Rising Stars.
Long may you shine!

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Eisai's passionate commitment to patient care is the driving force behind our efforts to find innovative solutions that help address unmet medical needs and contribute to the well-being of patients worldwide. With therapies in oncology and specialty care, we focus on having an impact on patients and their families. At Eisai, *human health care* is our goal.

Congratulations to all of the 2017 HBA honorees!



Eisai is proud to
congratulate

Alexandria Cherry

on her Rising Star Award



h/hc
human health care



Leaders of a revolution

HBA celebrates 40 years of advancing women in healthcare

Imagine if you were told you couldn't have that well-deserved promotion because you were a woman? Or, that even though you were qualified, you couldn't be hired for a position because you were female? Or, when you walked into the break room you saw a company-issued poster that said women would be terminated at their fifth month of pregnancy? Today, such a world seems unimaginable, yet this is the environment in which the HBA's five founding members were immersed in 40 years ago. These five courageous women—Diane Anderson, Peg Dougherty, Melissa Gryczka, PharmD, Sheila Sinkking and Ruth Smith, MD—took on a gender-biased workplace culture and began to carve out a path that 40 years later is still being blazed by passionate and dedicated women and men in pursuit of creating gender parity through partnership.

These pioneers came together in New York City and decided it was time to enter into a "new century." The path forward was not easy and as Dr. Smith, the first HBA president, has said they often felt isolated, but they were determined to make a difference.

The concept of the HBA was born during a lunch between Sinkking and Dougherty. They recall discussing that there were a lot more women like them out there. Keep in mind, there were no directories, no databases, no email, no cell phones, and as Dougherty says they couldn't even run off memos on their companies' copiers. Their



Dr. Ruth Smith, Peg Dougherty
and Dr. Melissa Gryczka
three of the five HBA founders at the
2015 Woman of the Year (WOTY) event.

“We’ve come so far since 1977, and we still have a ways to go, but I think it’s been tremendous.”

Peg Dougherty

grass-roots efforts relied on word of mouth and pharmaceutical ad sales reps who took handmade fliers from company to company posting notices of “meeting” locations and times in the ladies’ rooms of various advertising agency, pharma company and medical publishing company offices.

Dougherty, who served as the second HBA president for three and a half years, says with support from her co-founders and original charter members, they reached out through the most unusual channels to reach the women in all corners of the advertising/publishing industry. “We wanted to let them know what we were doing and hopefully creating, to educate them about each other and create the first-ever networking opportunities,” she says.

The founders had been meeting periodically, and by the fourth meeting they said: “let’s see who shows up.” Well, between 80 and 100 women arrived for that meeting filling an ad agency conference room to overflow, and the rest is now our history.

The goal of the HBA as stated in the original bylaws was “to give recognition to the work being done by women in the industry,” and it still holds true today. And those 100 women who showed up are now represented 20-fold by the number of attendees at the annual Woman of the Year event. Furthermore, those 100 meeting attendees have turned into 8,000 members—women and men—who are committed to the HBA’s mission and who attend the more than 300 HBA meetings held globally each year.

Issue déjà vu

Dr. Smith recalls most people didn’t understand why women needed to work, no less why they needed to get paid because as she says: “why did women need money anyway?”

Early on, the founders addressed issues in which the majority of women had no training or experience, such as how to set up a

HBA milestones

- 1977** First HBA meeting—Founders: Diane Anderson, Peg Dougherty, Dr. Melissa Gryczka, Sheila Sinkking, Dr. Ruth Smith
- 1979** HBA incorporated
- 1990** Woman of the Year award established
- 1991** 302 individual members
- 1997** First Leadership Conference
- 1998** Rising Star award established
- 1999** HBA POWER study (Perspectives On Workplace Environment Realities)
- 1999** Star Volunteer award established
- 2000** Atlanta chapter—first HBA chapter—established
- 2001** First HBA website
- 2001** Honorable Mentor award established
- 2001** 55 Corporate Partners, 1,200 individual members
- 2001** San Francisco/Bay Area and Boston chapters established
- 2003** HBA Attributes & Influences of Leaders (HAIL) survey
- 2003** 75 Corporate Partners, 2,000 individual members
- 2004** Metro, Chicago, Indiana and Mid-Atlantic chapters established
- 2005** Leadership Institute launched
- 2005** 85 Corporate Partners, 2,500 individual members
- 2006** Research Triangle Park and Greater Philadelphia chapters established
- 2006** First HBA CEO—Laurie Cooke—hired
- 2007** E.D.G.E. in Leadership Study (Empowerment, Diversity, Growth and Excellence)
- 2007** Europe chapter established
- 2007** ACE award established
- 2007** 3,600 individual members
- 2008** Southern California chapter established
- 2009** St. Louis chapter established
- 2009** 5,100 individual members
- 2011** Florida and Ohio chapters established
- 2011** Star Volunteer award renamed the STAR (Strategic Transformation Achievement Recognition) award
- 2012** 6,000 individual members
- 2014** 7,000 individual members
- 2014** 25th anniversary of WOTY
- 2014** Luminary award established
- 2015** HBA Next launched
- 2015** 2020 HBA strategic plan
- 2016** Corporate board of directors strategic realignment
- 2016** Kansas City and Dallas-Fort Worth chapters established
- 2016** 120 Corporate Partners
- 2017** Gender parity microsite launch
- 2017** First male board of director member
- 2017** ACE award expanded
- 2017** 8,000 individual members



Jaime Marks Corvino

associate director,
account management
KPMG LLP
2017 HBA global
committee chair,
flagship events

“Much of the power of the HBA is convening all stakeholders who benefit from the advancement and impact of women, which is everyone. I think this is why so many people are inspired by the WOTY event every year.”

Jaime Marks Corvino



financial portfolio, how to ask for a raise or how to balance a career with a home and a family and sexual harassment and business travel safety. Unfortunately, some of these same themes still sound too familiar.

Dougherty says, “We wanted to emphasize that we were bringing our expertise to the table, not our gender.”

At the same time, the founders acknowledge that if it weren't for a few men with vision, they wouldn't have started off as well as they did. According to Dougherty, many of these men were employed at ad agency and publishing companies, which had the wherewithal to provide the support. She adds that her husband Bob Marcus underwrote years of HBA expenses.

“We've come so far since 1977, and we still have a ways to go, but I think it's been tremendous,” Dougherty says.

Celebrating a milestone

The significance of the 40th year milestone signals two things to the industry, says Jaime Marks Corvino, 2017 HBA global committee chair, flagship events, and associate director, account management, KPMG LLP.

“On one hand, it's a story of incredible vision, growth and progress,” Marks Corvino says. “The fact that five women who met informally to exchange information and resources has become an organization of 8,000 members and 120 Corporate Partners is remarkable. Every year when I look around the room at the WOTY event and see almost 2,000 people gathered in the room—and many more virtually—I wonder if the founders ever imagined that their initial meetings would have led to such an incredible convening of women and men passionate about

advancing women in the industry. That signals that women have had, and continue to have, a very important role in bettering our industry through connecting, mentoring and building each other up. On the other hand, it's also alarming to think that 40 years later there are still challenges in recruiting and retaining women in leadership positions. As many of us know, although progress has been made, there is still work to be done.”

Marks Corvino need not wonder any longer. Seeing how vast the HBA has become gives Dr. Smith a wonderful feeling, noting with pride that an organization that was started to give women the opportunity to meet other women has become a moving force in the industry.

Dr. Smith and Dougherty, two of the remaining three original founders, are often in attendance at WOTY, including this year's 40th anniversary event, as well as local chapter events. They are happy to share their old stories and they are even happier to share their pride in how far the HBA has come. *Note: If you are looking for Dr. Melissa Gryczka, she's on a mission for Doctors Without Borders.*

While it's true that the HBA has made remarkable strides and that research shows that a diverse workplace is a more successful workplace, there are still barriers for individuals and organizations to make that a sustainable reality. For that reason, Marks Corvino says organizations such as the HBA, which are focused on advancing women and their impact, are hugely important.

“I think there is a realization that this is not for women alone to do—it's women, men and organizations more broadly,” she adds. “Through the HBA's Honorable Mentor and ACE awards, the HBA has recognized the important role that men and organizations play in the HBA's mission,” Marks Corvino says. “Much of the power of the HBA is convening all stakeholders who benefit from the advancement and impact of women, which is everyone. I think this is why so many people are inspired by the WOTY event every year. It's an excellent demonstration of all facets of our industry coming together to not only celebrate our WOTY and other award winners, but to collectively reflect on the work we've all done and the work left to be done.” ●

A woman with long brown hair, wearing a purple cardigan over a white floral shirt and blue jeans, sits on a stone wall in a garden. She is wearing blue gardening gloves and holding a shovel. A small potted plant with purple flowers sits on the wall next to her. The background is a soft-focus garden with tall grasses and yellow flowers.

IT'S THE EVERYDAY THAT CHANGES EVERYTHING

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Jacki, patient



Transforming with G.R.I.T.

*L*ife is a journey and ever-changing. Whether it is a new job, parenthood or different eras in your career, we have to continue to adapt and evolve to take on what's in front of us. We need to be ready—and even proactive—to transform based on what we want to accomplish on our life's journey.

For all these reasons, HBA Woman of the Year (WOTY) chair Denise Sena, director, bundled payments, innovation and solutions, Johnson & Johnson, and Annual Conference chair Ashley Tappan, consultant, Insigniam, say the G.R.I.T. theme for the HBA's 2017 flagship events felt like a powerful choice.

Gratitude: In order to see beyond immediate challenges, you need to see what is working for you now. Reflecting on what you are grateful for brings a calm and peaceful foundation to all you do. Reminding yourself to express gratitude demonstrates grace to yourself and those around you. It is like a breath of fresh air.

Resilience: We all know that things don't always go as planned or the way we would like, so we need to build stamina to recover quickly from difficulties. Being resilient allows you to course correct and focus on what is most important to you.

We need to be ready to transform with G.R.I.T.

“G.R.I.T. is a quality to move you forward in your life and assist you in making the impact that you were destined to make.”



Denise Sena
Johnson & Johnson
2017 HBA WOTY chair

Influence: Creating and cultivating influence provides you with power to have an effect on people, policies, decisions and the world at large. We all bring something unique to the table. Finding and exercising your own special influence is critical for your career and causes.

Tenacity: Growing your strength of purpose doesn't happen overnight. Tenacity helps you to persist with determination. It is developed through experience, opportunities, exposure and risk-taking. At 64, celebrity athlete Diana Nyad became the first person to swim from Cuba to Florida without a shark cage after three attempts over many years. She says “Find a way,” and that is tenacity.

Sena says with a laugh that “G.R.I.T. is not something that you eat in the morning



2017 Rising Stars

HBA Rising Stars are professionals in various sectors of the healthcare industry, including pharmaceutical, biotechnology, advertising, public relations, medical education and market research, among other fields. Nominated by the HBA's Corporate Partners, the Rising Stars represent various career stages and disciplines, and have demonstrated noteworthy achievements and proven attention to furthering their careers.

- **Tanya Botelho Silva Alcorn**, VP, supply chain planning, Pfizer Inc.
- **Jasmin Breitenbach**, manager, global life sciences advisory services, EY
- **Susan Browne**, director, discovery research and head of vivo neurobiology, Teva Pharmaceuticals
- **Neely Burkhardt**, VP, marketing, Magellan Rx Management
- **Jennifer Cahill**, principal, North Highland
- **Elena Cant**, VP, commercial - vaccines, Takeda Pharmaceuticals, Inc.
- **Rui Che**, managing director, KPMG LLP
- **Eileen Cheigh Nakamura**, senior director, portfolio management, Pfizer Inc.
- **Alexandria Cherry**, director oncology marketing, Americas, Eisai Inc.
- **Barbra Churco**, senior director, client services, Doximity, Inc.
- **Crystal Darby, PhD**, VP, client services, The Scienomics Group
- **Jennifer Dee**, VP, director of integrated production, McCann Torre Lazur
- **Anisa Dhalla**, head of ethics and compliance, Americas, UCB, Inc.
- **Jennifer DiBenedetto**, group VP, strategic services, The Lockwood Group LLC
- **Monique Dolecki**, VP, investor relations, BD
- **Megan Fabry**, SVP, director of engagement strategy, The Bloc
- **Silvia Freyre**, manager, clinical operations, Inovalon
- **Linda Gray**, VP, program direction, Health & Wellness Partners, LLC
- **Jennifer Gudeman**, VP, medical affairs maternal health, AMAG Pharmaceuticals, Inc.
- **Libby Howe**, regional business manager, Bayer
- **Amy Jamison**, senior director, client services, Publicis Touchpoint Solutions, Inc.
- **Sonali Jasmin**, SVP, planner, Ogilvy CommonHealth Worldwide
- **Stephanie Krogmeier**, senior director, regulatory, Vertex Pharmaceuticals Incorporated
- **Saré Largay**, head, commercial operations and project management, Sanofi
- **Beatrice Lavery**, senior group director, regulatory affairs, Genentech, Inc.
- **Susan Logan**, executive director marketing, Amgen Inc.
- **Leverne Marsh**, executive director, marketing, Novartis Pharmaceuticals Corporation
- **Allyson McMillan**, executive director, lung and head and neck, US commercial lead, Bristol-Myers Squibb Company
- **April Meijer**, SVP, advocacy, Discovery USA
- **Susana Moreira**, group account director, Beacon Healthcare Communications, Inc.
- **Adrienne Morgan**, SVP, director of client services, H4B Chelsea
- **Elizabeth Murphy O'Keeffe**, senior regional business director, neurology sales, Lundbeck
- **Casey Myburgh**, VP, Ketchum
- **Maja Nelson**, senior director, sales training, Actelion Pharmaceuticals US, Inc
- **Estelle Odet**, brand activator, Merck KGaA, Darmstadt Germany
- **Lindsay Olson**, associate creative director, Giant Creative Strategy
- **Carrie Palmer**, VP and deputy general counsel, Takeda Pharmaceuticals, Inc.
- **Nicole Paraggio**, strategy senior manager, Accenture
- **Neena Patil**, VP, legal affairs, Novo Nordisk
- **Karin Payne**, global compliance quality director, RB
- **Magdalene Pedersen**, chief of staff, global president R&D, GlaxoSmithKline
- **Megan Persson**, VP, management supervisor, McCann Echo
- **Melissa Pirolli**, COE lead, RWI oncology, QuintilesIMS
- **Els Poff**, executive director, data integrity center of excellence, Merck & Co., Inc.
- **Alix Rancier**, SVP, creative director, CDM New York
- **Michele Robertson**, general counsel, hospital therapies, Mallinckrodt Pharmaceuticals
- **Lynn Rochon**, SVP, group account director, TBWA\WorldHealth
- **Krystle Rodrigues**, tax director, PwC
- **Christine Romean**, VP, client services, M3 USA Corporation
- **Puja Sapra**, VP and CSO, oncology research department, Pfizer Inc.
- **Gerianne Sarte**, senior finance director, cardiovascular and specialty solutions, Johnson & Johnson
- **Fabienne Schlup-Hasselmann**, manufacturing director, Couvet site, Celgene Corporation
- **Maggie Smith**, group account supervisor, Concentric Health Experience
- **Katharine Spayde**, general manager, US commercial operations, Abbott
- **Ariane Spidel**, manager, design control, Roche Diagnostics
- **Heidi Spurling**, associate director, corporate strategy, Ironwood Pharmaceuticals
- **Nicole Sweeny**, product strategy lead, global hematology, Shire
- **Maria Tereno**, VP and global chief D&I officer, Boehringer Ingelheim
- **Lindsey Thompson**, SVP, brand business leader, Marina Maher Communications
- **Anna Trudel Fleming**, senior manager, life sciences advisory services, EY
- **Lerryn Trzcinski**, executive business director, regional accounts, Daiichi Sankyo, Inc.
- **Rene van der Merwe**, senior director, clinical development, MedImmune
- **Emily Wert**, manager, event marketing, ISPOR - International Society for Pharmacoeconomics and Outcomes Research
- **Adilka White**, director of healthcare solutions and implementations, UPS



The G.R.I.T. of industry leaders

with your eggs. I try to remind myself not to take life too seriously and have a sense of humor. G.R.I.T. is a quality to move you forward in your life and assist you in making the impact that you were destined to make. The HBA offers so many opportunities to build and transform your life through G.R.I.T.”

“G.R.I.T. is believing in yourself and having faith that you can perform even when your knees are shaking,” Sena adds. “It’s the holistic approach of having what it takes

to go the extra yard. When I am faced with taking a significant risk in my life, having the tenacity to recover quickly even when things don’t go as planned, is a big part of what G.R.I.T. is all about.”

Tappan says, “How you develop the qualities we crafted into the G.R.I.T. theme is by building self-awareness and developing how you respond to what life puts in front of you. It takes patience, intention and courage.”

“Sometimes I don’t have the confidence

2017 HBA Luminaries

The HBA Luminary award was introduced in 2014 as part of the HBA’s 25th anniversary of the Woman of the Year (WOTY). This year, the HBA is proud to recognize 35 senior women, identified by their Corporate Partner companies, who serve as a role model in their company, actively mentor and sponsor others, help advance other women’s careers and exhibit dedication to the healthcare industry. These luminary leaders have more than 20 years of professional industry experience.

- **Mary Lou Ambrus**, SVP, communications, Pfizer Inc.
- **Heather Attra**, VP, manufacturing and technical operations, vision care, Alcon, a Novartis division
- **Colleen Carter**, EVP, applied innovation and customer solutions, JUICE Pharma Worldwide
- **Diana Cucos**, SVP, global clinical monitoring, inVentiv Health
- **Claudia Curtis**, chief employment counsel, BD
- **Belinda Dale**, VP, supply chain, Shionogi Inc.
- **Fran DeGrazio**, VP, scientific affairs and technical services, West Pharmaceutical Services, Inc.
- **Leslie Donworth**, VP, operations, McCann Managed Markets
- **Rossana Gray**, VP, human resources NA, Sandoz
- **Kathy Haines**, principal, Deloitte LLP
- **Marie-Pierre Hellio**, head of development, Pfizer Japan Inc.
- **Diane Holman**, SVP, talent and culture, athenahealth
- **Julie Iskow**, EVP, chief technology officer, Medidata Solutions
- **Tina Karunaratne**, director clinical and late stage project management, Astellas Pharma US, Inc.
- **Maria Eduarda Kertesz**, president, US health, Johnson & Johnson
- **Simona King**, head of finance, total company financial planning and analysis, Bristol-Myers Squibb Company
- **Laurie Kowalvesky**, senior director, global marketing, immunology, Eli Lilly and Company
- **Christine LaFave**, company director, Canada, Indivior Canada Ltd
- **Maite Lasmarias**, regional operations director, Quest Diagnostics
- **Beth Levine**, SVP, associate general counsel and chief compliance officer, Regeneron Pharmaceuticals, Inc
- **Yolanda Lyle**, VP and assistant general counsel, Pfizer Inc.
- **Teresa Montes**, senior consultant, Knowledgent
- **Melissa Morrow**, partner/EVP, director of client services, Calcium USA
- **Michelle Parsons**, SVP, finance, Horizon Pharma plc
- **Amy Pott**, group VP-head of US commercial operations, Shire
- **Cindy Powell-Steffen**, senior director, US marketing, brand activation and inside sales, Bayer
- **Kate Priestman**, VP, R&D strategy and portfolio, GlaxoSmithKline
- **Alisandra Rizzolo**, VP/general manager global customer experience, Stryker Corporation
- **Amy Spears**, DVP, creative advertising and design services, Walgreens Boots Alliance
- **Suneela Thatte**, VP, global operations, QuintilesIMS India
- **Alexandra von Plato**, group president, North America, communications and media, Publicis Health
- **Brianne Weingarten**, head of LBD alliance management, Purdue Pharma L.P.
- **Debbie Weitzman**, SVP, GM Cardinal Health Puerto Rico, Cardinal Health
- **Ling Wu**, VP, medical sciences, education and digital strategy, Novartis Pharmaceuticals Corporation
- **Kristie Zinselmeier**, VP, national and strategic accounts, Baxter International Inc.



“How you develop the qualities we crafted into the G.R.I.T. theme is by building self-awareness and developing how you respond to what life puts in front of you.”

Ashley Tappan
Insigniam
2017 HBA Annual Conference
chair

The G.R.I.T. of industry leaders

for something but I have to do it anyway, and that takes courage,” she continues. “It’s understandable that we won’t always have confidence if what we are doing is new or uncertain, but we can generate courage. Being courageous is taking the steps you need to take in the face of any fears you have.”

The HBA encompasses and embraces the attributes of G.R.I.T., as the HBA’s core purpose is to further the advancement and impact of women in the business of healthcare. You have the opportunity to build, grow and develop your own personal G.R.I.T. through WOTY in May, the Annual Conference in November and the 300-plus chapter and virtual events throughout 2017.

This year at the 28th annual Woman of the Year (WOTY) event in New York City, we are proud to honor the 2017 Rising Stars and Luminaries who have developed their own personal G.R.I.T.

Bristol-Myers Squibb and Our Network of Women (B-NOW), Is Proud to Congratulate Our 2017 Rising Star & Luminary

Luminary
AWARD



SIMONA KING
*Head of Finance, Total
Company Financial
Planning & Analysis*

Rising Star
AWARD



**ALLYSON MCMILLAN -
YOUNGBLOOD**
*Executive Director -
Oncology Marketing*

Congratulations to All of the 2017 HBA Honorees



Bristol-Myers Squibb





Bahija Jallal, PhD
executive VP, AstraZeneca,
and head of MedImmune

2017 HBA Woman of the Year

“ I am humbled to receive this recognition, and to join the distinguished list of HBA Woman of the Year recipients who have come before me, working so tirelessly to improve patient lives. I am proud to say that at MedImmune, about 50 percent of our employees are female and our leadership team is equally diverse. As the HBA Woman of the Year, it is a privilege for me to represent not only these talented female innovators, but also so many amazing women in the healthcare industry. ”

2017 HBA Honorable Mentor

“ I am thrilled to be named the 2017 HBA Honorable Mentor. As a recent U.S. citizen, I deeply appreciate the importance of diversity and inclusion in ensuring business success. I am humbled to have had the privilege of working with, and for, some of the industry's most talented female leaders. I firmly believe diversity of thought, ideas and experience is critical to ensuring Johnson & Johnson remains at the forefront of innovation. ”



Joaquin Duato
worldwide chairman, pharmaceuticals,
Johnson & Johnson



Ceci Zak
principal and COO,
Batten & Co., a member of the
Omnicom Group

2017 HBA STAR

“ Since the days of carrying the bag, I've been in awe of the caliber and talent of women that make up the DNA of the HBA family—like-minded women who are motivated to improve healthcare outcomes while championing each other's professional and personal dreams. I'm humbled to be a part of this family. Through the leadership roles I have held within the HBA, I recognized my strengths and professional desires, while constructing personal aspirations that I didn't think possible. These aspirations have led to successes exceeding my expectations and continue to take me on an awesome life journey. Receiving this prominent recognition not only validates the work I've done, but inspires me to do more work around women's leadership development. ”



Over the Moon

That's how we
feel about our
2017 HBA Luminary,

Melissa Morrow. Melissa has elevated the art of providing essential nourishment to clients and their brands. She also supplies plenty of what's important to the folks of Calcium—like organization, encouragement, Snickers, and Milky Ways.

So congratulations to Melissa and to all the other amazing HBA honorees. You inspire us all.



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BRAND NOURISHMENT





The G.R.I.T. of industry leaders

“ Resilience is probably one of the most important qualities for progress and success. Being able to learn from failures and difficulties and having an ability to bounce back and reenergize were fundamental in my career to date. My coaching of other women is focusing a lot on helping to find and build that resilience in others. ”



Elena Cant
Takeda Pharmaceuticals, Inc.
Rising Star



“ I use **influence** to create a culture that builds strong teams and empowers me and others to drive action. I use influence to make an easier path for women to exercise their strengths, get better visibility and overall advance their career. ”

Tanya Botelho Silva Alcorn
Pfizer Inc.
Rising Star



CECI ZAK
Principal & COO at Batten & Company



Group of Companies

CONGRATULATES
OUR 2017 HBA STAR



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The G.R.I.T. of industry leaders

“ I use my **influence** to help others reach their potential. ”

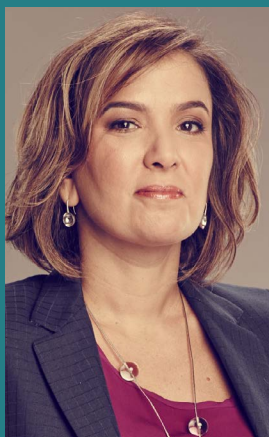
Eileen Cheigh Nakamura
Pfizer Inc.
Rising Star



Claudia Curtis
BD
Luminary



“ As a subject matter expert, I leverage my skillset and relationships to **influence** critical business decisions and minimize risk to the company. Through this combination, I’ve developed a reputation as a trusted advisor, enhancing my visibility and my career. I also regularly seek opportunities to bring other women leaders to the table, ensuring that their voices are heard and their work is recognized. ”



Maria Eduarda Kertesz
Johnson & Johnson
Luminary

“ I exhibit **resilience** by encouraging women to be bold and take risks and celebrating successes and failures that make us stronger. ”



Monique Dolecki
BD
Rising Star

“ **Resilience.** I have overcome many challenges in my life. Instead of letting these experiences get me down, I use them as a positive to help other women overcome their challenges. ”

“ To me, it is critical that I show ongoing **gratitude** to those who are successful and pass their knowledge and experiences on to me. I am compelled to pay that gratitude forward and invest back into the advancement of other women. ”

Libby Howe
Bayer
Rising Star



“ I use **gratitude** by paying it forward through mentoring and coaching colleagues in the industry. ”

Marie-Pierre Hellio
Pfizer Japan Inc.
Luminary



McCANN
HEALTH

CONGRATULATES

ALL OF THE 2017 HBA WINNERS



RISING STAR

JENNIFER
DEE

VP, DIRECTOR OF
INTEGRATED PRODUCTION

McCANN
TORRE LAZUR
A McCANN HEALTH COMPANY



LUMINARY

LESLIE
DONWORTH

VP, OPERATIONS

McCANN
MANAGED MARKETS
A McCANN HEALTH COMPANY

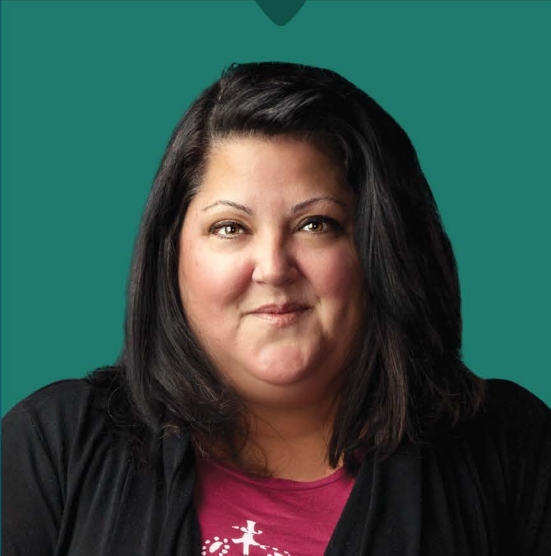


RISING STAR

MEGAN
PERSSON

VP, MANAGEMENT SUPERVISOR

McCANN
ECHO
A McCANN HEALTH COMPANY



[WELL QUALIFIED.
WELL RESPECTED.
WELL RECEIVED.]

TRUTH WELL TOLD.



The G.R.I.T. of industry leaders

“**Tenacity.** Be optimistic, don't give up and fight for what you believe in. Keep moving forward and do not become discouraged when something doesn't go 'right' the first time. Tenacity pays off in the long term.”

Simona King
Bristol-Myers Squibb
Company
Luminary



Yolanda Lyle
Pfizer Inc.
Luminary



“ I consider my dominant G.R.I.T. quality to be **gratitude**. I am grateful for the opportunity to work for an extraordinary company like Pfizer, whose purpose is to innovate to bring therapies to patients that significantly improve their lives. The gratitude I feel on a daily basis motivates me to do my best each and every day, and inspires me to create an environment where my team, particularly the women with whom I work, feel similarly motivated and truly excited to come to work every day.”

Deloitte.

Honoring women who lead the way

Deloitte congratulates Kathryn Haines, Deloitte & Touche LLP principal, for her recognition as a Luminary by the Healthcare Businesswomen's Association and applauds those receiving awards during HBA's Woman of the Year event.

www.deloitte.com



Bahija Jallal.
A huge
congratulations
from all of us
at Pivot!



Liz Haldeman

President & Executive Creative Director

Pivot Design is a leading healthcare creative agency. For more than 25 years, we've been building healthcare brands and creating marketing experiences that inspire people, build loyalty, and deliver value. As a mid-sized agency with offices strategically located in Boston, Chicago and San Francisco, Pivot is helping today's top healthcare organizations achieve the results that are shaping tomorrow.

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The G.R.I.T. of industry leaders

“ My dominant G.R.I.T. quality is **tenacity**. I have built a career on breaking the status quo and in being a trailblazer for change. ”

Allyson McMillan
Bristol-Myers Squibb Company
Rising Star



Carrie Palmer
Takeda
Pharmaceuticals,
Inc.
Rising Star



“ **Influence.** In order to be a successful in-house attorney, one must master the art of being influential as opposed to directive. I have honed this skill throughout my 11-year career with Takeda, and regularly exercise it as a manager in advocating for promotional and developmental opportunities for my all-female team and others throughout the global legal department. ”



Amy Pott
Shire
Luminary

“ **Resilience.** I aim to embrace change and support my colleagues to see opportunity in situations that are often ambiguous, particularly in today's healthcare environment. ”



Cindy Powell-Steffen
Bayer
Luminary

“ I use my **influence** to coach and mentor women to be more confident in their own ability to lead. I believe that diversity in leadership creates a competitive advantage that enables companies to be more successful and culturally strong. ”



“ **Gratitude** is a powerful motivator in times of industry uncertainty, change and evolution; I am grateful to work amongst some phenomenal and inspirational leaders, and privileged to mentor—and to learn from—the next generation of women at the very top of their game. ”

Kate Priestman
GlaxoSmithKline
Luminary

We are honored to recognize Bahija and all the amazing women at MedImmune & AstraZeneca – Breaking New Ground in Science Everyday!

Congratulations!

2017 HBA Woman of the Year

Bahija Jallal, PhD

Executive Vice President,
AstraZeneca and
Head of MedImmune



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The G.R.I.T. of industry leaders

“ I have never been scared of failing in life and admitting my weaknesses. Every failure is an opportunity for me to sharpen my skills and become better. My **resilient** nature helps me to be authentic, self-aware and acknowledge my vulnerabilities, which assists me in developing strategies to grow myself and my team. ”



Puju Sapra
Pfizer Inc.
Rising Star



Gerianne Sarte
Johnson & Johnson
Rising Star

“ In a market where your customers and competitors are ever changing the way we do business, **resilience** is key to be a leader in our healthcare industry. In my position as a finance leader in one of J&J's medical device divisions, I often times mentor women on how to manage the change around us—change in the market and within our business. Women are vital to J&J's success and providing them with the tools to be resilient is key to us remaining a top company in the healthcare industry. ”

ABOVE AND BEYOND IS HER NORMAL

CONGRATULATIONS
on the well-deserved recognition as a
2017 HBA RISING STAR

the fearless
ADRIENNE MORGAN

DIRECTOR OF CLIENT SERVICES



TAKEDA CELEBRATES OUR TWO **RISING STARS**



Elena Cant

*Vice President, Commercial, Global
Vaccine Business Unit*



Carrie Palmer

*Vice President & Deputy General
Counsel, U.S.*

Elena and Carrie embody Takeda's "speak up" culture by welcoming alternative points of view. Both are strategic thinkers, creative problem solvers and valued advisers. During their time at Takeda, these strong leaders have sought out mentors to master new domains and persistently advocate for their teams to take on career development opportunities. By continually overcoming challenges and delivering exceptional results, these rising stars shine as true role models.





The G.R.I.T. of industry leaders

“**Tenacity.** Each day brings something unknown. I look forward knowing my tenacity has taken me this far and gives me confidence to know that I, and the women around me, can solve for all challenges that lie ahead.”



Nicole Sweeny
Shire
Rising Star



“My dominate G.R.I.T. is **influence.** Using my influence skills, I have contributed to the development of winning business strategies, created innovative solutions and collaborated with internal and external key stakeholders to transform cancer care. I have been able to identify many female colleagues' leadership potential (sometimes before they realize by themselves). I have helped them develop skillset to influence up, down and laterally.”

Ling Wu
Novartis Pharmaceuticals Corporation
Luminary

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YOUR DREAMS

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Tina Karunaratne
2017 HBA Luminary



We are proud to congratulate Diana Cucos as an HBA Luminary Honoree.



Through continuous dedication and personal growth, Diana has excelled in her development of management skills, but most importantly the development of others in the Global Clinical Operations teams at inVentiv Health. From utilizing her leadership skills and business/data acumen to improve the way we do business, to helping the next generation of women in the industry, Diana is not only bringing a fresh perspective to our company, but transforming inVentiv, and the Clinical industry, into a better place to be.



Diana R. Cucos, PhD

Senior Vice President, Global Clinical Monitoring
HBA Luminary Honoree



Shortening the distance from lab to life.™



A leadership roundtable

Executives from around the industry and the HBA provide their insights into the leadership lessons they have learned on their way to successful careers.



Leadership can take many forms and the traits that make leaders successful are multidimensional. In an *HBA Advantage* exclusive, executive leaders—HBA Women of the Year, 2016 Luminaries, HBA board and chapter leaders and committed volunteers—share their insights on what makes leaders successful, what career success means to them,

the moments that transformed their careers and recommended steps to take to climb the career ladder.

These women have inspired, empowered and motivated people to follow. As Sheryl Sandberg, COO of Facebook, says: “Leadership is about making others better as a result of your presence, and making sure that impact lasts in your absence.”

Climbing the ladder

For positive career advancement, look beyond the straight-line path to the top.

Here are a few pearls to consider:

- Seek out broad, cross-functional experiences
- Take time to appreciate your colleagues’ skills and contributions
- Volunteer to lead initiatives with increasing responsibilities and/or exposure
- Engage colleagues to provide honest feedback regarding individualized growth opportunities
- Create new connections through mentorship and executive sponsorship
- Know yourself; reflect on your strengths and areas for growth

Source: Dr. Lisa Miller, Purdue Pharma L.P.

Leadership traits that count

Meg McKenna *Baxter International Inc.* To be a great leader, you need to be honest and genuine. For me, the most important leadership traits are transparency, adaptability, accountability and having a sense of humor. Being transparent and sharing information with your team can be empowering and ensures everyone has what he or she needs to make the best decisions. Transparent communication will build trust. If you are happy with someone’s performance, tell them. If you are not happy with someone’s performance, tell them. Let people know what you want and where you/they stand.

Q&A with Joe DePinto

Joe DePinto, president, specialty solutions, Cardinal Health, is the first man to be named to the HBA's corporate board of directors. This appointment further emphasizes the HBA's commitment to achieving gender parity through partnership.



Q. What do you think are the most important leadership traits?

DePinto: I believe the most important qualities of leadership are integrity, empathy and one's ability roll up your sleeves and dig in with the team.

Q. Can you identify one transformative moment of your career?

DePinto: Early in my career I was given the opportunity to lead a low-performing team. After making changes to the strategy, execution and personnel—hiring a diverse, ambitious and talented team—we became one of the top performing teams. I didn't realize it, but after that I was characterized the 'fix-it' guy and often was given the turnarounds or challenging jobs. I love the opportunity to bring a different viewpoint or a way of approaching a challenge and deliver results. Turnarounds don't always work, but the learnings along the way in success and failure are invaluable.

Q. Any career advice you can provide to women and men?

DePinto: Put yourself out there. Offer to take on more work outside your core deliverables. Look for projects that will stretch you. Ask for new opportunities. Take the tough assignment and work hard to deliver as a team. As a leader, have the courage to coach your team to optimize performance.

Q. How important is mentoring?

DePinto: I have been blessed to have strong and honest mentors early and throughout my career. These mentors helped me develop my skills, encouraged me to take risks and helped me overcome challenges. They also stressed the importance of having a plan and working the plan.

“Today we have several generations of employees who have different needs and expectations. As a leader, you need to be able to adapt your style to get the most of each person.”

Meg McKenna

US and Canada region
lead for advanced
surgery
Baxter International
Inc.
Tweet @baxter_intl



Effectively communicating helps keep the team working on the right priorities with the right attitude. The market, our customers and business are changing quickly, so a leader needs to anticipate the changes and adapt as needed. By being flexible and open-minded to new ideas, you increase the likelihood that you will find the best possible solution. Today we have several generations of employees who have different needs and expectations. As a lead-

er, you need to be able to adapt your style to get the most of each person. We need to lead by example and be accountable to our team. Do what you say you are going to do. Persevere when confronted with an obstacle or faced with unexpected situations. Have a track record of delivering results and don't make excuses. Finally, you don't need to be the funny person in the office or tell jokes, but you need to have some humility and be able to poke fun at yourself. You can



make a tense or stressful situation or meeting more productive by inserting some humor. This helps to break down barriers and allows people to be themselves. We all work hard—we need to have some fun while doing it. Effective leaders can laugh at them-

selves and are humble enough to admit that they make mistakes just like everyone else.

Ann Mohamadi PwC. In my experience, the leadership skills I've appreciated and found most effective are emotional intelligence,

The importance of mentors and sponsors

Sharon Callahan

CEO, TBWA\WorldHealth, and chief client officer,
Omnicom Health Group
Tweet @SharonFCallahan



I've participated in several mentoring programs and relationships throughout my career and have found great value in connecting with experienced and inspiring people who generously offer their perspective and advice. In most cases, mentors don't directly supervise your work or have a say in when and how far you advance. That's what makes them such a safe and valuable resource.

I've also found that another key ingredient for moving up the ladder is to have **sponsors** in addition to mentors. I think of a sponsor as someone who also advises you on your career, and can actively help advance it. They have power in an organization and can use their social capital and credibility to advocate for you. I know, it's a subtle difference, and it's important to have both mentors and sponsors.

I equally owe my career to mentors who helped to guide me and to sponsors who actively promoted, protected, prepared and pushed me beyond my comfort zone. As I've become both a mentor and a sponsor, I find that many talented people undervalue or fail to nurture a network of professional sponsors. We all—both mentors and sponsors—need powerful people to help us advance. Here are a few things you can do to get a sponsor who can make a real difference in your career:

1. Get yourself noticed

Advancing your career involves more than just a strong work ethic and the ability to deliver. Sure, you need to perform, and it's just as important to make getting noticed and respected for your hard work part of what you do every day. Develop a strategy that's very specific and focused on volunteering for assignments or participating in social activities that are likely to involve your potential sponsors.

As I've built my career, being involved in the HBA was an amazing way for me to meet both mentors and sponsors in our industry—and to get noticed within my company for being a leader. When I got promoted to my first job managing people, my boss told me that he had a lot of confidence that I'd be great at it because he saw how well I managed the board when I was HBA president.

2. Get yourself noticed by more than one person

Think diversity. It's easier to target a sponsor who looks like you and acts like you. But when it comes to your career, everyone matters. You need multiple sponsors.

Sponsors in a company talk to each other, and they will talk about you. The more people who know you and hear good things about you, the better.

3. Open your mouth and ask for what you want

Once you've been noticed, and have a diverse network of sponsors, and your work is great, start asking for pay raises, promotions and the most interesting assignments. I spent many years thinking that my great work was going to make the difference, but the truth is that asking makes the biggest difference. Sponsors want to help you, but they need to be clear on what you want so that they can be most helpful.



trustworthiness and empathy. So much of a leader's success is dependent on his or her ability to inspire and motivate others and the ability to connect with their teams and colleagues in a meaningful and authentic way is critical for success. Effective leaders lead by example and inspire their team to work together toward achievement of a common vision that benefits everyone.

LeAnna J. Carey Symplur. The most important leadership traits are what I call the three Qs: don't be afraid to question orthodoxies; always be on a quest for innovation; and most importantly, never quit.



“ The most important leadership traits are what I call the three Qs: don't be afraid to question orthodoxies; always be on a quest for innovation; and most importantly, never quit. ”

LeAnna J. Carey
global market strategy
Symplur
Tweet @LeAnnaJCarey

Rachelle Jacques Shire. When I think about the common traits of the great leaders I've known, I always come back to integrity and respect for others. Our rapidly changing business environment presents unending opportunities to face new and unexpected challenges. This means we must find a way to lead through dynamic, difficult and ambiguous times. While we cannot be prepared for every new situation, lead-

ing with integrity and treating people with respect creates trust in your organization that can weather uncertainty and strategic redirection. Trust is essential to a healthy culture where people assume positive intent in the face of ambiguity and challenge. Trust creates the space for open and honest

toast success

Ketchum congratulates our own Rising Star, Casey Myburgh, and all of the amazing women honored at today's HBA Woman of the Year event.

Ketchum, a leading global communications firm, drives action for our clients by combining decades of experience with award-winning research, influencer expertise, global audience insights and media savvy. Our customizable, end-to-end solutions help healthcare clients breakthrough in a way that resonates with key stakeholders and influencers. To learn more, contact Joy Brownstein, SVP/GM, at joy.brownstein@ketchum.com or 646-935-4171.



break through
www.ketchum.com



dialogue and two-way feedback, a true gift to any leader.

Cherene C. Powell Accenture. The first trait is a combination of vision and flexibility. A leader needs to be able to clearly articulate what needs to be achieved—a vision or a strategy—that then needs to translate into execution. A strategy without execution is worthless and I prefer to provide guidance to my team to shape the execution, and I’ve found that giving them the flexibility to define the path of “how” leads to a greater sense of ownership of the outcome. Consistency is the second trait. Your team shouldn’t be subject to your moods, or catch you on the wrong end of a bad day. I always want my team to feel like they can bring me any topic—and that it’s my job to help them to work through something that they’re already struggling with. A harsh reaction from me will only make it worse, so good or bad, I want them to come to me with a sense of comfort in knowing we’ll figure it out together. The last trait is sincerity. I try to treat my team as I wanted to be treated when I was in their shoes and to always engage with respect and a sense of interest in their well-being. Knowing that you are sincerely interested, and always honest in communication, especially when it’s a difficult conversation, is crucial to establishing trust.

“My advice is to have more than one mentor at a time, have more than one sponsor and also have your advisory board—the “go-to” trusted friends and colleagues in other companies and industries.”

Nancy J. Di Dia
chief diversity and inclusion officer,
Americas
Boehringer Ingelheim
USA



“Being a woman in what was almost exclusively a male business world never stopped me, but it for sure elevated my comfort.”

Shideh Sedgh Bina
founding partner
Insigniam
editor in chief
Insigniam Quarterly

Shideh Sedgh Bina Insigniam. First, integrity is essential—people need to know they can rely on what you say, do and promise. Along this vein, you need a commitment to having workability. Second is authenticity; you are who you represent yourself to be, and you also need to be willing to keep revealing your blind spots and developing your weaknesses. Third, is vision; leaders must have a bigger vision that engages and inspires others to want to bring forth their best. Fourth, it’s critical that leaders are accountable—no excuses, no blame, no shame. You need straightforward accountability and to take ownership of circumstances and results. Finally, when leaders relate to people that they are committed, people want to do their best.

Jacquie Vealey Quest Diagnostics. Ser-

vant leadership and helping your team be the best they can be so that it raises everyone up is the leadership tenet I believe in and strive to practice. Empathy, listening, bias toward action and leadership presence are also important characteristics/traits for a leader.

Jani Hegarty Health & Wellness Partners, LLC. Honesty and transparency are very important leadership traits in our current environment. Employees are fed a tremendous amount of information each day through a multitude of communication platforms and sorting through it all can be daunting. Leaders who are honest and transparent reduce employee stress and anxiety. Over



Anisa Dhalla - 2017 HBA Rising Star - UCB, Inc.

Celebrating Achievements in Healthcare

UCB is pleased to join HBA in celebrating the achievements of remarkable leaders from across the healthcare industry.

At UCB, we have a passionate, long-term commitment to discovering and developing innovative medicines that transform the lives of people living with severe immunological and neurological diseases. Our team is made up of talented professionals who thrive on scientific excellence, reinventing the way we do things, and making a difference in the lives of those we serve.

As a leader in Ethics and Compliance, Anisa helps build a balanced approach for providing value to patients. She is an ambassador for lifting people up in their careers and was instrumental in instilling energy and direction in the development of UCB's Women In Leadership program. A coach, mentor, confidant, and inspirational leader, Anisa exemplifies supportive leadership and is a role model for her team and peers.

UCB is proud to recognize Anisa Dhalla as our 2017 HBA Rising Star and to congratulate all the Woman of the Year honorees.





“My advice is to find that sweet spot that maximizes both job satisfaction and professional impact. And getting to that sweet spot with a minimal number of personal regrets.”

Freda Lewis-Hall, MD
chief medical officer
Pfizer Inc.

the years, I have learned that by communicating openly and honestly you can minimize distractions and improve focus and efficiency. Frequent communication is also important as leaders often find their schedules overbooked with little time to dedicate to our most valuable resource.

Freda Lewis-Hall, MD Pfizer Inc. The leadership traits that I believe are import-

ant are having a vision that keeps you restless and driven, the willingness to make decisions and be accountable for them, the confidence that motivates those around you to move forward and the humility to know when you've been wrong in time to have best opportunity to make it right.

Quita Highsmith Genentech, Inc. Being strategic, a good decision maker and inspirational are the leadership traits that I believe are important. Leaders build strong cultures and truly take a genuine interest in the people on their teams.

Deborah Dunsire, MD XTuit Pharmaceuticals. One of the most important leadership traits is being able to listen to a variety of different points of view and expert input and then being able to synthesize a decision—even when the inputs are not aligned and the data is not clear. Synthesizing a decision, at least to me, means a leader ensures the group weighs alternatives jointly and that a “regrets” analysis is talked through to surface underlying risks and clarify the opportunities. With that dialogue, I have found that leadership teams can get to a common agreement on a path forward even if it was not their first choice. A decision allows the organization to move forward. It is imperative that a leader be open to course correcting if the future data calls for it.

Stefania Migliuolo Alecria | Ideas for Healthcare. Leaders need vision and grit. They have to always have in mind the outcome, the great picture and the path to reach the objective. Leaders need to have inspiration and influence. This is achieved by having a trust in the future, behaving then as high motivator, attracting people around the journey and maintaining them within the team focused on outcome. Leaders need to have a passion for connecting ideas and people to create the magic, supported by curiosity and imagination and transforming these elements in innovative projects. Finally, great leaders generously respect ideas, values and people, recognizing and encouraging the team to stand for their beliefs, to build something new.



Terri Pascarelli AIT Bioscience. I'd say the important leadership traits are honesty, openness—to people and ideas, listening and learning. Being able to size up a situation and bringing whatever leadership is needed based on the person and circumstances are key. To do that, you have to listen to what's really going on; and then you have to be open to possible outcomes and how best to achieve them. That's a constant learning process. Yet at the foundation to all that, honesty and trust-worthiness will help you lead others; and the lack of honesty will erode all the other smart things you might have to offer.

Defining career success

Ann Mohamadi PwC. For me, career success is not only the achievement of goals and aspirations, but also the recognition of providing unique value to customers and colleagues. Anyone can hit a number



“You can bring your best and be successful when you're relying on your inherent strengths and passions.”

Terri Pascarelli
CEO
AIT Bioscience



Exceptional Choice

From startups to mature companies, the business of healthcare depends on the leadership of exceptional women. Today's most successful companies are those that bring diverse perspectives and a breadth of experiences to each new challenge.

The Healthcare Businesswomen's Association members make a difference. We celebrate this year's honorees and, specifically, the colleagues we honor at this event—Rui Che, managing director and 2017 Rising Star, and Jaime Marks Corvino, associate director and HBA Global Committee Chair for Flagship Events.

To learn more about KPMG's Exceptional Women in Life Sciences program, please visit kpmg.com/exceptionalwomen.





“While we cannot be prepared for every new situation, leading with integrity and treating people with respect creates trust in your organization that can weather uncertainty and strategic redirection.”



Rachelle Jacques
head US hematology marketing
Shire



or a quantitative goal with enough focus, but success is to be truly valued and appreciated as an expert who is relied upon for meaningful advice and counsel and is admired for not only professional expertise but also authenticity and genuine commitment to shared success.

Meg McKenna **Baxter International Inc.** Career success is enjoying the ride on my way to achieving my potential. Many people are not happy until they get promoted or reach their desired potential; however, for me, career success is about learning, being challenged, having a purpose, having fun and making a difference every day.

Lisa C. Miller, PharmD **Purdue Pharma L.P.** A strong work ethic, a keen sense of inquiry and always exploring new and creative solutions are foundational elements of success. As it relates to our changing healthcare environment, I find that success comes to those who are willing to look into the “fog of the unknown” and anticipate opportunities around the corner. Constantly seeking clarity and bringing insights back to the business continue to serve me, my company and our patients well.

Cherene C. Powell **Accenture.** Success is so personal and distinct to each individual. For me, making managing director was one of my chief ambitions, but that was just my personal goal. It was the career strategy

that I defined for myself. Success should be as each person defines it, and ideally that aspiration needs to be accompanied by a clear plan to achieve it.

LeAnna J. Carey **Simplur.** Success for me is a legacy of other successful leaders making their dent.

Quita Highsmith **Genentech, Inc.** Career success is doing what makes you happy. I always advise people that “the job won’t hug you at night,” meaning make sure what you are doing is worth it.

Deborah Dunsire, MD **XTuit Pharmaceuticals.** Loving the work, being part of a great team and having your work make an impact on the world and on the people you work with are some ways to define success.

Terri Pascarelli **AIT Bioscience.** Career success is a very personal definition. What works for me may not be successful for you. How someone integrates their career with other components of their life is a big part of calling it successful. If you have a career pinnacle role without the relationships you want with family and friends, or without the time to do things that are aligned with your values, it’s probably best to step away and think hard about whether that’s successful. For some, a big title, compensation, power and perks may be the definition of success. That sounds kind of hollow to me without



“ Servant leadership and helping your team be the best they can be so that it raises everyone up is the leadership tenet I believe in and strive to practice. ”

Jacquie Vealey

executive director
infectious disease segment solutions
Quest Diagnostics
Tweet@jvealey32

I'm proud of what I accomplished, who I was and the contribution I made.

friendships, memories, building something and leaving a legacy that's connected to making a difference.

Shideh Sedgh Bina Insigniam. I often test myself with this scenario: after it's all over, and the last person has left my retirement party, and the room is being broken down and cleaned up, would I look back and say

Nancy J. Di Dia Boehringer Ingelheim USA.

Career success is very personal in terms of drivers, goals and motivators. For me, it's about purpose, finding meaning and knowing I'm making a difference in someone's life—either through coaching, telling stories or reflecting the mirror on the greatness of others. To do that, you need to have a variety of life and work experiences and know what really matters. For me, health and family have always been my top priority. I attribute

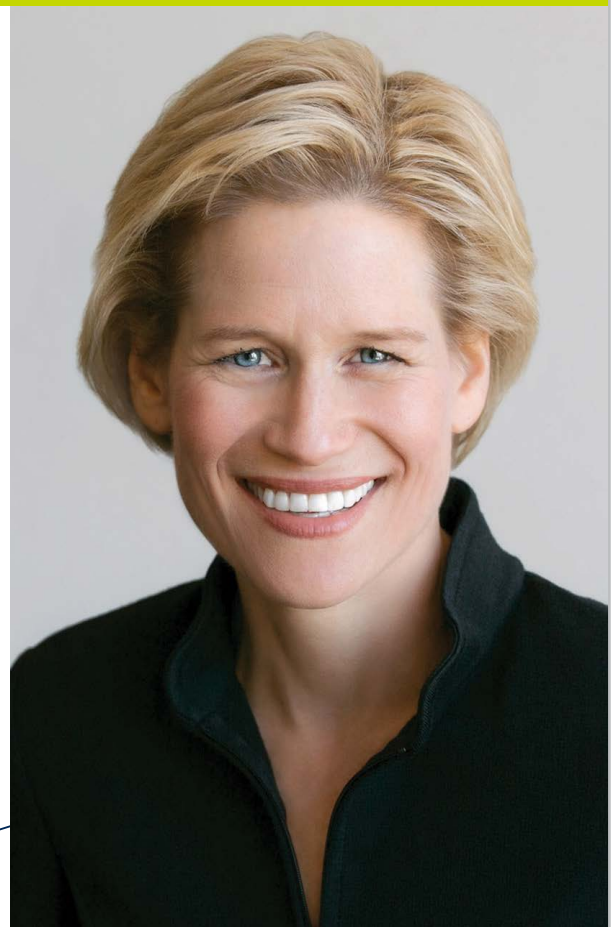


Congratulations to our Luminary Leader,
Julie Iskow
and all of the 2017 Honorees!

Responsible for the vision and direction of Medidata's platform and solutions strategy, Julie and her talented team are building cutting-edge tools to help solve big problems for the global life sciences industry.

We thank her for her technological insight, transformational leadership and steadfast dedication, which is empowering our customers and partners to accelerate hope for patients everywhere.

And we commend the HBA for furthering the advancement and impact of women in healthcare worldwide.





much of my success to having interactive dialogues and collaborating with others to ensure we are all successful. At this point in my career, I feel comfortable engaging with people at any level in an organization, to coach, collaborate or put myself on the line for what I believe is fair, equitable and just.

The transformative moment

Nancy J. Di Dia Boehringer Ingelheim USA. After my cancer diagnosis 16 years ago, my career direction shifted. I wanted to make a difference in other's lives. I felt my role in financial services at the time was far from being impactful to patients. Boehringer Ingelheim interested me because of its commitment to improving the quality of life for patients and caregivers and the company really was concerned about mak-



ing a difference. I was mid-career and felt it was the right time to change industries and begin my work on inclusion, diversity and engagement with a company that was really committed to creating a workplace for the future.

Mary Christian Bristol-Myers Squibb Company. Interestingly, I believe my career epiphany came when I verbalized my intentions to be in a position to influence pharmaceutical industry portfolio-level decisions that would have global impacts for patients. I say interestingly because this occurred during an off-ramping/slow-lane time of my professional career. At this time, I had made a choice to leave a potentially lucrative career track to be with my children, while continuing to work as a writer and a pharmacist on my terms and during convenient times. Now, many years after that decision and a number of significant personal and professional milestones, I can honestly say the most important leadership traits I developed and lessons I learned did not come in a boardroom or a conference room, but in a playground, while driving my kids and while sitting around my kitchen table.

Cherene C. Powell Accenture. My most transformative moment was a low point in my career—a promotion that I desperately wanted but did not receive. It made me realize that I needed to be more thoughtful about where I spent my time, the influence of my network, the perception of my brand, and the need to be more willing to self-assess weakness and to speak up when a situation wasn't producing the right outcomes. I received the promotion six months later but that period of self-reflection and the actions that I took to make strategic changes

“ I highly recommend setting aside such time to support others and selfishly, this can keep one well connected to different ways of thinking and new approaches. ”

Mary Christian

head, oncology academic research group
Bristol-Myers Squibb Company



to how I was managing my career helped me to advance at a faster rate than if I'd received the promotion as originally hoped. In hindsight, it was the best thing that could have happened to me at that time.

Deborah Dunsire, MD XTuit Pharmaceuticals. Making the decision to leave a job I loved and was very happy in, working with a great team at Novartis Oncology to become CEO at Millennium was probably the most transformative decision. Leaving the known positives for the opportunity to grow brought the risk of the unknown and the risk of failing. Of course the truth is, we can never grow exponentially without taking those risks.



Jani Hegarty Health & Wellness Partners, LLC. With each leadership position I have held, I found I wanted to be more in control of my destiny. The day I faced all of my fears and insecurities was the day I became an entrepreneur. Running an independent medical education agency in the world of consolidate agencies has many challenges, but I have never looked back and regretted

“Loving the work, being part of a great team and having your work make an impact on the world and on the people you work with are some ways to define success.”

Deborah Dunsire, MD
CEO and president
XTuit Pharmaceuticals
Tweet @eraticatecancer

Novartis



Novartis congratulates Leverage Marsh, our HBA Rising Star, and Ling Wu, our HBA Luminary—and all of the 2017 HBA Honorees!

Novartis Pharmaceuticals Corporation researches, develops, manufactures and markets innovative medicines aimed at improving patients' lives. We offer a broad range of medicines for cancer, cardiovascular disease, endocrine disease, inflammatory disease, infectious disease, neurological disease, organ transplantation, psychiatric disease, respiratory disease and skin conditions. The Company's mission is to improve people's lives by pioneering novel healthcare solutions.

We are committed to embracing and leveraging diverse backgrounds, cultures and talents to create an inclusive, high-performing culture, to address the evolving needs of patients and customers, to support diverse suppliers, and to enrich the communities we serve. Please visit our website at www.pharma.us.novartis.com.





my decision. I embrace each day as a female entrepreneur with a growing company.

LeAnna J. Carey Symplur. My transformative moment was the minute I went “all in” with Symplur. It was the perfect intersection of where the market was soon to be and my passion and experience in healthcare innovation. We truly did not know how all the dots would connect as we looked forward. Now, in looking back, we clearly see all the inflection points, all the times that we had to pivot and how determination kept us going. It has been one of the most focused and strategic startups that I have ever been a part of because the product capability could have gone in hundred different directions, but we were firm on the healthcare sector. Interestingly, my HBA board role focused on digital business has paralleled my work with Symplur. I firmly believe that by sitting on the HBA board of directors, I have been able to work beside some of the most successful women in the industry; the professional growth potential has been incredibly unique.

Stefania Migliuolo Alecra | Ideas for Healthcare. The moment I define as a milestone in my career was when I clearly identified that my deep values, my personal beliefs, were non-negotiable. This suddenly turned me into a better manager and a recognized leader. Every further thought and action was then—and it is today—the result of a conscious choice and it is sustained and supported by the commitment for higher purpose in its outcome. This makes me feel, which this is visible outside, more consistent and extremely authentic. The result? New options to make a difference.

Shideh Sedgh Bina Insigniam. When I first started this business three decades ago, I was much younger and nearly all the senior executives I interacted with were middle-aged men. I often felt daunted by being the only woman. One day I was going to make a very important offer for new work to a room full of 12 very senior chemical company executives and I shared my discomfort with my then business partner, who is a man. He said to me: “Shideh, we are in the transformation business. We didn’t



“Simply being aware that you are making a difference, you can be a leader at any stage of your career and in any aspect of your life.”

Stefania Migliuolo

founder and CEO

Alecra | Ideas for Healthcare

Tweet @alecra

get hired to go along with the way it is, we got hired to interrupt the way it is.” From that moment forward, I felt empowered to be free to be myself and do great work, regardless of whether I was different or the same as the people I was working with. Being a woman in what was almost exclusively a male business world never stopped me, but it for sure elevated my comfort.

Freda Lewis-Hall, MD Pfizer Inc. Making the jump from academia and medical school teaching to the research-based pharmaceutical business was my transformative moment. Announcing that change to my family and friends was one of the



most difficult announcements I have ever had to make. Behind their jokes about “going over to the dark side” was this sense that I was selling myself, and my dreams, short. I was also starting up a very steep learning curve. That said, I soon came to realize that the industry was full of opportunity and that success in developing new therapies had enormous positive effects on health and wellness. My husband Randy put it best when I started in my first biopharma job: “Now you have an opportunity to help thousands or millions of patients a day instead of a few hundred a year. Where else are you going to get that kind of leverage?”



“The importance of building trust as a leader cannot be understated. Trust cannot be bought or sold, it must be earned.”

Lisa C. Miller, PharmD
executive director,
health care systems
Purdue Pharma L.P.
Tweet @MillerRx

Lisa C. Miller, PharmD. Purdue Pharma L.P. My transition from clinical practice to the corporate environment, which required boldness, bravery and a belief in myself.

Jacquie Vealey Quest Diagnostics. I had the opportunity to stay at an existing smaller-sized company and receive a promotion there, or move to a large multinational (J&J) as a lateral move. I made the choice to go to the multinational and it was the best thing I

could have done for my career. I learned so much, saw so much of the world’s health-care processes, which really set me up for my career advancement. It was a decision to be a big fish in a small pond or a little fish in a big pond, and I took the later and grew into the big fish in a big pond.

Ann Mohamadi PwC. For me, the transformative moment was the decision to reinvent myself and begin a new career. I was

Congratulations to our 2017 HBA Luminary

Brianne Weingarten

Head of Alliance Management, Licensing and
Business Development



A Positive Impact
On Healthcare. And on Lives
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“ For me, career success is not only the achievement of goals and aspirations but also the recognition of providing unique value to customers and colleagues. ”

Ann D. Mohamadi

managing director - pharmaceuticals
and life sciences
PwC



looked at issues and opportunities through a different lens having come from a different perspective than many of the people I was working with in my new role in marketing. The diversity of my experience led me to new people and opportunities that I was not aware of earlier in my career.

Climbing the ladder

a successful accountant and enjoyed a long and rewarding career in finance. One day it was suggested to me that my skills and business acumen would position me nicely for success in marketing and sales. This decision has completely changed the trajectory of my career and allowed me to develop skills and take on roles I'd never imagined. It also taught me how to leverage transferable skills while challenging myself to learn new and exciting things I had never been exposed to in the past. It also taught me the value of appreciating people with unique backgrounds and points of view as I often

Freda Lewis-Hall, MD Pfizer Inc. Don't think only of your next job. Set a vision for your final job, your pinnacle role, so to speak. Then you can plan your moves to realize that role. No one starts a trip by thinking only of his or her next stop. You start a trip by knowing your destination, and then you can determine how you are going to get there.

Nancy J. Di Dia Boehringer Ingelheim USA. My advice is to have more than one mentor at a time, have more than one sponsor and also have your advisory board—the “go-to” trusted friends and colleagues in

Fueling advancement

That speaks to the purpose of the Healthcare Businesswomen's Association. It is a purpose we are honored to support by participating in the Woman of the Year event to enable HBA to continue its work to further the advancement of women in the business of healthcare. We extend congratulations to this year's Woman of the Year, Bahija Jallal, PhD. And, we also congratulate all of those being recognized today, including the 2017 Honorable Mentor, Joaquin Duato, and our own Krystle Rodrigues, who has been selected as one of HBA's Rising Stars.

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other companies and industries. You must make time to build that network of trusted advisors, include peers and those more senior to you as well as those who may be junior to you. I found it critical to have points of view from different levels of people in an organization. Some of the most meaningful insights I've gleaned have been from executive assistants and those more junior in organizations.

Quita Highsmith Genentech, Inc. Having your own board of directors is a key to career progression. I have a diverse board that is made up of men, women, senior executives and close colleagues. A personal board might include someone who provides advice about your current role, guidance for future goals, or to consult about people, issues or business opportunities.

Meg McKenna Baxter International Inc. First, demonstrate year over year successful results in the role that you are in today. This shows your commitment and ability to succeed. Second, build a network of people in and out of your company for long-term



“ Career success is doing what makes you happy. I always advise people that “the job won’t hug you at night,” meaning make sure what you are doing is worth it. ”

Quita Highsmith
head, alliance and
advocacy relations
Genentech, Inc.
Tweet @execqstyle

success. Look for projects within the company and outside of your current role. Get in front of leaders who make hiring decisions and make them aware of your work and career aspirations. Volunteer and meet people with similar business interests through professional organizations.



QuintilesIMS is proud to recognize

our **Luminary**



Suneela Thatte
Vice President
IND Asia Alliances

our **Rising Star**



Melissa Pirolli
Oncology Center of Excellence Lead
Real-World Insights

Solutions for you to drive healthcare forward™



Terri Pascarelli AIT Bioscience. My advice to others looking to climb the career ladder is to ask yourself what your talents and gifts are, then work to build a career that values those talents and gifts. You can bring your best and be successful when you're relying on your inherent strengths and passions. On the other hand, if someone asks you to take a chance on something new, maybe something not well-defined, that opportunity may be the best thing for you. Don't play it safe all the time.

Cherene C. Powell Accenture. It's important to have a career strategy—a plan that looks downfield one, three, five years down the line, maybe even longer. Too often I see colleagues going from day to day, then year to year without a clear sense for what they are seeking to accomplish professionally. Think about what you aspire to achieve and develop a career plan to get there. This may include building relationships with key leaders, building specific skills, getting certain experiences, etc. Be extremely thoughtful about where you are taking your career, the brand that you are building and make sure it's aligned to your goals.

Rachelle Jacques Shire. After almost 25 years as a professional, with many successes and learnings, there are a few learnings that rise to the top. First, be open to new experiences where you can learn, practice navigating ambiguity, and take risks. You will grow in ways you never imagined. Second, as you branch out for new experiences, learn how to talk about the

value you bring without tying it to job titles. Speak to how your strengths and gifts can contribute to team or organizational success beyond your current function or task list. Third, spend time strengthening your influence skills and emotional intelligence. Success early in your career may come primarily from innate talent, growing proficiency and results. As you move into leadership roles, you quickly learn that you must work through people—people with different goals, values and motivations—to find success. Find ways to build that muscle as early as possible. And finally, I'll go back to the leadership traits—treat people

“With each leadership position that I have held, I found that I wanted to be more in control of my destiny. The day that I faced all of my fears and insecurities was the day that I became an entrepreneur.”

Jani Hegarty
president

Health & Wellness Partners, LLC
Tweet @janihegarty





with respect regardless of your situation or position. This also means seeking and valuing input, respecting differences, and consciously embracing those differences to strengthen team, culture and ultimately performance.

Stefania Migliuolo Alecria | Ideas for Healthcare. Never lose yourself: it is through yourself that your ability, passion and commitment move you to climb the career ladder. Build your network, network with people who inspire you, people you learned from, people who are on different career path, people who just are different from you. Diversity is an enrichment for your mind, career and life. Be curious: observe, observe and observe. Survivors are the ones who can read instantaneously what happens around them. Experiment and propose yourself for something new; you may fail but through failure you will know more about yourself, more about your passions and more about your skills. Give back, be generous. Experience, as well as knowledge, can be shared. Support others, your boss and your colleagues. You

will grow your talents and your leadership skills. Finally, be courageous. It may seem like a jungle, but it is not. Companies need courageous and accountable leaders, not only great executors.

Jani Hegarty Health & Wellness Partners, LLC. I climbed the female career ladder many years ago when the ladder only had a few rungs. The advice I would give would be to think about the fact that the ladder doesn't have a top rung. If you are willing to take the next step then you will create the next rung. All of the positive energy that you can muster in a day should be applied to creating the next rung on your career ladder.

Jacquie Vealey Quest Diagnostics. Hone your communication skills. Being able to effectively tell your story and communicate messaging to senior leadership are critical to upward mobility. Also, listen and learn everything you can. You never know when that information will come in handy to move a project forward or enable you to make the right connections for advancement. ●

“It's important to have a career strategy—a plan that looks downfield one, three, five years down the line, maybe even longer.”

Cherene C. Powell
Accenture strategy,
managing director
Accenture



Global Compliance Quality Director, RB
2017 HBA Rising Star Award

Congratulations to our Rising Star, Karin Ann Payne!

RB is thrilled to have a star like Karin on our team.



Congratulations to all HBA's honorees.



HEALTH • HYGIENE • HOME



The HBA is working steadily to advance gender parity as a business imperative

Mission critical

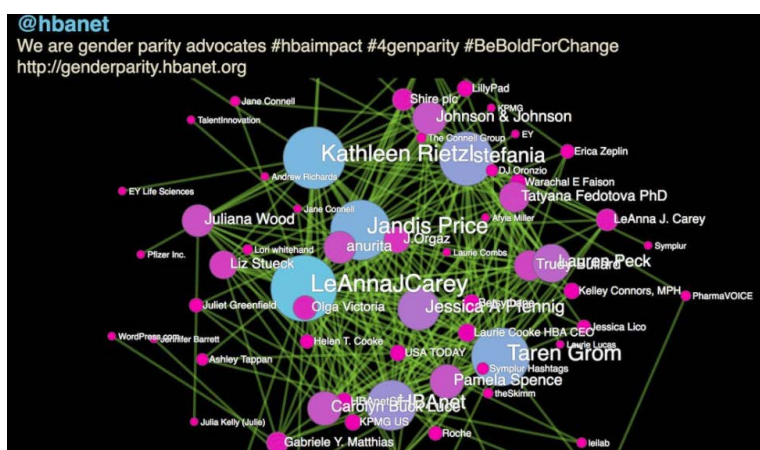
In 2015, the McKinsey Global Institute (MGI) reported that narrowing the gender gap in the global labor market would not only be equitable in the broadest sense, but would also double women's contribution to global GDP growth between 2014 and 2025. Analysts estimate that a best-in-region scenario, in which all countries match the improvement rate of the fastest-improving country in their region, could add as much as \$12 trillion, or 11 percent to global 2025 GDP, and \$2.1 trillion to Western Europe's GDP in 2025.

The business case for gender parity couldn't be stronger, yet the timeline estimated by Ernst & Young (EY) of 170 years until all companies profit from more women at the top is not acceptable.

The HBA is taking bold steps to move the needle and has made gender parity through partnership one of its top strategic priorities. Over the past year, the HBA has been working steadily to educate, create awareness, and develop new products and services to accelerate progress to close the gap.

In the first quarter of 2017 alone, the association launched a new microsite, held a virtual summit on International Women's Day (IWD), secured media visibility in a

We are celebrating #BeBoldForChange ♀
#hbaimpact Amazing engagement #4genparity



The HBA continues to increase its engagement around gender parity through social media.

Source: Symplur

special *USA Today* supplement and began to capitalize on a comprehensive gender parity academic paper.

Collaborating for gender parity

The HBA's new gender parity microsite—<https://genderparity.hbanet.org>—focuses on the root causes, business impact and solutions related to gender parity. The site, an extension of the HBA's homepage, compiles the latest news and research related to gender parity and features a variety of blog posts, eBooks, pod-

casts, posters, Tweetchats and webinars. The site officially launched on 8 March to coincide with IWD, and within 48 hours it attracted visitors from 13 countries with a total of nearly 2,700 page views in just the first week.

Additionally on IWD, HBA members united with millions on Twitter around the world to celebrate women's achievements in the life sciences. The HBA joined with many of its Corporate Partners, including Novartis, Sanofi, Bayer, Boehringer Ingelheim, Roche, Pfizer, GSK, AbbVie and Johnson & Johnson, to showcase their female leaders. According to



Twitter, more than 7.5 million tweets were generated regarding the day. The social media optimization company RiteTag reported #InternationalWomensDay was used at a rate of almost 30,000 unique tweets per hour; #IWD2017 and #BeBoldForChange racked up more than 5,000 and 2,000 tweets per hour respectively. RiteTag also estimated more than 347 million eyes viewed the tweets, including the HBA's related hashtags #4GenParity and #HBAimpact. The HBA reports that from 8-11 March, 3.4 million impressions were recorded for #HBAimpact for a total of 12.2 million impressions, year to date, a 43 percent increase compared with the same time period in 2016.

Also on IWD, the HBA hosted a virtual summit—Healthcare Leaders Being Bold for Change—sponsored by Johnson & Johnson. The summit featured a host of world-class speakers, presentations and research (resources can be found on the HBA's micro-site). The opening presentation “What the data tells us about gender parity?” was facilitated by Pamela Spence, global life sciences industry leader, EY, who shared that when

it comes to delivering diversity strategies, life-sciences companies outperform others. According to an EY survey, 72.5 percent of respondents said life sciences is a more attractive career choice for women than five years ago.

A panel followed, moderated by Magdalene Pedersen, chief of staff, global president R&D, GlaxoSmithKline, and 2017 president, HBA Europe. Pedersen led a discussion with Kirstin Barton, senior organisation development consultant, Roche Pharma Technical Operations; Joe DePinto, president, specialty solutions, Cardinal Health; and Spence, who provided their perspectives on gender parity from a U.S. and European angle.

Next, Katie Dahler, principal, KPMG LLP, moderated the session “Making the Business Case for Gender Parity,” featuring three healthcare leaders who shared their company's perspective. Lending their perspectives were Jane Connell, VP and CIO, enterprise and corporate functions, J&J; Dan McNamara, VP, US patient services, Shire Pharmaceuticals; and Enrique Conterno, SVP, president, Lilly Diabetes president, Lilly USA.

passion for improving patient lives

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KPMG recommends several steps that can be taken now to move more women into workplace leadership, including:

Actively engage potential leaders. Identify and invest in high-performing women with the capacity and inclination to lead, and give them the confidence to do so.

Treat leadership as a tangible skill. Clarify the most valued and respected attributes of leaders in the organization—strategic thinking, for example—and provide training opportunities and confidence building for women who wish to hone their skills.

Establish relationships and networks. Actively connect junior-level employees with female senior leader mentors/sponsors and create networking opportunities regardless of level.

Chart the path to leadership. Articulate clear steps for career development, starting with employees in their 20s or earliest stages of their careers.

Combine “soft” and “hard” rewards. Rein-

force and validate women’s performance and confidence with clear and consistent personal feedback, together with the more conventional rewards of raises and promotions.

Rounding out the summit was a conversation between HBA CEO Laurie Cooke and Carolyn Buck Luce, 2012 HBA Woman of the Year and author of “Reimagining Healthcare: Through a Gender Lens.” To access the summit recording, please visit <https://my.hbanet.org/MyHBA/Store>.

Another output of the HBA’s IWD strategy was Cooke’s article—“In Health Care, Gender Gap Has Become a Business Issue”—published in the *USA Today* Women in Business supplement. This article is just the start of a multi-faceted outreach campaign aimed to garner visibility on an HBA academic paper supported by industry thought leaders. This paper will allow the HBA to engage with new stakeholders and will serve as an entry point and the foundation for upcoming speaking engagements and article submissions. ●



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**HERE'S TO FUTURE-READY
FEMALE LEADERSHIP**

**Congratulations
Ceci Zak
2017 HBA STAR**

COO, Batten & Co.





Advancement. Commitment. Engagement.

HBA's ACE award expands recognition of company achievements

Good, better, best. Never let it rest until your good is better and your better is the best. — St. Jerome.

The HBA's ACE award is designed to recognize internal leadership programs that perform by advancing and enhancing careers of women in their respective companies in the healthcare industry. Since 2007, it has been awarded annually to one company's women's leadership initiative (WLI) following a rigorous and independent review by a panel of industry leaders. The award is open to every company in the healthcare industry, including public and private companies of all sizes regardless of whether they are HBA Corporate Partners.

As the HBA celebrates the 10th anniversary of the ACE award, the association is thrilled to announce that three awards will be given in 2017 at this year's Annual Conference in Philadelphia (6-8 November). The goals of the ACE award are to:

- Identify and publicize corporate initiatives that advance the careers of women
- Recognize companies that optimize the contributions and value of women in their organizations



2016 ACE award

HBA CEO Laurie Cooke (far right) presents the 2016 ACE award to Steve Rusckowski, Quest Diagnostics chairman, president and CEO, and members of the company's WLI leadership team.

- Inspire others to develop programs of their own
- Track performance of companies with initiatives relative to those without defined programs

A multitude of benefits can be realized for company winners, including the following:

- Endorsement of your company as a premier provider of breakthrough programming
- Recognition by industry experts, peer companies and key stakeholders
- Visibility through industry media coverage
- Recruitment of top female talent resulting from external recognition
- Access to new customers, investors and partners by raising credibility of your organization as one willing to step out and lead for positive change



A WINning approach

Over the last 10 years, the HBA has amassed a wealth of knowledge from companies to define what success looks like for their women's internal networks (WIN) and has compiled a detailed white paper that illuminates best practices.

Three major trends appear to be driving the power of women's leadership initiatives. First, diversity in leadership results in higher profitability. Second, organizations are recognizing that the only way to solve the challenges facing healthcare today while containing costs is through innovation. Third, is the force of what's been termed the SHEconomy—the phenomenon of women earning, owning, controlling and influencing trillions of dollars in the global economy.


- **89 percent of companies** report having a women's ERG — *Diversity Best Practices*, 2011 benchmarking and assessment
- **85 percent of executives** agree that a diverse and inclusive workforce is crucial to encouraging different perspectives and ideas that drive innovation — *Forbes Insights*
- **85 percent of all healthcare decisions** are made by women — *American Women*

For questions about the ACE award program or the ACE white paper, please contact Marianne Fray, HBA senior director and head, global corporate development, at mfray@hbanet.org or visit www.HBAnet.org.

How can your company submit for the ACE award?

The ACE submission package should describe in detail how a company's program

supports the business case for implementing internal corporate initiatives that advance women's careers in their respective organizations. If a program is not exclusively dedicated to women, companies should



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■ ■ ■

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“ Approximately 70 percent of our employees are women, and Women in Leadership (WIL) has expanded our talent pool of women leaders who contribute their unique talents, backgrounds and viewpoints to help advance our business. WIL is growing our business and contributing to our bottom line. ”

Steve Rusckowski

Quest Diagnostics chairman, president and CEO

describe the ways it impacts the advancement of women within the company. The award judging panel will allow a degree of flexibility for organizations that provide what they believe are meaningful and measureable results.

The five criteria below must be covered in the submission:

1. Business performance

- What are the program's goals and objectives? How has the program positively affected overall business performance?
- Does it serve to distinguish the organization and/or provide a competitive advantage? If so, how?

2. Stewardship

- How high, broad and deep is executive commitment to the program, both formal and informal?
- How embedded is the belief in and com-

mitment to the program throughout the organization?

3. Execution

- How has the program been “operationalized” –that is, how effectively has it been communicated, rolled out, designed, adopted, etc.?
- Has the program's potential positive impact on the business been succinctly and effectively communicated?
- Do all or most employees understand the program, what it means for them and their role in its success?
- To what degree has the program been integrated into multiple facets of the business?

4. Sustainability

- How long has the program existed?
- What has been done to ensure the survival of the program beyond the time when its original sponsors are no longer involved?
- What characteristics of the program suggest that it will continue to affect the organization positively and be relevant beyond initial years? Have mechanisms been created so that it can adapt to changes in the organization/industry over time?

5. Measurable results

- What quantifiable benchmarks has the program achieved?
- What is the impact of the program on women in your organization? Document the increases the number of women who have advance at various levels:
 - C-level, VP, managing director, etc.

ACE winners through the years

- 2016 Quest Diagnostics' Women in Leadership Initiative
- 2015 Roche Diagnostics' Women Leadership Initiative (WLI)
- 2014 Baxter Women Leaders Business Resource Group
- 2013 Quintiles' Women Inspired Network (WIN)
- 2012 Cardinal Health Women's Initiative Network (WIN)
- 2011 Bayer Healthcare's Women's Leadership Initiative (WLI)
- 2010 sanofi-aventis US' WISE program
- 2009 Abbott's Women Leaders in Action (WLA) Employee Network
- 2008 Novartis Pharmaceuticals Women's Initiatives – EWIN/WIL
- 2007 Johnson & Johnson Women's Leadership Initiative

- In line versus staff roles
- With P&L responsibility
- Do women in your company experience greater job satisfaction based upon the success or impact of the program?
- Have women participating in the program attained a desired qualification, certification or degree?
- Include the total number of employees and the number of employees in the target population

Deadline for 2017 submissions is 1 June, 2017. Final award winners will have the opportunity to showcase their program and its participants via a short video that will make its premiere at the HBA's Annual Conference and viewed by nearly 1,000 attendees.

The HBA will work with the companies on PR and video requirements. Winning companies will also be invited to share their experience live at the conference and will be invited to submit a poster describing their

initiative to be displayed at the 2017 HBA Annual Conference.

Award categories:

- Small company: revenue up to \$25M and/or up to 100 employees
- Medium company: revenue \$26M - \$100M and/or 101 - 1,000 employees
- Large company: revenue over \$100M and/or over 1,000 employees

Award submissions fee is \$1,000 for small- and medium-size companies and \$1,500 for large companies. The fee includes administration/judging fee of \$500 and a debrief consultation fee which is waived for HBA Corporate Partner organizations. Email submissions to ace@hbanet.org.

Each company that submits an application for the ACE award but is not selected will be granted a debrief consultation offering the company an in-depth sharing of the expert judges' feedback and advice on how to improve the submission for subsequent years. All applications are treated confidentially. ●



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A conversation with **Ceci Zak**

Ceci Zak
principal and chief
operating officer
Batten & Co., a member
of the Omnicom Group



A leadership DNA
2017 HBA STAR honoree Ceci Zak

Ceci Zak's leadership journey has been multifaceted and multidimensional. She has guided, innovated and influenced initiatives to help improve healthcare from all sides of the proverbial table, with executive roles at major global biopharmaceutical and professional service companies to her new "non-daytime role" as an adjunct professor at Columbia Business School.

Zak began her professional journey at Roche, where she spent 15



years developing finely honed marketing and commercial skills before joining Sanofi. At Sanofi, she was instrumental in establishing the company as a major player in several therapeutic categories, as well as holding the role of VP commercial capabilities. Realizing that to move the needle in improving healthcare outcomes, she needed professional service skills and joined Omnicom as the chief operating officer of healthcare at DAS, and now is the principal and chief operating officer at the strategic consultancy firm Batten & Co., a member of the Omnicom Group.

The only thing more important to Zak than changing the outcomes of health for humanity is her passion for the HBA and her dedication to help others, particularly women, achieve their professional and personal goals.

Zak has served as an HBA volunteer for more than 15 years, as a member of the executive committee, president (2009) and now as a mentor to a few senior HBA leaders, as well as leading special initiatives within the organization.

Under her guidance as president, the HBA redefined the operating plan and engaged volunteers to realize and employ fiscal responsibility. Additionally, she began the transformation of the association's culture from one of operational functionality to strategic excellence, resulting in the implementation of a five-year, long-range plan with yearly milestones, annual resource requirements and a future-facing staffing model.

Zak is the embodiment of the Strategic Transformation Achievement Recognition (STAR), which is awarded each year to a volunteer who has contributed to the strategic transformation of the HBA. In our conversation with Zak, she talks about the instrumental role the HBA has played in her professional and personal growth.

“ I learned that I could do anything if I put my mind to it given the chance and the HBA showed me how to actualize those opportunities. ”

What does being named HBA STAR mean to you?

Zak: It is the greatest gift that could be given to me. It demonstrates the passion and commitment that I've had to move the HBA forward in ways many of us dreamed about. It validates the work I have done for the HBA and reminds me that I need to work even harder in the future. I hope others see the same epiphany I had around the outcomes of my investment in volunteering.

Why would you encourage others in the HBA to take a more active volunteer role?

Zak: Because I believe the greatest gratification in life is giving back. The ultimate perk of getting involved is to develop skills along the way that one may not get a chance to exhibit at your job. This is the real hook for people; it's the quid pro quo. In addition, women and men get to network with senior executives they might not get the chance to meet. They can develop any type of leadership, managerial or operational skill they would like to focus on that wouldn't get realized in their job. It's a “big high” for me to see people light up when they talk about the value the HBA has brought to them—their newfound ability to realize personal growth through giving and volunteering.



Can you point to one or two skills you acquired as an HBA volunteer that helped you in your career?

Zak: Sure, but it's more than skills that I learned. The HBA helped develop my confidence and courage to be authentic. I started on the corporate board as secretary and spent three years preparing for the presidency. During that same time I was a marketing director at Roche, but I had long-term aspirations to run a business unit. The leadership, scenario planning, financial management and people management skills I gained on the HBA executive committee helped me achieve my professional goals much faster than I ever thought possible. I was able to demonstrate to Sanofi executive management that I had the expertise, skills and competencies to take on a business unit that were born outside of the company.

So instead of it taking eight years to become a business unit head, I found myself in that role within four years. This was the most

“ I have a mentor—and dear friend—who looks at all quadrants of my life, which is a huge gift and this is something that I emulate with those I mentor. ”

life-altering epiphany I had; I learned I could do anything if I put my mind to it given the chance and the HBA showed me how to actualize those opportunities.

You are strong proponent of mentoring and giving back; do you have a mentor who provides you with guidance?

Zak: Yes, Carolyn Buck Luce (former head of health and life sciences at EY) has taken me under her wing and using her term, she's my “elder Shaman.” She provides me with guidance that's not just about my professional life; it's about my whole life. Work is a part of it and she reminds me that work shouldn't be

Teva celebrates 2017 HBA Women of the Year, Rising Stars and Luminaries



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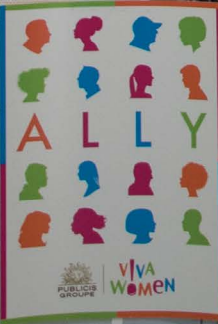
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all of it. And the fact that I have a mentor—and dear friend—who looks at all quadrants of my life is a huge gift and this is something I emulate with those I mentor.

Why is it important to have a mentor and be a mentor?

Zak: It goes back to the year Alex Gorsky (chairman and CEO, Johnson & Johnson) was HBA Honorable Mentor in 2009 and I had the honor to work with him during his Woman of the Year (WOTY) preparation. I remember sitting with him and there were 10 people lined up to talk to him. I watched him gracefully give each person a minute and I asked him how he did it—how could he spend so much time with these individuals with such a demanding job. It was exhausting to watch. He told me he considered it a great honor to have a small impact on one person versus using that time to “work” and move the profitability of his business unit by a tiny shift to the right of the decimal point in that one minute. This had such an impact on me and has stuck with me ever since. Just look at the performance of J&J since he took over the helm. Clearly his philosophy works.

This experience reshaped my beliefs and I realized mentoring should be an energizer for me, not a detractor. Ever since that moment, I find as many ways as I can to give back, especially mentoring. I have since gone back to my alma mater, Skidmore, and I donate quite a bit of time mentoring the Women In Business Club, which led me down a path to another phase of my journey. I am now an adjunct professor at Columbia Business School; my new way of mentoring. I credit the HBA for teaching me to dream of dreams I never thought possible—because they are possible. Who would’ve thought, me, a professor at an Ivy League business school?

Can you describe other ways the HBA has had impact on you personally?

Zak: In my career, I’ve been upsized, downsized, right-sized, left-sized, even curved-sized. And in 2012, I experienced every life-altering event that could happen to a person, bringing me to the darkest, most lonely place in my life journey.

“The HBA is part of my DNA, I believe in the mission, I believe in the outcomes that the organization is striving toward.”

During this profound time of pain and sadness, in addition to family and friends, the one constant and stable force in my life was the HBA. It was the infrastructure, membership, leaders and friends who were there for me, would pick me up and remind me of who I was beyond what I was feeling at that moment.

The HBA provided me with a string of pearls that pushed me out of survival mode and back into reality. The HBA kept pulling me along and drawing me in—whether it was meeting up with members, working with the executive committee, attending an event or leading new initiatives. I climbed out of that hole. I am forever grateful to the HBA.

You’ve touched on the intangible value proposition the HBA offers to its members, would you say the HBA had become part of your DNA?

Zak: You’re absolutely right. The HBA is part of my DNA. I believe in the mission. I believe in the outcomes the organization is striving toward. I fundamentally know gender parity will bring greatness not just to healthcare, but also to the world at large. The HBA has a big role to play.

I would add the HBA is a trusting environment where there’s no judgment; the HBA is where I have found the greatest comfort, the greatest solace and the greatest strength professionally.

Finally, what would you like your legacy to be?

Zak: Being recognized as someone striving to change the outcomes of health for humanity. This is no small task, but it’s a goal driven from my heart and soul. I want to move the needle forward by improving the experience for consumers of health; nothing more, nothing less. I owe it to my mom. ●

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How often have you heard, “It’s not personal; it’s just business?”

Business is intensely personal for our clients and customers, employees and their families, shareholders, and the people in communities and societies that we impact.

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When one woman shines, we all shine.



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Johnson & Johnson honors the important work of the **Healthcare Businesswomen's Association**. And we are proud to share the mission of empowering women to ignite change.

Congratulations to the 2017 Award Winners:

Joaquin Duato, Honorable Mentor of the Year

Gerianne Sarte, Rising Star

Maria Eduarda (Duda) Kertesz, Luminary

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