A good idea is only valuable if you can make use of it and survival in today’s uniquely competitive pharma environment is often determined by those who know how to make the best use of their ideas in order to execute a product launch that is successful on every front. That’s where media know-how and effective teamwork come in to play. How do you get a product team behind a unified launch and what are the best ways to integrate advertising and promotion, medical education, public relations, managed care and Internet marketing under the same launch umbrella? This article summarizes highlights from the HBA’s October 3rd evening seminar, hosted by GlaxoSmithKline, on how to leverage an idea across all media.

Case in Point: That “Little Purple Pill”
This unique HBA seminar was built around a true industry success story. Expert panelists from AstraZeneca’s Nexium™ (esomeprazole magnesium) launch team assembled to provide insight into how they executed one of the most effective and memorable product launches to date. Indeed, this team took the “loss” of Prilosec® (omeprazole), a widely-prescribed drug for gastroesophageal reflux disease that was about to go off patent, and turned it into a major win with the launch of their next generation proton pump

How Companies Can Help Employees Struggling with Domestic Violence

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

Not our problem,” used to be the mantra of executives who were asked to provide help to employees facing domestic violence. This trend, thankfully, is beginning to change. For example, a decade ago, few US companies had formal policies to help employees deal with domestic violence—today, hundreds do, according to Donna Norton, Manager of the Workplace Resource Center (Rockville, MD/San Francisco, CA). If your company does not have such a policy, read on.

Why is this Relevant to the Workplace?
Aside from the fact that, from a strictly humanitarian standpoint it is not appropriate to simply “stand by and do nothing” while a fellow human being is in trouble, there are compelling economic incentives for companies to devise domestic violence policies that protect their employees. Indeed, mounting research reveals that those companies who offer help to such employees actually save money over the long-term via enhanced worker productivity. Twelve years ago, the Bureau of National Affairs (Washington, DC), a private company that monitors workplace trends, estimated that the cost of domestic violence in lost worker productivity was $3 to $5 billion a year. Moreover, according to 2001 data from the American Institute on Domestic Violence (Lake Havasu City, AZ) employers lose another $100 million in

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MEETING HIGHLIGHTS

BMS HOSTS EXECUTIVE WOMEN’S BREAKFAST PROGRAM

Challenging Choices in Healthcare & Implications for Pharma

Margaret Gardner
Managing Director, Global Medical Communications LLC

Not so long ago, high-level strategic discussions took place among a group of men who had the years of experience and the knowledge base necessary to predict future trends and issues. Not any more. The group gathered at The Executive Women’s Breakfast held on September 27th, 2002, confirmed that women are “in the know.” The program, “Challenging Choices in Healthcare & Implications for Pharma” was led by three women who have achieved leadership positions within their companies, and as such are well versed in the trends that may impact the pharma industry in the near future.

Hosted by Bristol-Myers Squibb Company (East Hanover, NJ), the breakfast program encouraged free discussion by the senior level women attendees following presentations by three panelists; Patricia Pesanello, a former consultant with Pricewaterhouse Coopers (New York, NY) with over 25 years experience working within the pharmaceutical industry; Karen Clark, Chief Operating Officer of Horizon/Mercy (Trenton, NJ), a managed health care organization; and Renee Tannenbaum, PharmD, RPh, Vice President, Healthcare Channel Management, Bristol-Myers Squibb Company.

Pesanello shared her view of future trends in healthcare and pharma. She predicted that forces shaping the future of the pharmaceutical industry will include globalization, blurring of company boundaries as companies merge and forge co-licensing agreements, and changing expectations of consumers and payers. She anticipates a more tiered system as consumer demands for comprehensive healthcare conflict with the prescriptive nature of pharmaceuticals. There will be an ongoing focus on evidence-based, outcome-driven care.

An Analysis of Pharma Today

Where is pharma now? In the current competitive climate, pharma companies are under pressure to perform flawlessly. We must constantly increase the productivity of R&D and decrease the time to market to enjoy exclusivity and enhanced sales. As the percentage of total healthcare dollars spent on pharmaceuticals grows, there is increased scrutiny of the industry by government and payers. And, many companies are struggling internally to replace a multitude of important products that are losing patent protection. Clark and Tannenbaum discussed the impact of the current state of affairs on future trends. Clark noted that approximately 20% of her organization’s budget is spent on pharmaceuticals—a cost that is moving closer to overall hospital costs, and therefore gaining more attention. Tannenbaum noted that even though pharmaceuticals are taking a greater percentage of managed care organization budgets, the industry can’t afford to continue to discount prices as pharma profit margins are decreasing.

The Role of Patient Education in Cost Control

One possible solution to this conflict between pricing and profit margins is patient education and compliance. Both the speakers and the audience recognized that patient compliance is a critical component of the equation that calculates the effectiveness of...
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lost wages, paid sick leave, and absen-
teeism linked to domestic violence. In addition, a 1994 study commissioned by Liz Claiborne Inc. (a leader in the campaign for greater awareness of this problem and a member of the “Safe at Work” coalition of companies, labor unions and government agencies that raise awareness about domestic violence and its impact on the workplace) found that family disputes, including domestic violence, kept 1 million workers off the job every day.

What Can We Do?†

In a recent interview with Good Morning America, Co-anchor Diane Sawyer, Brooke McMurray, Vice Chair of Safe Horizons, Inc. (New York, NY), a non-profit victims services group that focuses on domestic violence, outlined effective ways in which companies can intervene to protect their employees who face domestic violence.

- Devise and enforce a domestic violence policy.
- Encourage the employee to save threatening emails or voicemails. These can potentially be used for future legal action, or can serve as evidence that an existing restraining order was violated.
- Provide priority parking near the office building.
- Have calls screened, transferring harassing calls to security—or have employee name removed from the automated phone directories.
- Relocate the employee’s workspace to a more secure area or another site.
- Encourage the employee to obtain a restraining order that includes the workplace and to keep a copy on hand at all times. The employee should consider providing a copy to the police, her supervisor, building security and/or human resources.
- Allow the employee to provide a picture of the perpetrator to reception areas and/or building security.
- Identify an emergency contact person so that, if the employee does not arrive at work and there are suspicions that she may be in trouble, that contact may be notified immediately.
- Have security escort the employee to and from her vehicle or public transportation.
- Issue employee paychecks to a location other than her residence.
- Make sure all employees know the specific details of company policy on domestic violence and how they can report any incident.
- Most importantly, ask the employee what changes could be made to make her feel safer. Remember: the victim knows the perpetrator better than anyone else.

A 2002 Centers for Disease Control-sponsored study by the Partnership for Prevention (Washington, DC) found that 75% of domestic violence victims are targeted at work, with everything from harassing phone calls to the abusive spouse arriving at the office unannounced. According to this report, some employees are actually assaulted by their spouse while at work. Employers can make a real difference in changing this by establishing and enforcing a formal workplace policy, thus breaking down the wall of silence that has allowed domestic violence to continue unchecked for so long, McMurray concluded. 

† Source: Ms. McMurray’s tips were originally devised by the Corporate Alliance to End Partner Violence (Bloomington, IL).
**HBA MEMBERS IN THE NEWS**

**Eisai Inc. Awarded for Doing the Right Thing**

In the late 1990s, Eisai Inc., (US Headquarters, Teaneck, NJ) became aware of the burdens placed on family members caring for older relatives when it was conducting research related to Aricept (donepezil hydrochloride), its treatment for mild to moderate Alzheimer’s Disease which it co-promotes with Pfizer.

In response, Eisai formed an advisory council of experts on the subject, including members from AARP, Alzheimer’s Association-Greater New Jersey Chapter, Hospice Association of America, Interfaith Caregivers Alliance, National Alliance for Caregiving, National Association for Home Care, The National Council on the Aging, National Family Caregivers Association and Towson University’s Department of Gerontology.

Over a three year period, they developed and field-tested *Caring to Help Others: A Training Manual for Preparing Volunteer Caregivers of Older Adults,* perhaps the most comprehensive volunteer caregiver training resource available to community organizations to help train volunteers to support chronically ill older adults and their caregivers.

“Family caregivers often balance full-time jobs with caring for older family members,” says Bill Sheldon, President of Eisai, Chair of the project’s advisory council, HBA Advisory Board member, and recipient of the HBA’s 2001 “Honorable Mentor” award. “By helping community groups enhance or create volunteer caregiver programs, we can increase the pool of skilled volunteer caregivers in communities to improve the quality of care for older adults—and the lives of their families. It was the right thing to do.”

**HBA Leader Shares in Success**

As Senior Consultant to Eisai, Teri P. Cox, Senior Managing Partner of Cox Communications Partners (Lawrenceville, NJ) and Immediate Past-President of the HBA, was project manager. In that role, she conducted the research and created the concept for the training program, served as its primary writer and editor and staffed the advisory council. The project was featured in her article, “Forging Alliances—Advocacy Partners,” in the PR Power supplement to the September issue of *Pharmaceutical Executive.*

In October, Eisai and Cox Communications Partners were awarded the Denny Griswold Award for social responsibility in elder care from The Foundation of Women Executives in Public Relations for this important project. In November, Eisai also received special recognition in corporate philanthropy from the Community Foundation of New Jersey. Earlier this year, Eisai and its nine advisory council partners received the American Society on Aging Brookdale Award for Best Practices in Human Resources and Aging, for setting a new standard for excellence in training. “Candidates are impressed with a company that would take on something like this,” says Sheldon. “So, it also has helped in our recruitment efforts.”

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**HBA Web Site Update**

**Dianna W. Main**  
President, DWM Healthcare Communications;  
HBA Co-Director of Marketing

Eisai Inc.’s web site has undergone some exciting changes. Following is a brief summary of what new things you can expect to find the next time you visit [www.hbanet.org](http://www.hbanet.org).

**Design**

The Home Page has been modified to make articles more easily accessible. New graphic elements have been added as well as new buttons so visitors to the site can access additional sections and pages. The *HBA Calendar* has also been redesigned and is now easier to navigate. For those of you with MS Outlook, we’ve enabled relevant portions of the site to be updated into Outlook.

**New Sections**

- **Career Connections** is a new section with a great design that houses information on career advancement. Sub-sections to this valuable new component of the site will include such features as *Skills for Success* and the HBA’s *P.O.W.E.R. Study* and others are under consideration.
- **Industry Links** is also new, and will include a varied selection of Internet links to Rx Companies, Associations, Communications Agencies, Conditions/Diseases, Healthcare News, Publications and more.
- An online *Event Registration* form has been added to all events listed on the site so that visitors can reserve a space and pay by credit card online. The *Meeting Survey* form has also been included so that visitors to the site can submit their feedback on HBA events quickly and easily.
- **Upcoming Industry Events** is new on the Home Page. This section contains information about important industry events with links to the respective sites. HBA members may submit upcoming events for inclusion in this listing.
- **Members in the News** showcases important news about HBA members, the Advisory Board and Board of Directors. Members are also encouraged to submit published news items to be included in this section.
- **Link to Us** is new to the Home Page and provides all the information necessary for a company or organization to display a link to [www.HBAnet.org](http://www.HBAnet.org) on their site.
- **Tell a Colleague** is also new to the Home Page. This feature enables visitors to click on an email form and send a message with the Home Page link.
Successful Exhibit Management:
The Devil is in the Details

Kristofer Steven Herlitz*
Vice President, The Herlitz Company, Inc.

People are often surprised when I tell them, calmly, that our company handles Exhibit Management for meetings of more than 25,000 attendees. In fact, The Herlitz Company, Inc. (formerly Steven K. Herlitz, Inc., with offices in Larchmont, NY, and New York City, NY) has been succeeding in the Exhibit Management business for more than 65 years and what was true when my grandfather and father ran the business is true today—a large meeting is no more difficult to run than a small meeting if you are well organized and able to think on your feet. With Exhibit Management, the devil is in the details.

Annual Meetings: Where the Market Meets Medicine

Most readers of this article have attended numerous medical/scientific society annual meetings where the latest data are exchanged as peers assemble to share research findings via symposia and poster presentations. What makes these annual meetings unique is not just their size and scope, but the addition of industry to the professional mix. In the nearby exhibit halls, industry representatives (“exhibitors”) converge so that clinicians and researchers can meet the faces behind the products they use every day. This is where the market meets medicine and it is up to Exhibit Management to orchestrate and execute every aspect of this convergence, while maintaining the integrity and scientific rigor of the society they represent. In this article, I’ll share the basic principles of successful, honorable exhibit management as I’ve learned and practiced them over the years.

5-10 Years Out: Secure Space

For large, established meetings, space is secured five to ten years before the actual event. It is important to note that, as far as this decision is concerned, the Exhibit Management company serves in an advisory capacity only. A good Exhibit Management company will know which cities will generate the best attendance, what the labor laws are in each city and what venues may offer the best opportunities for a given meeting; however, the final decision for location rests with the society itself.

9-12 Months Out: The Site Visit and Floor plan

It is incumbent upon the Exhibit Manager to help organize and participate in a site visit. This one- to three-day walkthrough of all the space to be utilized for the upcoming meeting is attended by a representative from the society, the event coordinator from the convention center, the chief building engineer, and the show decorator (the company that helps with important behind-the-scenes logistics including managing labor, coordinating shipping and delivery, supplying pipe and drapes for booth spaces, etc.). By the end of the site visit, any potential problems must be noted and a plan to resolve them devised. Shortly after the site visit, the show decorator provides a blueprint of the exhibit hall space—its raw square footage. It is the responsibility of Exhibit Management to create a floor plan within that space. Put another way, Exhibit Management must turn a “virtual” room into the most efficient, cost-effective, people-traffic, exhibitor-friendly space possible.

8-11 Months Out: Sell the Space!

The next and perhaps most important job of Exhibit Management is to sell the booth space to industry. At this point, I must emphasize that when you sell, do it with the integrity and honor that matches the society you represent. The fact is that a society’s annual meeting reflects who and what they are. Are they to be taken seriously? Do they maintain scientific integrity? Are they sound and well-run? Thus, the impression made by Exhibit Management, as the society’s representative, is significant.

To maintain a professional approach from start to finish, it’s best to leave yourself enough time to sell the meeting properly and professionally. The best tool for this is an exhibitor prospectus. This simple mailer usually contains a letter of invitation to exhibit, a copy of the floor plan, a rundown of show specifics (such as exhibit rates, dates and hours, rules for exhibiting, etc.), and an application for space. I find it is also useful to request a brief (50-word) description of what the company does. These descriptions ensure that every company is appropriate to exhibit to this audience in this particular forum. (For example, physicians may travel a lot, but it is inappropriate for a luggage company to exhibit at a medical meeting—believe me, they’ve tried!) These descriptions may also be used in the meeting program or exhibit guide as...
a courtesy to attendees and exhibitors.

The prospectus is mailed to a targeted list of companies who have previously exhibited and to potential new exhibitors who have expressed interest or who have been targeted via market research throughout the year. (Every Exhibit Management company handles this mail list differently. At The Herlitz Company, Inc., we find it works well to maintain the exhibitor database inhouse so that it is regularly updated with the most current information.) About two weeks after the prospectus is mailed, expect your first applications to come in. Of course, follow-up phone calls, faxes and letters are a must during this “crunch time” when every day counts and every empty booth means lost revenue.

Four Months Out: Mail Confirmation Letters and Service Kits; Develop Exhibit Guide

By four months out, you should have most of your space sold (unless the meeting is new or less well established). Now is the time to supply your exhibitors with the rest of the information they need as you continue to sell any remaining space. Every confirmed exhibitor should be mailed a letter that includes their booth assignment, balance due, housing information, travel information, and an exhibitor registration form to list their booth personnel.

For shows with 100 booths or more, an Exhibit Guide becomes essential so that anyone looking in from the outside! . . . Take a deep breath and handle these concerns in a way that provides exhibitors with the highest degree of satisfaction. If it is not possible to meet their needs, explain why.

One Week Out: Get Established

Exhibit Management should arrive on-site about one week before the first day of the annual meeting. Use this time to meet with support staff, train temporary staff, set-up the Exhibit Management Office, work with building engineers to triple-check the space, and establish an effective radio communications system so that you can contact anyone you need from anywhere in the convention center. In addition, this relatively “quiet” period is important for you to interface with the Society’s Executive Director and staff members, addressing any needs or concerns they might have.

One to Three Days Out: Set-Up

One to three days before the official show opening, exhibitors arrive with their booths, boxes, questions, problems, and praise. They are stressed out, maxed out, traveled out. It is the responsibility of Exhibit Management to be on the exhibit hall floor during this set-up time to ensure that all goes smoothly. By the end of this installation period, an empty concrete space—sometimes as large as several football fields—will be transformed into a multi-colored city of bright carpet, drapes, small booths, large booths, signs, banners, and exhibits.

Show Time!

No matter how prepared you are, a curve ball or ten will come your way—especially on the first day of exhibits. This is when patience, experience, a cool head and the ability to think on your feet can mean the difference between a lackluster show opening and a great first day. Invariably, some exhibitors will have problems. Their booths never arrived, they are missing badges, they didn’t realize they were located so far from the entrance. . . . Take a deep breath and handle these concerns in a way that provides exhibitors with the highest degree of satisfaction. If it is not possible to meet their needs, explain why.

Then, there are the truly unexpected scenarios. For example, three years ago a large portion of the roof blew off of a major convention center during a storm. Needless to say, we did not have a specific plan for that occurrence. However, we quickly responded (by coordinating with local authorities, building maintenance and professional attendees) to ensure that no one was injured, the damage was contained, and the hall was reconfigured. The meeting went on!

In essence, Exhibit Management is the hub of a very large, complex wheel. A good Exhibit Management company keeps that wheel turning smoothly, has fun doing it, and makes it seem easy to anyone looking in from the outside! ■

*Kristofer S. Herlitz is Vice President of The Herlitz Company, Inc., sister company to this Editor’s division. For additional information, contact The Herlitz Company, Inc., at 914-833-1979 or visit www.herlitz.com.
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inhibitor, Nexium. How did they do it? Here are some tips from the trenches.

● “Build strong partnerships with target associations and customers. This enhances education and knowledge in the disease area. In addition, always strive to raise the standard on patient care.”
—Lois Brothers, Brand Promotions Leader, Nexium

● “Strategy is important, but so are ‘people issues.’ A key part of our success was rooted in our ability to function as a cohesive team.”
—Sharon DeBacco, Consumer Brand Promotions Leader, Nexium

● “Executing the strategy was critical to our success but equally important was the trust and mutual respect that existed within the team.”
—Sandy Sommer, Product Strategist, Nexium

● “Leveraging an idea across multiple channels begins with a shared ownership of strategy and objectives. On a team as large as ours, it was critical to know that everyone was clear on where we needed to go and how we would get there. With this as a foundation, it was easy for us to leverage the talents within our team and empower each member to create a component of our overall launch plan that was truly integrated.”
—Lisa Schoenberg, Group Director, Nexium; HBA “Rising Star”

“AstraZeneca’s Nexium Team offers a case study for successfully launching a megabrand, because they did a stellar job of creating the optimal mix of strategy and execution across all audiences, media, promotional vehicles, and other critical commercialization components.”
—Sarah S. Harrison, VP, Customer Strategy Integration, AstraZeneca Pharmaceuticals LP; HBA 2002 “Woman of the Year”

Audience Comments
Post-seminar interviews with attendees revealed that every one who participated in this event learned a great deal about the delicate balance of an integrated launch.

“The Nexium marketing program is a perfect example of how a launch should work,” said HBA Immediate Past-President, Teri P. Cox, Senior Managing Partner, Cox Communications Partners (Lawrenceville, NJ). “The multidisciplinary teaming that pervaded the entire process was impressive. Indeed, the degree of collaboration described by the panelists emphasized to the HBA audience the importance of positive partnering within a pharmaceutical company. Even the vendors were treated as equally valued team members.”

“Respect and support for every member of the team, focused leadership, a common goal and the freedom to com-

SPECIAL THANKS TO
GlaxoSmithKline for sponsoring this event and for providing facilities for this program. And thanks to Program Organizers BARBARA AMABILE, Business Development, Advisory Services, Software Associates International and JULIA DANIELAK, Manager, Leadership Development & Staffing, Bristol-Myers Squibb Company and to the HBA’s Co-Directors of Programs, JILL QUIST and STEPHANIE PHILLIPS, PhD.
municate ideas—that’s what I learned are some of the keys to making a powerful launch team and executing an effective launch,” commented another attendee.

“The launch of a potential blockbuster into a very competitive market requires strong leadership, integration across a multidisciplinary team, very effective and consistent communications, and great marketing savvy,” said HBA President, Mary E. Cobb, CEO/President PACE., Inc. (Parsippany, NJ). “The presentation by the Nexium team (composed mostly of women) is a testament to the contributions women are making in this industry. We can only expect to see the role of women expand as they move up the corporate ladder while achieving and maintaining work/life balance.” This well-attended evening event was held from 6:30 to 9:00 pm at the Maggiano’s at Perimeter Mall in Atlanta, Georgia.

UCB Pharma Inc. is the North American subsidiary of UCB Pharma International, which is headquartered in Brussels, Belgium. Craig, who oversees more than 500 employees and seven departments, joined UCB Pharma Inc. in 1997. Since then she has played a major role in the company’s success and expansion. Indeed, they have experienced a minimum of 20 percent annual growth globally for six consecutive years. Much of this growth has been driven by successes in the United States.

“The opportunity to meet female success story Nadine Craig, Vice President of Sales and Marketing at UCB Pharma Inc., Smyrna, GA, a global research-based pharmaceutical company. Her presentation was entitled: “Climbing the Pharmaceutical Ladder while Achieving and Maintaining Work/Life Balance.” This well-attended evening event was held from 6:30 to 9:00 pm at the Maggiano’s at Perimeter Mall in Atlanta, Georgia.

The Atlanta Chapter of the HBA

The Atlanta Chapter of the HBA ended its year on a high note with a presentation on November 6th from Nadine Craig, Vice President of Sales and Marketing at UCB Pharma Inc., Smyrna, GA, a global research-based pharmaceutical company. Her presentation was entitled: “Climbing the Pharmaceutical Ladder while Achieving and Maintaining Work/Life Balance.” This well-attended evening event was held from 6:30 to 9:00 pm at the Maggiano’s at Perimeter Mall in Atlanta, Georgia.

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“The opportunity to meet female success story Nadine Craig, Vice President of Sales at UCB Pharma Inc. generated lots of excitement in the Atlanta Chapter. The meeting was definitely one of the year’s high points,” said Linda Bishop, Director of Communications for the Atlanta Chapter of the HBA. Bishop went on to say, “In a powerful presentation based on her own experiences, Nadine shared career tips and her own hard-earned lessons on balancing work with family. Two that come to mind is her emphasis on ‘relentless follow-up’ when managing a workforce, and her own at-home spa recipe—one quart of buttermilk with one cup of honey in a tub of warm water.”

The Boston Chapter of the HBA

Membership in the Boston Chapter of the HBA continues to increase and they are now at 50+ members, noted Chapter President, Karla Gonye, Director of Communications for the Atlanta Chapter of the HBA. Bishop went on to say, “In a powerful presentation based on her own experiences, Nadine shared career tips and her own hard-earned lessons on balancing work with family. Two that come to mind is her emphasis on ‘relentless follow-up’ when managing a workforce, and her own at-home spa recipe—one quart of buttermilk with one cup of honey in a tub of warm water.”

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November Networking Reception

Due to a high number of member requests, there was a networking reception held on Thursday, November 21st at 5:30 pm at the Newton Marriott, (Newton, MA). Gonye said. The purpose of the event was to meet and greet colleagues, stay current on industry news, and find out what the Boston Chapter of the HBA is all about. According to attendees, the event was a great success! Look for an update on this networking reception in the next issue of the HBA Bulletin.
As I write my last President’s Forum for the year, it is hard to believe that my term as HBA President will end shortly. One of the challenges in this role has been to write President’s Forums that not only reported on key activities and achievements of the organization and its members, but that also delivered a message and addressed important issues. While I will not miss these frequent column deadlines, I will miss serving as the President of the HBA. It has been a tremendous year for me, both personally and professionally, as I was able to meet so many of our individual and corporate members. It has also been quite exciting to take part in shaping the HBA’s future—to help the talented members of the HBA Board to identify opportunities and a direction for this wonderful organization.

During the year and at the HBA’s “Woman of the Year” event, I spoke about making a difference—about making a difference in our industry and in how we run our businesses—and making a difference in the healthcare that is delivered to all people. I believe that the HBA members and the women in this industry truly have a passion for doing their best. Together, I know we will make positive changes for the good of our industry and the people we serve.

Looking to HBA Achievements

The growth of the HBA is quite impressive with membership increasing, interest and participation in programs at a very high level, and great visibility in the industry. However, the HBA is only successful if we have met the needs of our members. In assessing our accomplishments this year and what you have gained from the organization, I would propose that because of HBA’s unique initiatives and dedication to women in the healthcare industry:

* More women have experienced the value and reward of networking with other women.
* More women have learned to value and promote themselves and their ideas as they contribute and make a difference.
* More women are reaching out to their peers, sharing even one “gem of an idea” to help other women pursue new options and approaches to problems.
* More women have expanded their professional networks and even turned some of these valued business colleagues into friends.
* More women have gained an appreciation for the incredible talents of other women in the industry and have inspired them to do more!
* More women have expanded their professional knowledge base—attending HBA seminars and learning some of the essentials skills for becoming better professionals such as negotiating, managing change, Internet marketing, etc.
* More women have strengthened their current positions or expanded their career options.
* The entire industry has been made aware of the power and talent of its women professionals.

It has been my great pleasure to play even a small part in these invaluable contributions that the HBA has made and continues to make to this industry.

With a Special Heartfelt Thanks

One of the most rewarding parts of serving as President is the opportunity to work with such a committed and talented group of women who care so much about the organization—the HBA Board, the HBA Committee Chairs, all committee members and volunteers. Thank you also to our Advisory Board Members for their strategic support and advice. And, to our Chapter Board Members, thank you for taking a leadership role in bringing the HBA to more women around the country. A special thanks goes to our Executive Director, Carol Davis-Grossman, and The Charles Group for their administrative excellence and organizational support. Finally, I want to thank you—our individual and corporate members—for your involvement. We continue to make a difference because of you.

I wish all of you a very happy and peaceful holiday season.