Lynn Vos: HBA 2005 “Woman of the Year”

“I am honored, thrilled and humbled [by the WOTY Award]. Recognition by your peers is the highest satisfaction.”

—Lynn O’Connor Vos

Lynn O’Connor Vos considers herself a very lucky person. The combination of medicine and marketing is her passion and her profession. Vos, the 2005 HBA “Woman of the Year,” (WOTY) is President and Chief Executive Officer of Grey Healthcare Group Inc. (GHG), a global communications enterprise with over $1 billion in billings, and 42 offices in 21 countries. She manages all GHG’s fully integrated worldwide subsidiaries, including GHG Advertising, BrandEdge, Avenue Grey, Nova Grey, Phase Five Communications, International Meetings and Science, Summit Grey and Hurd Studios, enabling Grey to deliver a full continuum of advertising and medical education services to companies worldwide.

As far back as she can remember, Vos was drawn to medicine and to work. Becoming a nurse seemed like the quickest avenue to combine both passions. While she enjoyed patient care, she knew it wasn’t what she wanted long-term and responded to a Johnson & Johnson ad for a clinical trial data monitor, “with lots of travel.” The job marked her debut in pharma and the beginning of a highly successful, fascinating and rewarding career.

Vos joined pharma at an exciting time. She came in on the ground floor of a new era of clinical marketing through her work with her next employer, Novo Nordisk. “We launched a unique insulin model born out of clinical research,” she said. “This was a first for me, giving me an opportunity to work with top thought leaders and help to turn to SUPER-CHARGED TEAMS on page 9.”

HBA Members Learn Steps for Building Super-Charged Teams to Drive Business Results

Carol Sardinha
Director, Bimark Medical Communications

NUTLEY, NJ—Teams need to have clear and specific goals if they want to be effective in driving business results. That was one of several key takeaway messages HBA attendees heard from Wendy Blumenstein, Principal, Momentum Partners, during Metro Chapter’s February 17th seminar, Quit Dreaming About It: Build a Supercharged Team. The program was hosted by Roche.

“Our companies are looking to us to deliver business results through teams; therefore, we need to look at ways we can deliver those results,” Blumenstein said. When teams don’t perform, business results suffer. In fact, according to a survey by the Work in America Institute, 95% of company executives said they considered building and maintaining a team-based culture their top issue, she said.

Having clear, specific goals that are communicated in a fashion that everyone on the team can understand is one area where teams “often fall down,” Blumenstein said. She added that in her experience working with teams, “I’ve never seen goals that are specific enough, even when the teams thought they were.”

Written goals can be effective, but should also be discussed and clarified as needed, she noted. In addition, it’s important that everyone on the team understand how the team’s goals connect to the company’s goals and to each individual’s goals. Once that’s achieved, “you can figure out how to motivate people to achieve those goals.”

During the interactive portions of the program, HBA attendees had the opportunity to discuss specific challenges they turn to SUPER-CHARGED TEAMS on page 9.

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POSITION OFFERED

THE INDIVIDUAL WILL PROVIDE strategic direction and tactical oversight to all group marketing and communications programs for the company. Responsibilities include developing, implementing and communicating customer facing go-to-market sales strategies and marketing plans that deliver significant revenue and bottom line growth, as well as strategic branding, ‘productization’ of offerings, collateral development, promotional campaign execution, website development and public relations. The successful candidate will possess 10+ years experience as well as an additional 5 years in a staff management capacity. The candidate will also have documented progression of increased responsibility, the ability to assimilate key business drivers, proven ability to merge varied marketing programs within multiple business areas, superior written and communication skills to persuasively interface with executives as well as clients and employees. Resumes should be forwarded to hr@advanstar.com re: CMO.

POSITION OFFERED

DIRECTOR, COMMERCIAL ANALYSIS LOCATION: Roseland, NJ BASIC FUNCTION: To provide the Executive Leadership Team and Marketing & Sales Management with decision support regarding Product Selling Strategies, Market and Business Modeling, Customer Analysis, Product Performance Management and Promotional Effort Analysis. QUALIFICATIONS: 1. Typically requires an MBA and at least a total of ten (10) years or more experience in Healthcare, Pharmaceutical or Consulting Environment in the field of Sales, Marketing and/or Business Development. Combination of the above fields is preferred. 2. Proven capabilities in strategic thinking, business orientation, quantitative and qualitative analysis and problem solving. 3. Clear understanding of the pharmaceutical development and commercialization process. 4. High degree of creativity in developing new approaches and methodologies including modeling experience. 5. Extensive knowledge of IMS and NDC data as well as other third-party data. 6. Clear understanding of primary and secondary market research. 7. Expert project and time management ability, and process management skills. 8. Ability to independently manage complex workload. 9. Independent judgment, excellent interpersonal skills, ability to set and manage priorities, insights in identifying strategic and tactical needs and flexibility in a variety of situations. 10. High level of energy, enthusiasm and commitment. 11. Good written and verbal communication skills. CONTACT: Eric Nunes, Organon Pharmaceuticals, T: 973-324-6941 e.nunes@organonusa.com.
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BTW, Do U Know E-Nuff about E-Mail Etiquette?

Rosemary Azzaro
Marketing Communications Consultant; Creative Contributor, HBA Bulletin

An intriguing feature on the morning news program, “Good Morning America,” was provoked by the recent ouster of a high level Boeing executive whose e-mail use tipped off the company to a consensual affair with a female executive. The story underscores the fact that when it comes to electronic communications at work, nothing is “private” and begs the question, “Do you observe appropriate e-mail etiquette?”

I always considered myself an early adopter of corporate e-mail; my AOL account is at least a dozen years old. However, I was truly surprised to learn that in 1985, the Rand Corporation had already issued a white paper, “Toward an Ethics and Etiquette for Electronic Mail” for e-mail, for a medium the authors Norman Z. Shapiro and Robert H. Andersen had been using for 15 years. The report is surprisingly still right on about e-mail characteristics that affect its use: speed (“It is clear that it is almost always faster than other common alternatives.”), durability (Electronic messages appear temporary, but are, in fact, quite permanent; “Never say anything in an electronic message that you wouldn’t want appearing, and attributed to you, in tomorrow morning’s front-page headline in The New York Times.”), and emotionality (“Meanings are misunderstood. Tempers flare and cause ill-conceived responses to be written. Many recipients’ time is wasted reading content-free or irrelevant messages.”). Shapiro and Andersen call for “a new set of rules: how to be a constructive, courteous sender and receiver of electronic messages.”

So what do you need to know about e-mail etiquette?

**Start with the basics:** good manners.

“The formula for etiquette is manners + principles,” notes Cindy Post Senning, EdD, Director, Emily Post Institute and the great-granddaughter of the etiquette guru. Senning reminds us that etiquette applies to all aspects of business, including e-mails. “The principles of etiquette are consideration, respect and honesty,” she said “these never change.” Example: Sign your e-mail with your full name, title, corporation and contact points such as phone, fax and, yes, e-mail address.

**Recognize there is no privacy.** According to the Federal Electronic Communications Act of 1996, companies and government organizations have the right to monitor their employees’ use of corporate e-mail and Internet systems. Since employee use of these tools leaves employers open to liability, be familiar with your company’s policies on “reasonable use.” Be judicious about your personal communications at work.

**Proofread before sending.** Although e-mail is a very fast-paced medium and users are prone to typing errors, bad grammar and poor spelling should not be forgiven so easily. E-mail is a permanent record of corporate communications and presents a corporate image that others can, and will, judge. You can’t take your words back once you click “send.”

**Don’t distance yourself.** E-mail should not be used to the exclusion of other communication tools or as a substitute for personal communications or confrontation. Use as many personal means of communication as you can.

**Don’t discuss sensitive or confidential matters in e-mail.** This permanent record is not the place for speculation on personnel and other issues where privacy is legally protected.

**Don’t meander.** “Work-related e-mails should be direct and to the point. And, don’t forget the value of a well-placed phone call. Speaking on the phone often is more time efficient and the personal touch can go a long way,” points out Anne Corry, Senior Director of External Affairs, New York Cares.

**Don’t be cute.** Limit your use of emoticons—those little expression faces so popular with the IM (Instant Message) crowd. Also, limit your use of acronyms.

**Observe the chain of command.** In general, copy your boss on major matters taking care not to clutter her e-mail box with the mundane. If an assistant screens your calls and snail mail, make sure that e-mail correspondence you generate is copied to your assistant so she/he can stay in the loop. If a colleague’s name or department function is mentioned, copy the person named and the head of that functional area.

**Develop clear policies; publish them; train everyone to use them.** Employers take heed! It’s up to you to develop policies, definitions of “reasonable use” and to ensure that your employees understand, have access to and are trained on your policies.

**Be informed.** There are some great books out there on e-mail. One book you might enjoy is E-SPEAK: Everything You Need To Know Before You Hit The Send Button by Michael Bednarski and Maureen Sullivan. Bednarski’s background in Jungian psychology is evident as readers discover e-mail styles and apply communications’ strategies by personality type. The book comes with a card deck that offers e-mail pointers by style.

References

Rosemary Azzaro is a consultant who likes e-mail. **Contact her at razzaro@comcast.net or RoeA@aol.com**
HyperCD® is here. It combines the high quality video of a CD-ROM with the interactivity and tracking capabilities of the Web. And it’s just one of the cutting edge technologies exclusive to Grey Healthcare Group that’s setting the pace in pharma advertising.

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HBA Indiana Kicks Off Second Full Year

INDIANAPOLIS, IN—Since founding the Indiana Affiliate (now Chapter) of the HBA in October 2003, members of the group have been busy developing initiatives for their first year as an official chapter. With momentum from a successful launch last year, members are poised to grow the chapter in 2005 and develop programs that provide educational and networking opportunities.

The outlook for this year and beyond has chapter leadership building on the state’s health industry infrastructure. This statewide network includes healthcare delivery systems, a wealth of life sciences companies, an internationally known orthopedics cluster and several major universities that are playing significant roles in Indiana’s health industry.

“HBA Indiana is growing in response to an increasing number of women who serve in healthcare-related capacities throughout Indiana,” said Teresa Pascarelli, President, HBA’s Indiana Chapter; President & COO, DCL Medical Laboratories. “We will build on that energy this year and well into the future as we build the programming our members have requested.”

To create sustained value for its membership, HBA Indiana will focus on the following areas of development this year:

- providing educational opportunities to develop cutting-edge industry knowledge and leadership skills;
- recognizing outstanding women in the industry;
- providing opportunities for networking and creating greater visibility for individuals in the industry; and
- extending the HBA membership opportunity to women and men from an even more diverse group of Indiana health industry companies.

Leadership Seminar Draws Crowds

GAITHERSBURG, MD—On March 16th, a standing-room-only crowd turned out when the HBA’s Mid-Atlantic Chapter kicked off its educational series at MedImmune, Inc. with “Leadership in Motion: The Story of Top Female Executives.”

MedImmune’s Senior VP and CFO, Lota Zoth introduced the panel: Carol Ammon, CEO of Endo Pharmaceuticals; Susan Torroella, CEO of Columbia MedCom Group, and Founding President of the HBA Mid-Atlantic Chapter; and Kathy Monday, VP of Customer and Technical Operations, AstraZeneca Pharmaceuticals, LLC. The dynamic trio engaged and motivated the mostly female crowd by telling their stories of breaking through the glass ceiling.

“I feel like I can go out and do anything after listening to Carol, Susan, and Kathy talk about what it takes to work your way up,” said Heather Crutchfield, Columbia MedCom Group, a Mid-Atlantic Chapter volunteer, “That was the most engaging event I’ve been to so far.”

Commenting on this program as well as on HBA Mid-Atlantic’s stellar Board of Directors for 2005 (see page 3), Chapter President Torroella said: “I look forward to leading this very successful organization and working with an extremely talented and committed group of women as we kick off this next term. We’ve made terrific progress as a new chapter with nearly 200 members in our first year. My goal is to continue to expand our membership base and to provide an exciting professional growth environment to assist our members to develop relationships, create new opportunities, and advance their careers in healthcare in the Mid-Atlantic region.” With more programs like these, Torroella will surely meet this goal.

Special thanks to Laurel Marketing & Design, Global Meeting Partners, Mount Vernon Printing Company, Columbia MedCom Group, and MedImmune Inc., for their generous support of this program.

HBA Continues Expansion with New NC Affiliate

Patrice Ferriola, PhD
President, KZE PharmAssociates

RESEARCH TRIANGLE PARK, NC—The HBA continues its global expansion with the formation of its Research Triangle Park, North Carolina Affiliate (HBA RTP Affiliate). This is the eighth regional group to be created by the national HBA organization, and a ninth is expected to be announced by mid-year. Affiliate status is a required step to becoming an HBA Chapter and is granted to regional groups that meet specific fiscal and membership criteria.

According to Affiliate Founder and Co-Director Nancy Wysenski, President of EMD Pharmaceuticals and a long-time HBA member, “I knew the value of the organization and how important it is to offer the HBA’s programs—including professional development, skill-building, networking and mentoring—to the women in the RTP area, one of the major pharmaceutical and biotech centers in the country. Our objective for the HBA RTP Affiliate is to create new opportunities for women—as well as men—to come together to advance the careers of women in healthcare.”

A launch event on May 10th will feature a professional development workshop and networking. A second event is planned for the fall of 2005 and will focus on “How to Successfully Navigate Through Company Mergers and Internal Re-organization.”

For program and membership information, contact Pam Higdon, President, Express Personnel, at hba-rtp@nc.rr.com.
Ramiﬁcations of FDA Recalls Are the Focus of HBA Atlanta Chapter Seminar

Deborah Coogan Seltzer
Vice President, A.T. Kearney Executive Search; Chapter President

ATLANTA, GA—Regulatory expert Cathy Marsh, LLETT Professional Consultants, was the featured speaker at a timely seminar that kicked off 2005 for the HBA Atlanta Chapter.

The seminar, entitled “Ramiﬁcations of FDA Recalls and Their Effect on R&D, Marketing, and Public Relations in Healthcare,” highlighted key knowledge gained from Marsh’s two decades of experience in diverse pharmaceutical and biological (predominantly regulatory) functions in the healthcare industry. Marsh has extensive experience over the entire lifecycle of drugs, from basic research to product recalls and market withdrawals, from contract toxicology and manufacturing to routine manufacturing operations under various regulatory environments (US, Canada, Europe, and Japan). She has also worked in companies that have dealt with memorable recalls: Merrell (now part of sanofi-aventis) the company that tried to bring thalidomide to the US, that withdrew Bendectin and launched Seldane; and A.H. Robins/Wyeth (of Dalcon Shield and Fen-Phen fame).

Case in Point: The Vioxx Decision

Marsh went behind the hype to share the data from the Vioxx-related studies that led to the decision to pull the drug from the market. As Marsh told attendees, the real number of individuals studied to determine adverse events with this drug was much smaller than widely reported. This example highlights how signiﬁcant conclusions must often be made from a relatively small set of data points, and that correlation does not always mean causation, Marsh noted.

The program was a round-table format that enabled an interesting, interactive discussion of the challenges inherent in designing effective clinical studies with sufﬁciently sized patient groups. In addition, attendees explored the impossibility of removing all side-effects related risk and the hurdle of dealing with the constant threat of litigation in the face of that reality. Attendees further discussed how the pharmaceutical industry might help consumers understand the full complexity of the situation, thus improving pharma’s tainted image. With an audience that encompassed industry professionals and clinicians, the event provided a platform for informative and balanced discussion.

Special thanks to the chapter’s new Director of Programs, Kelly Frazer, Account Executive, Adair-Greene Healthcare Communications.

Super-Charged Teams from page 1

have faced in trying to build effective teams. These included less face-to-face interaction with team members, over-reliance on electronic media to communicate, and the difﬁculty of motivating peers who are not direct reports.

Here is a checklist of some simple things team members and leaders can do to facilitate greater team effectiveness:

● Ask questions. Be sure to clarify any items you personally or other members of the team may not fully understand. Don’t be afraid to invite new thinking into the group process.

● Help your team leader. If you feel the leader may not be communicating clearly or effectively, help facilitate discussion so other team members become clear on the group’s goals, as well as individual roles and responsibilities.

● Help each other. If someone on the team can’t meet a deadline, and you can pitch in to help make sure that deadline is met, offer to do so. That will not only keep the team on track, it will also foster a culture or environment that promotes teamwork and sharing of responsibility to achieve a common goal.

● Establish and utilize explicit group processes, not implicit ones. For example, what process should the group use to resolve conﬂict? Or make decisions? If the team must review a document prior to a meeting, should the team be given that document at least 48 hours in advance (rather than one hour before)? Establish these criteria upfront and adhere to them.

Many thanks to Program Directors Eve Dryer, President, Vox Medica Healthcare Public Relations, and Julie B. Kampf, President, JBK Associates Inc., and to Program Organizer Laurie Casady, Account Supervisor, Vox Medica Healthcare Public Relations.
LYNN VOS: HBA 2005 WOMAN OF THE YEAR from page 1

evaluate novel approaches to diabetes treatment.” It also
hooked her on this way of communicating. “I saw that a
few smart people can make a difference by engaging thought
leaders in the process of improving the lives of their patients through educa-
tion and research.”

Vos’s next job was with Pfizer during the exciting 80’s, where she had an
opportunity to work creatively with major brands affecting millions of
people.

Marketing Visionary

Imagine a time when cholesterol was an obscure word in
a medical dictionary. That was the world Vos entered when she met Alan Gross in 1986, who invited her to join GTFH
(GrossTownsendFrankHoffman), an agency legendary for
its energy and creativity. It was an invitation Lynn was happy
to accept.

This move put Vos on the ground floor of a revolution
in cardiovascular care. “Our goal was to develop an innova-
tive approach to market conditioning,” she recalled. To
prepare for the introduction of Mevacor, the first “statin,” phy-
sicians and patients needed to understand cholesterol and
its role in heart disease. Vos led the team that identified
thought leaders, developed the “Cholesterol Connection”
to educate physicians, created the “Know Your Number”
campaign for consumers and helped spark the
creation of the National Cholesterol Education Program (NCEP) of the National Institutes of Health (NIH). Portable screenings began, and
with them a new approach to patient education and the treatment of heart disease.

Always the visionary, Vos seized the initiative
and founded Phase Five Communications, a pio-
neering medical education group, in 1987. This
move “took guts,” according to Ilyssa Levins, Execu-
tive VP, GCI Group, and Managing Partner
for BrandEdge. “Lynn left a comfortable position
with the base advertising agency, catapulting her-
self into an entirely new and groundbreaking ven-
ture. Few ad agencies had in-house medical edu-
cation companies, so it was her personal vision
that sparked and skyrocketed the company’s growth.”

Steven Felsher, Vice Chairman, CFO, Grey
Global Group, called Lynn “one of the first to understand
the leading role medical education was to play in the pro-
motional marketing mix.” Lynn’s leadership at Phase Five
Communications “led to a fundamental industry-wide change in the way healthcare agencies serve their clients,”
he said.

GTFH was acquired by Grey Advertising in 1986,
opening a new chapter for Vos, but one that was not with-
out challenges. Founders Alan and Jane Gross retired,
and her beloved mentor, Ronnie Hoffman, died in 1991. With the strong support of Grey’s management team, Vos
became CEO of Grey Healthcare Group (GHG). In her
current position, she places a priority on mentoring, car-
rying on that early legacy that was so meaningful
to her.

Another ingredient in Vos’s success is her abil-
ity to see challenges as opportunities and busi-
ness as a competitive sport. As the industry be-
gan to look at global branding as more than “US+,” for example, Vos saw yet another ground floor opportunity. She created a unique P&L
structure linking the entire worldwide Grey
Healthcare network. “That seamlessness con-
vinced clients that the agency’s incentive structure truly
placed all the energies of a far-flung enterprise behind the
needs of each brand, a model now copied by many,” noted
Donna S. Wolff, PhD, Executive VP, The Summit Grey Division.

Vos and GHG have been widely recognized, winning
nominations in 2005 as Agency of the Year, Most Admired

Mission for the HBA

A longtime HBA member and activist, Vos is currently
on the Board of Directors and a past member of the Advi-
sory Board. “Over the last few years, the HBA has really
stepped out and become a major force in pharma. More
women are engaging in the HBA because they feel the power of the net-
work and a comfort in sharing war stories, best practices and trials and tribu-
lations,” she noted, adding that she sees
a special role for the HBA in the cur-
rent negative climate for pharma.

“Who better than women to tell our story, regain the public’s trust and turn
this industry around?” she said. “Women have a special understanding
of the importance of communications, philanthropy, teamwork and leadership
in running a business.” Vos looks for-
ward to the next HBA Leadership Con-
ference as an opportunity to mobilize
the organization in this effort.

Vos and GHG have also been instru-
mental in branding the HBA as “re-
quired experience for healthy careers.” The mission of the
HBA, said Vos, is to “tell women worldwide that they need
to be part of this exciting organization and this fantastic
industry.”

HBA President Barbara Pritchard, President, The
Pritchard Group and Intermedica, Inc., lauded Vos for
her entrepreneurial success. “Lynn represents one of the
strongest role models for our industry. She demonstrates
the ideal of advancing women in their careers by appoint-
ing them to key leadership positions in her organization and mentoring women at various levels throughout the industry.”

**Giving Back**

Vos’s energy and creativity extend well beyond GHG to her many pro bono achievements. She holds board positions with several charitable organizations, including the Multiple Myeloma Research Foundation (MMRF), where she works closely with HBA 1998 WOTY winner and MMRF Founder and President, Kathy Giusti; The Jed Foundation, devoted to the prevention of suicide among college students; and the YWCA of the City of New York. As Giusti noted, “What truly separates Lynn from other nominees is her incredible generosity and selflessness, devoting hours of her own time to worthy causes.”

“I love pro bono work,” Vos said. “It opens my eyes to new ideas, new people and what they can accomplish.” Giving back is also an important aspect of GHG. “Lynn is the first CEO I have worked with who makes pro bono work a fundamental part of her business,” said Phil Satow, President, The Jed Foundation.

**Think Three-Dimensionally**

Vos also values work/life balance. “There are three parts of life,” she said. “Work is one aspect, family is the second and the third part is ‘you.’ And you can’t be good at the first two unless the third part is enriched—by pro bono work, sports, hobbies, friendships…. The world is very interesting, and we owe it to ourselves to be three-dimensional.”

Vos considers herself very fortunate in all three dimensions. She credits her mother, whom she lost to ovarian cancer, with her positive attitude. “She was a high-energy woman who never saw barriers—everything was possible.” Vos is also blessed with three children: Kate, 16; 12-year-old twins Connor and Julia; and a supportive husband, George. As a working mom, Vos makes it a point to be at her children’s special events. She also wants to convey an important message: “Work isn’t drudgery. It’s exciting!”

What better role model could they have than this lively, engaging Woman of the Year?

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**HBA’s San Francisco Chapter Shares Skills for Personal Alliance Building**

**Joe Soto**
EVP, Dorland Healthcare; Chapter Director of Communications

**SAN FRANCISCO, CA**—The HBA’s San Francisco Chapter had its first event of 2005 on March 2nd. The event, “Personal Alliance Building—the DNA of a Great Career,” was hosted by Genentech and attended by over 60 members and guests. Featured speaker Jean Fuller is an executive search firm vice president who currently runs Fuller Coaching, an executive coaching firm.

**Personal Alliances: Key to Career Advancement**

Fuller underscored the importance of building personal alliances, noting that they can be the keys to excelling in your current job and opening doors to new opportunities within your company and/or within the industry as a whole. Surveys consistently show that a differentiator in executive women’s success is the ability to network and build personal alliances. When you consider how job invitations come to you, trusted personal alliances are often the source. Fuller also discussed how to set objectives, how to start and expand your personal alliance building, what works for your style, and how to measure your progress and manage your focus.

There are many more events planned for 2005, including executive breakfasts, networking events and a chapter dinner to recognize 2005 “Rising Stars.” Dates will be announced soon, and the details will be posted to the chapter website, which can be accessed at: www.hbanet.org.

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**THE HBA BULLETIN NEEDS PHOTOGRAPHERS**

Are you attending an upcoming HBA event? Do you have a digital camera? Please consider volunteering your time and talent to take photos of the event for the HBA Bulletin. A credit line will be featured for all photos we run.

Contact: Britta Herlitz, Editor, HBA Bulletin at 203-341-9245 for specifications and deadlines.
Rebuilding Confidence in Our Industry

Leadership. There are many ways to define it and there are many ways it is manifested in our professional and personal lives. Over the years, the HBA has defined its own leadership mission in many ways. But there has been one constant: The association always has stood for skill building and personal growth. We foster mentoring at every level and we frequently present programs about ethical leadership that impact members across their professional lifecycles.

Unfortunately, our industry has become an easy target and many aspects are being criticized. While some of the criticism may be deserved, too much of it is based on misinformation and bias.

So there is another type of leadership that is equally important as those cited in the first paragraph: As the industry’s largest organization dedicated to advancing the careers of women in the industry, I strongly believe the HBA has a responsibility to be standard bearers for what is good about our industry. As individuals and as an organization, what is the HBA’s role in attracting people to the industry and to providing them with the tools to articulate the value of each segment?

Because it is not uncommon for members to look to the HBA for help answering some of the charges directed at healthcare, your National Board is studying some possible actions. We will not deviate from our clear mission “to further the advancement of women in the healthcare industry,” but it is important for us to examine our role with our Advisory Board when we meet in June and we want feedback from you as individual members.

Dick Meyer, Editorial Director, CBSNews.com, summed up the issues very well (“Don’t Vilify Drug Companies”); www.cbsnews.com: “It’s a spectacular feat of ingratitude to not appreciate the lives saved and bettered by newer medicines in the past few decades. Drug companies aren’t saints, but they aren’t sinners either. And they surely shouldn’t be our scapegoats.”

Meyer went on to make two points that are important for all of us, whether we work in healthcare or are consumers of the industry’s services and/or products:

1. People in the Western nations take for granted and continue to expect cost-free and risk-free “medical miracles” that will keep us the healthiest humans in history. But, he says that: “Reality, of course, didn’t work that way. And so we affix blame on insurance companies, on HMOs, on doctors, but mostly, these days, on drug companies.”

2. The pharmaceutical industry is being “unfairly blamed for... being the prime cause of health care inflation.” Science and business writer Malcolm Gladwell eviscerated this myth in an easy-to-read article in The New Yorker (www.newyorker.com/critics/atlarge/?041025crat_atlarge).

Meyer supports his point using an example that Gladwell and others have used, i.e., the treatment of asthma. Over a three-year period in the ’90s, spending on asthma medications doubled because more people were properly diagnosed and treated, not because the price of the drugs increased.

The HBA also has established a task force to explore our role in re-building confidence in our industry. One concept under consideration is a resource section on the HBA website devoted to articles we believe are fair and risk-free “medical miracles” that will keep us the healthiest humans in history. But, he says that: “Reality, of course, doesn’t work that way. And so we affix blame on insurance companies, on HMOs, on doctors, but mostly, these days, on drug companies.”

What else should we be doing? What more could we be doing? We want to know what you think. You can reach me at bpritch887@aol.com.