HBA Board Maps Out Organization’s Future: Five-Year Plan to Benefit Members Today and Tomorrow

Chris McMorrow
Freelance Copywriter & Communications Strategist

All professionals need to take time to step back and refocus their personal priorities. Organizations, particularly those in the midst of tremendous transition and growth, also require periodic evaluations by their leadership to determine where they are, where they want to be, and what direction to take to get there.

As even recent HBA members can see, our 29-year-old all-volunteer organization has undergone a period of unprecedented change and growth over the last three years—from the launch of several new US Affiliates (that are soon to be Chapters), to the HBA’s first Affiliate in Europe early this year. Now that the organization’s reach extends over two continents, it is critical for HBA to ensure it is fully meeting the needs of all of its nearly 3,000 individual members (up from just 300+ only a decade ago) and those of its more than 90 corporate members (versus 55 in 2001).

For these reasons, the HBA Board of Directors convened over the summer to discuss the state of the association, build consensus on where it should head, and appoint a Strategic Planning Task Force to develop and implement a written strategic five-year plan, guided by a 10-year vision.

Facing the challenges of an all-volunteer organization

Given its tremendous growth curve, the HBA today is totally different from the small regional networking group that started in 1977. Hiring a paid CEO last spring to provide staff consistency was an important first step in protecting and advancing the accumulated knowledge base of HBA’s current and past leadership. In her role as the group’s first CEO, Laurie Cooke explains the value of having permanent staff members.

“When you are dealing with a professional organization as large and diverse as the HBA, where volunteer managers change hands every year, it’s critical to create a sense of permanence and shared understanding of our organizational goals,” said Cooke. “Equally important,” she added, “is finding different ways to communicate among the Chapter, Affiliate and Global boards.”

The HBA now has almost 3,000 members, up nearly ten fold from just a decade ago, and more than 90 corporate members, almost twice as many as just five years ago. The HBA is increasingly sought after to provide input and support to numerous activities, including serving as a key participant in the Coalition of Healthcare Communication and participating at a NJ Governor’s mansion event for notable NJ women’s organizations.

We have identified some fantastic opportunities during our recent strategic planning session. These include:

What are some of the biggest opportunities you see for the HBA moving forward?

We have identified some fantastic opportunities during our recent strategic planning session. These include:

What has your experience been like since coming on board as the HBA’s first CEO?

Tremendously impressed! I have never seen such a dedicated and motivated group of members so willing to jump in and do whatever it takes. The HBA’s leaders are senior-level women who hold significant positions in their organizations. When you bring this sort of group together, you’re in for a powerful experience.

Please talk about how much the HBA’s influence has grown in the last few years.

HBA Mourns Passing of Founding Member and Past President"
HBA Bulletin

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HBA Bulletin

September/October 2006

METRO CHAPTER WOMEN IN SCIENCE (WIS) MISSION STATEMENT

Provide women in science with professional support for their full and equal career advancement, through interactive, empowering, educational professional development programs and a platform that facilitates effective networking and collaboration.

VISION STATEMENT

Make women in science—with academic, institutional or corporate roles—feel empowered and supported at all levels in their professional development, so that WIS becomes a powerful voice and a rich resource for women in science within the realm of healthcare.

HBA Metro Chapter Launches Women in Science (WIS) Affinity Group

Charlese Cusberth
Chair, HBA Metro Affinity Program

Approximately 30 women scientists, including MDs, PharmDs, and PhDs, participated in the Metro Chapter’s Women in Science Affinity Group inaugural event on July 25, From Bench to Boardroom: Key Characteristics of Successful Women in Science, and hosted by Johnson & Johnson PR&D, LLC.

The HBA Metro Affinity Groups are members-only educational forums that meet regularly to address the needs of members in small, intimate settings. These groups bring together like-minded Metro Chapter members who seek to learn more about a specific area of interest. Currently, the Metro Chapter has the following Affinity Groups: Career Skills, Entrepreneurship, Marketing, Women in Healthcare Information Technology (WHIT), and Women in Science (WIS).

Mary Christian, Associate Director, Regulatory Affairs, Johnson & Johnson Pharmaceutical Research & Development, introduced keynote speaker and colleague, Joanne Waldstreicher, MD Senior Vice President, Therapeutic Area Head, Internal Medicine Clinical Research and Global Drug Development, Johnson & Johnson Pharmaceutical Research & Development. Dr. Waldstreicher shared the following perspectives on the “intersection between personal and professional life”:

Understand the challenges of balancing personal life and career, then set the right priorities.

Learn how to overcome obstacles to success in corporate environments, especially when scientific and clinical backgrounds may not have prepared us for the dynamics of corporate life.

Because the separation of private and professional lives can often lead to misunderstandings and unintended negative perceptions, authentically sharing ourselves with our colleagues can help our careers.

A personal epiphany, through self-recognition or outside assistance, can sometimes resolve a personal setback.

Given that the definition of success might vary among WIS members, be sure to ask yourself what success means to you, and what skill sets and experiences you need to become successful.

Making the transition to a managerial role is complex. Seek help and don’t be afraid to role play with a trusted colleague or friend.

Identify a mentor for yourself and build a strong relationship with that individual. “The guest speaker was real and motivating,” said Tara Semanchik, Clinical Trial Manager, sanofi-aventis. Attendee and new member Tiziana Fox, PharmD, Senior Director, Medical Information & Communications, McNeil Pediatrics Division of McNeil-PPC, Inc., said “networking with scientists in a comfortable environment” was one of the things she liked best.

Katherine Meade, Director Global Medical Affairs Excellence, Schering-Plough Corporation, appreciated the “networking exercises, interaction, and sharing (of) best practices.”

Other feedback from attendees suggests that going forward, the group will explore ideas for how WIS members can branch into non-scientific fields and receive the visibility in their organizations that their marketing and sales colleagues already have.

Special thanks also go to the following HBA members for their roles in the program:

Lisa Murrel and Aafia Chaudhry, Co-Chairs of the Women in Science (WIS) Group

Special guest, Elizabeth Mutisya, MD, Vice President, Medical Affairs, Cephalon, Inc. and HBA First Vice President.

WIS Advisory Committee members Joanne Huang and Kerry Hawkins.
Chicago Chapter Members Energized at Special Networking Events

Kathy Benn  
HBA Chicago Chapter Treasurer

Chicago Chapter members were treated to a special event on June 8, when it hosted international speaker Julia Hubbel, a recognized expert on networking and relationship skills. Hubbel had attendees walking away from their desserts to meet each other and make new friends as part of her highly energetic and interactive program.

“Networking is never about you,” said Hubbel, who provides training for Fortune 500 companies. “It’s about the gift you give to others to feel powerful in your presence.” This represents a wholly different approach to connecting, and makes a big difference for those who may feel awkward when meeting or dealing with others, she said. “Networking is every conversation you have, not just when you go out socially to meet new people.”

Hubbel’s training is designed to help employees communicate within and across departmental lines, improve sales and enhance customer service and other essential relationships.

Among the key topics Hubbel covered were differences in how white males connect, compared with women and people of color. “White males tend to cut to the chase, are very transactional and businesslike, and build the relationship over time,” she explained. By contrast, “women and people of color tend to develop the relationship first, create the connection, and build towards the business later. Add the element of stress, and these differences are exacerbated,” said Hubbel, whose examples kept the crowd laughing.

As part of the interactive session, attendees interviewed each other using journalist-style questions which allowed them to get to know each other well beyond titles and business cards. The final exercise, Reciprocity Circles, involved a pay-it-forward interaction of groups of four women brainstorming each other’s challenges and ideas.

The Chicago Chapter also hosted a special members-only networking and hors d’oeuvres event on May 17, 2006. Bay Area Chapter Honors Local Rising Stars, 2006 WOTY

SAN FRANCISCO, CA—San Francisco Bay Area Chapter members and colleagues gathered for a networking event June 15 to honor local HBA Rising Star Award recipients. The Meet & Greet Networking Event was hosted by the corporate diversity department at Genentech.

Chapter members honored for their outstanding accomplishments and making a difference in the healthcare industry were Sharon Rundberg, EVP, Director of IR, Dorland Global Corporation; Angela Heisten, Director, Market Planning, Genentech, Inc.; and Janet Foulkes, VP, Bench International.

The event also paid tribute to 2006 HBA Woman of the Year (WOTY) Sue Desmond-Hellmann, MD, PhD, President of Product Development at Genentech. Dr. Desmond-Hellman is credited with possessing extraordinary leadership, unwavering compassion and with helping to lead Genentech toward the development of new therapeutics for cancer and other serious diseases, which have the potential to change the practice of medicine.

The San Francisco Chapter made a donation on behalf of Dr. Desmond-Hellmann to the Academic Alliance Foundation, an organization dedicated to fighting the AIDS epidemic in Africa.
RTP Members Hear Tips for Defining and Achieving Success

Jennifer S. Corser
GlaxoSmithKline

Success Stories, a rich and robust panel discussion by three prominent health industry pioneers, captivated about 75 HBA Research Triangle Park (RTP) Chapter members on June 27. The event was held at GlaxoSmithKline, which sponsored the event along with Joan Roberts Eastman and Scienta.

Panelists included Lu McLeod, the first VP of Glaxo Pharmaceuticals and the current VP of GSK’s Advertising and Promotion Services, Matt Emmens, CEO of Shire Pharmaceuticals and HBA 2006 Mentor of the Year, and Jill Quist, President and founder of Quist Solutions, LLC, a human capital consulting firm. Barbara Cooke moderated the discussion.

The panelists spoke candidly about each of their unique careers paths and shared the following pearls of wisdom for being successful.

- **Take risks.** McLeod recalled how a sports injury in college forced her to cease studying ballet and subsequently pursue a medical degree. In 1975, while working part-time in an oncology practice, she was recruited by Key Pharmaceuticals and became the first female “detail man” in the nation. “I began to find my place,” said McLeod, who finally began to see how a career change from the performing arts to medicine made sense for her. “Sometimes while you are making plans, life happens.”

- **Be innovative.** Emmens actively recruited female sales representatives for Merck in the 1980s at a time when the industry predominantly hired men. Because these recruits consistently gained more customer access and increased sales for his district, “women got me where I was,” said Emmens, who also implemented another sales innovation: using mirrored teams to increased reach and frequency.

- **Use job termination to pursue new opportunities.** That’s what motivated Quist to start her own global consulting business. “If you haven’t gone through that (termination), it’s like riding a horse and not falling off,” said Quist. “Change is critical for growth.”

- **Overcome gender and social biases with performance.** McLeod, a Pennsylvania native, initially faced corporate resistance when she served as president of a Mississippi-based consulting firm at the age of 34. When this firm was eventually sold for seven and one-half times its value, the board acknowledged McLeod’s contributions, in spite of her being a “Yankee” and a woman. “It’s not about the person who is running the show, it’s what you did to turn things around,” she said.

- **Earn both education and work experience.** Work experience tends to carry more weight than simply having an MBA. Quist, however, returned to college in the 1990s to earn a Baccalaureate degree because she grew tired of being rejected by recruiters based on her lack of a degree, in spite of the fact that she already had several years of experience as a corporate executive.

- **Choose work-life balance.** Emmens recalled missing his daughter’s graduation because of a scheduling ultimatum once issued by a manager. Six months later, Emmens was terminated. But his daughter never forgot her father’s absence during her commencement. “You have to make a choice,” he said, adding, “You will be competing with people who will work seven days a week.”

- **Manage employees as individuals.** Approaching employees with empathy can break down walls and lead to more productive communication, Quist said.

- **Build relationships with strong mentors.**

- **Create your own definition of success.** “If you don’t find the time to sit quietly and define what success is, then someone else is defining it for you,” McLeod said. “At the end of your life, you will know your career was a success.”

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HBA Texas Affiliate Secures First Corporate Sponsor

SANANTONIO, TX—The new HBA Affiliate in San Antonio has secured its first corporate sponsor, Texas Kinetic Concepts, Inc. (KCI), a global medical technology company. “KCI is very pleased to be involved in launching the new affiliate because it promises to have lasting impact in the greater San Antonio business community,” said Lynne D. Slay, KCI President of Therapeutic Surfaces.

San Antonio-based KCI designs, manufactures, markets and services proprietary products that can improve clinical outcomes and help reduce patient care costs.

In a separate development, San Antonio Affiliate Advisory Committee member Marian Sokol, PhD, MPH, President of First Candle, a national infant health charity, was honored in May by a Texas businesswomen’s association for her previous work with Any Baby Can, a San Antonio-based advocacy group for children with chronic illnesses and disabilities, that Sokol founded. First Candle is credited for its work in raising awareness of Sudden Infant Death Syndrome (SIDS).

On Oct. 20, First Candle will hold an annual fundraising ball in New York City. For details, please contact Jennie Boden at (410) 653-8226 or jennie.boden@firstcandle.org.
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Personalized Marketing in an Age of Personalized Medicine

Liz Kay
Director, Healthcare Practice, Cramer Productions

“Personalized medicine” is an important emerging trend, in which new methods of molecular analysis are used to better manage a patient’s disease—or even an individual’s predisposition to disease. New diagnostic tools are being developed to help doctors customize drug therapy for patients and, hopefully, lead to better outcomes. As science moves toward realizing the promises of personalized medicine, healthcare marketers should strive to personalize our communications to patients and consumers.

We need to develop messaging that speaks to the individual, not the masses. Advertising and mass communications simply aren’t as effective when speaking to individual patients who may have very specific diseases. This is especially true when we consider that the ever-increasing complexity of our lives is leading to further fragmentation of the market into niche interests, lifestyles, cultures, and geographic verticals.

As healthcare marketers, we must adapt to these changes. The online media is perfect for niche marketing and individualized communications. Search engine marketing, online advertising, email marketing, social networking, webcasts, blogs, podcasts and RSS feeds are just a few of the online tools that can help speak more personally to audiences. These tools also enable us to perform highly-targeted online advertising based on online shopping and surfing habits.

In this environment, we have many opportunities to reach out to consumers and patients to begin personalized two-way conversations. As digital ROI metrics become more sophisticated in exposing inefficiencies in marketing spends (i.e., too much on TV, not enough online, etc.), we are better able to adjust our channels and messages. We have to embrace the evolution of the market, be smart about how we are interacting with consumers, and develop new frameworks for delivering messaging.

As we think about moving towards personalized niche marketing, here are seven helpful rules of thumb:

1) The Golden Rule—respect. Every patient embarks on a unique personal journey when confronted with an illness. Therefore, the more we understand, relate to, and respect the journeys that our patients are on, the more supportive and helpful we can be in helping them confront their diseases.

We can help by speaking clearly and honestly to the patient to offer them a better understanding of the entire process. Working within regulatory guidelines, we can help them over barriers and guide them toward getting the right therapy. In order to be effective, we must allow patients to engage and interact with communications on their terms, in a manner that is respectful and empowering.

2) Know your audience. To speak successfully to our audience, we need to understand who our audience is, where they go for information, how they prefer to receive information, and how they want to engage in dialogues with their doctors, communities, and drug companies. Research is critical in order to be able to deliver the right messaging, at the right place, at the right time.

We also need to understand how patients interact with their caregivers and supporters. To do this right, we need to plan for usability testing, and set aside time for retooling communications programs.

3) Audience segmentation is key. For example, one might wrongly assume that all women having trouble getting pregnant are going through similar emotions. In fact, there is a huge emotional chasm between a woman who is trying to conceive without medical help and a woman who is seeing a reproductive endocrinologist about her infertility. If we want to communicate to each one personally, it helps enormously to know precisely where she is on her respective fertility journey.

The goal of our communications is to continually move the individual further along her or his personal journey; and incrementally build trust and patient confidence.

4) Align patient and professional messaging. Nothing undermines the patient journey more than having the physician and patient operating from a “different page.” Communications with professionals need to be timed so providers are already educated about a product’s benefits before the patient approaches them about that product.

As in the DTC/DTP arena, there are now many mechanisms available that can keep the conversation going with a doctor before, during, and after prescribing patterns are influenced. It is important to monitor and measure the flow of communications all the way along the path.

5) Add value. Don’t communicate unless there is a clear and compelling reason that provides value to the audience. Otherwise, we run the risk of losing credibility and—worse—losing their attention.

6) Measure, analyze, redirect and improve. There are many online analytical tools to help evaluate performance. Customized dashboards allow us to view critical measurement points across an entire brand or marketing campaign. By carefully tracking and analyzing data, retooling, redirecting, and making incremental improvements, we can continually refine our messaging and speak more personally to individuals.

7) Be ready to take the journey. Personalized medicine doesn’t end at acquisition—so neither should our communications. If we are asking a patient to begin a journey to better health, we need to be a respectful partner at every step of the way. Our commitment should be to sustain an ongoing, engaging, and supportive dialog. In other words, we have to be willing to join the journey, too.
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HBA Calendar of Events

**Wednesday, October 4, 2006**

**Metro Chapter**
Career Skills Affinity Group
“Harnessing the Power from Within: How to Create Greater Happiness, Balance and Success in your Career”
6:00 PM-8:30 PM
FCB Healthcare, New York, NY

**Friday, October 6, 2006**

**Europe Affiliate Event**
“Define Your Career, Map Your Potential”
10:00 AM-4:00 PM
Milan, Italy

**Tuesday, October 10, 2006**

**Metro Chapter**
Women in Science
5:30 PM-8:30 PM
Medical Knowledge Group, LLC
New York, NY

**Thursday, October 12, 2006**

**Chicago Chapter**
“2nd Annual October Breast Cancer Benefit”
8:30 AM-10:30 AM
Zodiac Restaurant at Neiman Marcus
Northbrook, IL

**Monday, October 16, 2006**

**Greater Philadelphia**
Evening Event
“From Molecules to Management: Lessons from the Top”
5:30 PM-8:30 PM
St. Joseph’s University
Philadelphia, PA

**Tuesday, October 24, 2006**

**Metro Chapter**
“Negotiating Women: Learn How to Win What You Want”
5:30 PM-8:15 PM
Sanofi Aventis
Bridgewater, NJ

**November 2-3, 2006**

**National HBA Leadership Conference**
Master the New Standard
Marriott Long Wharf, Boston, MA

**Thursday, November 9, 2006**

**Indiana Chapter Event**
“Women Entrepreneurs in Healthcare Panel”
7:30 AM-9:30 AM

**Thursday, November 30, 2006**

**Metro Chapter—Connections**
5:30 PM-8:30 PM
Newark, NJ

**WATERTOWN, MA—High Performance Relationship Investing: Transforming Your Social Capital,** was the theme of an interactive skill building event held July 20 by the HBA Boston Chapter and the HBA’s Women in Science Initiative and sponsored by PharMetrics, Inc., a unit of IMS Health based in Watertown, MA. Approximately 100 people attended the workshop, which was book-ended by informal networking receptions.

Keynote presenter and workshop leader Gordon Curtis, Founder of Curtis Consulting, invited the audience to re-frame the perception of networking and to develop new skills and strategies to nurture fruitful professional relationships.

Building useful professional relationships should be approached as an equation involving the chemistry between people that can be predictable, like a chemical reaction, according to Curtis. By thinking strategically about who to talk to and how to approach those individuals, one can develop the right relationships with the right people to achieve the needed results, he said.

Curtis has developed what he calls the KIAL-OMA equation for evaluating a relationship for successful high performance investing: Knowledgeable + Inclined + Available + Like-minded + Obligated + Motivated + Able. Curtis shared tips for applying this equation to actual relationship settings:

- **Motivated and Able** are the two most significant factors for success.
- To ensure that the other person is **Motivated to help**, make sure Progressive Reciprocity is in place.
- Progressive Reciprocity means there must be an equal exchange between the two people involved so that it is clear from the outset how each person can help the other.
- To ensure the other person is **Able to help**, the person asking for help must clearly articulate her needs by asking broader macro questions rather than detailed micro questions.

Gordon concluded his presentation by showing a KIAL-OMA worksheet that helps to profile the people who would be the best investments for high performance relationships.

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**HBA Mourns Passing of Founding Member and Past President Sheila Sinkking**

It is with great sadness that the HBA announces the passing of Founding Member and Past President (1982-1983) Sheila Sinkking. Sheila passed away on September 17 after a struggle with ovarian cancer. Sheila worked in the pharmaceutical industry for 30 years, and most recently served as Senior Vice-President, Director of Sales, with Veritas Communications, White Plains, NY.

Sheila is survived by her husband, Marshall Simon. Contributions in her memory can be sent to her home address:

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Laurie Cooke from page 1

- Attracting a broader and more varied audience for our membership base. This will require the HBA to develop new strategies to reach these new audiences, and develop new product offerings to attract and retain these new members.
- Offering members more substantial professional development opportunities, such as an extended leadership course of study that builds upon different learning styles.
- Implementing a more structured volunteer leadership development program. This would help the HBA more clearly identify opportunities for potential volunteers. It would also help volunteers develop professionally by providing better training and support to ensure the volunteer’s success in her role, and help her develop new leadership capabilities so she can take on increasingly substantial roles within the organization.
- Raising the visibility of the HBA’s corporate member organizations by increasing the level of public exposure to demonstrate that they are clearly aligned to the HBA mission and an employer committed to supporting their employees’ career development.
- Creating a structured process to more easily develop and maintain relationships with other like-minded associations or organizations to increase the HBA’s visibility while also enabling us to offer enhanced offerings to our members.

How will the HBA move forward in order to capitalize on these opportunities?

The HBA strategic plan provides a road map for a five-year timeframe (see related article on page 1). The committees will develop their annual tactics to align directly with the defined strategic initiatives. Using this strategic plan as a guide, we’ll be able to achieve outcomes that are of the highest quality, deliver what our customers want, and actively progress the organization’s mission. We need to be cognizant of the fact that developing and implementing on the strategic plan utilizes member dollars. Therefore, we need to be as efficient and as effective as possible by using good project management techniques to optimize the management of our resources.

What, in your view, are some of the biggest challenges the HBA is currently facing?

The ability to ensure that we continue to meet and exceed our members’ needs, especially if the membership mix changes as we reach out to more sectors in healthcare. Another is having the infrastructure in place to support the operational activities of the membership on a global basis, while still allowing us to be nimble and efficient and optimize technology wherever possible. A third challenge is developing the cultural awareness of regional differences necessary to continue to meet the needs of our expanding chapter network. We need to increase ease of use for our members, such as being able to accept euros as a payment option.

How, in your view, will the HBA meet some of its challenges moving forward?

By providing greater levels of support for our chapters and affiliates as these are the people who are the face of the HBA to our members. One way to help is to provide the necessary staff coverage to facilitate the chapters’ new leaders to progress more quickly through the learning curve at the start of the year. We want to develop and implement a resource plan to support such operations. We also want to develop new products so we can expand the offerings to our members. The goal is to ensure that we continue to provide high quality customer service while expeditiously bringing new offerings to our members.

Given the organization’s rapid growth, what are some of the specific challenges inherent in that, and how do you envision addressing these?

Growth is a wonderful situation for the HBA to find itself, especially when one considers that many associations are currently experiencing membership declines. That said, in a rapidly growing organization, several factors need to be carefully considered:

- Are current members being served adequately?
- What activities is the organization engaging in to manage growth?
- Is the board representative of the evolving membership population?
- Are product offerings providing value to current members, while also serving to attract and retain new members, especially those from different market segments?
- Is the organization’s strategy aligned to support a growth environment? The HBA is engaging in several critical initiatives to try to manage this growth in a positive way. These include:
  - Developing a focused, strategic plan to facilitate the organization’s objective to work in a united approach, embracing a compelling new vision.
  - Adding to the global board nominating slate experienced HBA Chapter Presidents who understand first-hand the realities of chapter operations.
  - Ensuring staff are on board for consistency while making progress towards future offerings.

What is the HBA doing to address the issue of repairing pharma’s tarnished image?

A great tip sheet has been developed that will be made available to members on the HBA website in the coming weeks. It will provide key talking points that members can use when they are challenged with negative accusations or asked difficult questions and will enable them to respond in a fact-based approach.

What else will the HBA need to do in order to have an even more influential voice in the industry than it has now?

The HBA needs to increase its brand recognition through creating high visibility opportunities to promote the HBA and its impact on the industry. We need to clearly communicate to the public that the HBA has a powerful membership base, a compelling vision and mission, and is rapidly growing and expanding geographically. In short, we need to create an environment and messaging that promotes the HBA as the leader in our field—so that individuals and organizations will not want to be left out!
As one of the largest Jesuit schools in the country, Saint Joseph’s University and its Executive Pharmaceutical Marketing MBA Program challenge you to make an impact this year.

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Spirit | Intellect | Purpose
5-YEAR PLAN from page 1
and committee chairs across the United States and in Europe.”

How the five-year plan developed
Under the stewardship of an outside consultant who specializes in development of strategic plans for non-profit organizations, the Board spent time at a July retreat identifying HBA’s strengths and weaknesses, performing a detailed SWOT (strengths, weaknesses, opportunities, threats) analysis familiar to all product managers. Viewing HBA from this perspective made it easier to draw up a list of the most critical issues to focus on in the near and long-term. For strategic planning purposes, the Board also performed intensive research on the landscape of similar-size organizations, relying on multiple data sources, member and Chapter surveys, and interviews.

From its analysis, the Board classified a number of high priority items under seven broad categories:

- Membership
- Infrastructure
- Leadership/organizational structure
- Volunteer management
- Revenue generation
- Chapters and affiliates
- Brand positioning and value proposition

Finally, the Strategic Planning Task Force developed a five-year strategic plan, comprised of objectives and specific tactical initiatives to be undertaken over the next three years, as well as a 10-year “vision” statement of where HBA sees itself a decade from now. This group, which has already met several times, is headed by Catherine Sohn, PharmD, Director of the HBA Advisory Board and Strategic Planning, as well as Board members Donna Ramer, Debra Newton, Arlene Kirsch, Barbara Pritchard, Cathy Kerzner, and HBA CEO Cooke.

“The five-year strategic plan we’re developing will give us a common set of goals and priorities,” explained Task Force leader Sohn, Senior Vice President, WWBD & Strategic Alliances GlaxoSmithKline and the HBA’s 2003 Woman of the Year. “It represents a stabilizing force that will help us manage change and growth over the next five years while continuing to serve the ongoing needs of our members right now.”

At the heart of the strategic plan are four major strategic imperatives that the Board intends to focus on first:

- Establishing a global infrastructure and rules of corporate governance
- Strengthening and supporting Chapters and Affiliates
- Increasing revenue to support HBA’s mission and programs
- Elevating the HBA “brand” from “well-kept secret” to the premier industry voice and influence in advancing women in healthcare.

All strategy is ultimately local
How can HBA members expect to benefit from the Board’s work this summer? Director of New Initiatives Linda DaSilva put it this way: “We want our membership—both individuals and corporate—to understand we are carefully reading their annual surveys and listening to what they want from the HBA. At the end of the day, strategic plans mean nothing if they don’t accomplish the ultimate goal of the HBA, which is to deliver value to our members. After all, what is an organization like ours without the energy, enthusiasm, creativity, and cumulative industry knowledge base of its members?”

Examples of specific initiatives agreed on by the Board include:

- Helping corporate members gain a better understanding of how the HBA benefits them by helping to raise their visibility and be seen as employers of choice on a global stage—e.g., partnering with HBA demonstrates their commitment to employees who benefit from our programs and get opportunities to develop and apply new knowledge and leadership skills.
- Developing ways to ensure the HBA’s educational and professional development programs remain relevant and fully accessible to all members.
- Expanding HBA membership to encompass diverse healthcare audiences (e.g. medical and diagnostic device companies, hospitals and health plans, medical professionals, and government/nonprofit sectors) to provide all members with more opportunities to tap into the expertise and problem-solving skills of professional women working outside “big pharma.”
- Marketing the HBA “brand” and benefits to all target audiences to ensure the organization’s voice gets heard and its members have a say in industry discussions.
- Increasing organizational efficiencies to maximize revenue and expand the level of support available to all Chapters and Affiliates.

Taking a first-class organization to the next level
Over the coming months, HBA members will be hearing more about the Board’s five-year plan, specifically what it means to them personally and professionally. The impact of the plan is perhaps best summed up by current HBA President Debra Newton. “Our number one concern is to make sure we satisfy the needs of our members, both individual and corporate,” Newton said. “For the first time in its history, HBA has taken the time to formulate a concrete strategy to help us use our resources more wisely and effectively in both the long and near term.”

Newton added: “Because the Board realizes our most precious asset is our membership, we have to deliver more value to our ‘customers’ on a personal and professional level, while raising HBA’s voice and impact within the healthcare industry at large. At the end of the day, increasing our own visibility will help our members even more as they pursue their careers, continue refining their skills, and enhance their professional value to their employers through our services and support.”

Space is still available for the
4th Annual
HBA LEADERSHIP CONFERENCE:
Master the New Standard
November 2–3, 2006
Marriott Longwharf in Boston, MA
To register, visit the HBA website at:
http://www.hbanet.org/
The beginning of the fall typically means an end to the casual, relaxed pace of the summer. OK, I must be kidding, right? After all, in our industry, we don’t ever seem to slow down to a casual pace. Still, as some of us say “goodbye” to three months of extended weekends (when we rushed to get our work done early so we could take advantage of “summer Friday hours” offered by many companies), it may feel as though the pace only gets kicked up a notch again as the season starts to change.

As HBA members, many of us may use this autumnal transition period to look for new ways to build more of Steven Covey’s “sharpening the saw” activities into our personal, expanded “To Do” lists. Our thinking may go like this: “If I’m picking up the pace, then I want to be darn sure that my employer’s productivity numbers are not the only beneficiary of my increased energy. I also want to build some skills and enhance my earning power, and perhaps even improve my potential for advancement.”

Often, the next thought is: “I think I’ll (finally) do something about getting a mentor this fall.”

We’ve all heard the medical school aphorism: “See one, do one, teach one,” which refers to the best way for students to hone their diagnostic or surgical skills. “Have a mentor; be a mentor,” is the HBA equivalent that you will often hear. Your membership experience in the HBA will be richest if you do both.

One of the common threads I see among the most successful women in healthcare and beyond is that they can all name people who either were mentored or how we have mentored others. Many of us may find that although we have not had an “official” mentoring relationship, all of us had people who impacted our lives and careers in positive ways.

I stand and applaud if you are able to put “Do something related to mentoring” on your autumn “To Do” list, keep it there as a permanent item, and find a reason to check it regularly. To find out more about the numerous programs the HBA offers related to mentoring, view our calendar of events at www.hbanet.org.