

HBA BULLETIN

THE NEWSLETTER OF THE HEALTHCARE BUSINESSWOMEN'S ASSOCIATION *Advancing Women's Careers* JULY/AUGUST 2003

3RD BIENNIAL WOMEN'S LEADERSHIP CONFERENCE

The HBA Gathers Top Industry Leaders for Groundbreaking Two-Day Conference

Kim Rowe

Managing Partner, Agentive Sales and Marketing Solutions

According to **Harold J. Seymour**, "When the leadership is right and the time is right, the people can always be counted upon to follow—to the end and at all costs." A record number of women demonstrated that the time was right for leadership by attending the HBA's 3rd Biennial Women's Leadership Conference June 5th-6th at the Ocean Place Conference Resort in Long Branch, NJ. The conference, entitled "Responsibilities of Leadership," gave participants an opportunity to develop a deep understanding of the many arenas in which leadership plays a role in addition to the corporate environment: the family, community, and oneself.

"After more than a quarter-century devoted to advancing women's careers in healthcare, the HBA has emerged as an Association that is unparalleled in its ability to provide cutting-edge information presented by leading industry professionals. This fact has never been more apparent than at the



(Left to right): Leadership Conference Co-chair and HBA Co-director of Career Development **ANNE CAMILLE MAHER**, Health Leaders; HBA President-Elect **DARIA BLACKWELL**, White Seahorse, Inc.; **CATHERINE ROBINSON-WALKER**, author; **MARGARET G. MCGLYNN**, Merck & Co., Inc.; Past HBA Woman of the Year **SARAH S. HARRISON**, AstraZeneca Pharmaceuticals LP; HBA President **NANCY LARSEN**, PROmedica Communications, Inc.; and Leadership Conference Co-chair and HBA Director of Communications **DONNA K. RAMER**, HealthMed Public Relations.

recent Leadership Conference, which broke all records for attendance," noted HBA President, **Nancy Larsen**, President PROmedica Communications, Inc. (New York, NY).

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HBA Chapters Update

Britta Herlitz

President, Herlitz HealthCare:
A Communications Co.; Editor, *HBA Bulletin*

The Atlanta Chapter of the HBA

On June 26th, the HBA's Atlanta Chapter hosted a highly successful and informative evening dinner seminar entitled "Why Your Employees Don't Do What You Expect Them to Do." The event featured speaker **Linda Kobel** of the Link Solutions Group (Marietta, GA).

On August 20th, the chapter will host renown author Gail Evans who will introduce her new book, *She Wins, You Win: A Guidebook for Making Women More*

Powerful. For additional information on this program, please contact **Juliann Kaiser** at phone: (770)643-0615; email: jkaiser@kaisermarketinggroup.com.

Look for more news on the chapter's upcoming October event in the next issue of the *HBA Bulletin*.

The Boston Chapter of the HBA

Thus far, 15 candidates have applied for the six open positions on the chapter's Board of Directors, according to **Deborah Furey**, Director, Healthcare Solutions, Braun Consulting Services (Boston, MA) and **Michelle McCarthy**, Executive Recruiter, Carter McKay (Quincy, MA). Requirements in-

clude: strong leadership capabilities, commitment to the advancement of women in healthcare, current employment in the healthcare or service related industries and willingness to assume additional responsibilities to make the HBA's Boston Chapter a continued success and strong presence in the community. For additional information, contact Furey at dfurey@braunconsult.com or McCarthy at mmccarthy@cartermckay.com.

In program news, the Boston Chapter's June event, "Healthy, Wealthy and Wise, Planning for Your Strong and Successful Financial Future Working in the Healthcare Industry," was an enormous success. Featuring speaker Paula Chauncy, CFA and Founder, être LLC

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Advancing Women's Careers

Meeting Photos by Joe Vericker/PHOTOBUREAU, Inc.

MEETING HIGHLIGHTS

FACILITATING GLOBALIZATION IN AN INTERNATIONAL COMPANY

Experts Share Strategies for Success in Global Marketing

Chris McMorrow

Senior Copywriter
Bruce Leeb & Company

HBA members turned out in force for the April 3rd seminar on global marketing at Novartis Pharmaceuticals Corporation (East Hanover, NJ). Following the traditional "Eat and Greet" period, the audience heard diverse viewpoints from a panel of five experts, each of whom shared specific challenges their companies faced in marketing pharmaceuticals outside the US.

Following welcoming remarks by program co-host **Debra E. Freire**, Vice President, Diversity & Workforce Potential at Novartis, HBA President **Nancy Larsen**, President, PROmedica Communications, Inc. (New York, NY) introduced the panel, led by co-host and moderator **Bette Schultz**, VP, US Business Development and Licensing at Novartis. Challenging each panelist to address a key question—"How do you define the difference between 'global' and 'international' in the context of pharmaceutical marketing?"—Schultz asked them to then outline one or two key issues their companies viewed as critical for success in planning or executing a global marketing program.

For **Benito Cachinero**, Worldwide VP, Human Resources, at Ethicon, Inc. (Somerville, NJ), "global" refers to structure and systems, or the "hardware" of programs developed outside the US, whereas "international" encompasses the culture, values and "DNA" of company employees. According to Cachinero, great companies like Microsoft and Hewlett Packard operate by adhering



The Panel: (left to right) **BENITO CACHINERO**, Ethicon, Inc.; **DEBORAH DUNSIRE, MD**, Novartis Pharmaceuticals Corporation; **KIMBERLY A. WHITE**, Ogilvy Public Relations Worldwide; **LISA SHAPIRO**, Strategic Solutions Group; and **BARBARA SCHMIDT-KEMP**, Ernst & Young LLP.

to a common set of values that ensures the right people are in place to carry out corporate principles, anywhere they work. At Ethicon, corporate values are not only highly prized, universally shared, and prominently displayed in the local language of offices all over the world, they are lived and followed because of their ubiquity throughout the company.

Novartis Senior VP and North American Region Head **Deborah Dunsire, MD**, sees "global" as a cohesive term where the whole is greater than the sum of each part. For Dr. Dunsire, "international" is more a series of segmented markets that can often unleash perverse incentives. In her view, leadership is the key factor in driving global marketing success. Crediting Novartis with empower-



DEBRA E. FREIRE, Novartis Pharmaceuticals Corporation gave the opening remarks.



BETTE SCHULTZ, Novartis Pharmaceuticals Corporation moderated the program.



Program facilitators (left to right): ANITA BURRELL, Aventis Pharmaceuticals; JOY D. APPLEBAUM; PATRICIA JAEGER, Ventiv Health U.S. Sales; LYNN BROWN, Wright Management Consultants; and JULIE B. KAMPF, JBK Associates, Inc.

ing its leaders to set overall vision and strategy, as well as goals and targets, Dr. Dunsire emphasized their reliance on teamwork, collaboration, and above all communication to help overseas marketers manage numerous ambiguities that arise when the terrain is unfamiliar or rapidly shifting.

On the vendor side, **Kym White**, Managing Director of the New York City office of Ogilvy Public Relations Worldwide, sees “global” used three different ways: as “pan European” (in too many instances); as “the top ten non-US pharma markets” (the majority of cases); and finally as “all the countries underserved with resources, and thus willing to seek guidance and listen” (all too often in reality).

Humor aside, White acknowledged that budgets and resources represent an enormous hurdle in planning global PR programs. “Let’s face it, US budgets are larger than all the rest of the world put together, which exacerbates the task of planning for differing launch dates, drug names, therapeutic indications, and distribution arms—the issues that



(Left to right): DENISE BRAEBEAR, KIM CALLAHAN, GINA MORAN, LAURIE RYAN, AND CHRISTINE LANDY, all of Novartis Pharmaceuticals Corporation.

so often bedevil communications agencies seeking to build global brands,” White declared. “To make the most of less, we try to determine what’s truly needed in local markets in order to be as creative as possible in setting goals. Increasingly we might consider starting small, using pilot programs to demonstrate results that will win matching funds from other areas of the global budget. But the most important

thing our team can do to help build the global brand is to establish solid communications norms from which the various countries can deviate.”

The final two panelists focused on staffing structure and HR development, critical factors for companies with global marketing programs. **Lisa Shapiro**, formerly with Pfizer Inc. and now Principal, Strategic Solutions Group (New York, NY), stresses the value of having a formal global team structure with fully dedicated team members over a looser, more diffuse cross-functional team. **Barbara Schmidt-Kemp**, Partner in the Human Capital Practice at Ernst & Young LLP (Iselin, NJ), thinks changes in staffing trends over the past three decades are making it easier for employees to pursue professional growth abroad. According to Schmidt-Kemp, companies have moved beyond older hierarchical, paternalistic ways of thinking that invested in human capital via long-term overseas assignments. Today, the operative mode is shorter international assignments with greater reliance on knowledge transfer, allowing employees greater mobility, flex-

TIME TO MAKE A DIFFERENCE



The HBA is a volunteer group, and its success is due to countless hours of time spent by members to plan and execute programs, publications, and other services.

At the April meeting, HBA President **Nancy Larsen**, President, PROMedica Communications, Inc. (New York, NY), honored **Jill Quist**, Vice President, Business Development and Consulting Solutions, Northeast, Right Management Consultants (Maplewood, NJ) as the recipient of the HBA’s “Time to Make a Difference” award. Quist has been the HBA’s Co-Director of Programs, having worked long and hard for several years. She is in charge of producing 50% of all of the HBA’s evening seminars and has worked tirelessly to present professional programs aligning content with member needs. In response to her efforts, the HBA has seen an overwhelming attendance at evening programs.



(Left to right): ROBERT SHEKH DAR and KAREN TIBBALS, both of IPSOS-NPD with SANDKPA DUBLISH, EMMIE IAN, and STACY VAUGHN, all from Novartis Pharmaceuticals Corporation.

ibility, and the chance to quickly amass experience across disciplines. ■

Chris McMorrow has more than ten years of experience writing for healthcare, pharmaceutical marketing, and medical education companies, including 7 at Thomson Physicians World.

SPECIAL THANKS TO

Novartis Pharmaceuticals Corporation for sponsoring this event and for providing facilities for this program; to Co-Directors of Programs **JILL QUIST**, Vice President, Business Development & Consulting Solutions, Northeast, Right Management Consultants (Maplewood, NJ) and **STEPHANIE PHILLIPS, PhD**, President, Project House, Inc. (Hackensack, NJ); and to Program Organizers **JULIE KAMPF**, President, JBK Associates, Inc. (Englewood, NJ) and **MEGAN O’KEEFE**, Business Development Manager, Institute for International Research (New York, NY).

HBA CHAPTERS UPDATE *from page 1*

(Boston, MA), the overriding message of the event was: Invest now. Understand your risk threshold; learn how much is “enough” to achieve your goals and dreams, and make the sacrifices necessary to get there. Chauncy cited some unsettling statistics: Women continue to make only 75 cents to every dollar earned by their male counterparts and seven out of ten women cannot afford to retire. For these reasons and many others, it is essential to have a plan and to implement it now, regardless of your income, Chauncy emphasized. “Don’t count on salary, plus bonus, plus options to create your wealth!”

The chapter’s next program will be on September 23rd and will focus on product launch and commercialization in the biotech arena. This important event will be sponsored by Biogen (Cambridge, MA).

Volunteers are needed for the chapter’s Newsletter Committee. If you’re interested, contact Chapter President, **Karla**

Gonye, District Manager, Schering Laboratories (Plymouth, MA) at karla.gonye@spcorp.com.

The San Francisco/Bay Area (SFBA) Chapter of the HBA

The HBA’s SFBA Chapter hosted its 2nd Annual Dinner on May 29th at the San Mateo Marriott (San Mateo, CA). The topic under exploration “The Convergence of the Pharmaceutical, Biotech, and Medical Device Industries” was compelling and drew an impressive line-up of speakers. **Ginger Graham**, CEO-elect, Amylin Pharmaceuticals (San Diego, CA) was the keynote speaker. Graham was followed by **Julia Brown**, also of Amylin, and **Abbie Celniker** of Millenium Pharmaceuticals (headquarters in Cambridge, MA). The event was [over]sold-to-capacity with an extensive waiting list—it could scarcely have been more successful.

This year the HBA’s SFBA Chapter premiered a new annual award—the “Innovator of the Year” Award which went

to **Jennie Mather**, CEO of Raven Biotechnologies, Inc.(South San Francisco, CA).

On June 17th, the chapter held another successful seminar, entitled “Career Breakthroughs: Executive Perspectives.” The event was held at Chiron Corporation (Emeryville, CA). As with the annual dinner, this event showcased an impressive array of top female executives, each of whom traveled a distinct career path to reach her current leading position in the life sciences industry—applying lessons and skills developed in other sectors such as high tech and the provider-side of the healthcare industry.

A third successful spring/summer event was held on July 16th when silver-level corporate sponsor of the HBA’s SFBA Chapter, **Cooley Godward**, LLP (Palo Alto, CA), hosted a FREE summer evening networking event at their beautiful outdoor patio location. Look for more news on this in the next issue of the *HBA Bulletin*. ■

LEADERSHIP CONFERENCE *from page 1*

“The HBA recognized that leadership issues were particularly relevant given the current business climate, which has been reinforced by the results of a recent survey conducted by the HBA in collaboration with *Pharmaceutical Executive* magazine,” said **Daria Blackwell**, HBA President-Elect and President, White Seahorse, Inc. (Mahwah, NJ), during an onsite interview with the *HBA Bulletin*. “Moreover, we understood that providing many of the tools needed to help develop and preserve integrity would be of significant value as conference attendees fulfill their leadership roles at all levels.” (Note: Results of the HBA survey on leadership traits and attributes will be reported in full in a special *Pharmaceutical Executive* supplement in August and summarized in the next issue of the *HBA Bulletin*).

Larsen kicked-off the full-day conference (which followed a day of relaxing spa treatments and networking) by welcoming everyone. She set the tone of the day through a video montage of industry leaders who helped define the traits and attributes of leaders as well as the HBA’s role to provide many resources to help women in the industry improve their own leadership skills.

Morning Keynote Addresses Integrity in Leadership

Renowned author Catherine Robinson-Walker was both compelling and timely as she addressed *Integrity in Leadership*. Robinson-Walker, who is Executive Director of the Academy

for Healthcare Quality; President, The Leadership Studio (Oakland, CA), and author, *Women and Leadership in Health Care: The Journey to Authenticity and Power* defines integrity as, “Who you are, and what you stand for. It’s honesty and morality, and it’s dynamic, not static. Integrity is developed, practiced and renewed constantly, not simply born. There are daily practices that we can adopt to enhance our integrity.” She added that our own internal monitors tell us when we are acting with integrity because we feel clear, self-confident, powerful and authentic; we feel the course of action we are taking is right for us. Conversely, when we take actions that are outside our own integrity, we feel fearful, uncomfortable, and out of balance.

“Integrity is developed,
practiced and
renewed constantly,
not simply born.”

—CATHERINE ROBINSON-WALKER

Merck’s Margie McGlynn Provides Personal, Professional Insights during Keynote Address

One of the industry’s most senior women, **Margaret G. McGlynn**, President, US Human Health Care, Merck & Co., Inc. (West Point, PA), began her keynote address by quoting her 9-year-old daughter, who said: “Leaders aren’t afraid to do what’s right. They are responsible. You can trust a leader.”

McGlynn then focused on two primary goals to make a difference in the current healthcare system: restoring and enhancing trust and integrity, and improving access to healthcare products, including pharmaceuticals, in the U.S. She contends that trust in our nation’s leaders — in all walks of life, includ-

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SKILLS FOR SUCCESS

A CAREER-DEVELOPMENT COLUMN ON BUSINESS SKILLS

Whatever your current career position, you aspire to greater responsibility. Whatever your current skills, you must sharpen and expand them to achieve your next targeted level of accomplishment.



How to Create a Consensus on Family Land Use and Distribution

Olivia Boyce-Abel

Founder, Boyce-Abel Associates

Well-honed financial skills are vital components of any woman's success both professionally and personally; ironically, it is the latter category that is often most difficult to manage. Indeed, perhaps nothing is so fraught with emotional and fiscal land mines as the distribution of family land. In this "Skills for Success" column, **Olivia Boyce-Abel**, a nationally recognized family lands consultant and mediator, imparts valuable information on how to create a family consensus on land use and distribution.

When large and valuable parcels of land pass from one generation to the next, they often carry with them unresolved problems. Some heirs may wish to preserve the land in the family, while others may wish to dedicate the land for conservation. Still others may wish to develop all or some portion of the property, and others may wish to change its productive use. Often the land represents a substantial percentage of the inherited wealth, and some of it may need to be sold to pay debts, provide liquidity, or pay taxes. To resolve their conflicts over land issues, family members need to arrive at a consensus. Below are four basic steps, and the skills necessary to facilitate consensus-building.

Step 1. Get Started Today!

It is never too early to begin thinking about what you want to do with your family land. The first and most important step in this process is to get started; the longer you delay, the more opportu-

nities arise for misunderstandings and future mismanagement of your land. Block out some quiet time, put pen to paper, and honestly assess what you want to do with the land. Ask yourself: "What does this land mean to me? Who do I want to pass it on to and what do I want done with it?" Consider your needs for and from the land while you are living. (Retirement? A second source of income?) Then consider your surviving family's wants or needs for the land and how those requirements might mesh or conflict with your goals.

Step 2. The Family Meeting

Once you have a clear understanding of what your land means to you and what you would like to see happen to it—for present and future generations—it is time to reach out to your family about the land. In order for a consensus to occur, family members need to be willing to meet in order to resolve whatever their land issues are.

● **Broach the Issue and Establish Interest Levels** With younger children who have not yet reached autonomy, be careful how you broach the topic. Try using non-threatening "what if" statements such as: "If I were to die, this is what I would want done with the land." Let your sentiments be known and gauge their responses. With older children who are financially independent of you, or for spouses, siblings, or other non-dependent family members, it is possible to be more straightforward: "I am devising a plan for what I would like done with my property after I die. This is what I am thinking. What are your thoughts about this?" Any level of this process would be aided

by the presence of a facilitator.

● **Schedule the Meetings/Set Your Expectations** The process of reaching a consensus usually requires a series of family meetings over a period of time. The length of time will vary according to the complexities of issues in dispute, the personal dynamics among family members, and the rapidity with which an agreement can be reached. Intervals between meetings give family members an opportunity to do their homework, which includes meeting with individual attorneys, accountants, spouses, and heirs, as well as allowing time for environmental studies, appraisals, surveys, etc. An effective meeting schedule is every two to three months over the course of a year. This timetable allows an appropriate break between meetings while maintaining a frequency necessary to decision-making momentum within the group. It is important that you and your family set your expectations from the beginning—this is a process that takes time, patience, and intelligent compromise. Good consensus building doesn't happen overnight.

● **Hire a Facilitator/Mediator** Based on my professional and personal experience, I know that families reach more thoughtful, solid decisions about the future of their lands when their sessions are professionally facilitated/mediated. While the roles of a facilitator and a mediator are similar, they are not the same. A *facilitator* organizes and focuses meetings, lays the ground rules, and makes sure that everyone is heard in an orderly fashion. He/she treats members of the group with an evenhanded respect, listens, gives active feedback, and recognizes all participants while maintaining impartiality. A

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SKILLS FOR SUCCESS

mediator has all of the facilitator's skills, but also is skilled at helping family members to: solve problems, empathize with different viewpoints, arrive at conflict resolution, help everyone reach a consensus, achieve a fair and equitable balance, create a sense of harmony in conflict resolution, and preserve and actually strengthen family ties. Especially in highly complex situations where there is a wide disparity of viewpoints, a mediator is often essential to achieve consensus. To locate a facilitator or mediator near you, contact: Association for Conflict Resolution (ACR) at 202-464-9700 or via their website at www.acresolution.org.

To learn more about the process of consensus building, read: *Getting To Yes: Negotiating Agreement Without Giving In* by Roger Fisher and William Ury (Houghton Mifflin Co.) and *Getting Together: Building Relationships As We Negotiate*, also by Fisher and Ury (Penguin Press).

Step 3. Formalizing the Consensus

Any and all agreements must be formalized in writing via legal documentation. Once a consensus has been reached, it's time to meet with a financial planner (if the land is a large estate, an attorney specializing in estate planning would be best). These experts can offer options for best achieving your objectives. They also may be able to devise creative strategies for land use and distribution. For a list of some excellent resources for learning more about these options, please see the box in this section.

● **Gifting** Begin gifting portions of the land during your lifetime. It is often a wise financial decision and it is a way to mentor. Gifting parcels of land to family members helps to invest them in the welfare of the land and teaches them how to

care for and value property. (Gift carefully and make sure family member recipients are able to afford the additional taxes and money for upkeep if applicable. Your financial advisor will help you devise a plan for gifting appropriately.) Gifting land to conservation groups or charitable organizations is also a wonderful way to "pass on" what you have gained through land ownership — plus, gifting in this manner provides an important tax savings during a time in your life when you are seeking to pare down, rather than add to, your expenses.

● **Conservation Easements** An essential way to protect land use when gifting is to include a conservation easement. This legal agreement enables a landowner to voluntarily restrict the type and amount of development that may take place on his/her property.

Each easement's restrictions are tailored to the particular property, the interest of the owner, and the resources being protected.

● **Family Limited Partnerships and Trusts** These two vehicles help families build lasting and intelligent land use agreements by treating the land almost as if it were a family-owned company divided into stockholder shares with money invested for its continued prosperity.

● **Clauses for Future Generations** It is imperative to keep future generations in mind when crafting your current land distribution agreement. (If the consensus you are building now applies to your children, it is important to consider its impact on their

children and their children's children). A good financial planner or estate attorney will help you address these issues by structuring your agreement to include aspects such as endowment funds (monies invested and earmarked exclusively for ongoing property maintenance and repair)

and "buy out" clauses. A "buy out" clause gives each family member the option to buy out another should one family member seek to sell his/her portion of the land. This arrangement alleviates excessive financial burden and also increases the likelihood that the property will remain intact and in the family.

Step 4. Keep It Current

Your plans should be evaluated every three to five years since relevant tax and estate laws often change. In addition, evolving family situations may impact the structure of your land distribution plan, making regular assessments of this plan imperative. Keep in mind that estate taxes and federal income taxes fall under federal control and are "universal," but certain tax laws and other relevant legislation that might apply to your particular situation are decided at the state level. For this reason, it is important that you and your financial advisor are aware of the most current federal and state laws.

As with most things in life, the most important components of successful (and peaceful) family land distribution are clear communication and planning. ■

Olivia Boyce-Abel of Boyce-Abel Associates founded Family Lands Consulting (FLC) in 1994 to assist families in preserving their land as well as their family accord. A nationally-known facilitator/mediator, she counsels individuals and families on issues of transference and preservation of family homes and lands. Her work includes facilitating family decisions, mediating their disputes, and assisting in implementation of family plans. For additional information, you may contact Ms. Boyce-Abel at Family Lands Consulting, 1003 Smith Grade, Santa Cruz, CA 95060; Phone: (831)469-9223, Fax: (831)421-9223, Email: Olivia@familylands.com.



The HBA Bulletin invites you to contribute to this column. Tell us what skill-building topics you would like to see covered in the future.

RESOURCES FOR LEARNING ABOUT YOUR OPTIONS

- *Conservation Options: A Landowner's Guide* (a publication of the Land Trust Alliance)
- *Preserving Family Lands: Books I, II, and III*, all by Stephen Small (Landowner Planning Center)
- *Beyond Death and Taxes* by Gregory Englund (Estate Planning Press)
- *Passing It On: The Inheritance and Use of Summer Houses* by Judith Huggins Balfe (Pocomo Press)
- *How to Pass It On: The Ownership and Use of Summer Houses* by Ken Huggins & Judith Huggins Balfe (Pocomo Press)
- www.familylands.com
- www.lta.org (the web site for the Land Trust Alliance)

WELCOME NEW MEMBERS

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Lynn Bodarky	Laurie Ermentrout OCC, North America	Tracy A. Hurd Abbott Laboratories	Ruth McGee CMRI	Christine Simpson Lanmark Group	Michele Vitelli Saint Joseph's University
Kathleen Borie PricewaterhouseCoopers	Louvel Fauntroy Pfizer Pharmaceutical Group	Tammy Jackson-Warner Schering-Plough Corporation	Tracey McGowan Acurian, Inc.	Emily Skor Nichols-Dezenhall	Niti Walia Pfizer Inc
Michele Braddock All-Ways Advertising	Nancy Featherstone AstraZeneca Pharmaceuticals LP	M. Kathryn Jones MA, MSc AstraZeneca Pharmaceuticals LP	Kevin McGuire Imperative Resources	Jessica Thompson Somol Millennium Pharmaceuticals	Katherine Waltman Novartis Pharmaceuticals Corporation
Deborah S. Briggs Pfizer Inc	Diane Fennimore American Cancer Society	Kelly Kalmes Project Knowledge, LLC	Deanne Melloy Ortho Biotech Products L.P.	Caren Speizer Daughters of Miriam Center/ The Gallen Institute	Jennifer Wart CBC/American Herpes Foundation
Carolyn Buck-Luce Ernst & Young	Joyce B. Finkelstein CMR Institute	Wanda Roden Kearney Abbott Laboratories	Kathryn Milea Torre Lazar Communications	Karen M. Spofford Powerful Execution	Donna Weber HealthSTAR Communications
Kimberly Callahan Novartis Pharmaceuticals Corporation	Maria Flamish	Jennifer Kelleher Advanced...the market development company	James Miller HCPro, Inc.	Christine Stegman Abbott Laboratories	Janice Wheeler Eisai Medical Research Inc.
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Lisa Castaneda Abbott Laboratories	Nancy Forni Ipsos Insight Health	Michael O'Brien Eisai Inc.	Joseph Mogavero Pfizer Inc	Robbyn Stephen Johnston, Zabor, McManus Inc.	Barbara Winget Pfizer Inc
Diana Chen MD Abbott Laboratories	Ruthann Fowler Genentech, Inc.	Jill Orosz Novartis Pharmaceuticals	Natalie Nass Purdue Pharma, L.P.	Jo-ann Straat Sankyo Pharma Inc.	Jacqueline Woiciechowski Stat-Care Pharmacy
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Cara Crocrot Baxter Healthcare	Karen Goldborough Covance	Randi Roberts Pfizer Inc	Maribeth Pawlak Parexel MMS	Vicky Swift Swift Media Group	Mary Lynn Zimmerman Columbia MedCom Group
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HBA CALENDAR

SEPTEMBER 8th, 2003

EVENING SEMINAR

High-wire Act: Maintaining Career Momentum While Changing Fields

5:30 - 8:15 PM

Pfizer Inc, New York City, NY

SEPTEMBER 25th, 2003

CONNECTIONS Program

5:30 - 8:15 PM

Glenpointe Marriott, Teaneck, NJ

Sponsored by Eisai Inc.

OCTOBER 14th, 2003

EVENING SEMINAR

Women and Stress--In and Out of the Workplace

5:30 - 8:15 PM

St. Joseph's University, Philadelphia, PA

Co-Sponsored by GlaxoSmithKline & St. Joseph's University

NOVEMBER 5th, 2003

EVENING SEMINAR

Regulatory and Legal Compliance--Impact on Company Policy

5:30 - 8:15 PM

Bristol-Myers Squibb Company, Princeton, NJ

HBA Launches its "Pathways" Group

If you're new to the healthcare industry, now is your chance to join a group specifically designed to help you advance your career. The HBA has formed *Pathways*, a new subgroup for those who have been in the healthcare and related industries overall or within their functional area five years or less. Pathways' goal is to lead you into higher management and executive levels in the field.

Join us for the Pathways inaugural event:

Pharma 101: Understanding Key Processes

Date: Fall 2003

Sponsor/Location: BusinessEdge Solutions, East Brunswick, NJ

Watch your mail and visit www.hbanet.org for more details.

Advocacy Relationships: Friend or Foe?

Margaret Gardner

Managing Director, Global Medical Communications LLC

What is advocacy? Is it product endorsement? Does legislative lobbying by patient groups constitute advocacy? What about the support of key physicians—is that advocacy? The industry executives gathered at Ortho Biotech Products, L.P. (Bridgewater, NJ) for the May 28th HBA Executive Women's Breakfast each had a different opinion of advocacy and the role advocates play in an overall brand development strategy. During the two-hour program, these opinions were discussed and key tactics for developing effective advocacy relationships were identified.

Shellie Caplan, President Caplan Associates Inc. (East Hampton, NY) and Chairwoman of the Executive Women's Breakfast Program series, introduced the morning's speakers, including **Mary McGovern**, Senior Director, Patient Advocacy, Ortho Biotech Products L.P., **Robin L. Winter-Sperry, MD**, President, Scientific Advantage LLC (Far Hills, NJ), and **Christopher J. Neumann, PharmD**, Executive Vice President Scientific Affairs, Enhanced Marketing, Ltd. (Woodbridge, NJ).

Following Caplan's introduction, the speakers presented their views of advocacy and advocacy relationships.

McGovern, who started a patient advocacy department for Ortho Biotech in 1993, noted that "advocacy is not product endorsement, biased, narrowly focused, exclusive, or a short-term fix. Advocacy is the development of key, long-term relationships and initiatives, designed to help the patient." She freely admits that relationships with patient advocacy groups also benefit the company, since important information about company products is often disseminated through the groups to the patients. However, the relationship between the company and the advocacy group always has to be win-win, and both have to be "in it for the long-run." "We are not about funding and walking away," McGovern emphasized. "For the relationship to work there must be a mutual interest in working together to reach patients and improve their care."

Focus on Opinion Leaders

Winter-Sperry and Neumann both focused their presentations on "key physician opinion leaders." Neuman highlighted the need to be very careful about relationships built between physicians and manufacturers and/or their agencies in the current regulatory environment that is relatively conservative. Two important issues to him are: "Why do thought leaders think the way they do?" and "Where does all the knowledge capital

about a thought leader go when an individual working closely with a physician leaves a company?" To answer these questions, Neumann presented an overview of his proprietary thought leader database. He noted that although most companies recognize the value of physician thought leaders when it comes to building their markets and brands, few companies invest in a systematic way to identify, develop, and manage these important individuals. Winter-Sperry agreed that key opinion leaders can have a significant impact on a company's business. She underscored the need to have a main point of contact for the physician, so that research, medical, sales, marketing, and international staff don't all contact the person with competing requests. Her recommendations for using key opinion leaders strategically are to "be clear on why you want to work with a particular opinion leader on a particular project. Identify the individual's strengths, and understand the best function of the relationship. Work with these thought leaders strategically to enhance your company's image of scientific leadership, learn about gaps in the target product profile, and help transition from research to "real-world" conditions that may impact business objectives."

What's the bottom line? Advocacy relationships are *relationships*, like any other. The same principles apply: honesty about what each party brings to the relationship, common goals about what must come from the relationship, and knowledge of each party's strengths and weaknesses. ■

LEADERSHIP CONFERENCE *from page 4*

ing the healthcare industry — has eroded over the last few years. Importantly, because trust is the foundation of our economy, it is essential to reestablish a higher level of trust in our society.

"To enhance trust in ourselves as healthcare leaders, we need to put patients' needs first and make sure all our actions reflect the highest degree of integrity. In addition, the industry must do a better job of communicating to the general public about who we are, what we stand for, and the value we deliver," McGlynn noted. "We can't let the bad examples in the press define our public image," she continued.

"It's all about ethics and integrity. This is what separates mediocre from great. Were you willing to say: 'I made a mistake?' This is a very important characteristic of a leader."

—MARGARET G. MCGLYNN

programs that benefit patients whose other alternatives are limited.

McGlynn also shared her philosophy for balancing the re-

turn to **LEADERSHIP CONFERENCE** *on page 6*

LEADERSHIP CONFERENCE *from page 5*

sponsibilities of different leadership roles. Citing a principle of Steven Covey, she encouraged the audience to “define the important roles you play in life and establish goals and priorities in each one.” “Then,” she added, “you must have the discipline and courage to stick to those principles.”

Industry Executives Lead Interactive Workshops

Five interactive workshops provided participants with the opportunity to learn new leadership skills, concrete tools and tips to apply in their own environment. Workshop panelists and moderators were all senior-level women in the healthcare industry who addressed one of the five arenas of personal leadership: Company, Community, Colleagues, Family, and Self. Following are some highlights from each of the workshops.

● Company

Moderated by **Shellie Caplan**, President, Caplan Associates (East Hampton, NY), this workshop focused on the premise that the skills needed to lead effectively differ depending on the business context. According to speaker **Paul Ofman, PhD**, Senior Consult-



Company Workshop Panel (left to right): PAUL OFMAN, PHD, RHR International Company; SHELLIE CAPLAN, Caplan Associates, Inc.; ROBERT POSCH, Pfizer Inc; WENDY NIELSEN, RN, Health Learning Systems, a CommonHealth Company; and KATHLEEN MILLIGAN, Endeavor Pharmaceuticals, Inc.

ant, RHR International Company (New York, NY), leadership requirements should be determined by the specific type of business, job function, and stage in the business cycle. For example, a leader in a company in a rapid growth phase might require different attributes from one in a company in the midst of a merger integra-

TIME TO MAKE A DIFFERENCE



(East Hampton, NY) as the recipient of the HBA's "Time to Make a Difference" award. Caplan has been active in the HBA for nearly two decades—helping to shape the Association through her role on the Board of Directors and in key leadership positions on various HBA committees. Currently, she chairs the HBA's enormously successful Executive Women's Breakfast series which she helped develop and launch.

The HBA is a volunteer group, and its success is due to countless hours of time spent by members to plan and execute programs, publications, and other services.

At the June Leadership Conference, HBA President **Nancy Larsen**, President, PROmedica Communications, Inc. (New York, NY), honored **SHELLIE CAPLAN**, President, Caplan Associates, Inc.



The Community Workshop Panel included (left to right) SARAH S. HARRISON, AstraZeneca Pharmaceuticals LP; LUCILLE C. NORVILLE PEREZ, MD, The Cave Institute; and GINA LAUREN BOLDEN-RIVERA, Community Capital Bank.

tion process. Other speakers in this workshop were **Kathleen Milligan**, VP, Marketing and Sales, Endeavor Pharmaceuticals, Inc. (Parsippany, NJ), **Wendy Nielsen, RN**, President, Health Learning Systems (Wayne, NJ), and **Robert Posch**, Director, Team Leader, Global Learning and Development, Pfizer Inc. (New York, NY).

● Community

Moderator **Sarah S. Harrison**, VP, Customer Strategy Integration, AstraZeneca Pharmaceuticals LP (Wilmington, DE), brought together a distinguished panel of experts for this workshop, including **Lucille C. Norville Perez, MD**, President of the National Medical Association (Bethesda, MD); **Gina Bolden-Rivera**, Senior VP, CCO, Community Capital Bank (New York, NY); **Michele Dahan**, Operations Manager, Relationship Marketing, Pfizer Global Pharma (New York, NY); and **Luanne Byers**, VP, Corporate and Community Affairs, AstraZeneca. The workshop illustrated the old adage, “From those who are given much, much is expected,” and emphasized the need for women in leadership roles to give something back to the community. Harrison and Perez presented data on the disparity in quality of healthcare among minority populations in the United States. They called on healthcare leaders to address this disparity through advertising, education and research targeted to and inclusive of minority populations.

● Colleagues

Historically, colleagues have not collaborated but *competed* for people, resources and power. However, according to Moderator **Mary Gadek**, Senior Director, New Product Marketing, Aventis Pasteur Inc. (Swiftwater, PA), and **Hope Greenfield**, CLO, Lehman Brothers (New York City, NY), the organization of the future will require partnering, not competition. The keys to successful partnering and collaboration are: a belief in your partners' capabilities; a trust your partners will follow through; and a system of accountability for any shortfalls that occur. “Most people don't partner naturally, because they feel there isn't enough time and it's easier to do it themselves. Yes, solos are easier than partnerships, but collaboration provides people, capital and ideas beyond what you already have,” Greenfield emphasized. **Lisa Courtade**, most recently Director of Global Business Research, Pharmacia Corporation (Peapack, NJ), presented a checklist of ideas for working with colleagues effectively, and suggested making it a habit to network with as broad a group of people as possible to keep ideas

fresh. An interactive case study helped the group put the concepts of collaboration into practice.

● **Family**

“I once saw a Ziggy cartoon that read: ‘How come there’s so much month left at the end of my check?’ That’s how I feel about my time: How come there’s so much ‘to do’ left at the end of my day?” said **Julie Kampf**, workshop moderator and President of the executive search firm JBK Associates, Inc. (Englewood, NJ). Kampf is not alone in this feeling. A survey conducted before the workshop indicated that balancing work and family is a universal challenge: 95% of those who responded said that they were not effectively managing all they need do, and 100% said they would like to have alternative work arrangements, such as telecommuting, unpaid time off, or more vacation time as tools to help manage the work vs. family dichotomy. In an interactive discussion, workshop participants traded tips and techniques for handling travel, commuting, unscheduled work, and e-mail bombardment. Speakers and facilitators for this workshop included **Olga Beattie**, Manager of Diversity and Work Environment at Merck & Co., Inc. (West Point, PA); **Natalie Gahrman, MA**, Principal, N-R-G Coaching Associates



The Colleagues Workshop Panel (left to right): LISA COURTAIDE; HOPE GREENFIELD, Lehman Brothers; and MARY GADEK, Aventis Pasteur Inc.

leadership skills at home. **Deborah Bright**, a former Olympic high diver and President of Bright Enterprises, Inc. (New York, NY), taught the group the “Quick Charge” techniques she used in competition to help maintain perspective and focus under stress. A key component of “Quick Charge” is switching your focus from micro to macro to maintain perspective by taking a broader view and identifying the impact of the details on achieving the greater goal. **Delia Passi Smalter**, President of Medelia Communications (Irvington, NY), noted that to reach a personal best, one must strike a balance between too little and too much stress. “An individual that over-functions in one of her life roles usually ends up under-functioning in another, or encouraging others to under-function. Do too much, and others will do too little. The result is a depletion of your resources and a strain on your relationships,” says Smalter.



The Self Workshop Panel (left to right): CECI ZAK, Roche Laboratories; DEBORAH BRIGHT, PHD, Bright Enterprises; and DELIA PASSI SMALTER, Medelia Communications.

A Word of Thanks

The Leadership Conference planning team contributed countless hours to pulling the meeting together and should be commended for a fine job. “It takes many people to make sure a conference as important as the HBA’s Women’s Leadership Conference addresses the myriad issues its members face. . . by securing the right speakers who will address the right topics and providing the right skill-building experience. Our thanks to the 17 other volunteers (see page 8) who worked together to produce this exceptional and record-breaking conference,” said **Donna Ramer**, President, HealthMed Communications (New York, NY) who co-chaired the conference with **Anne Camille Maher**, Principal, Health Leaders Consultancy (Hopkinton, MA). Conference attendees were equally positive. “Attending the HBA Leadership Conference exceeded my expectations,” said **Karen Spofford**, Executive Coach. “The opportunity to connect with talented professional women in the healthcare industry is what the HBA is all about.” ■



The Family Workshop Panel (left to right): MARISA F. THALBERG, Sure Fit, Inc.; CONNIE JEANNE HERMAN, Strategic Learning Inc.; JULIE KAMPF, JBK Associates, Inc.; NATALIE GAHRMANN, N-R-G Coaching Associates; OLGA P. BEATTIE, Merck & Co.; and CYNTHIA L. UBER, Eisai Inc.

(Hillsborough, NJ); **Connie Herman**, President and CEO, Strategic Learning Inc.(Cottonwood, CA); **Marisa Thalberg**, President, Executive Moms and Senior VP of Marketing and Business Development, SureFit, Inc. (New York, NY); and **Cynthia Uber**, VP, Medical Services and Quality Assurance, Eisai Inc. (Teaneck, NJ).

● **Self**

This workshop, moderated by **Ceci Zak**, Director of Customer Marketing, Roche Laboratories, Inc. (Nutley, NJ), incorporated a series of interactive exercises to help participants apply their new

PRESIDENT’S FORUM *from page 8*

tion). Donna used a recombinant FSH medicine, developed and manufactured by Organon, to stimulate her ovaries to produce eggs. The eggs were mixed with Joseph’s sperm and some of the fertilized eggs were placed in Donna’s uterus. A positive pregnancy test and the birth of a baby girl made the four years of her battle with infertility worth all the physical and psychological stress as well as the cost.

If you have a story about the GOOD our industry does, please share the pride and email it to me at **Nancy@fbhc.org**. And please feel free to pass along these examples of why we all have pride in what we do. ■

PRESIDENT'S FORUM

June 6th: Not Just Another Day at the Jersey Shore and Another Reason We Should be Proud to be in Healthcare

Nancy Larsen
HBA President



The 250 women who attended the HBA's Women's Leadership Conference on the beach in Long Branch are still basking in the afterglow of our best Conference to date. From the spa treatments to the pre-conference dinner the night before through the full day of general sessions and highly targeted workshops, all of us networked, learned, discussed, networked again and then learned and discussed some more. In fact, many of us are still discussing the topics and issues

brought to light about the many Responsibilities of Leadership.

Personally, I haven't spent a more fulfilling day in a very long time. I know my colleagues who attended felt the same way, because I've received a plethora of emails and phone calls from them thanking the HBA for sponsoring this event. So my thanks again to the 19 VOL-UNTEERS cited below who made this event such a success.

If you were there, I know you were as moved as I was by **Margie McGlynn**, President, US Human Health Care, Merck & Co., Inc, who delivered a very impassioned—and simply awesome—keynote address. For those of you who were unable to attend, I really need to share a few of the comments she made, which were on track with my theme as this year's President of the HBA as well as the theme of our "Woman of the Year," **Catherine Angell Sohn, PharmD**, VP, Worldwide Business Development and Member of the Executive Committee at GlaxoSmithKline (GSK) Consumer Healthcare.

Special Thanks to the HBA Leadership Conference Committee

Anne Camille Maher, Conference Co-chair, HBA Co-director of Career Development; Principal, Health Leaders Consultancy (Hopkinton, MA)

Donna K. Ramer, Conference Co-chair, HBA Co-director of Communications; President, HealthMed Communications (New York, NY)

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Shellie Caplan, Chair, HBA's Executive Women's Breakfast Series; President, Caplan Associates, Inc. (East Hampton, NY)

Lisa Courtade, HBA Co-director of Career Development

Mary Gadek, Senior Director, New Product Marketing, Aventis Pasteur, Inc. (Swiftwater, PA)

Julie Kampf, Founder and President, JBK Associates, Inc. (Englewood, NJ)

Sarah S. Harrison, 2002 HBA "Woman of the Year" and Advisory Board member; Vice President, Customer Strategy Integration, AstraZeneca Pharmaceuticals, LP (Wilmington, DE)

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Susan Youdovin, HBA Co-director of Communication and 1999 "Star Volunteer"; President, B&Y Communications LLC (Montclair, NJ)

Christine C. Zak, Director, Customer Marketing, Roche Laboratories, Inc. (Nutley, NJ)

The Common Theme: Pride in Our Industry

During her speech, Margie called on all attendees to help restore trust in the biopharmaceutical industry. As we all know—and as Margie so compellingly pointed out—the healthcare industry is being defined by a few bad examples that clearly demonstrate how *not* to conduct business. She called for all of us to help restore trust in our industry by having three priorities in our daily jobs: (1) Put the patient first; (2) Do our jobs with integrity; and (3) Communicate the value of our products.

To heed Margie's third recommendation and to continue my commitment to share real-life examples of pride in our industry, the following was told to me by an HBA member.

For four years, Donna and Joseph visited fertility specialists. After Donna had surgeries that left her without fallopian tubes, the couple decided to try IVF (*in vitro* fertiliza-

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