

HBA BULLETIN

Congratulations to
Lynn O'Connor Vos,
HBA's 2005
Woman of the Year
See page 3

THE NEWSLETTER OF THE HEALTHCARE BUSINESSWOMEN'S ASSOCIATION *Required Experience for Healthy Careers* JANUARY/FEBRUARY 2005

HBA Leadership Conference: Redefining Leadership, Networking and Having Fun

Susan W. Youdovin
B&Y Communications

PHILADELPHIA, PA—The first HBA National Leadership Conference and Annual Meeting in the history of the organization convened here November 17th-18th. The Leadership Conference was the highlight, bringing together top women in the industry, rising stars and aspiring professionals in healthcare and women's leadership. The event drew a broad cross-section of 350 women (including non-members), from young managers to seasoned veterans, and a record number of corporate sponsors. Of the members who attended, all seven HBA chapters and two emerging affiliates were well represented. Outgoing HBA President **Daria Blackwell**, Knowledge Clinic, Inc., remarked on the record attendance, volunteer participation and number of programs being offered. Noting that she "learned more from the HBA than from any other job," Blackwell said the HBA "is where you'll find the passion and the agility needed for the future success of the industry."



(Left to right): 2004 HBA President **DARIA BLACKWELL**, Knowledge Clinic, Inc.; **HEIDI HUNTER**, Wyeth; **CAROL AMMON**, Endo Pharmaceuticals, Inc.; **JANET GRECO**, PhD, Transition One Associates; **PATRICIA TURNER**, Girl Scouts of USA; **MARGIE MCGLYNN**, RPh, Merck & Co.; and **MARSHA FANUCCI**, Millennium.

Conference Kick-Off Addresses Critical Nature of Leadership Skills

Heidi Hunter, VP and Global Business Manager, BioPharma-Oncology, Wyeth, introduced the opening plenary,
turn to HBA LEADERSHIP CONFERENCE on page 2

Welcome to the HBA's 2005 Board of Directors

The HBA has launched into 2005 with the election of a stellar National Board of Directors and a new Board for the HBA's seven Chapters. These women represent some of the best and the brightest talents in industry today.

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HBA BULLETIN

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Please send correspondence regarding the HBA Bulletin to Joanne Tanzi at the above address.

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HBA HEALTHCARE
BUSINESSWOMEN'S
ASSOCIATION
REQUIRED EXPERIENCE FOR HEALTHY CAREERS

HBA LEADERSHIP CONFERENCE from page 1

noting that leadership attributes needed today go beyond business expertise to include such so-called “soft” skills as cultural competencies, negotiation, mentoring, team-building, openness, respect and civility. These skills complement the business “drivers” and enable people to work together.

Panelists put a premium on integrity, ethics, vision, personal authenticity and a passion for healthcare and contributed a personal view of leadership. “You can’t read about it—you have to figure it out as you go along and author your *own* story,” said **Janet Greco**, PhD, Co-President of Transition One Associates and Academic Director of the Wharton School Executive Education Program. She urged women to exercise their “courage muscles” by taking small risks in day-to-day decision-making and “get good at learning in action.”

Carol Ammon, Chairman and CEO, Endo Pharmaceuticals, Inc., spoke about leadership as a life principle, not just a business principle. “Great leadership is gender-, race- and religion-neutral,” she emphasized. Ammon urged women to “dare to be different and find a style that works for you.” She also underscored the importance of helping women stay connected during the “off-ramp” phases of their careers.

Margie McGlynn, RPh, President, US Human Health, Merck & Co., Inc., brought out coaching as key to helping people achieve their full potential. Healthcare is “all about ethics,” commitment, trust and “bringing about a better state” for patients, she said. McGlynn also noted that leaders must be prepared for two emerging trends in healthcare: the increasing complexity, nuance and level of risk; and the challenges and rewards of genomics.

Marsha Fanucci, SVP and CFO, Millennium, noted that 10 to 15 years out in healthcare is *today*, particularly with the advent of personalized medicines. “If we don’t have leaders for tomorrow’s medicines at the helm right now, we’re missing the boat,” she said. Although it is not gender-dependent, women often bring the extra dimensions of compassion, multitasking, perspective and inclusiveness to leadership.

Patricia Turner, former Director of the Children’s Museum of Atlanta and member of the Board of Directors of Girl Scouts of the USA, received an ovation for the Girl Scout cookies in the gift bags. Noting that Girl Scouts may look like “cookies, camping and crafts,” it is really about “courage, competence and character,” which was adopted as an ongoing theme throughout the conference. For Turner, leadership is an opportunity to receive as well as to give. Appreciating the comfort of a sleeping bag on an Outward Bound adventure, she now takes sleeping bags to women’s shelters every year. “When you’re out in the cold, it’s great to have a sleeping bag and even better to give one to someone in need.” Turner urged women to be role models and active in the broader community so “girls see what they can do.”

Letitia was Delicious

“Life is a continuing education,” said **Letitia Baldridge**, who then proceeded to prove it with hilarious and inspiring stories of her extraordinary life. Author of 20 books on manners and etiquette, style and her own adventures, Baldridge told tales of reinventing herself for diplomatic postings in post-war Europe; work-



Author LETITIA BALDRIGE (left) with ELLEN LANICCA, Patrice Tanaka & Company.

ing for **Claire Booth Luce** in the politically charged atmosphere of Italy; creating and popularizing table settings for Tiffany; and, as Chief of Staff to **Jackie Kennedy**, helping revolutionize White House entertaining. Having served as one of the first women on corporate boards, she never “played [men’s] games” but used the opportunity to “teach them lessons in how to treat women directors.”

Baldridge also told stories of major failures—and moving on with grace and humor. “Don’t beat yourself up over a failure,” she said, turn to **HBA LEADERSHIP CONFERENCE** on page 12



The HBA's 16th WOTY: LYNN O'CONNOR VOS

The Healthcare Businesswomen's Association (HBA) has named **Lynn O'Connor Vos**, President and Chief Executive Officer of Grey Healthcare Group Inc., as its "Woman of the Year" (WOTY) for 2005. Vos, a member of the National HBA Board of Directors, also was a member of the association's Advisory Board. She is one of the highest ranking women in the service sector and the first to be named from the service side since 1997.

Vos will be honored on Thursday, May 12th, at the New York City Hilton during the HBA's annual WOTY luncheon. For detailed coverage of this exceptional woman, see the next issue of the *HBA Bulletin*.

Effective Negotiating Can Help Secure Your Place at the Table

Kim A. Rowe

Principal, Agentive Sales & Marketing Solutions

EAST HANOVER, NJ—More than 250 HBA members gained practical advice and insider tips to help them become the healthcare industry leaders of tomorrow during Metro Chapter's November 9th Seminar. The evening featured **Carol M. Frohlinger, Esq.**, co-author of *Her Place at the Table: A Woman's Guide to Negotiating Five Key Challenges to Leadership Success*, and was hosted by Novartis Pharmaceuticals.

Within the healthcare industry, women on average earn 19% less than men. And although 49% of the US workforce is made up of women, women hold only 1% of the top positions in this country, Frohlinger said. "Why are there so few women in leadership roles?" asked Frohlinger, who interviewed almost 1,000 women in the course of writing her book. She dismissed the popular media consensus that the reason is because women don't ask for—or want—these top jobs, saying "That position blames women."

Frohlinger believes a more plausible reason may be that women often aren't given what they need in order to truly succeed. She advises professional women

to learn to negotiate several critical items whenever they are about to accept an important new assignment:

- **Negotiate the role.** Make sure you understand the full scope of the assignment before accepting it. Accept the full range of responsibilities only if you are also given adequate resources and backing.
- **Negotiate for backing.** Ask your superiors to support you publicly. Be sure to get an unequivocal introduction from them that positions you as the best person for the job.
- **Negotiate for resources.** Make a clear business case for the resources you will need in order to achieve the expected results. If you don't get those resources, then negotiate for lesser results.
- **Negotiate buy-in.** Work to make sure that upper management communicates their expectation that others will get on board with your agenda.
- **Negotiate for visibility of your contribution.** Don't forget to thank yourself—publicly—for a job well done.

Frohlinger also moderated a panel discussion featuring real-life stories about what it takes for a woman to succeed in a leadership role in healthcare. Panel participants included HBA members **Lori Ryan**, Executive Director, Strategic Planning & Business Analysis, Novartis Pharmaceuticals Corporation and HBA Metro Chapter Treasurer; **Liz Coyle**, VP Launch Management, Marketing, IMS Health; and **Caroline DeMarco**, Senior Customer Marketing Manager, Managed Markets Division, GlaxoSmithKline. ■

HBA CALENDAR

FEBRUARY 22, 2005

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*Affinity/ Technology Network
"Risk Management Relative to
Compliance"*

(a members only/no cost event)

Check your email for details.

5:30 - 8:00 PM

Dendrite International
Bedminster, NJ

MARCH 16, 2005

MID-ATLANTIC CHAPTER

Evening Seminar

"Leadership in Motion"

6:00 - 8:30 PM

MedImmune
Gaithersburg, MD

MARCH 17, 2005

BOSTON CHAPTER

Evening Seminar

*"Nice Girls Don't Get the Corner Office:
101 Unconscious Mistakes Women Make
that Sabotage Their Careers"*

Details to Follow

5:30 - 8:30 PM

MARCH 22, 2005

METRO CHAPTER

Evening Seminar

Details to Follow

5:30 - 8:15 PM

Schering Plough
Kenilworth, NJ

MAY 12, 2005

NATIONAL

HBA Woman of the Year Luncheon

Details to Follow

Hilton New York
New York, NY

For additional details and the most
current information, go to
www.hbanet.org

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SKILLS FOR SUCCESS

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The New Medicare Drug Benefit: What's in Store?

Carol Sardinha

Director, Healthcare Segment Programs,
Bimark Medical Communications

If you are not sure what impact the new Medicare Part D Prescription Drug Benefit will have on your business, you are not alone. Medicare Part D represents the largest, most expensive, and most complicated change to Medicare since its creation in 1965. With the new benefit scheduled to take effect less than a year from now, in January 2006, there are some important developments you should be aware of given the extent to which they will likely shake up healthcare market dynamics in the very near future.

For Pharma, Glass is Half Full

The pharmaceutical industry has some things to be happy about. First, Medicare Part D is expected to help many seniors afford more prescription drugs than they may previously have been able to. Second, the legislation creating the new benefit, the Medicare Modernization Act, does not authorize the federal government to negotiate prices for Medicare beneficiaries directly with pharmaceutical companies, (ie, does not impose price controls). So, from a revenue perspective, things would appear, at least on the surface, to be positive for pharma.

But there are lots of caveats, including the level of influence that managed care will play in providing the drug benefit to seniors.

Managed Care Takes Center Stage

Under Medicare Part D, seniors can receive their prescription drug benefit in one of two ways: 1) remain in traditional fee-for-service Medicare and receive the drug benefit through a separate Prescription Drug Plan (PDP), which would serve as a supplement to their existing Medicare coverage, or 2) receive all their medical care, including prescription drug benefits, through a managed healthcare sys-

tem approved by the government as a qualified Medicare Advantage (MA) plan.

Both PDPs and MAs that provide the Medicare Part D drug benefit on behalf of seniors have the authority to negotiate drug prices with manufacturers. In fact, under the Medicare Modernization Act, these entities are not subject to the Medicaid "Best Price" rule. In other words, a managed care plan, Pharmacy Benefits Manager (PBM) or other entity providing the Medicare drug benefit can, in theory, negotiate a price with a manufacturer that is *lower* than what the Medicaid program pays for that drug — something not previously allowed under federal law.

Formulary Placement is Critical

Managed care plans and PBMs can use formularies and other pharmacy benefit management tools, such as prior authorization, in providing the Part D benefit. New guidelines recently approved by the Centers for Medicare and Medicaid Services (CMS) essentially created a compromise in terms of how inclusive—or exclusive—formularies serving Medicare beneficiaries could be structured. The goal was to balance the need to provide seniors with broad access to a range of drugs, while encouraging cost controls via the price negotiating leverage that formularies generally afford health plans in contracting with drug manufacturers.

Manufacturers will want to seek favorable formulary placement for their products if they want to gain market share stemming from the anticipated influx of Medicare beneficiaries who will soon have access to drug coverage not previously available. Some pharmaceutical industry executives are understandably nervous about how these emerging dynamics may place further downward pressures on pharmaceutical prices. Price pressures and limited formulary access may be particularly evident when dealing with Prescription Drug Plans, or PDPs, because these entities will be at financial risk under the Medicare program for drug costs only, not

total medical costs. This, of course, is assuming that healthcare entities step forward and serve as PDPs. Currently, no such prototype exists in the healthcare marketplace.

Value, Not Just Price

Price and formulary access will also be important when negotiating for formulary placement with Medicare Advantage (i.e., managed care) plans. But MA plans will examine more than just price. For example, how critical is this product for the elderly population? Is it more effective than others in its class? Is dosing easier? Are interaction concerns improved?

Keep in mind that managed health plans, too, are challenged by the new Medicare environment. Although some managed care plans have experience serving the senior population, many do not, and those that do are generally more accustomed to serving relatively younger, healthier seniors with fewer complex medical problems. These plans will find themselves challenged to manage total medical costs, not just drug costs, when older seniors with higher rates of chronic conditions and medical problems start to enroll in larger numbers.

That's where pharmaceutical companies may also be able to provide value. What are the best ways to monitor and coordinate care—including, but not limited to, pharmaceutical care—for seniors with complex, chronic conditions and co-morbidities? How can pharma work with health plans, physicians, and other providers to promote best practices in treating and managing the complex medical needs of the senior population? Are there disease management or similar programs that can improve medical outcomes for seniors and manage total healthcare costs?

The uncertainties and challenges presented under the new Medicare Part D drug benefit loom large for healthcare businesses in general. But so, too, do opportunities for finding new, and possibly better, ways for pharma and managed care to work together. ■



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Integration of Science and Business in Industry

Sowmini Sampath

Technical Writer, The MathWorks, Committee Chair—Communications, Boston Chapter

CAMBRIDGE, MA—The HBA of Boston's Women in Science Initiative launched with a highly successful evening seminar at Novartis Institutes for Biomedical Research (NIBR) on September 28th, 2004. The event, located at NIBR's newly renovated space, drew a crowd of over 100 women (and a few men) from both science and business. Opening remarks and introductions were made by **Hope Krakoff**, President Elect of the HBA's Boston Chapter, Director Healthcare Consulting, Perot Systems; **Frances Heller**, Executive Director Strategic Alliances Department, NIBR; and **Lijun Wu**, Executive Director, Cardiovascular Department, NIBR.

Una Ryan, PhD, OBE, President & CEO, AVANT Immunotherapeutics, Inc. and Chair, Massachusetts Biotechnology Council, engaged the audience in an informative discussion on the "Integration of Science and Business in Industry." Ryan

Some scientists think there is loss of "free thought" when practicing science in the industry. However, scientific goals can be addressed while merging with a business plan.

Success of your business depends upon:

- Raising capital without diluting shareholder interests or giving away intellectual property, and by turning Net Operating Losses into advantages (e.g., during acquisitions as tax advantages).
- Merging the science with the business plan. For example, finding high margin and high volume applications for key technologies. AVANT applies this strategy in vaccine development.
- Integrating business needs into scientific goals to develop safe and effective technologies with multiple applications.
- Finding [profit/cost savings] margins in every aspect of research, development and manufacturing. For example, AVANT sells vaccines to philanthropic organiza-

tions that provide for vaccine programs in developing countries. Here, AVANT looked for storage solutions that provided stable and lower-cost shelf-life, and for technologies that lowered manufacturing costs.

- Developing innovative models in which to apply the science. For example, AVANT also develops vaccines in the area of cholesterol management.
- Developing strategic partnerships. According to Ryan, "This is a business where you need to be humble," and every advantage in these partnerships should be explored.
- Doing what matters—"Giving to the world." Most scientists pursue research to help others. Merging and balancing the "ideal" with business requires compromise but can ultimately achieve success in both areas.

Dr. Ryan also discussed global pricing strategies and how the \$800 million per drug current tab could and should be shared by the global market. The audience reacted with questions and discussions on "tiered pricing" and other business solutions. ■

Chicago Chapter Starts 2005 with Great Promise

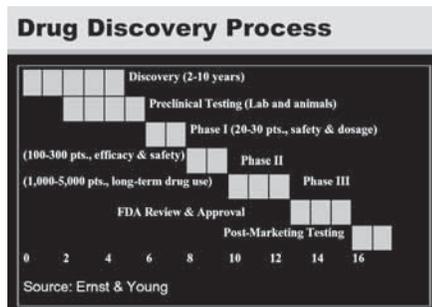
ABBOTT PARK, IL—"We are very excited about our first full year as a full chapter in the HBA," said incoming President, **Heather L. Mason**, VP, Specialty Operations, Abbott Laboratories. "2004 was a strong year—one in which we grew to more than 200 members and featured some truly unique programming, including our seminar with speaker and celebrated author, **Lois Frankel** *Nice Girls Don't Get the Corner Office* and *Nice Girls Don't Get Rich*. We look forward to continued success this year with more expert speakers and programs focusing on the development and career advancement of women in healthcare," Mason continued.

The chapter is in the process of establishing a Senior Advisory board, an idea adopted from several chapters which benefited from the oversight and

counsel of leaders in their communities. According to Mason, the goal is to secure an annual commitment from local/regional executives and companies. By so doing, HBA Chicago can expand its reach within the healthcare industry and exchange ideas for supporting the career advancement of women in healthcare.

The Chicago Chapter is also excited to have Immediate Past President, **Kimberly Farrell**, as a member of the National HBA board and Director of Membership. "It is rewarding to have representation from the Chicago group at National, and know that Kimberly's dedication to and enthusiasm for the HBA will benefit members across the country," Mason said.

"We have assembled another strong board of diverse leaders that will guide the growth of the HBA's Chicago Chapter," Mason concluded. "We are in healthcare to make a difference in people's lives on a daily basis and the HBA is a key vehicle for facilitating this positive change." ■



Reproduced with permission from Dr. Una Ryan.

spoke about the challenges encountered during drug development (see figure). She mentioned that it currently takes 10-15 years for a drug to go from the laboratory to patients; 1 in 1,000 makes it to human testing, and 1 in 5,000 is approved. Ryan drew from her personal experience at AVANT to give the audience a wide perspective on how science and business can coexist with some ingenuity and a few compromises. Key points of the presentation were:

Science and business are inevitably interlinked: "Profitability is a fact of life."

Atlanta Chapter Ends 2004 on a High Note and Launches into a Successful 2005

Deborah Coogan Seltzer

VP, A.T. Kearney Executive Search;
Chapter President

ATLANTA, GA—The HBA's Atlanta Chapter ended its year on a social note, hosting a reception at the Ritz-Carlton, Buckhead, on December 7th. The event brought members and potential members together in a highly successful year-end networking forum. Post-holidays, the

chapter launched immediately into a stellar new year of programs.

The chapter's new Director of Programs, **Kelly Frazer**, Account Executive, Adair-Greene Healthcare Communications, got HBA Atlanta off to a strong start with a timely program on January 25th entitled "Ramifications of FDA Recalls and Their Effects on R&D, Marketing and Public Relations in Healthcare." Featured speaker, **Cathy**

Marsh, LLETT Professional Consultants, brought more than 20 years experience in diverse pharmaceutical and biological (predominantly regulatory) functions in the healthcare industry to her expert presentation. Marsh's unique insights into the entire lifecycle of drugs, from basic research to product recalls (thalidomide, Bendectin, the Dalcon Shield and Fen-Phen) and market withdrawals, from contract toxicology and manufacturing to routine manufacturing operations under various regulatory environments (US, Canada, Europe, and Japan) were of great interest to all attendees. Watch for detailed coverage of this event in the next issue of the *HBA Bulletin* and on our web site at www.hbanet.org. ■

HBA Indiana Members Learn to Stretch Their Limits!

Terri Pascarelli

DCL Medical Laboratories, Chapter President

INDIANAPOLIS, IN—Author **Jean Deeds** shared her incredible true life story of challenge and triumph at the HBA Indiana's October 27th evening seminar, held at Eli Lilly and Company. The chapter was pleased to welcome 2004 HBA President **Daria Blackwell** and 2005 HBA President-Elect **Debra Newton** to the program.

Ten years ago, at the age of 51, Deeds left a successful professional career at the Indianapolis Children's Museum to train for, and then hike solo, the full length of the Appala-

chian Trail (Georgia to Maine). Along the way, she confronted and overcame seemingly insurmountable challenges. People came into Deeds' life just when she thought she was most alone, and despite the odds, she returned to share the triumph of her success in finally reaching the northern end of the trail in Maine.

Deeds told the audience that the preparation and journey on the trail are an allegory for the many challenges in life. In fact, she



HBA 2004 National President DARIA BLACKWELL (right) enjoys a conversation with HBA Indiana program keynote speaker JEAN DEEDS at the chapter's October evening

found the experience was so enriching that she spent much of the last decade taking other women back to the trail, if even for a week, to share the physical and mental challenges she found there. Whether on the path to career advancement or on the Appalachian Trail, Deeds says, "Focus on taking one next step—regardless of how far away your destination might be."

In addition to the well-

received challenge to "stretch your limits," attendees spent time networking and visiting health education displays. Collaboration from partners such as HealthPointe Lean for Life, Clarian Women, The Marion County Health Department, the Indiana Department of Women's Health, and The American Heart Association gave attendees the added value of participating in various health screenings. This aspect of the seminar put the finishing touch on an inventive, health-oriented evening—just the right way to wrap up the chapter's first year of successful member programs. ■



Program attendees visited a variety of health education and screening stations, including Osteoporosis Screening sponsored by the Indiana Department of Women's Health.

Metro Chapter's 5th Connections Program Provides Insight into Coaching

Kim Rowe

Managing Partner, Agentive Sales and Marketing Solutions

PLAINSBORO, NJ—When it comes to professional coaching, “It’s about the business,” says **Eugenie Steele Dieck**, Partner, Mercer Delta Consulting, “There is always a [business] agenda for a company providing coaching.” Dieck was among several experts who spoke on the topic of coaching at recent Connections program hosted by The Metro Chapter of the HBA. The seminar, held October 21st at Bristol-Myers Squibb’s headquarters here, was the fifth program in a series of successful Connections career development events.

According to Dieck, whose company works closely with high-level executives in one-on-one coaching relationships, a company that offers its employees coaching is trying to intervene in a way that changes the course of action to produce a positive business result. Employees who want their companies to provide coaching services should, therefore, make a sound business case that can justify coaching expenditures with anticipated results.

Tamar Howson, Senior VP, Corporate & Business Development, Bristol-Myers Squibb, and one of Dieck’s coaching clients, echoed the observation that there must be a business case behind any investment in coaching. For example, “it’s very expensive to replace employees, and much cheaper for the company to coach employees to achieve better results,” Howson said.

Helen T. Cooke, Managing Director, Cooke Consulting, spoke about the realities of coaching and suggested that individuals ask the following key questions before selecting a coach:

- *How did you get into coaching? Why?*
- *Tell me about your business background.*

- *What experience have you had in my industry?*
- *Describe your approach to coaching.*
- *What kinds of client situations do you find most difficult?*

FDA, Industry Must Partner to Address Patient Communication and Education Challenges

Carol Sardinha

Director, Bimark Medical Communications

PHILADELPHIA, PA—Although great strides have been made in recent years to provide consumers with better information about prescription drugs and their health, there’s still room for improvement. The challenge now is how industry can partner with FDA to best address these issues.

Those were among the key insights HBA attendees heard from **Peter Pitts**, former Associate Commissioner for External Relations with the FDA, who delivered a highly engaging and provocative lecture during Metro Chapter’s October 14th seminar: “Marketing Opportunities and Obstacles Ahead: A Look at the FDA Landscape.” The program was held at Philadelphia’s Wyndham Hotel and sponsored by GlaxoSmithKline and IMS Health.

Regarding direct-to-consumer (DTC) advertising, “We’ve come a long way. The genie is out of the bottle,” said Pitts, who believes that such ads are “advancing America’s health by getting people to visit their doctors.” Research conducted by the FDA showed that among patients who reported visiting a doctor because they had seen a drug ad, 87% actually had the condition the drug was intended to treat.

But all is not rosy. According to Pitts, many patients either don’t read all the information they’re provided with, or

- *Provide an example of a successful coaching situation you’ve completed that was similar to what I’m going through.*

The HBA group also got a first-hand view of coaching when **David Matthew Prior**, President, **Getacoach.com**, conducted a demonstration coaching session with a willing volunteer. “Coaching is not therapy,” Prior emphasized. “Neither should it be directive,” he said. “If you find your coach isn’t giving you advice, it’s probably time to find another coach.” ■

are confused by what they do read. This is because current FDA rules regarding the ways in which drug risk information must be provided to patients in advertisements are not user friendly—and that’s not good for public health, or for business.

“The status quo is not a viable option,” Pitts said. Indeed, he believes that industry and FDA must work together to find better ways to inform and educate consumers about both the health benefits and risks of prescription drugs.

Following Pitts’ presentation, attendees split into small groups to discuss specific challenges they face in their professions related to regulatory compliance issues, including the barriers these can pose to effectively communicating with consumers. Attendees also discussed how the industry will be further challenged to win public and consumer trust in the wake of heightened public concerns about drug safety.

The program was directed by **Eve Dryer**, President, Vox Medica Healthcare Public Relations and **Julie B. Kampf**, President, JBK Associates Inc. Program organizers were **Liz Coyle**, VP, Launch Management Marketing, IMS Health; **Robin Rodin**, Director, HROD Leadership, Strategy & Development, GlaxoSmithKline, and **Peggy Heller**, SVP, Vox Medica Healthcare Public Relations. ■

Mid-Atlantic Chapter Explores “Good” vs. “Great”

Heather Crutchfield

Account Coordinator, Columbia MedCom Group

COLUMBIA, MD—Mid-Atlantic Chapter President **Susan Torroella** recently announced the first reading selection for the chapter’s book club: *Good to Great: Why Some Companies Make the Leap and Others Don’t* by **Jim Collins**. “The book, which continues to top best seller lists, is centered on the theory that ‘Good is the enemy of great...’ and backs up this hypothesis with concrete research and an action plan for improving company performance,” Torroella said.

According to Torroella, the book club is designed to help members gain knowledge of key career related topics while paving the way for enhanced networking opportunities. The goal is to select books that entice members to read and to anticipate upcoming discussions. “The selections will embrace our mission and address every member’s needs—from those at the junior level to those at the executive level,” Torroella said. Discussions will be moderated by co-leaders who will alternate for each book.

The idea for the book club grew out of discussions at the Mid-Atlantic Advi-

sory Board Summit which took place in Baltimore in October (see photo). At that meeting, members of the Mid-Atlantic Board of Directors and Advisory Board, as well as HBA National Board members, discussed ways to enhance membership opportunities in 2005 and to create seminars and networking opportunities that would appeal to members across multiple disciplines and cultural backgrounds.

To accommodate busy schedules and a large geographic area, options for participation will include interactive and virtual participation for those un-



Mid-Atlantic Advisory Board Summit. Front row (left to right): LEIGH ANN RUGGLES, KAY CHITALE, PharmD, CHARLOTTE PELLICIA, DONNA FUCELLO, DEBRA NEWTON. Back Row (left to right): CAROL AMMON, MBA, BARBARA PRITCHARD, DONNA HENRY WRIGHT, SARAH HARRISON, SUSAN TORROELLA, MBA, ANDREA PENNINGTON, MD, LUCILLE NORVILLE PEREZ, MD, TAMARA SMITH, and ANNETTE GIRONDI.

able to travel to the meeting location. For meeting information, visit the Mid-Atlantic Chapter web site at www.hbamidatlantic.org. ■

The Key Elements of Successful Women Scientists

CAMBRIDGE, MA—On November 9th 2004, the Women in Science Initiative of the HBA’s Boston Chapter held its second event at the innovatively-designed, environmentally-responsible Genzyme Center. There were over 100 attendees from both science and business to hear **Vicki Sato**, PhD, President, Vertex Pharmaceuticals Inc., discuss “The Key Elements of Successful Women Scientists.” Opening remarks and introductions were made by 2004 Chapter President, **Sandy Lauterbach**, Director, Global Marketing, Genzyme.

Sato used her wide experience in industry and academia, and personal experiences and career choices, to provide insight into how women scientists can position their careers to successfully achieve their goals. Sato effectively created an interactive environment during the event which encouraged participants to ask many questions and share their own experiences. Some of the key points of her presentation included:

- Clearly define your vision with both short-term and long-term professional goals.
- Understand challenges of balancing personal life and career and then set the right priorities among your goals.
- Ask yourself what success means to you and what skill sets and experiences you need to become successful.
- Continuously seek feedback on your performance from both managers and supervisors, and also from peers.
- Build strong communication skills to present yourself and ideas effectively and resolve conflicts successfully.
- Explore opportunities to network with peers and colleagues in the healthcare industry.
- Identify a mentor for yourself and build a strong relationship.

Attendees left feeling inspired and empowered to address the challenges in their own careers. The seminar was followed by a lively networking event sponsored by Genzyme. ■

OTHER MID-ATLANTIC PROGRAM HIGHLIGHTS FROM '04

Mid-Atlantic members asked for more networking and they got it! In December, the chapter put on two exciting holiday socials— in Wilmington, DE, on December 1st and in Rockville, MD, on December 7th—to accommodate its diverse membership among three states and the District of Columbia. Over 60 members and local business men and women joined in the festivities, which were held at the Columbus Inn in Wilmington and the Tower Oaks Lodge in Rockville. Special thanks to the 20 volunteers from Columbia MedCom Group, AstraZeneca and Veriquest who helped to make both events great successes.

HBA LEADERSHIP CONFERENCE *from page 2*

“because the next one will be worse!” **Ellen LaNicca**, Patrice Tanaka & Company, moderated.

Fashion, Networking and Philly

Continuing the theme of relationships and style, attendees had the choice of “Fashions for the Executive Woman,” moderated by **Linda Mullen**, or “Building Your Rolodex: 8-Minute Networking” with **Roz Ushero**, moderated by **Taren Grom**, PharmaLinx LLC. Ushero urged women to “create a memorable presence” and see the world, even an elevator ride, as an opportunity for “hosting.”

Thanks to **Eve Dryer**'s team at Vox Medica, everyone partied the night away to a Philadelphia beat, with the HBA Metro Chapter as hosts.

Lessons from the Stars

Day Two's lunch and plenary session led off with a presentation to Blackwell by incoming HBA President **Barbara Pritchard**, The Pritchard Group and Intermedica, and Past President **Nancy Larsen**, President PROMedica, for Blackwell's dedicated service as HBA President, particularly during a year of major transition, reorganization and unification.

The plenary featured past HBA Rising Stars giving tips on

HBA Membership Elects 2005 National Board of Directors at Annual Business Meeting

Donna K. Ramer, President, StrategCations, Inc.

The election of officers, Directors-at-Large and members of the 2005 Nominating Committee, along with amendments to the National Bylaws and resolutions were the focus of the Association's first annual business meeting, which took place during a designated break from other programming on Thursday, November 18th, the second day of the Leadership Conference.

The meeting, which had a standing-room only attendance of more than 175 members, was presided over by three of the Association's officers, President **Daria Blackwell**, Secretary **Cathy Kerzner**, and **Nancy Larsen**, Chair of the Nominating Committee.

“The meeting was well attended and provided an excellent opportunity for members to voice their opinions on the leadership, direction and issues facing the HBA,” said Kerzner. “This was our first annual meeting under our new organizational structure and new delegate voting system that ensures all member votes are represented.”

The full slate of officers and Directors-at-Large was unanimously approved and elected to the 2005 Board of Directors. In addition, **Charlene Prounis**, Managing Partner, Flashpoint Medica, Immediate Past-President, HBA-Metro Chapter, and a former HBA National President; and **Kimberly Farrell**, CEO/President, Unlimited Performance Training, Inc., founder and Immediate-Past President of HBA-Chicago Chapter, were elected to serve one-year terms on the 2005 National Nominating Committee. ■

KEY LEARNINGS ABOUT LEADERSHIP

Daria Blackwell, HBA President and President of Knowledge Clinic, Inc., summarized the key learnings:

- You can't just read about leadership—you have to do it.
- Leadership is an evolving life principle.
- Find your own style.
- Start from core values.
- It's all about “courage, competence and character.”
- Change takes “revolutionary patience.”
- Nurture your teams—provide sleeping bags for all.
- Tomorrow is today. Leaders must look 10–15 years ahead.

personal leadership styles. Moderated by **Lisa Shapiro**, Principal, Strategic Solutions Group, the panel included **Liz Barrett**, Worldwide VP, Sales and Marketing, Veridex, LLC, a subsidiary of Johnson & Johnson; **Cynthia Hogan**, SVP, Ophthalmics, Novartis; **Lucy Hutchison**, Associate Director of Marketing, Eisai, Inc.; and **Lori Kreamer**, Director, Study Delivery Department—US Clinical Development, AstraZeneca.

Hogan spoke about adapting leadership styles to a cross-cultural environment. Americans typically take a “guided missile” approach, while other cultures go step-by-step, operate in a hierarchical “family” style or are driven by personal relationships. She also spoke about startups and turnarounds, both of which require an entrepreneurial approach, vision and sense of humor.

Barrett shared her three key learnings: 1) Perception *is* reality; 2) you have an impact on others whether you realize it or not; and 3) you must be true to yourself. “People don't care until they know you care about them,” she noted. “It's easy to get caught up in your comfort zone. To grow, you need to get out of it.”

Hutchison spoke about leading through adversity. “A negative situation can be a career-maker,” she noted, recalling an FDA issue that had to be resolved over a holiday weekend.

Kreamer called leadership “an action verb, a way of behaving” demonstrated in day-to-day choices. She started in discovery research, relying on technical ability, but soon learned that relationships were the real key. “Conversation isn't about work; it *is* the work,” she said. Never underestimate the power of optimism and passion about what you're doing, she added.

How do you manage burnout? Hogan tends to model a burn-out pace, so she has learned to modify her expectations of others and build in lots of celebrations. Barrett manages “up” on these issues, telling her boss, “We can't do 20 things, but we can do 15.”

Workshops: Leadership from Every Angle

Thursday's workshops ranged from the global to the personal. Attendees asked the questions they couldn't ask anywhere else: “If I take my customer to the theater, is that a breach of ethics?” “How do I know if a prospective hire is a cultural fit?” “How casually can I dress when I travel?” “How do I handle someone who calls me ‘aggressive?’” “How can we make science and manufacturing cultures more women-friendly?”

“What is the protocol for e-mail outside the US?”

Following are highlights of each workshop.

- **Developing and Using Influence: A Computer Simulation**—**Dr. Laurence G. Poli**, Center for Performance Excellence, and **Carrie Marcinkevage**, Strategic Management Group, Inc. Participants formed product marketing teams and used computer simulations to practice the use of *credibility*, *reciprocity* and *persuasion* to gain influence and solve specific problems. Each participant received a performance scorecard, manual and CD.
- **Diversity Issues in Global Leadership**—**Candice Lange**, Eli Lilly; **Carolyn Buck-Luce**, Ernst & Young; moderated by **Patricia Pesanello**, BusinessEdge Solutions. Speakers presented studies showing positive business results of gender and minority diversity, examples of changes in company culture (and what it takes to achieve it) and the subtle “micro-inequities” that women experience in the workplace.
- **Effective Hiring and Performance Management**—**Julie B. Kampf**, JBK Associates; **Laurie Pellegrino**, Novartis; moderated by **Katherin Nukk-Freeman**, Gibbons, Del Deo, Dolan, Griffinger & Vecchione. Panelists presented best hiring and performance management practices and legal guidelines for both; how to conduct informative job interviews and making performance reviews more productive.
- **Executive Influence: The Politics of Building Organizational Commitment**—**Monica McGrath**, PhD, The Wharton School; **Anna McClafferty**, GlaxoSmithKline; **Kathryn O’Fee**, GlaxoSmithKline; moderated by **Anne Camille Maher**, Health Leaders Consultancy, with planning by **Jill Quist**, Quist Solutions. Panelists discussed gender and intercultural differences in influencing styles. The group was advised to expand relationships, consider what others need, try new styles and not be afraid to use positional power.
- **Global Leadership**—**Joseph J. Brindisi**, Kyowa Pharmaceutical, Inc.; **Andrew D. Gilman**, CommCore Consulting Group; **Laurie A. Myers**, sanofi aventis; **Brenda Weaver**, Pfizer; moderated by **Emily Basca**, Education and Marketing Consultants. Panelists spoke about working in France, Japan and China, the potential pitfalls of a global environment and the importance of understanding both commonalities and differences.
- **Navigating the Intricacies Between Ethics and Compliance**—**Dave Mallegol**, Mallegol Consulting; **Patricia A. Ensor**, The Mattson Jack Group; moderated by **Ceci Zak**, Roche Pharmaceuticals. The sales rep *is* the company to

LEADERSHIP CONFERENCE ACTION PLAN

Heidi Hunter, Wyeth, developed a Leadership Action Plan based on plenary session discussions:

- Provide opportunities for leadership early.
- Get “in the zone”—have passion for what you do.
- Hire and develop a diverse workforce with the best people.
- Articulate the value of the work your company provides.
- Get involved. Doing nothing is riskier.
- Be yourself.
- Show them, don’t just tell them.
- Honor others.

Leadership Institute Launched at HBA Conference as Best Practices Forum for Regional Board Members

Donna K. Ramer, President, StrategCations, Inc.

More than 40 representatives of the HBA’s chapters and emerging affiliates participated in the first annual HBA Leadership Institute, held the morning before the luncheon opening of the Annual Leadership Conference.

The new Leadership Institute was established as a training program for chapter and affiliate board members and committee chairs, as well as a platform for the sharing of best practices from the regions. Presentations were made by national board members and chapter presidents on such topics as: “Running a Board,” “Financial Budgeting Guidelines,” “Marketing Your Chapter,” “Effective Use of Public Relations,” “Succession Planning,” “Volunteer Development,” and “Building Membership.” In addition, **Ken Grounds**, consultant on the HBA’s restructuring and unification process, covered administrative and management best practices.

According to **Debra Newton**, President, NewtonEdge, HBA President-Elect and Program Chair, “The Leadership Institute allows for organizational cohesiveness and has been structured to help strengthen leadership throughout the association.” She added that the Institute received accolades from participants who have asked for the program to be extended next year.

The Leadership Institute is one of several training programs the HBA has put in place since its reorganization and unification. These programs are dedicated to providing counsel, services and materials to the chapters and affiliates so they can more fully dedicate their time to developing substantive programs for their regional members. ■

customers and must behave as though TV cameras are always watching. Speakers drove home messages about personal integrity as the highest value, presenting examples of individual and company misconduct as illustration.

- **Self-Presentation for Career Preservation** – **Gloria Starr**, Global Success Strategies, Inc.; moderated by **Shellie Caplan**, Caplan Associates. “Your first impression is a lasting one” was the message of this workshop, as people are influenced primarily by appearance and body language. Gloria advised women to be “ambassadors” for themselves and gave tips on dress, behavior and appropriateness.

As the Conference ended in a Networking Tea, participants celebrated their experiences. “I came for the knowledge and skills, but the networking has been amazing!” said **Sheryl Fox**, Verispan. **Deborah Seltzer**, A.T. Kearney Executive Search, and 2004 President of the HBA’s Atlanta Chapter, appreciated “the content and energy boost you get from colleagues. There’s so much talent out there, so much pride in the industry,” she said.

Varetta Manlove of Centocor summed it up when she said: “The Conference provokes you to think differently about leadership and what you have control over. It brought out the common denominator in career path development and how we can support one another. We’re not in it alone.”

It really *was* all about courage, competence and character. ■

2005—Bringing More Value to Each Member

Barbara Pritchard
HBA President



As the HBA enters its 28th year, we are stronger than ever as an organization. We have 2,500 members in seven chapters with several new areas organizing for affiliation. We have 85 corporate members whose commitment is critical to our belief in

partnership.

In the past several years, organizational unification took place in the creation of a national structure that now provides the framework to plan strategically and implement locally.

What does this mean to you as a member? You belong to an organization that stands for commitment to improving your industry knowledge and leadership skills. It means you have a support system to turn to for career advice, networking, plus the place to share challenges and opportunities.

What the HBA can be for you perhaps is best described in the following verbatim comments from the post survey of the November Leadership Conference (see lead story on page one of this issue):

- “It is extremely stimulating to be with so many energetic, positive, intelligent, creative business women.”
- “There are very few good avenues for learning and networking other than the HBA.”
- “Everyone is extremely supportive and willing to share experiences and insights.”
- “These women motivate, stimulate and support each other.”
- “Where else are we going to get the same opportunities for learning and networking?”

It wasn't surprising that the Leadership Conference was rated 4.5 in content (as well as other measurers) on a scale of 1 (poor) to 5 (excellent). Watch for details about next fall's conference scheduled to

be held in Baltimore, headquarters of our Mid-Atlantic Chapter.

What's Next

The HBA must not rest on its laurels. As we enter 2005, we are certainly in a changing healthcare environment, in a time of many corporate changes, and in a place where the goals and needs of women are not necessarily the same as they were. We need to stay attuned to these changes and remain relevant to our members—and we will.

In 2005 you will see the HBA exploring more opportunities to meet your individual needs. We'll continue with Pathways, the

HBA group perfect for those new to the industry, and the Executive Breakfasts for executive-level management members. We will also expand Women in Science, the HBA sub group that the Boston Chapter so successfully introduced last year.

And we'll look at other functional areas where we can create pilot programs to meet member needs and impact industry.

HBA also has an opportunity to increase its voice of influence. We are working more closely with corporate members and we are piloting several programs on site at companies. We've held some roundtables with industry leaders on key issues which we plan to continue. And in 2005 we will embark on some major research to better understand women's roles in the healthcare industry.

I feel lucky to be taking the helm of such a strong organization, one that was so admirably run by last year's President, Daria Blackwell. Our chapters all made great strides last year with innovative programs that resulted in tremendous member growth. My thanks to each of these presidents and their boards as well as to our National Board, our corporate members, The Advisory Board, The Charles Group (our association management company), and the hundreds of volunteers. Everyone should be proud of the significant accomplishments made. ■

“I feel lucky to be taking the helm of such a strong organization...”

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Accelera Corporation
Advanstar Medical Economics Healthcare Communications
American Medical Association
AstraZeneca Pharmaceuticals LP
Biovail Pharmaceuticals, Inc.
The Boston Consulting Group, Inc.
Bench International
Boston Scientific Corporation
Bristol-Myers Squibb Company
BusinessEdge Solutions, Life Sciences
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Communications Media, Inc. (CMI)
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Dorland Global Health Communications
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IMS Health
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Ortho Biotech Products, LP
PACE, Inc., a Lowe Healthcare Company
Palio Communications
PDI, Inc.
Pfizer Inc.
PROmedica Communications, Inc.
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