Transforming the future

Vision 20/20
Business acumen
Career advice
Gender parity
A conversation with Deb Seltzer
Hematology • Immunology • Oncology

We’re proud of our Baxalta Honorees. Congratulations!

HONORABLE MENTOR
Jacopo Leonardi
Executive Vice President and President, Immunology

RISING STAR
Shannon Resetich
Von Willebrand Franchise Head, Hematology Division

LUMINARY
Rachelle Jacques
Vice President, US Hematology Marketing

Inspired by the connection.

We are proud of our Baxalta Honorees. You are role models in living our promise to patients, representing the burst of energy, passion and imagination we bring to our work. Thanks for all that you do to open a world of endless possibilities where our patients can dream big and experience life to the fullest!

Baxalta.com
Celebrating excellence

by Carol Meerschaert

The HBA’s WOTY event goes global

Each May, for more than a quarter of a century, the HBA has filled the largest ballroom in New York City to celebrate extraordinary women leaders in the healthcare industry. Over the years, we’ve heard inspirational stories of leadership, transformation and innovation. This year, we thank those attending the Woman of the Year (WOTY) event in person as well as those participating via satellite in Basel, Boston, Frankfurt, London, San Francisco and Tampa.

Our 2016 Woman of the Year, Jennifer Cook, head of pharma, region Europe for Roche, is someone we admire, want to emulate and draw inspiration from. Every day she lives the theme of this year’s event: “women leaders transforming the future.”

Our Honorable Mentor, Jacopo Leonardi, executive vice president and president, immunology at Baxalta, is a male leader lauded for helping women achieve their career potential via mentoring and sponsorship. His commitment to diversity is transforming the future of his company and our industry by bringing the best talent to the table.

Our STAR, Deb Seltzer, director, enhanced search, North America, Spencer Stuart, has been an engaged member of the HBA since 1997. Her visionary leadership is evidenced by her contributions to the creation of the ACE award, co-founding the first HBA chapter in Atlanta, and serving on committees that have, and continue to, transform the HBA’s business structure.

Also honored at our WOTY event are almost 100 Rising Stars and Luminaries, designated by our Corporate Partners. Each is a woman to admire for her accomplishments and leadership. In the quest for gender parity, we sometimes hear there are not enough women ready for leadership roles. These 100 women are not only ready, they lead every day.

Thank you to all of our Corporate Partners and other companies that support this event through their generous sponsorship, which helps us continue to fuel our pipeline in pursuit of our core purpose—to further the advancement and impact of women in the business of healthcare—as well as our mission: achieving gender parity in leadership positions, facilitating career and business connections, and providing effective practices that enable organizations to realize the full potential of their female talent.

The HBA accomplishes its mission through strong business networks, education, research, advocacy and recognition for individuals and companies. The WOTY event is our flagship platform to recognize leaders in the healthcare industry who support our core purpose to further the advancement and impact of women in the business of healthcare. We thank you for celebrating in person and in spirit. 

Carol Meerschaert, MBA, RD
HBA director, marketing and communications

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HBAAdvantage
The Magazine of the Healthcare Businesswomen’s Association

Laurie Cooke, RPh, CAE—CEO
Carol Meerschaert, MBA, RD—Editor-in-chief

Danielle Thierry—Managing editor
Phil George—Associate editor
Taren Grom—Consulting editor
At the 2015 Woman of the Year (WOTY) celebration, an eight-month-pregnant and understandably nervous Jaime Marks Corvino, HBA global committee chair of flagship events, stood before an audience of more than 2,000 healthcare leaders and peers talking about the importance of her volunteer experience. It was the first time she’d given a speech to such a large crowd.

“I thought to myself, what am I doing up here? This is crazy,” Marks Corvino recalls. Then, as she stepped off the stage, women from the audience began to approach her.

“They were saying, ‘Thank you so much for doing that. You made me realize that, even as a mom with young kids, I should still be taking on volunteer roles and other development opportunities, and it’s important for me to not feel like I can’t just because I’m at this stage of my life,’” she explains. “And that made me realize that I can inspire other people and really have an impact even while I’m still figuring things out in my own career.”

The experiences she has had during her volunteer tenure with the HBA, from

Volunteerism can help to transform the women leaders who will transform the future.
Transformation through volunteering • Vision 20/20

Use volunteerism through the HBA to build your leadership qualifications—and your confidence—in the areas where you need it most. When women feel more confident about something, they’re much more likely to go for it.

Jaime Marks Corvino

public speaking to presenting to the board, have also helped her to push her limits and boundaries and discover just how much she is capable of—personally and professionally. This, she says, is what makes volunteering uniquely suited to experiential learning.

“In volunteer organizations, there’s always a need for people to roll up their sleeves and get deeply involved. And this is when you get the greatest benefit of that experiential learning,” Marks Corvino advises.

An experiential environment

For Marks Corvino, associate director of account management at KPMG, volunteering offers an environment in which to:

- **Observe:** “As a global chairperson, I’m in the thick of things at the HBA. I get to observe different communication and management styles and see how these approaches play out in ways I haven’t yet seen in my professional job.”

- **Engage:** “I’m working alongside senior-level professionals to whom I would not normally have exposure. I’m building a diverse network of leaders from different healthcare sectors who I can call upon when I need advice or mentorship.”

- **Experiment:** “I’m in an environment where it’s safe to take risks within a network of women who are giving feedback and working through issues together. Whereas in your professional job, you may feel like you have to be able to do everything, here, you can say, ‘No, I’ve not done that, but I’d love to take it on if you can help me along the way.’”

### 3 ways to gain more from volunteering

1. **Go all in:** Volunteering can be difficult, especially for women trying to balance the demands of work and life. But if you’re going to do it, find the time to dive deep. The benefits of experiential learning are far richer when you’re fully invested.

2. **Be strategic:** The substantial time commitment of volunteering should not be taken lightly. Use your time wisely by mapping out how volunteering can fit your needs to ensure you’re realizing value for the time you spend.

3. **Put it in your development plan:** Get buy-in from your professional job by integrating volunteering into your developmental goals. This will help to ensure that you don’t have to do all of your volunteering in your “spare” time, and will help you stay committed to and accountable for your volunteer responsibilities.

Transformation through volunteerism

As the healthcare landscape continues to transform, the demand for experienced, connected and innovative leaders will only continue to grow. And as leaders work to transform
Volunteerism can help to transform the women leaders who will transform the future.

themselves to meet this demand, volunteering can be the key—especially for women.

“There’s research that shows that men will apply for a job when they meet only 60% of the qualifications, but women will apply only if they meet 100% of them,” Marks Corvino explains. “I think it comes down to the fact that when women feel more confident about something, they’re much more likely to go for it.”

She advises women to take on volunteer opportunities through the HBA to build their leadership qualifications—and their confidence—in the areas where they need it most.

“For me, speaking in front of 2,000 people was not really something I felt confident about,” she concludes. “But, the HBA team encouraged me to get up there, and now, if I were ever up for a role that required public speaking, I now feel confident that I could do it.”

Editor’s note: Visit hbanet.org/volunteer to volunteer for the HBA.

Creating a better today and tomorrow for patients

Baxter’s employees are united in a mission to save and sustain lives. We are passionate about applying scientific innovation to meet the needs of the millions of people worldwide who depend on our medically necessary therapies and technologies. We focus on increasing access to healthcare, innovating in crucial areas of unmet need, and pursuing creative collaborations that bring our mission to life for patients every day.

Baxter congratulates Meg McKenna, 2016 Luminary

baxter.com
We recognize that when you bring a variety of perspectives to the table, it creates a culture of innovation—essential to facing the world’s healthcare challenges. Abbott’s diverse work in nutrition, diagnostics, medical devices, and established pharmaceuticals offers you the opportunity to achieve your career and personal best while doing work that matters.

Learn more at abbott.com/careers
et ready for the ‘new health economy’ rallies the headline of a MedCity News article ushering in the year 2016. As a report from PwC, which informs the article, warns: “The health industry has long been a closed and highly siloed system. But powerful global forces are transforming the industry into a nimble, innovative and modular ecosystem serving the consumer, with profound implications for players new and traditional.”

The question for many in the industry is does this new economy require a new cohort of leaders? It might not hurt to get ready, says Ankita Deshpande, director, corporate and business development, Genocea Biosciences.

Ankita Deshpande  
director, corporate and business development  
Genocea Biosciences

Abigail Jenkins  
vice president, head of market access  
Relypsa
“We’re at a pivot point right now in healthcare,” she notes. “And sometimes, when you’re at a pivot point in the external environment, it’s good to have a pivot point in the internal environment because that creates a bit of chaos—and that’s when amazing new things can emerge.”

For Abigail Jenkins, vice president, head of market access, Relypsa, whether existing leaders adapt or new leaders emerge, it’s clear that the new economy will require a whole new skillset.

“Today’s healthcare leaders cannot afford to remain entrenched in their businesses,” Jenkins says. “The environment is calling for change, and change is going to happen with or without leaders. Either it is going to be thrust upon us, or we are going to lead it.”

New skills for the new health economy

Here are the skills that Deshpande and Jenkins say leaders will need to successfully usher their teams—and their organizations—into the new health economy:

Wisdom: “It’s easy to come in as a new leader and throw stones at the house that was built,” Deshpande says. “But we need to understand why that house was built so that, as we think about how to take the next step, we have that institutional knowledge with us. Because we did not get to a broken healthcare system intentionally.”

Strategic thinking: “New leaders must be able to think strategically in two dimensions,” Jenkins explains. “Number one is being able to take the long view. Number two is being able to think outside of your box and put

A new workforce for a new economy

GenXers by Abigail Jenkins

What we bring: A purpose. Call it ambition, call it a drive for results, call it a purpose, but GenXers want to make a difference, show the world we are here and leave it better than it was before.

What we need: Historical reference. We’re willing to learn from history. The degree to which we can be honest in our reflections on past decisions—both good and bad—will put us in a better position to lead.

Millennials by Ankita Deshpande

What we bring: A drive to change. When Millennials see something that doesn’t work, we are not just willing to change it; we feel compelled to change it, to make it better.

What we need: Patience. In the “instalives” we have created for ourselves, we’ve forgotten the art of being patient. And innovation in healthcare takes a lot of time.
It’s clear that the new economy will require a whole new skillset.

Business acumen • New health economy

yourself in the shoes of all of the different stakeholders to find solutions that are good, not just for your business, but for everyone, and then be open to a conversation that’s beyond your immediate domain.”

**Community-building:** “Speaking at least for the pharmaceutical side of things, it’s been a dark time in the last 10 years; a place of high stress and a lot of human change,” Jenkins explains. “Leaders need to go back to basics and rebuild a common sense of purpose and reengage that sense of community that makes people want to be part of this change. Leaders need to help people come out of the woods and see that this is a great industry and a great time to be part of shaping the future. Optimism breeds innovation.”

**Resiliency:** “To make the kind of progress we need, new leaders are going to have to be willing to fail big and fail a lot, and then bounce back quickly,” Deshpande says. “It’s going to take some strong, creative leaders to make this work because in healthcare, we don’t fail well. When a drug fails in clinical trials, it is a huge expense and it has more serious consequences than in other industries.”

**Transparency:** “As we take these risks, we’re going to need to make the world understand that there are a lot of individuals and companies putting a lot of money at risk, and a lot of people who are putting their careers at risk to develop these new therapeutics,” Deshpande continues. “New leaders will need to educate people that we are here to help, but pharmaceuticals is still a business—and invite the people who don’t like this in to help us find a better way. The more we share our challenges, the more opportunities there are for new ideas and collaborations.”

**Flexibility:** “Leaders must realize that the world in which people show up Monday to Friday, 9 to 5, just doesn’t work anymore,” Jenkins notes. “We have people traveling, leading global teams, weighing long commute times with 24-hour connectivity. If a company can’t offer flexibility, it is not going to be competitive. Company leaders need to recognize that they are hiring for work ethic. People who are wired to perform and deliver results are going to do whatever it takes to get the work done. Top talent demands doing it in a way that fits with their life.”

**Listening:** “It’s more important than ever for leaders to listen: to people with tons of experience who bring wisdom, to people with no experience who have fresh ideas, to people from other industries who are finding solutions that may work in healthcare too, to the public, to the government,” Deshpande says. “And then, most importantly, listening to their own voice and intuition because we’re going to be facing situations we’ve never seen before and there’s not going to be a precedent to guide business decisions. New leaders will need to create a cabinet of people with the right mix of experiences so they have people to turn to when these situations arise.”

**Collaboration:** “Leaders will need to define what collaboration means and create an openness where individuals and partners and teams feel safe to share ideas and responsibilities,” Jenkins says. “We are not going to be able to lead this change from our traditional silos. Even though creating cross-cultural and cross-sector task forces to find the common good is difficult, we need to find a way. This is the US healthcare industry’s best chance to continue to be the leader in driving innovation and excellence in healthcare.”
Diversity & Inclusion are integral to our culture, and reflected in our values of Leadership, Integrity, Flexibility, and Efficiency. We welcome individuals with diverse perspectives who will help us drive innovation at Bayer, and we congratulate our 2016 HBA Rising Stars, who exemplify Bayer's LIFE values every day:

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

To find out more, visit career.bayer.us

At Bayer we always start by listening – because our customers are at the heart of everything we do. The needs of our customers and the challenges facing society inspire us to develop ideas that improve people's lives. As part of the Bayer team, each of us needs to thoroughly understand and support our customers in order to deliver products and solutions that matter – now and in the future.

Belinda N. Drew, Deputy Director, Global Hemophilia Strategic Marketing Communications and Excellence Bayer

Kim Milnes, Director, Global Strategic Internal Communications Bayer

At Bayer you’re expected to be.

DRIVEN BY SOCIETY’S MOST FASCINATING CHALLENGES?

Passion to innovate | Power to change
One of the unique differentiators of the HBA is the breadth and depth of the companies that are actively involved with the organization. And, as we all know, companies are made up of people. Through the HBA community, members and those who attend any of our more than 300 events a year, have the opportunity to build and expand their professional networks. The HBA is one of the few places where individuals representing all facets of the healthcare and life sciences industries come together to share insights and leadership techniques and to build business connections. It’s important, however, to separate “networking”—passing out business cards—from building an open and professional network based on relationships and mutual good will.

Rising Stars

Sara Allen
director of digital
JUICE Pharma Worldwide

Accountability is of utmost importance. When people know they can count on you to show up with solutions over and over again, opportunity becomes a regular occurrence.

Susan Asante-Abedi
senior principal
IMS Consulting Group

Understand your context and be willing to share, engage honestly and think of how you

Tips to build your professional network.

2016 HBA Rising Stars

HBA Rising Stars are professionals in the early to mid stages of their careers. They represent various sectors of the healthcare industry and are designated by the HBA’s Corporate Partner organizations. All HBA Rising Stars:
- are in the first 15 to 20 years of their professional careers
- contribute significantly to their organizations, preferably in numerous areas
- exemplify leadership and are role models for others
- assist those in subordinate or peer positions and are team players
- exhibit dedication to the healthcare industry
- are true examples of top talent
I think it’s important and personally fulfilling to be involved in activities and groups outside of your normal role at work. This volunteer work gives you a chance to meet new people and build a network beyond your department or current workplace.

Nyra Bannis
director, patient services
Shire
I try to make genuine connections. I enjoy talking to people and getting to know more about their interests. Most of us have something in common on a personal level that helps build an even stronger professional connection. It also helps to make every effort to stay connected.

Chiara Bergerone
senior business director, Europe
Becton Dickinson
Follow your passion and share your energy and vision with people who believe in the same values as you. Be curious, never stop expanding your know-how and keep an ongoing dialogue with key stakeholders within your company and within the marketplace.

Bárbara Büchel
vice president, global business director
Indigenus, the global network of the bloc
Nurture an open mind and smile. Having worked in an international environment, I find it critical to be open to others’ perspectives and what I can learn from them. Keeping a positive attitude and remaining approachable will also bring you closer to interesting opportunities and constructive people who can enrich you professionally and personally.

Joan Cannon
national director, medical science liaisons
Lundbeck
Don’t treat LinkedIn like Facebook. The purpose of LinkedIn is to expand your professional network outside of your inner circle of colleagues, friends and acquaintances. A great article regarding networking, posted on Forbes.com, underscores this point: “According to multiple, peer-reviewed studies, simply being in an open network instead of a closed one is the best predictor of career success.”

Kris Cappo
director, forecasting
Teva Pharmaceuticals
Take advantage of opportunities to be involved in projects and activities beyond your immediate work. This provides a great chance to make new connections.

Elizabeth Ciccio
vice president, marketing
Skipta
Develop and maintain positive, mutually beneficial relationships and give as much as you take.

Kelly Cullen
vice president, account group supervisor
Create NYC
Set goals to grow and nurture your network and spend dedicated time weekly to do...
Tips to build your professional network.

so. One of my goals is to reach out to one to three people in my network weekly.

Paula Dantas
senior tax manager
EY
Get to know everyone in your organization even if you do not believe they can have a direct impact on your career. If you are too focused on only meeting people who you think can help you, you may miss out on getting to know someone who may indirectly have a much more powerful impact on your career.

Christine Dellanno
US regulatory healthcare manager
RB
Too often we become lost in the daily tasks of our job to focus on networking. You need to set aside time and energy to develop professional networks. A network is built not only on what someone can offer you but how can that individual benefit from working with you. When you find someone you want to network with, take a minute to think about how you can demonstrate to this individual the benefit of this networking relationship. When both parties identify the benefit upfront, the time and energy placed into this relationship will almost appear effortless.

Nancy Shore DiLella
senior associate general counsel
Genentech Inc
An informal network can be just as valuable as engaging in formal networking opportunities. Simply making the effort to stay in touch with people is very valuable.

Belinda N. Drew
deputy director, global hemophilia strategic marketing communications and excellence
Bayer
I think it’s important and personally fulfilling to be involved in activities and groups outside of your normal role at work. Volunteer work gives you a chance to meet new people and build a network beyond your department or current workplace. Employee resource groups and professional organizations such as the HBA are always looking for volunteers and will provide you with an opportunity to meet new people and hone leadership skills.

Raffaella Faggioni
senior director, research and development
MedImmune, the biologics arm of AstraZeneca
It is very important to build your network before you need your network. Too often, we are not proactive in establishing the right connections and only seek to do so when we are looking for the next opportunity. It is also critical to identify the right mentors and role models who will help you identify your strengths and development needs, as well as help in clarifying goals and what it takes to bring them to fruition.

Carla Fernandez
vice president, sales
Cardinal Health
Your network should include a mentor and an industry insider whose connection comes from common participation in associations.

MaryBeth Forte
director, human resources business partner
Daiichi Sankyo Inc.

Gina Fusaro, PhD
senior director, global scientific communications, solid tumors and early pipeline
Celgene Corp.
Don’t be afraid to reach out to women in your current organization for advice and guidance. Most will welcome the opportunity to share what they have learned.

Adrienne D. Gonzalez
senior counsel, litigation and government investigations
Bristol-Myers Squibb Company
Focus on quality rather than the quantity of the connections. When you form genuine relationships, it will not feel like “work” to nur-

One of my goals is to reach out to one to three people in my network weekly.

Kelly Cullen
Create NYC
Boehringer Ingelheim ranks among the world’s 15 leading pharmaceutical corporations. Our vision drives us forward. It helps us to foster value through innovation in our company and to look to the future with constantly renewed commitment and ambition.

Tara Schweitzer, National Account Director – Humana, is a successful Pharmaceutical leader that embodies the attributes a successful Pharmaceutical leader needs to be successful in today’s rapidly changing and complex healthcare environment. She embodies and display’s a positive attitude, passion for her company and role, and innovative thinking.

Tara was recognized for her ability to drive positive change and was enrolled into the select Pinnacle Rotation, leveraging her 4 “Best Account Manager” HIRC/HSG customer nominations to develop new sales resources for the entire Managed Markets Sales team.

Last, Tara helps her community to improve along with her husband, David, by being active in her church mentoring program, a board member of the Family Scholar Foundation, a Louisville, KY based charity providing a helping hand to single parents, while being a role model for her 3 young boys.

Boehringer Ingelheim congratulates all the HBA Rising Stars.

For more than 125 years Boehringer Ingelheim has been committed to the research and development of innovative medicines that help improve the lives of patients and their families. At Boehringer Ingelheim, we believe our innovation comes from diverse ideas that spring from an environment fostering a collaborative approach to problem solving.

Learn more about us at: us.boehringer-ingelheim.com

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Learn more about us at: us.boehringer-ingelheim.com

Honoring women who take the lead

Deloitte congratulates Amy Starck, Principal, Deloitte Consulting LLP for her outstanding recognition as a Luminary by the Healthcare Businesswomen’s Association.

Congratulations to all of the esteemed women receiving awards during HBA’s Woman of the Year event.

www.deloitte.com

For more information, contact Jennifer Malatesta at jemalatesta@deloitte.com or +1 973 602 4377.

Deloitte
Tips to build your professional network.

Catherine Goss
senior vice president, managing director
Ogilvy CommonHealth

As you build your reputation, think long-term. Remember that everything you do, the work you produce, the way you treat others and the character you exhibit as you navigate challenges and grow with your career, all matter. Building a positive reputation for your work ethic, talent and personality doesn’t happen overnight, but doing so will serve you well in the long run as you build your professional network. People will champion you and be more likely to refer you to others in their networks if they value your reputation.

Kasey Quinn Griffin
associate director, clinical operations
Quintiles, Inc.

Develop a very diverse network. Don’t just look up the career ladder in your profession, look across and down. You can gain invaluable experience from your peers and those in more junior positions and those outside of your current profession.

Debra Harris
senior director, marketing solutions
Healthcasts

Always be open and available to people and to new ideas. Do lunch, often.

Carolyn Higgins
senior scientist, research and development program leader
Ironwood Pharmaceuticals

The best tip I can give is simply to help others in the industry whenever you’re in a position to do so. Whether you identify such an opportunity yourself or someone comes to you asking for help, be generous with your time and knowledge. Going out of your way to help others is always a win-win—you feel great in the moment and it’s amazing how often that good deed is remembered by others, long after you yourself may have forgotten all about it.

Michelle R. Horton
principal
PwC

It’s important to deliver on commitments and be authentic. Doing so will build trust with those you interact with and serve as a foundation on which to expand your network.
Eisai’s passionate commitment to patient care is the driving force behind our efforts to find innovative solutions that help address unmet medical needs and contribute to the well-being of patients worldwide. With therapies in oncology and specialty care, we focus on having an impact on patients and their families. At Eisai, human health care is our goal.

Congratulations to all of the 2016 HBA honorees!

Eisai is proud to congratulate Christa Murphy on her Rising Star Award.
To expand or develop your professional network, tap into your current connections whether they be clients, agencies, peers, etc. Each of these connections in and of itself has its own network that you can be tapped into. Developing meaningful personal connections is one of the best ways to advance your career.

Samina Kanwar, PhD
associate vice president and head of late life cycle management COE, global human health
Merck & Co, Inc
My advice to building a professional network is to be clear in what you are asking and be open to what you are hearing.

Tips to build your professional network.

Be curious, stay genuine and assert yourself.

Irina Kusnezow
EY

Shauna Horvath
director, client services
Cambridge BioMarketing, a division of Everyday Health, Inc

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Covington is proud to support the Healthcare Businesswomen’s Association 27th Woman of the Year event.

We applaud HBA’s dedication to furthering the advancement and impact of women in the business of healthcare, and congratulate Jennifer Cook, 2016 Woman of the Year, Jacopo Leonardi, 2016 Honorable Mentor, Deborah Coogan Seltzer, 2016 STAR, and all 2016 Rising Stars and Luminaries.
RISING STAR?
MORE LIKE UNSTOPPABLE SUPERNOVA!

Congratulations to our own Shauna Horvath, Director of Strategic Planning.
Career advice • Building a professional network

Tips to build your professional network.

The best network is an authentic, diverse one that involves women who do not necessarily share your personality traits or work interests.

Phuong Khanh (P.K.) Morrow, MD Amgen

Tips to build your professional network.

in return. If you create value for the people you work with or your customers in a marketplace, you will find that your network will organically grow.

Irina Kusnezow
manager
EY

Be curious, stay genuine and assert yourself. Also treat professional networking as seriously as real-world networking.

Sue Lambert
senior director, customer experience
Thermo Fisher Scientific

Know the difference between a mentor and a sponsor and seek out both, when needed.

Suzanne E. Maahs, PharmD
associate director in clinical sciences and innovation, translational medicine
Novartis Pharmaceuticals

In authenticity lies possibility. Really ask yourself what authenticity means to you. Look past the buzziness of that word—authenticity—and think about how it impacts your daily life. When you realize your authentic self, the gifts you have to offer as a result, you are limitless.

Heather McCollum
director, compliance
Shionogi Inc

Be open-minded and know that good ideas don’t necessarily start that way.

Kim Milnes
director, global strategic internal communications
Bayer

Bear in mind that you are always networking, whether you know it or not. My tip is to connect with people every day.
Congratulations Jennifer!

2016 HBA Woman of the Year
Exemplifying Confidence, Courage & Compassion

Jennifer Cook
Head of Pharma
Region Europe, for Roche
The best network is an authentic, diverse one that involves women who do not necessarily share your personality traits or work interests, but share the passion that drives you to work daily, whether that passion is to deliver the best medicines to patients or provide support to ensure the patients have a voice in the healthcare industry. Thus, as you plan your career path and conduct your daily activities, always be open to those new and different influences, as those alternative insights are often crucial to having the most fulsome view of your career opportunities.

April Mulroney
managing director, Medidata payments
Medidata

I manage a global team, so I try to carve out 15 minutes a day to connect with others via phone or email to follow up on events and

CALLING DR. CREATIVE

There’s no better case for the alignment between art and science than HBA Rising Star, Pamela Wille. As a medical director, Pam’s PhD in pharmacology is invaluable, as is creativity in her dual role as copy supervisor. Both hemispheres of Pam’s brain have made quantitative and qualitative differences to our business, and make her a star to clients and colleagues alike.

Pamela Wille, PhD
CONGRATULATES
OUR 2016 HBA AWARD WINNERS

BETH BECK
GENERAL MANAGER

LISA MICARELLI
VP, ACCOUNT STRATEGY

KIRSTEN TONNESSEN
VP, MANAGEMENT SUPERVISOR

LAUREN NOOK
VP, MANAGEMENT SUPERVISOR

McCANN HEALTH
Career advice • Building a professional network

Tips to build your professional network.

“It’s more important to have valuable connections with those who inspire you, challenge you or can help you to grow; it’s not a popularity contest.”

Sarah Radicsh
Havas Life New York

It’s more important to have patience—building a network takes time so it will not happen overnight. Take advantage of opportunities to add more people to your network, whether it’s at work or in your social life. Also, stay connected to former colleagues. This can sometimes take extra effort because everyone is so busy these days, but if the relationship was worth it while you worked together, it’s probably worth it to make the extra effort after the fact.

Christa Murphy
director, human resources
Eisai Inc.

Keep in touch. Say it, mean it, make time for it; even if opportunities from these contacts are not readily evident or obvious, build strong relationships and do everything to sustain them. They may become future business partners, clients, respected adversaries, investors or even friends.

Ebele Ola, MD
director, medical affairs
Johnson & Johnson

Don’t be afraid to network at industry events and conferences. Be confident in your abilities and put yourself out there to meet new people.

Caroline Pak, PharmD
medical editor-in-chief
Pfizer Inc

Kelly Payne
leader, global business solutions, the Americas
Eli Lilly and Company

Keep in touch. Say it, mean it, make time for it; even if opportunities from these contacts are not readily evident or obvious, build strong relationships and do everything to sustain them. They may become future business partners, clients, respected adversaries, investors or even friends.

Eliza Oristano
assistant vice president
Makovsky

My advice is to leverage mentors and sponsors.

Pauline Ng
vice president, group account supervisor
Phase Five Communications, a division of ghg

My advice: be present.

Lauren Michelle Nook
vice president, management supervisor
McCann Echo

I try to never let go of a business partner. In my experience, I have had the opportunity
We love it when breakthrough work gets recognized. Congratulations to all of today’s nominees and thank you for all that you do to make the healthcare industry a better place for all of us.
Be remarkable, and bring out the remarkable in others.

Shannon Resetich
Baxter

Tips to build your professional network.

to work with individuals in various functions across the company. I don’t let the partnership end just because I switch roles. You never know when your paths will cross again and staying connected, even informally, can prove valuable.

Pickens
senior director, compliance and delegation
Inovalon Inc.

Learn how to become a resource for others. When you give generously of your time and talent, you are rewarded multiple times over.

Congratulations
Nancy!

2016 Genentech Rising Star
Exemplifying Confidence, Courage & Compassion

Nancy Shore DiLella
Sr. Associate General Counsel
Inspired by the extraordinary.

Bold ideas. Trailblazing science. Endless possibilities. As a global biopharmaceutical leader in orphan diseases and underserved conditions, Baxalta is on a quest to develop innovative therapies in hematology, immunology and oncology that have the power to transform lives. At Baxalta, your life is our inspiration.

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Career advice • Building a professional network

Tips to build your professional network.

Michelle T. Quinn
vice president, head legal, generics
Sandoz Inc.

Never forget how important your interactions are with others throughout your career and in your personal life. The connections you make today can help you in the future when you least expect it.

Sarah Radicsh
vice president, account group supervisor
Havas Life New York

Connect to the right people; be selective. It’s more important to have valuable connections with those who inspire you, challenge you or can help you to grow. It’s not a popularity contest. You can develop your network through participation in almost anything from pro-bono work, client meetings, industry events or classes/seminars. And, do what you can to stay in touch and leverage the knowledge of others to continue to grow.

Suma Ramadas, PhD
managing director, medical affairs
inVentiv Health Consulting, formerly Campbell Alliance

My one tip to develop a professional network? Talk to people. Not only people in higher positions, but all people. All of us can teach each other something, at times in the most surprising of ways. Positions and titles change, but the relationships you build with people does not.

Shannon Resetich
global franchise head
Baxalta

Be remarkable, and bring out the remarkable in others.

Kimberly Robinson
vice president, management supervisor
Giant Creative Strategy

Do your best to keep in touch with all your contacts, including ex-colleagues and clients. It’s a pretty small world and paths frequently cross again.

Emery Rogers
account director
TBWA\WorldHealth

You don’t have to seek out a network, you

“Do your best to keep in touch with all your contacts, including ex-colleagues and clients. It’s a pretty small world and paths frequently cross again.”

Kimberly Robinson
Giant Creative Strategy
Spencer Stuart recognizes great leaders.

It’s our business.

Spencer Stuart is thrilled to congratulate our dear colleague, friend and 2016 HBA STAR Award recipient Deborah Coogan Seltzer. Throughout her career, Deborah has served as an exemplary role model demonstrating a long-term commitment to her clients and toward the development and advancement of women in healthcare. We applaud and celebrate her impact and achievements.
Tips to build your professional network.

Don’t be afraid to ask for what you want.

Emery Rogers
senior director, client services
Publicis Touchpoint Solutions

Find a volunteer area in healthcare you are passionate about and get involved. Through your experiences, you will gain connections, enhance your skills and open doors to new career possibilities.

Jody Russell
talent partner
UCB

Be clear about your professional networking goals. This helps you to spend time in groups that have the highest impact on your specific professional network goals.

Nicole E. Romano
senior director, client services
Publicis Touchpoint Solutions

The business of healthcare relies on the leadership of women. From the smallest biotech to the largest global pharmaceutical and health products company, high performing women are driving innovation and growth.

Healthcare Businesswomen’s Association members make a difference in people’s lives. We celebrate this year’s honorees and specifically our colleagues being celebrated at this event, Jennifer Shimek, Partner and Rising Star and Jaime Marks Corvino, Director and Flagship Chair.

kpmg.com/exceptionalwomen

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Congratulations to our HBA 2016 Rising Star
Carolyn Higgins

www.ironwoodpharma.com

IT’S YOUR TIME TO SHINE

SARAH RADICSH
VICE PRESIDENT, ACCOUNT GROUP SUPERVISOR, HAVAS LIFE NEW YORK
CONGRATULATIONS TO OUR 2016 HBA RISING STAR

www.ironwoodpharma.com
Tips to build your professional network.

Eugenia A. Rutenberg  
**business planning**  
Actelion Pharmaceuticals US, Inc  
My advice is to ask questions, be open to learn from others and share your knowledge and beliefs.

Melissa R. Scherkoske  
**vice president, group account director**  
Discovery USA  

Tara Schweitzer  
**national account director**  
Boehringer Ingelheim  
When building your professional network, don’t be afraid to stretch yourself. Work horizontally and vertically within an organization to maximize the breadth and depth of your network.

Mona M. Scrofano  
**senior director, scientific and competitive analysis**  
Takeda Oncology  
No matter how busy you are, you need to get to know the people within your industry and beyond. Go outside your comfort zone.

Some of your most innovative ideas and solutions may come from where you least expect it.

Jennifer A. Shimek  
**principal**  
KPMG  
It’s important to never give up—learn to regroup, reassess and recommit. And, never take no for an answer as there is always another angle from which to attack a problem. Become friends with your referral sources. People like to work with people they like and trust.

Sujatha Sonti  
**head, formulation and process development**  
GlaxoSmithKline  
Networking is extremely important and while it takes time to develop and maintain your network, it is time well spent. Do not be shy in seeking out mentors—you will be surprised at how many well-placed professionals are happy to help.

Christine E. Sproule  
**associate director**  
Merck KGaA, Darmstadt Germany  
Say “yes” to opportunities outside your role at your organization. Sometimes, the seemingly smallest projects can turn into an experience with enormous potential.

Tara Sullivan  
**senior vice president, client service director**  
CDM, NY  
Look outside of your work environment for people who inspire and interest you. It’s less about growing your network and more about growing opportunities.

Jenny Sung  
**associate vice president, evidence based medicine research**  
Sanofi  
My advice is to build an entourage of trusted advisors and develop a vision of your career.
Insigniam’s consultants deliver extraordinary value, from driving a 200% increase in a medical device company’s speed to market to helping a health care provider achieve its $500 million division sales target. It’s time to rethink your business—and start transforming how you serve patients.

Visit insigniam.com to learn how it’s possible.
Tips to build your professional network.

No matter how busy you are, you need to get to know the people within your industry and beyond.

Mona Scrofano
Takeda

Clare Tong
senior director, custom research
AlphaImpactRx
When possible meet someone or call to talk to them rather than communicating only through email. You’ll make more of a personal connection that way and you will be more likely to stay in touch.

Kirsten Hansen Tonnesen
vice president, management supervisor
McCann Healthcare
My advice is simple: Talk to as many people as you can. If you take the time to look around, you will realize you already have a network. If you’re looking to expand your network, take the time to have coffee with someone you don’t know. To maintain your network, take a moment to meet with someone you haven’t connected with in a while. It’s easy, it’s real and it works.

Diane DiGangi Trench
head, account management, managed markets
Takeda Pharmaceuticals
Some of the most important networking opportunities happen on the job. When interacting with external partners, vendors and consultants, it’s important to remember that

Thank You for Lighting the Way!

At inVentiv Health, we combine the best strategic minds in the biopharmaceutical industry with passion, drive and endless energy to help bring products from lab to life.

Please join us in congratulating these Luminaries and Rising Stars as they represent our best and brightest.
Congratulations to our Luminary Honoree

Lisa Miller
Executive Director, Health Care Systems

and to all of the 2016 HBA Honorees.

Potential meets opportunity

The Healthcare Businesswomen's Association has been dedicated to further the advancement and impact of women in the business of healthcare since 1977.

It is a mission we are proud to support. We are pleased to be a supporter of the HBA and its 2016 Woman of the Year event. We extend our congratulations to this year’s Woman of the Year, Jennifer Cook. And we also congratulate those women selected as Rising Stars, including our own, Michelle Horton.

www.pwc.com
Congratulations to our Rising Star,
April Mulroney
and all of the 2016 honorees!

April’s knowledge, technical expertise and leadership is transforming the very foundation of the clinical trial site payment process. We thank her for her passion, innovation, and tireless efforts to help sponsors, CROs and investigators overcome key reimbursement pain points to conduct better, more efficient and cost-effective clinical research.

And, we commend the HBA for its ongoing commitment to helping women advance in the pharmaceutical, biotech and healthcare industries.

Tips to build your professional network.

“
At work, reach out to folks outside of your department whenever you have the opportunity.

Sujatha Sonti
GlaxoSmithKline

these folks interact with healthcare professionals across the industry on a daily basis. They see what good looks like and can be invaluable sources of information to learn and develop from. By developing these relationships, you can expand your network exponentially.

Sherrise Yvonne Trotz
senior director, enterprise immunizations
Walgreens Boots Alliance

It is always imperative to do your homework on the key leaders who you are looking to meet at an event or in your workplace. Research their profiles to gain a level understanding of their career journey and possible aspirations. Explore your current network to see if there is someone who can also provide insight. If applicable and attainable, seek out their passions, mission, goals, etc. This information will provide you with the confidence to approach and begin a conversation that will be thoughtful and productive.

Ruth Trzcienski
senior manager, compliance
inVentiv Health

Be sincere is the best tip I can give to help develop a professional network. Having gen-
It takes a different kind of agency network to transform the meaning of change. At Publicis Health, we believe in collaboration with purpose...the union of individual agency power with a borderless spirit of innovation. *Distinct Together:* it’s how we transform ordinary connections into powerful change.

EXTRAORDINARY COLLABORATION:
THIS IS WHERE THE ALCHEMY OF CREATIVITY AND TECHNOLOGY FORGE THE CONNECTIONS THAT TRANSFORM YOUR BUSINESS
Tips to build your professional network.

“Say ‘yes’ to opportunities outside your role. Sometimes the seemingly smallest projects can turn into an experience with enormous potential.

Christy Sproule
Merck

Say ‘yes’ to opportunities outside your role. Sometimes the seemingly smallest projects can turn into an experience with enormous potential.

Christy Sproule
Merck

Genuine interest in another person, despite what she may be able to do for you, is a quality that often gets overlooked in developing professional networks. Though it’s a simple concept, sometimes it’s at the bottom of the list when it should be at the top.

Meredith Valentine
Senior brand manager
Johnson & Johnson

Get comfortable being uncomfortable. It takes courage to break out beyond your existing connections and proactively reach out to new people to develop your network. But the positive return of doing so is almost immediate. And, the long-term rewards of building a diverse network are immeasurable.

Deena M. Ward
Senior director, area accounts
Novo Nordisk

I utilize the concept of the Foundational 5, five individuals who can directly influence career advancement over the next two roles, in

Merck KGaA, Darmstadt, Germany operates as MilliporeSigma and EMD Serono in the U.S. and Canada.
Congratulations to all HBA’s honorees.

Congratulations to our Rising Star, Christine Dellanno!
RB is thrilled to have a star like Christine on our team.

Congratulations to our Rising Star, Christine Dellanno!
RB is thrilled to have a star like Christine on our team.

Congratulations to all HBA’s honorees.

Teva celebrates 2016 HBA Women of the Year, Rising Stars and Luminaries

Congratulations to

Kris Cappo,
Director, Forecasting
Our very own Rising Star.
Build an entourage of trusted advisors and develop a vision of your career.

Jenny Sung
Sanofi

“Tandem with the concept of a personal board of directors. I approach both with diligence in order to provide value and have a positive impact to my professional network. Therefore, I know I can leverage their support when needed.”

Pamela C. Wille
medical director/copy supervisor
Flashpoint Medica

“My advice is to never shut down an opportunity without hearing it through.”

Kassie D. Wooton
senior staff liaison to the president and CEO
Mallinckrodt Pharmaceuticals

“Building a professional network can be uncomfortable at times. Push yourself to talk to the people you don’t know in a room first and remind yourself you are there to expand your network.”

Quyen Yuen
team leader
Allidura Consumer, inVentiv Health

“My advice is to have an open mind and go out on a limb—a professional support system can be found in the unlikeliest of places. Similar to joining a new playgroup for first-time parents, feelings can run from nerve-wracking to excitement and happiness to dread. That’s okay. Just by opening yourself up to new experiences can lead to finding a new network of mentors or professional support. Maybe even that play date will yield some unexpected mentors.”

Lili Zhu
Pfizer global commercial operation
China lead (senior director)
Pfizer Inc

“Participating in industry business forums is a great opportunity to enhance business acumen and develop a professional network.”

“Inspired by patients”

Quintiles is proud to recognize our

2016 HBA Rising Star
Kasey Griffin

Associate Director
Global Functional Resourcing
Quintiles

“Improve your probability of success”
McKinsey congratulates Jennifer Cook, Jacopo Leonardi, and Deborah Coogan Seltzer for their contributions to healthcare.

Jennifer Cook  
2016 HBA Woman of the Year

Jacopo Leonardi  
2016 HBA Honorable Mentor

Deborah Coogan Seltzer  
2016 HBA STAR  
(Strategic Transformation Achievement Recognition)

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

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Novartis congratulates Suzanne Maahs, our HBA Rising Star and Rhonda Crichlow, our HBA Luminary—and all of the 2016 HBA Honorees!
Career advice • Building a professional network

Tips to build your professional network.

Luminaries

Deirdre Albertson
vice president, project management
inVentiv Health

Never stop learning and developing your knowledge, skills and relationships.

Sandy Babey
vice president/general manager, US region
BD

Provide mentorship and insight to manage team members’ whole life, and create unique and tangible opportunities for personal growth, visibility and career progression.

Iris Bavaj
senior director quality operations, Europe
West Pharmaceutical Services

Take every opportunity to join networking initiatives in your company and/or in your city. Use day-to-day opportunities to improve your network—join people in their offices instead of writing emails. If you have the chance to present an interesting topic/study/case within your company or during a conference, take it. You will see how many people have the same interest and will approach you afterwards, which can contribute to your professional network in the future.

Women need to take advantage of their inclination to create more personal connections and friendships that are based more on a give-and-take philosophy.

Beth Beck
McCann Health North America

2016 HBA Luminaries

The HBA Luminary award was introduced in 2014 as part of the HBA’s 25th anniversary of the Woman of the Year (WOTY). This year, the HBA is proud to recognize 28 senior women, identified by their Corporate Partner companies, who:

- serve as a role model in their company
- actively mentor and sponsor others
- help advance other women’s careers
- exhibit dedication to the healthcare industry

These luminary leaders have more than 20 years of professional industry experience.
TAKEDA CELEBRATES OUR TWO RISING STARS

Diane and Mona have been strong agents of change, directing their teams to deliver customer-centric solutions that improve the lives of patients. Both are trusted leaders with strong credibility and extensive expertise. These remarkable individuals empower their teams and fully support all team members to fulfill their aspirations and truly shine. Join us in celebrating Diane and Mona, two of Takeda’s brightest rising stars!

Diane DiGangi Trench
Head of Account Management, Takeda Pharmaceuticals U.S.A., Inc.

Mona Scrofano, PhD
Senior Director, Scientific & Competitive Analysis, Takeda Oncology

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Tips to build your professional network.

It’s important to maintain long-term relationships with key people who you come across during your career.

Beth Beck  
**general manager**  
McCann Health North America

Men tend to have a direct approach to networking, while women tend to have a more nuanced approach. This means that women often take a more roundabout and considered approach to building their professional networks. Women need to take advantage of their inclination to create more personal connections and friendships that are based on a give-and-take philosophy. This means as they foster connections they should consider what they can do for that person and what they can receive in return. The good news is this give and take tends to build closer, more long-lasting relationships. These relationships can lead to future roles within your current company, new job opportunities and collaborations. Personal connections do matter.

Debby Betz  
**chief officer, corporate affairs and communications**  
Indivior PLC

Don’t be shy, seek out people who you respect and who have experiences that you can learn and grow from. When you take the opportunity to reach out and network, you will be surprised by how much people will want to help you.

Bridget Boyle  
**vice president and site head human resources**  
Roche Diagnostics

I often speak to women who say they don’t have time to build their professional network because they are too busy with work and family. I want to stress the importance of making time to cultivate your network, this ensures you stay connected and continue to grow your career. Additionally, as a senior leader, I owe it to the next generation of leaders to share lessons learned and advice. Staying connected to others is not a nice-to-do activity, it’s a necessity in today’s workforce. Don’t underestimate the power of a robust network.

Francine Carrick, PhD  
**executive vice president, chief scientific officer**  
GSW, inVentiv Health

Take the time to send a thank you note after meeting someone new, as well as to the people you engage with every day. This goes a long way.

Mary Christian  
**head, oncology academic research group**  
Bristol-Myers Squibb

My advice to women is to speak up and ask for support when needed. I’ve yet to hear of anyone who has said no when he or she is asked to support a colleague who is sincerely trying to improve herself for the benefit of patients.

Rhonda Nesmith Crichlow  
**vice president and head, US diversity and inclusion**  
Novartis Pharmaceuticals Corporation

My tip actually relates to what one should
Jody Russell - 2016 HBA Rising Star - UCB, Inc.

Celebrating Achievements in Healthcare

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

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

As a Human Resources professional, Jody helps build teams committed to delivering value to patients. She is an ambassador for diversity and inclusion and was instrumental in instilling energy and direction in the development of UCB’s Women in Leadership program. Jody has been recognized both within UCB and externally for her leadership and mentorship of professional women. A coach, mentor, confidant, and inspirational leader, Jody exemplifies supportive leadership and is a role model for her team and peers.

UCB is proud to recognize Jody Russell as our 2016 HBA Rising Star and to congratulate all the Woman of the Year honorees.

To learn more, visit www.ucb-usa.com
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do before developing a professional network. One must engage in self-reflection to understand who you are as an individual and as a professional, which includes acknowledging what is important to you personally and professionally. Take the time to conduct an honest assessment of your strengths, weaknesses and core values. Finally, and importantly, identify what specific needs you are trying to address and the type of person who can help you address these with candor, mutual respect and trust. Without understanding oneself, it is very difficult to meaningfully identify the appropriate individuals to support your career progression.

Jennifer Damico
vice president, corporate audit
Pfizer Inc

My advice is to seek out opportunities to participate in projects or initiatives that involve an array of professionals from different businesses/organizations. It is through these opportunities that you gain exposure to new leaders and broaden your experiences and perspectives.

Sabina A. Ewing
vice president, business technology
Pfizer Inc

I’m passionate about women in healthcare IT. When approached three years ago regarding starting a women’s leadership network within Pfizer’s technology organization, I enthusiastically agreed to serve as the group’s executive sponsor. I enjoy contributing and supporting the development and growth of other women.

Lyn Falconio
executive vice president worldwide business director
Publicis Health

Find your passion and make the time to integrate what makes you happy into your life. Creating balance between what we do and what we love cultivates a rich and diverse network.

“Get involved in programs, groups and activities outside your area of expertise to expand your professional network beyond your comfort zone.”

Anne Keating
Astellas
The pace of change in more industries gets faster and the world gets smaller. Which is why Grant Thornton LLP is part of a global network of member firms, comprising more than 40,000 people in more than 130 countries. Combining global scope with local savvy, we’re ready to help you capitalize on opportunities wherever they arise, now and into the future.
Tips to build your professional network.

Doing great work is critical, but it is also important to refresh your thinking with perspectives from different industries that may be innovating in ways that can help both you and your business.

Julie Schiffman
Pfizer

Cheryl J. Fielding
executive vice president, director of client services
PALIO, inVentiv Health
Actively use LinkedIn as a preliminary step to build your professional network, right from the beginning of your career. On a weekly basis, update your account and contact list with the names and information of the people you met that week.

Heather Gervais
epicorates vice president commercial operations
athenahealth
Most people think of networking as a formal approach to expanding their business contacts. While I completely agree that it is important to join a few relevant associations to learn and expand your connections, I think it is equally important to maintain long-term relationships with key people who you come across during your career. I have had the pleasure of working with so many amazing people—co-workers, clients and vendors—over the last 20 years of my career and one of my favorite ways to spend my free time is to catch up with them and share our experiences.

Patrice Gilooly
vice president, quality assurance and operations
Regeneron Pharmaceuticals, Inc
Remember that, like all industries, healthcare is small and you never know when you will run into someone later in your career. Be prepared for the consequences of your previous actions.

Jani Hegarty
president
Health & Wellness Partners, LLC
In the healthcare industry, strong relationships are the key to success. Treat people with the same level of respect that you desire and your network will be strong.

Rachelle Jacques
vice president US hematology marketing
Baxalta
Connect your connections; this is a great way to strengthen your value in the network.

Anne Keating
executive director, global development team leader
Astellas
Get involved in programs, groups and activities outside of your area of expertise to expand your professional network beyond your comfort zone.

Meg McKenna
vice president, US surgical care sales
Baxter Healthcare Corporation
Develop a broad network by stepping outside your comfort zone and meeting with people at all levels across various industries. You can also grow your network by getting involved—join a business resource group, volunteer or serve on a board.

Lisa C. Miller, PharmD
executive director, healthcare systems
Purdue Pharma L.P.
A great way to advance and nurture a network is to be inquisitive. Asking others about
EMERY ROGERS

EPISODE I: A STAR RISES

CONGRATULATIONS, EMERY ROGERS,
FOR YOUR MASTERY OF THE FORCE
AND YOUR ABILITY TO MAKE TBWA\WORLDHEALTH
A BRIGHTER, BOLDER, BETTER PLACE TO BE.
YOU ELEVATE OUR WORK AND OUR MOOD.
YOU ARE OUR HBA RISING STAR.

TBWA\WORLDHEALTH
Tips to build your professional network.

The greatest way to expand your network is to reach beyond your professional circle by interfacing with parallel or even unrelated industries.

Marilyn Vetter
Horizon Pharma

their work, opinions, companies and/or roles; genuinely caring about their answers; and requesting connections to others is a powerful combination.

Cherene Powell
managing director
Accenture Strategy
Create and continually manage your relationship plan—identify the individuals you would like to build relationships with, seek organic ways to establish a connection, and most importantly, follow through on any agreements from every meeting. Demonstrate not only your ambition to build your network, but your commitment to sustaining relationships that have a sense of mutual reliability and benefit.

Julie Schifffman
vice president portfolio and decision analysis
Pfizer Inc
Make sure to get out of your office and explore connections, both inside your organization and out. Doing great work is critical, but it is also important to refresh your thinking with perspectives from different industries that may be innovating in ways that can help both you and your business.

Michele Schimmel
managing director
Rx Mosaic Health
Don’t be shy. Make the Ask. People generally want to help others.

Amy Starck
principal
Deloitte Consulting
Take advantage of every interaction; it’s amazing who you can meet riding the elevator or in line at the cafeteria.

Amy Van Buren
vice president, implementation
Magellan Rx Management
My advice is to approach networking as relationship building and make it authentic. Don’t mistake networking as a one-way street or a means to an end for a single opportunity. Think about what value you can bring in order for your relationships and network to strengthen and grow.

Karen Vari
regulatory competency lead, informationist
Knowledgent
My tip is to connect and stay connected. Do not leverage networking simply for job searching. Connections help in every aspect of a satisfying career.

Jacquie Vealey
executive director segment solutions infectious disease
Quest Diagnostics
Take time to develop and nurture relationships with those who you work with currently, as well as in prior organizations. It is too easy to push off the need due to other priorities, and then when you need a network, it may be too late to begin developing one.

Marilyn Vetter
vice president, government and public affairs
Horizon Pharma
The greatest way to expand your network is to reach beyond your professional circle by interfacing with parallel or even unrelated industries. You never know how these new connections can impact your career and many times you will discover new linkages that benefit your employer.
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Christina
Marketing Director

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In 2015, the US women’s soccer team won its third straight World Cup victory, dramatically raising the reputation (and the revenue) of the sport in this country. In 2016, the team’s top five players filed a lawsuit against the sport’s governing body. Their complaint: Despite outperforming the men’s team for years—and generating $20 million more in revenue in 2015 alone—the women earned almost four times less than their male counterparts.

For Rayona Sharpnack, CEO and founder of the Institute for Gender Partnership (IGP) and the Institute for Women’s Leadership (IWL), as well as a former professional softball player, the lawsuit brings new light to a long-held struggle for equal pay. When Sharpnack’s team argued in the 1970s for better salaries for female players, they were told that a lack of spectator and sponsor interest (ie, revenue) made that impossible.

“This is certainly not the case with the US women’s soccer team, since the women’s World Cup was the largest-watched soccer event in US history,” Sharpnack says. It’s certainly not the case in business either. Study after study has shown that companies with women in top leadership positions realize significantly better returns and greater overall success. Yet, ironically, when women reach those top positions—in sectors from healthcare to finance—they actually earn less in proportion to their male counterparts.

In what a 2014 article in *The Atlantic* calls the “sticky floor” phenomenon, the gender-pay gap widens the higher up women climb on the career ladder. Though men out-earn women across every industry and occupation, data from the Bureau of Labor Statistics reveals that women earn roughly 90 cents to the dollar compared with men in the 10 lowest-paying jobs, including maids and miscellaneous agricultural workers, but only 76 cents to the dollar in the 10 highest-paying jobs, including CEOs, surgeons, lawyers and personal finance advisors.

**Unconscious bias: The root cause**

The obvious question is: Why? According to Sharpnack and Carolyn Buck Luce, executive-in-residence and co-founder of the Center for Talent Innovation (CTI) and 2012 HBA Woman of the Year (WOTY), the answer lies in unconscious bias.

“While conscious or institutionalized gender bias is not as flagrant as it used to be, research confirms that men, and sometimes women, simply do not value women as highly as men,” Sharpnack says. “In fact, a wide-scale study of US census data from 1950 to 2000 showed that when large numbers of wom-
en moved into an occupation, salary rates for that occupation went down even after controlling for education, work experience, skills, race and geography.”

This bias, Buck Luce says, manifests in two ways.

“When the majority of leaders are men, the culture telegraphs an unconscious archetype of what leaders should look like and how they should behave,” she explains. “Women are benchmarked against this male-oriented image of ‘executive presence’ and are found wanting—not strategic enough, not quite ready, not quite...something.’ And women get it. In our research study The Athena Factor, we found that 76% of women in pharma and life sciences perceive gender bias in performance evaluations and 44% believe they have to ‘act like a man’ to reach senior management positions.”

The reinforcement of these dynamics in our culture have, in turn, created what Buck Luce calls “self-limiting” behavior by women.

“Take the example in pop culture of Jennifer Lawrence, star of The Hunger Games, who confessed that she hadn’t fought for equal pay because she wanted to be liked,” she says. “Taken together, these dynamics contribute to a slower rate of promotions, lateral moves and lower compensation for women.”
It’s time: Pushing for an open dialogue and real gender parity

As evidenced by the US women’s soccer lawsuit, we’re starting to see women push these self-limiting behaviors aside.

“Women—and their strong male allies—are simply not going to take it anymore,” Sharpnack says.

Here’s what she, and other leaders, say we need to do to keep up the momentum.

Change the talent management system: For Lisa George, VP of global talent for international at Walmart, recognizing and removing bias from talent management starts with ensuring a diverse slate and normalizing the qualifications used in talent reviews. In her previous position as VP of global talent management for Cardinal Health, she and her team brought in experts to help leaders.

“Everyone has biases, so driving self-awareness and catching biases when they emerge is so important,” George explains. “Our assumption was always that there was no ill intent, but rather a need to learn how to have discussions differently.”

She describes a hypothetical example of how bias can emerge in a conversation, such as when a woman is being discussed for a role that requires international travel and someone says, “Well, she just had a baby. She’s probably not going to want to do that.” The right question then becomes, “If she were a man, would we be having this conversation?” and the appropriate redirect would be, “Let’s not make assumptions for her. If she’s qualified for the role, let’s let her make that decision.”

And, when women do need flexibility for periods of time in their job, Buck Luce adds that this should be embraced—and, in fact, promoted for both women and men—the latter of whom are becoming primary caregivers at increasingly higher rates.

“Most working moms are either single or have spouses who work,” she explains. “They need flexibility to handle the demands they face. Our research shows that a full 60% of highly talented women have non-linear careers, and that women’s earning power drops an average of 28% when they take time out—a drop that is not equated with productivity or outcomes, but is instead the effect of the assumption that women are not as committed or ambitious as men.”

George further stresses that companies must once-and-for-all let go of the implication that the “best talent” and a push for diversity are mutually exclusive.

“It goes without saying that we all want the best talent, period; there is no reason to assume anything else,” George explains. “Of course, there is a tremendous level of talent-

The gender-pay gap at a glance

- Men out-earn women across every industry
- Women earn roughly:
  - 90 cents to the dollar compared with men in the 10 lowest-paying jobs
  - 76 cents to the dollar compared with men in the 10 highest-paying jobs
- Pay disparities abound in healthcare:
  - Physicians and surgeons are two of the top occupations with the widest gender-pay gaps
  - In 2012, women surveyed by the American College of Healthcare Executives earned 20% less than their male counterparts
- Occupations with more women than men have lower overall pay
- Women’s earning power drops an average of 28% when they take time out of the workforce
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ed women out there. They’re just not necessarily the first ones to raise their hands, as women often wait until they meet every qualification to apply. Hiring managers can help by actively recruiting female talent and by talking about it, which will make women more apt to raise their hands faster for new assignments.”

Cardinal Health established an additional talent review specifically for diverse talent. “This was our recognition that we needed to be aggressive in mitigating perceived risks and move those talented folks faster, get them sponsors and give them assignments that would push them forward,” she says.

**Increase transparency:** “We must endorse transparency and a zero-tolerance for pay discrimination,” Buck Luce says. “You can’t manage what you don’t measure.”

Sharpnack agrees, noting that as the healthcare industry continues to move from a business-to-business to a business-to-consumer model, negative public opinion matters more than ever and is driving an increasing number of companies to voluntarily publish gender-based salary data.

Furthermore, by September 2017, all US companies with 100 or more employees will be required to do so by law.

**Get comfortable with being uncomfortable:** According to George, transparency also means open and honest conversations at the individual level.

“One of the most powerful things an organization can do is to encourage its people to openly recognize that it’s hard to have these discussions, that things are not always going to go perfectly and that everyone—from managers to employees—need to own it together,” she says.

George explains that for managers, it’s important to be direct and transparent in their feedback to diverse employees, while employees need to have opportunities to be open to—and seek out—that necessary feedback.

**Get the men involved:** The women agree that male allies are critical. “Male and female senior leaders must lead from the top to make it clear that bias—whether conscious or unconscious—is unacceptable, and must work to be sponsors for talented women, putting their own political capital on the line to bring women up,” George says.

Sharpnack says the Institute for Gender Partnership has seen authentic partnerships emerge as she and others reach out to male leaders. “We are showing the men how to be

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**Getting unstuck—a reference guide**


- The Center for Talent and Innovation
  TalentInnovation.org

- Council of Economic Advisers Issue Brief: Gender Pay Gap
  WhiteHouse.gov/sites/default/files/docs/equal_pay_issue_brief_final.pdf

- The Institute for Women’s Leadership
  WomensLeadership.com

- The Institute for Gender Partnership
  GenderPartnership.com

- PayScale: Inside the Gender Pay Gap
  Payscale.com/data-packages/gender-pay-gap
Women leaders transforming the future

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heroes,” she says. “We are giving them immersion training along with the rationale and tools to champion the contributions being made by the women at their companies, help them achieve gender equality and reap the cultural and financial benefits these efforts will bring. We are seeing very positive results.”

Increase awareness: “We must continue to air the issue, share the data and arouse concern,” Sharpnack says. “Organizations such as the HBA can play a significant role in highlighting the issues and leverage their membership and sponsors to change the landscape. Professional education that includes pay and title negotiation skills is vital.”

George agrees, noting the success of actress Geena Davis’s Institute on Gender in Media, which is sharing data on gender bias in how women are portrayed in popular culture.

The institute’s research has shown, for example, that the average representation of women in crowd scenes is just 17%. This, they say, can subtly teach viewers not to notice gender imbalance and accept 17% female representation—in crowds, in companies, in Congress—as normal.

George notes that both Walmart and Cardinal Health have worked with Davis’s Institute and taken Sharpnack’s Women Leading Change and Partners Leading Change trainings to successfully increase the number of women in business leadership.

It is collaborations and initiatives like these, such as the HBA’s recent male executive panel on gender parity and upcoming gender parity summit, the work of the CTI, IWL and IGP, and the press-generating complaints from undeniably successful female leaders such as the US women’s soccer team that will continue to raise awareness and, ultimately, help close the gender gap for good.

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A conversation with Deb Seltzer

The 2016 HBA STAR honoree shares how being part of the HBA has helped her hone her business and leadership skills.

Since 1997, Deb Seltzer, director, enhanced search, North America, Spencer Stuart, has been an engaged member of the Healthcare Businesswomen’s Association (HBA). Her visionary leadership is evidenced by her contributions to the creation of the ACE (Advancing Commitment Engagement) award, co-founding the first chapter in Atlanta more than 20 years ago and serving on numerous committees that transformed the HBA’s business structure.
A conversation with Deb Seltzer  •  Woman of influence

During a 20-plus year career in executive search, Deb has worked extensively in the pharmaceutical, biotech, medical device and services sectors of the life sciences industry, serving clients ranging from startups to Fortune 100 organizations.

The Strategic Transformation Achievement Recognition (STAR) is awarded each year to a volunteer who has contributed to the strategic transformation of the HBA. This honor is a reflection of what that volunteer has done for the HBA. In our conversation with Deb, she talks about what HBA has done for her.

How has volunteering for the HBA helped you develop your core leadership skills?

Seltzer: The HBA is a very special, dynamic organization that is constantly challenging itself to improve. Through involvement at pivotal times in the evolution of the organization, I’ve become a more agile, flexible leader, and developed greater interpersonal finesse. HBA has offered me amazing opportunities to try new things that I wouldn’t have the chance to do in my daily life.

How have you applied these skills to your work role?

Seltzer: The executive search business is built on relationships, as is the HBA. I leveraged my interpersonal skills in my HBA roles and vice versa, a truly virtuous circle. With the HBA, I met influential leaders in healthcare, expanding my personal network and my confidence. I developed relationships within the greater healthcare community, helping me stay on top of industry trends.

The HBA provides a platform for engaging with industry executives in a broader context than would be possible otherwise. The HBA convenes a special set of people from across the healthcare industry because it is a hybrid organization—a trade association and a professional association. This offers a unique opportunity to play a role at the individual and organization levels.

Have you seen a difference in companies’ interest in gender parity?

Seltzer: I initially joined the HBA in 1997 for the membership directory because we had a client who required us to present a slate of candidates that included the most qualified women.

I work at senior executive levels, and I can’t remember a search where it was not made explicit that our client wanted as diverse a slate as possible.

I know we get frustrated because the industry is not achieving gender parity as quickly as we’d like; the good news is I don’t see as much built-in rigidity against the notion of parity.

There are certain collections of experiences, abilities and capabilities that tend to be present in those who end up in the C-suite. We must ensure that women are being proactively developed, in a painstaking way, to have those experiences.
What does it take for women to get to the top?

Seltzer: We used to have to prove that a woman could do the job. Now, our focus must shift; a critical part of our success is the network we develop—externally and within our own organization. The ability to tap into a personal network—to know who is the best person to help us reach an objective—is a critical success factor, and that network must be both wide and deep.

Women need to put themselves out there so we’re seen in a more fully faceted way. We need to understand that a critical part of the value we bring is our network. A network can be developed through volunteering or connecting with others over lunch or coffee. A network doesn’t happen sitting at your desk working through lunch. We need to be as dedicated to our relationships as we are to our task lists.

What changes are you seeing in the industry from a top talent perspective?

Seltzer: Good individual contributions get you in the door, but then those contributions become less important then whether you can collaborate with and influence others. Can you lead team members who are your direct reports? Can you lead and influence teams that aren’t?

One final thought: As women, we need to believe without question that we belong in the room—we absolutely belong at the table, in the room, at the podium.

As women, we need to believe without question that we belong in the room—we absolutely belong at the table, in the room, at the podium.

Deb Seltzer

Seltzer: Why would women think for a minute they don’t belong in a position of leadership? If you doubt it, others will—so challenge yourself to believe.
When one woman shines, we all shine.

Johnson & Johnson, along with our Women’s Leadership Initiative honors the important work of the Healthcare Businesswomen’s Association.

Congratulations to 2016 Rising Stars Ebele Ola and Meredith Valentine.
At Pfizer, women are leading businesses, leading manufacturing sites, and leading the operations in foreign countries. They are leading the discovery of new medicines and leading the teams that ensure those medicines get to patients safely and are marketed effectively. Most of all, they are leading the way for hundreds of Pfizer women to advance their careers and join the executive ranks.

Women at Pfizer enjoy visible support from senior leadership, access to robust mentoring, sponsorship and development programs, an array of flexibility options, and innovative programming from the Global Women’s Council. So while each colleague at Pfizer forges her own path, all arrive at one goal: Helping Pfizer fulfill its purpose of innovating to bring therapies to patients that significantly improve their lives.

Pfizer is proud to support the HBA and congratulates its Rising Stars, Caroline Pak and Lili Zhu, and its Luminaries, Sabina Ewing, Jennifer Damico, and Julie Schiffman.

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