Johnson & Johnson Comes Up ACEs

HBA salutes Johnson & Johnson for the company’s accomplishments in the advancement of women and the depth, breadth, and reach of its global grassroots programs.

For its industry leading Women’s Leadership Initiative (WLI), Johnson & Johnson has been named the first ACE (Advancement, Commitment, Engagement) Award recipient by the HBA.

Since its launch in 1995 by JoAnn Heffernan Heisen, who is currently Vice President and Chief Global Diversity Officer, and a steering committee of women executives, Johnson & Johnson’s WLI program has supported leadership development initiatives via strategies and actions that focus on increasing the number of women within the organization, and on developing leadership competencies so women leaders will be represented at all levels within the Johnson & Johnson family of companies. At the heart of the company’s commitment are strategies to maximize the global power of diversity and inclusion to drive superior business results and sustainable competitive advantage.

According to Christine Poon, Vice Chairman of the Board of Directors of Johnson & Johnson, 2004 HBA Woman of the Year, and WLI executive sponsor, the development of global leaders is key to the future of our business, and the Women’s Leadership Initiative has played an important role. “We are honored to be recognized for our long-standing commitment to the advancement of women at all levels of our company by the HBA, the premier professional organization for women in the healthcare industry,” Poon said.

More Than a Decade in the Making

In the 12 years since the advent of the WLI, Johnson & Johnson has tracked significant increases in the numbers and percentages of women on the Executive Board of Directors of Johnson & Johnson, 2004 HBA Woman of the Year, and WLI executive sponsor, the development of global leaders is key to the future of our business, and the Women’s Leadership Initiative has played an important role. “The development of global leaders is key to the future of our business, and the Women's Leadership Initiative has played an important role,” said Christine Poon, Vice Chairman of the Board of Directors of Johnson & Johnson, and WLI executive sponsor, and 2004 HBA Woman of the Year.

Web 2.0 is the latest buzz phrase making the rounds across the healthcare industry. Wikipedia defines Web 2.0 as a perceived second-generation of Web-based communities and hosted services—such as social-networking sites—that aim to facilitate collaboration and sharing between users. According to many experts in the field, rather than an update to technology, Web 2.0 more precisely refers to a change in the way the Internet is used.

The HBA is tracking along with this trend and, while not yet ready to launch its social networking capabilities, the new website’s advanced technology allows for user-generated content and engagement based on membership.

Multi-Dimensional, Multi-Faceted

If you haven’t had a chance to log onto the new HBA website you are missing a dynamic, well-organized, and informative resource that was designed specifically to meet the needs of HBA members, and even those who haven’t yet joined the growing worldwide membership of nearly 4,000.

According to Wendy S. White, Founder and President of Siren Interactive, a volunteer who managed the update of the website, www.hbanet.org was redesigned to be user-centric, easy to navigate, and signal the organization’s move away from an associated group of chapters and affiliates to a one-HBA model. White, along with Donna Ramer, Ilyssa Levins, and Liz Kay, in addition to the timeless effort of Mary Margaret Armstrong and Laurie Cooke, put the resources of her company, as well as the HBA, and Cramer, who was selected after an exhaustive RFP process, behind the initiative.

The E-HBA continues on page 10
What a Year!

THE CEO’S CORNER  Laurie Cooke

Under Cathy Kerzner’s leadership and continual encouragement to develop our leadership agenda, the HBA has accomplished so much in 2007. Our achievements include the delivery of more than 100 professional development and networking events across the United States and Europe, the initiation of two early-stage prospective chapters, the launch of a global Women In Science Committee, a partnership with INSEAD to deliver a highly rated Healthcare2020 conference, as well as a plethora of traditional HBA activities, such as a record turnout at the Woman of the Year luncheon and unprecedented attendance at the Leadership Conference.

The HBA with its impassioned, committed, and highly knowledgeable volunteers also realized the successful completion of three major new projects:

• The E.D.G.E. (Empowerment, Growth, Diversity, Excellence) in Leadership Study that now provides the industry with long-needed benchmarks on women’s progress to advance to the senior leadership ranks and compiles a roadmap of best practices that will aid companies in their efforts to make improvements and the new website dedicated to the E.D.G.E. study: www.hbaedge.org.

• The ACE (Advancement, Commitment, Engagement) Award, the HBA’s first award to honor corporate initiatives that advance and enhance the careers of women, specifically looking for effective initiatives that demonstrate an innovative approach with proven results.

• The new HBA website, which introduces the ability to mine the rich resources housed within the organization to better meet the member’s needs and incorporates the ability for volunteers to work collaboratively in a virtual space using dedicated team pages where documents can be shared and stored.

Not only are these new initiatives a testament to the organization’s success and the commitment of its volunteers, they will have a direct impact on supporting the HBA’s vision to be the premier worldwide catalyst for professional development and leadership of women in healthcare.

We should all feel great pride in these successes. I am feeling especially positive about these accomplishments because of a book I just read, The Decision To Join by James Dalton and Monica Dignam. The book details a study that was recently completed by the American Society of Association Executives (ASAE) and The Center for Association Leadership on how individuals determine value and why they choose to belong to an association. The results were quite amazing. With more than 16,000 responses, the study found that the decision to join and remain with an association goes beyond the member’s assessment of the value he or she receives, i.e., return on investment. The decision incorporates a more externally oriented assessment of the value that is generated for the member’s association community, i.e., common good. Interestingly, when people are just starting out in their careers, their focus is primarily on their own career development, therefore the decision to join an association is less focused on the importance on the bigger picture contribution they are making. As these members mature in their careers, nearly all broaden their perspective. Their decision to join is more heavily influenced by the association’s mission and the ability to impact the cause at hand.

To me, the importance of these findings is that in addition to the personal value the HBA brings to a member with the education, recognition, networking, mentoring, and research offerings, we also provide members with the satisfaction of belonging to an association that is making significant progress toward contributing to the common
The CEO’s Corner continued from page 2

HBA’s Expansion Continues

HBA Board Unanimously Approves Europe Affiliate as New Chapter and Ratifies New St. Louis Affiliate

Donna K. Ramer
President, StrategCations, Inc.

The HBA Board of Directors voted unanimously to move its Europe Affiliate to full chapter status and approve a new affiliate member in the U.S. at the November board of directors meeting, bringing the total number of chapters (10) and affiliates (three) to 13.

HBA Europe Becomes Chapter

In just two years, the HBA Europe Affiliate met all milestone criteria to reach chapter status and has in place a highly innovative plan to extend benefits and provide substantive programs as it raises awareness of women’s potential in healthcare and extends the mission and objectives of the HBA to thousands of women across Europe. As an affiliate (the chapter was granted affiliate status in September 2005), a number of major events were completed and a gold standard in association relations was established by partnering and executing an HBA event with INSEAD, giving the association global exposure with a significantly influential audience base that includes key targets for membership growth.

“This is significant recognition for the work delivered by the European team from the beginning,” said Florence Manger, Xolair Global Brand Manager, Novartis AG. “Importantly, this is a key milestone for the HBA, because a chapter in Europe brings the first truly global dimension to the association in its 30-year history.”

The chapter has been well coached by Daria Blackwell, Managing Partner, Sudler & Hennessy, a former HBA president who has mentored the HBA Europe Chapter from its inception. “Using the knowledge acquired through the recent E.D.G.E. Leadership Study, we aim to work closely with key organizations and our members to close gaps in career opportunities for European professionals,” Manger added. “The HBA Europe Chapter is committed to an open forum where women in the industry network, plan their career development, and learn from the best of the best.”

St. Louis Moves from Pre-affiliate to Affiliate Status

The HBA Board of Directors also voted unanimously to award affiliate status to St. Louis, under the leadership of Pre-Affiliate Chair, Beth Hackett, Project Director for inVentiv Health. This new affiliate will help the HBA meet one of its key strategic imperatives: to diversify and include more members across different sectors of the healthcare industry. A St. Louis launch event early in 2008 will be announced. According to Ceci Zak, VP Allergy Business Unit, sanofi-aventis, and HBA First Vice President with responsibility as chapter/affiliate liaison, the HBA’s continuing expansion allows the organization to provide services and programs to members living and working in both urban and non-urban environments, globally.

“Equally important, however, is that all HBA members can easily take advantage of the programs, attend events, and network when they find themselves in any of the 13 regions that now have chapters or affiliates,” Zak added.

For information about HBA events and programs, visit www.hbanet.org. HBA

2008 HBA EUROPE CHAPTER LEADERS

President: Florence Manger, Global Brand Manager, Novartis Pharma AG
President Elect: Barbara Gerber, Senior Vice President, Business Unit Director in Europe, Grey Healthcare Group
Vice President: Friederike Sommer, Trainer & Consultant Secretary: Navjot Rai, Global PR Manager, Cardiovascular & Metabolism, Novartis Pharma AG
Treasurer: Sonia Torre, Account Manager, Publicis Werbeagentur AG
Director at Large, Communications & Advocacy Relations: Helen Clarkson, Director of Client Services, Sudler & Hennessy International
Director at Large, Marketing & Communications: Silvia Pellegrini, Europe, Account Director, Sentrix Global Health Communications
Director at Large, Membership: Elisabeth Duernsteiner, Senior International Product Manager, Spiriva, Boehringer-Ingelheim, GmbH
Director at Large, Programs: Julie Ellis, Global Advertising and Media Agency Manager, Novartis Pharma AG
Director at Large, Programs (Mentoring): Amelie Sozzi, Boomerang
Director at Large, Programs (WIS): Isabelle Buckle, Global Accounts Director, Applied Biosystems,
Director at Large, Programs (WIS): Catherine Cornu-Artis, PhD, Global Brand Medical Director, Novartis AG Switzerland
Director at Large, Sponsorship: Diana Barkley, President, Phocus Medical Communications

2008 HBA ST. LOUIS AFFILIATE LEADERS

President: Beth Hackett
Secretary: JoAnne Levy, VP Logistics, Coviden
Treasurer: Penny Bemus, VP Business Development, Centric Health
Director at Large, Marketing & Publicity: Cindy Haines, MD, President, Haines Medical Communications
Director at Large, Membership: Anna Doyle, Partner, Rubin Brown LLP
Director at Large, Programs: Kim Manoogian, VP Business Development, The Business Bank
Director at Large, Volunteers: Christine Polivka, Area Immunization Manager, GSK
Diversity Communications

Building the Business Case for Culturally Competent Communications in Healthcare

Daria Blackwell
Managing Partner, Sudler & Hennessey

People of color are the emerging majority in the United States. By 2050, the population of non-Hispanic whites is expected to become the minority, dropping to less than half the total. Hispanic and Asian populations will triple; the black population is to increase by 71%. Furthermore, cultural diversity is increasingly playing a role in medical practice in other parts of the world, so it is no longer a U.S.-based issue. Clearly, the question is not whether you should consider these important population segments as part of your marketing strategy but rather how many patients are you leaving behind if you do not.

One of the first questions often asked by management is how much a recommended multicultural communications effort will contribute to the upside potential of a brand. Fortunately, that question is no longer difficult to address. There are several critical factors that need to be taken into account when analyzing the market potential and the need to communicate in-culture to specific groups of patients who are affected by specific disease states.

Before we dive in, it’s important to define what we mean by multicultural or, more accurately, intercultural communications. Intercultural communications occur between individuals who are different from one another in their respective points of view—by nature of their race, ethnicity, cultural roots, religion, gender, age, socioeconomic status, and so on. It is not just about language or color. It is about having the competence to understand and appreciate a point of view different from your own.

The Business Case

There are three key factors that contribute to differences among populations when it comes to disease and therapeutics:

1. Different races and ethnicities have unique genetic makeups and diets, which may predispose them to increased disease risk and prevalence, as well as distinctions in treatment response.
2. Different races and ethnicities have cultural preferences/philosophies/languages, which create communication barriers.
3. Different races and ethnicities are subject to healthcare disparities in the United States.

A great place to start is to identify groups of patients who are more affected by a disease state and therefore constitute a large enough segment with specific needs. Then craft communications for this subpopulation that will be most effective in helping them understand their disease and its treatment. We should also raise awareness of the need to include these populations in clinical trials. In this way, the business case and the medical case become one and the same.

The Cultural Factors

A common practice in our industry has been to just replace pictures or translate words into the languages of people who represent a sizeable proportion of an audience affected by a certain disease. But communications are about more than language. Messages should be about the social and religious beliefs, customs, and mores that affect patient behavior relative to modern medical practice. They are about spirituality, doctrines, and herbal remedies. Communications need to be about food, family, faith, and fatalism. We need to consider who has control over destiny—internal (I/we can!) versus external (Allah/God wills it!). It’s not just about speaking the language... it’s about understanding and being understood. It’s about providing in-culture communications that have direct relevance to the belief systems of the people with whom you are trying to reach.

Clearly, language is a primary barrier. If an Hispanic patient does not speak English, then having Spanish-language instructions is critical. Yet, many Latinos have a preference for English. Similarly, Asian immigrants are quick to learn English in general, but keep their cultural belief systems intact longer than other immigrant populations. For this group, you may not need to present materials in 10 languages, but you may need to include considerations for herbal remedies as a first line of disease management.

Diversity Communications continues on page 6
DISCOVERS

running a hospital saves lives too
the balance between cost and care
disease is global, so cures should be too
technology must be affordable to be effective
the easy answer may not be the right one

The Duke Executive MBA with a Health Sector Management certificate prepares professionals for success in the rapidly changing business of health care. Through an innovative curriculum that draws upon the extensive resources of Duke Medicine, The Fuqua School of Business provides the skill set that today’s leaders need to manage health care delivery in an environment of rising costs and evolving technology.

DukeMBA-HSM.com
Volunteering Keys for Success

As an organization, the HBA not only thrives on its volunteers, but it wouldn’t be able to exist without them. On a personal level, I have found volunteering an excellent way to build relationships, take on new challenges, and grow within the organization.

Here are some considerations that will make your volunteer experience most fulfilling.

IN THE KNOW

- Know Yourself
- Know Your Talents
- Know Your Strengths
- Know Your Limitations
- Know Your Chapter or Affiliate
- Know the Ground Rules

Know Yourself

Recognizing your true self will help you determine what type of volunteer you will be. For example, when you and your friends are looking to get together for dinner, do you:

A. Create a spreadsheet with everyone’s schedules—highlighting compatible times and restaurant options sorted by distance, prices, and types of cuisine. Set a deadline for choosing day and restaurant and two days beforehand send a reminder email.
B. Ask somebody to tell you when and where and offer to bring the wine.
C. If you are leading a team, have a Plan B and always have more volunteers on your team than you need.

People who answer “B” are a great help during the event or like to be given a specific task with clear goals and a deadline.

Know Your Talents

Are you artistic? A great writer? A wiz with computers? Volunteering should be fun, be sure you’re doing something you enjoy. If you see it as a chore, you’re less likely to raise your hand again.

Know Your Strengths

Do you find that talking to strangers comes naturally to you or do you need to be prompted to approach a stranger and start a conversation? Do you pride yourself on being detailed? Let committee members know so they can use these skills (or avoid asking you to do something you dread). If you want to develop a strength, ask to be put on a team that will help you develop a certain skill. Also, be sure to ask for a mentor so you don’t get overwhelmed.

Know Your Limitations

Let’s face it: as volunteers, we are innately “yes” people. But it’s important to make sure you don’t get burned out. Set time limitations for your efforts. It helps if you ask how much time would be required before saying yes.

Know Your Chapter or Affiliate

Not only should you know who the Board of Directors are, but get to know other volunteers and committee chairs.

Know the Ground Rules

A. Be courteous to other volunteers you are working with. If you can’t make a teleconference, let somebody know and send any notes you have to update the team on your responsibilities and action items.
B. Try to give as much notice as you can if you are unable to meet your responsibilities.
C. If you are leading a team, have a Plan B and always have more volunteers on your team than you need.

Finally, be sure to follow the HBA guidelines for networking. If you’re volunteering only to further your business or career and don’t have the best interests of the organization in mind, pretty much nothing good can come of it. In fact, you will more than likely turn people off. Even worse, you may deter others from volunteering.

Enhance the Patient-Physician Interaction

By applying patient-level insights, we can help physicians appreciate diverse patient needs, physiologies, and culturally rooted behaviors, and we can help patients and family caregivers understand the condition and options for care. One of the simplest ways to do this is to create diverse patient profiles for healthcare practitioners. Complementary patient counseling resources will help physicians and other healthcare providers communicate effectively based on their new insights.

Case Closed

So what is the bottom line for constructing a business case? We are in the business of improving lives through the prevention or management of disease. If a large enough segment of a market has disproportionate disease prevalence because of ethnic, racial, or cultural differences, then there is a business case for creating programs that will connect most readily with that segment.

Diversity Communications continued from page 4

By applying patient-level insights, we can help physicians appreciate diverse patient needs, physiologies, and culturally rooted behaviors, and we can help patients and family caregivers understand the condition and options for care. One of the simplest ways to do this is to create diverse patient profiles for healthcare practitioners. Complementary patient counseling resources will help physicians and other healthcare providers communicate effectively based on their new insights.
Cardiac Surgery delivers cutting-edge products that utilize the latest in medical technology. As we continue to revolutionize the field of medical technology, we seek dedicated marketing professionals who possess the creative mind needed to thrive in an innovative company. We welcome you to join an organization that is driven by the creativity and talent of its personnel.

Some of our open positions include:

- **Vice President of Marketing**
  
  Oversees the marketing function in a division/group or a part of the marketing function at the corporate level (e.g., a particular product line or channel). Includes assessment of potential markets, coordination of technical product development, development of pricing strategies, and definition of promotional activities. Continually evaluates the timely adjustment of marketing strategy and plans to meet changing market and competitive conditions.

- **Senior Marketing Manager**
  
  Responsible for the development of specific marketing plans and activities for specific products or product lines to establish, enhance or distinguish product placement within the competitive arena. Develops business plans and product positioning in the marketplace. Oversees market research, monitors competitive activity, and identifies customer needs. Establishes pricing strategies. Interfaces with engineering, manufacturing, and sales to develop new products or enhance existing products or product lines.

- **Marketing Communications Manager**
  
  Responsible for planning, developing, and coordinating all marketing communications programs to promote the sale of company products and further the company's sales objectives. Consults with other areas of management or business units, sales departments, and advertising agencies to leverage web marketing, tradeshow activity, and direct marketing. Manages the preparation of sales aids, controls all advertising and public relations projects, and recommends the media best suited to sell specific products or services. Interfaces with vendors to produce promotional.

- **Senior Product Manager**
  
  Responsible for the development of specific marketing plans and activities for specific products or product lines to establish, enhance or distinguish product placement within the competitive arena. Develops business plans and product positioning in the marketplace. Oversees market research, monitors competitive activity, and identifies customer needs. Establishes pricing strategies. Interfaces with engineering, manufacturing, and sales to develop new products or enhance existing products or product line.

Interested candidates, please send resume as an MS Word attachment to:

**ggoyal@guidant.com**
Managed Markets: Lessons Learned from Medicare Part D

FOCUS ON...
MANAGING MANAGED MARKETS

Many in the healthcare industry consider managed markets a necessary evil...something we have to deal with but would really rather not. This is understandable, because managed markets can seem confusing at best; at worst, overwhelming or completely unmanageable.

Medicare Part D

Today, we have a unique opportunity to take a fresh look at the various managed market channels through the lens of Medicare Part D. Most existing managed market channels were initiated through federal acts and have evolved over time. However, decades had passed before the creation of a truly new channel: Medicare Part D. This new managed market channel was born Jan. 1, 2006, with the advent of the Medicare Prescription Drug Improvement and Modernization Act (MMA). Lessons learned since the implementation of Medicare Part D can help us better understand all the managed markets channels.

When Medicare Part D was launched, its sheer complexity was hard to comprehend. Currently, 266 organizations provide 2,811 Prescription Drug Programs (PDP)—Rx-only plans—and Medicare Advantage-Prescription Drug (MA-PD) formularies—covering medical and pharmacy benefits. Additionally, biopharma executives have had many other complexities in the system impact their brands, including significant use of multiple-tier levels, step therapy, quantity limits, and prior authorization. Yet with the seemingly overwhelming complexity of Medicare Part D, we have quickly realized again that targeting is the key. The top 10 plans account for 72% of the lives covered through Medicare Part D. And the top three organizations control approximately 50% of total Part D enrollment.

Identifying the Top Plans

We can have significant impact by focusing our efforts on the top five to 15 Medicare Part D plans that affect our business. After identifying our target organizations, we need to understand what drives these top plans. We frequently hear the adage that “every plan is different.” This is true, but there are also many common denominators across the various plans. By targeting and understanding what drives these top Part D plans, we’ll be better able to leverage and impact our entire market.

How then do we take what we’ve learned over the last few years of dealing with Medicare Part D and apply these lessons to the other managed markets channels, including commercial health maintenance organizations (HMOs), pharmacy benefit managers (PBMs), the Veterans Administration (VA) and Department of Defense (DoD), hospitals, and state and managed Medicaid?

Developing Specific Strategies

By recognizing that while each channel is dramatically different, we can significantly impact our business by targeting the top market leaders in a given channel and understanding their needs, processes, and challenges. Specific strategies must be developed to approach each channel uniquely. And we can truly move mountains by intimately understanding the “DNA” of the market leaders that impact our business.

An Evolving Market

We will continue to see modifications of existing channels, including Medicare Part D. Rumbles of change already are sounding. From talk about attempting to “fix the donut hole” to centralized pricing negotiations (such as the VA pricing model), change is inevitable. But by continuing to target each channel’s key market leaders, clearly understanding what drives these key targets, and developing strategies and tactics to address them, we will thrive in this increasingly complex marketplace.

Johnson & Johnson Comes Up ACEs continued from page 1

Committee, among company presidents and managing directors outside the United States, corporate officers, company group chairs, executive and director level women, as well as individuals with both line and staff management positions.

According to company executives, WLI has become a grass-roots employee organization with 47 chapters worldwide and membership in all business segments of the Johnson & Johnson family of companies.

“Johnson & Johnson is committed to maximizing the power of global diversity and inclusion to drive superior business results and sustainable competitive advantage,” Heffernan Heisen said. “The Women’s Leadership Initiative has been a key part of our commitment to diversity since its inception more than 10 years ago.”

ACE CRITERIA
1. Measurable results and impact on women’s advancement.
2. Degree to which program supports the overall business.
3. Stewardship, or depth of commitment to the program.
4. Effectiveness of the execution.
5. Built-in sustainability.

ACE JUDGES
- Lynn Gaudioso, President, Ivanhoe Strategies, and 1996 HBA Woman of the Year
- Mary S. Hartman, PhD, University Professor and Director, Institute for Women’s Leadership, Rutgers University
- Joan Keith, Former Vice President, CV Strategic Business Planning Worldwide, Bristol-Myers Squibb Company, and 1992 HBA Woman of the Year
- William S. Sheldon, Former President and COO of Eisai, Inc., and HBA’s first Honorable Mentor in 2001
- Deborah L. Spar, PhD, Spangler Family Professor of Business Administration, Harvard Business School

ACE AWARD COMMITTEE CO-CHAIRS
- Nancy Larsen, President, PROmedica Communications, Inc.
- Daria Blackwell, Managing Partner, Sudler & Hennessey

Holding All the Cards
The ACE Award was established by the HBA in 2006 to honor corporate initiatives that support advancing women’s careers throughout the healthcare industry, the core mission of the organization.

The judges concurred that Johnson & Johnson more than met the five award criteria (see box above for more information).

Johnson & Johnson is a comprehensive and broadly based manufacturer of healthcare products, as well as a provider of related services, for the consumer, pharmaceutical, and medical devices and diagnostics markets. The more than 250 Johnson & Johnson operating companies employ about 120,500 men and women in 57 countries and sell products throughout the world.

The HBA judges selected Johnson & Johnson from among several top healthcare company competitors for the depth, breadth, and global reach of its women’s initiative, incorporation into succession planning, increased penetration of women at upper management levels and across all job functions, sustainable programs, collaboration with top-ranked outside institutions and encouragement to serve external boards and organizations.

HBA Director of Special Recognition Programs Deborah Seltzer, Senior Vice President, Boyden Global Executive Search, is among the HBA leadership who salutes Johnson & Johnson for its accomplishments in the advancement of women at all levels of the company.

“The WLI is the type of sustained initiative that exemplifies the highest goals of the ACE Award,” she said.

HBA executives were quoted as being impressed by the high caliber of submissions for this first-time corporate award and look forward to future nominations as the first ACE Award has set a new standard for corporate initiatives that seek to advance women’s careers across the industry.

2007 HBA President Cathy Kerzner, Senior Vice President and General Manager of Wyeth Pharmaceuticals Women’s Health Care Business Unit, said, “This award is particularly timely in light of recent findings that Fortune 500 companies with more women in their boardrooms and executive offices achieve significantly stronger financial performance than those with lower representation.”

The Award was presented to Johnson & Johnson at a special awards luncheon during the HBA’s 5th Annual Leadership Conference in Washington, D.C. HBA
"Previously, all the chapters and affiliates had their own sites with their own information, but it’s important that all HBA assets are shared across all chapters and affiliates in one place,” White said.

To accomplish this all-embracing goal, the new website was developed with different layers to address each visitor’s needs.

The first layer, according to White, is for general visitors.

“The main focus is for the site to be very visible on search engines and to make the content very easy so visitors will understand and appreciate the many offerings the HBA has to offer,” White added.

The next layer, which is being used as a marketing tool for the HBA, allows individuals to register for a newsletter, which will alert them to global as well as regional HBA events.

“This mechanism allows non-members to receive communiques with encouragement to become members once they experience all the great programs that are available,” she said.

The third layer is one of the real benefits of HBA membership. Upon signing in, each member will be able to create her own HBA homepage complete with a photo. Members can add to or amend personal information, and even keep track of upcoming events.

“In essence, an individual member will see all the things she does in one place from the groups she is associated with to chapter events…right on her own homepage,” White said.

(EDITOR’S NOTE: Stop reading now, log on to www.hbanet.org, create your site, then come back to continue reading The HBA Advantage.)

Another layer is exclusive to volunteers. Designated volunteers will have access to a tab on their committee’s page that will allow them to access the resource center, which houses documents related to the activities or groups with which the volunteer is associated. In essence, this is the repository for information around a particular group to help with sustainability and interconnectivity of the group’s members, as well as knowledge management.

According to White, phase two of the website will incorporate social networking features, which brings us back to Web 2.0.

Once feedback on the new model has been gathered, a committee will evaluate what other bells and whistles can be added to the site.

The E-Bulletin

This re-voyage into the World Wide Web is not the only Internet-based communications vehicle coming from the HBA. The E-Bulletin, which launches in December, is a new global e-newsletter that showcases the latest news and events from around the HBA.

Each month, registered guests or members receive breaking news, information, and quick tips that showcase the value of their HBA membership.

According to e-Bulletin Editor Carol Sardinha, who is also Director of Corporate Communications at Gorman Health Group, LLC, both regional and global events and news will be featured. Each

E-TIPS AND WEB HIGHLIGHTS

One way to orient to the new site is to first read all of the career-enhancing news and events on the homepage and then simply:

- Scroll to the right to see key events and product links
- Scroll to the bottom to see featured members
- Scroll to the top left to see information on the HBA
- Scroll to the top right to see sign in, contact us, search facility, and navigate to chapter/affiliate webpages

KEY CHANGES

- **Member Recognition:** The new site allows for you to sign in with your email address and password (this would be the password you use to register for any HBA event). Once you sign in the first time, the website will remember you as a member. You will be recognized each time you return, speeding up registration for events, storing events that you are registered for, and allowing easy access to your personal profile.

- **Tailored Homepage:** This is a member-only feature that provides your personalized home page—called My Home—that gives you the information that is most relevant to you… and you will still have all the information you saw when you entered the homepage, such as research, awards, etc., which are accessible to you as tabs across the top of the page. The big difference is that My Home will provide you with global news and events, such as the annual Leadership Conference and WOTY luncheon as well as your specific chapter/affiliate events and news without having to switch back and forth between the HBA homepage and your chapter/affiliate page.

- **Team Collaboration:** There are now web pages for each chapter/affiliate, committee, and board to facilitate your team’s collaboration. This feature allows you to share the latest news and documents. The resource tab will be accessible only to your team.

- **Featured Member:** You can easily update your personal profile and member information by clicking on the “MY PROFILE” tab. Using the two update links provided, you can either update your profile to share your information if chosen to be a featured member or change contact information such as your email or address in the database. HBA
As a pharmaceutical or biotechnology professional, you understand what it takes to succeed in a highly competitive field. You understand the need for advanced business credentials, as well as the necessity to surround yourself with experienced, skilled practitioners.

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**Saint Joseph's University**

**Erivan K. Haub School of Business**

Executive Pharmaceutical Marketing MBA

ROI On average it takes 17 months from the start of a student's program for a company to gain its return on investment.**

Stamp of Approval The overwhelming majority (99 percent) of Executive MBA participants would recommend the program format to others.*

Instant Value Almost 80 percent of Executive MBA graduates say their value increased to their organizations as a result of entering the program.*

Movers & Shakers Almost half of Executive MBA graduates report new responsibilities as a result of entering a program.*

Rave Reviews Almost all graduates say the program model either met or exceeded their expectations.*

* Executive MBA Council Research Statistics
** Based on Graduate Management Admission Council research of Corporate Sponsors.

New cohorts starting in September 2007 and March 2008

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610-660-1318 or patricia.rafferty@sju.edu

Spirit | Intellect | Purpose
member will be able to click on a headline or brief description for an in-depth look at the chosen article.

“The e-Bulletin is the best of the Web—people will be able to read a quick headline and synopsis,” Sardinha explained. “If they decide to read the full article they simply click on the link. The idea is to keep members better informed with more regular newsletters that give them more newsworthy items. This is very exciting; we will be able to showcase the talent and expertise of the organization as we improve communications channels.

The goal for both the website and e-Bulletin is to provide a consistent brand. At the same time, the e-Bulletin volunteer staff are empowering the chapters to be responsible for their own news by giving them the tools to improve their communications channels.”

**It’s All About the People**

“We are creating a technology platform that eventually will allow HBA news from all over the world to be pulled up into the e-Bulletin and onto the homepage,” White said. “In addition, the e-Bulletin will list all HBA events for that month. So, if people are traveling they can see not only their own chapter events but also any events in other cities. As an HBA member, they attend all events at the member rate regardless of location.”

The sophisticated content management system allows for information and data to be organized around a single member rather than the HBA or Chapter or Affiliate.

“Because there are so many people who put so much into the HBA, one of the things we wanted to do was make the site personal, especially the homepage,” White said. “Now we have a way to feature real people who are part of the HBA. It’s been great to meet them, hear their testimonials, and bring their stories to life on the website—it’s been very fulfilling.”

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**CALLING ALL CONSULTANTS/FREELANCERS:**

To increase your visibility, the HBA includes a “Consultant/Freelancer Services Section” in the annual HBA Membership Directory.

**CRITERIA FOR LISTING**

* You must be an HBA member in good standing.
* You must be either a freelancer or consultant.
* You must NOT have more than three people employed at your firm.

**DETAILS**

If you meet the above criteria, the cost of a 50-word listing is only $75.00. Please go to:

https://hbaonline.hbanet.org/events/EV04EventDetail.aspx?eventID=1327

to complete the Consultant/Freelancer registration form online. You MUST respond by the December 31, 2007, deadline to get your listing in the 2008 HBA Membership Directory.

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**YOUR ACTION IS REQUIRED FOR 2008 DIRECTORY**

The time is now to go online to review your contact information, make any changes, and then authorize your listing for the print version of the 2008 HBA Membership Directory. You MUST authorize to have your listing included—even if your current contact information is correct.* The deadline for “authorization” and any changes to your listing is December 31. Any changes made after 12/31/2007 will not appear until the 2009 Directory.

Your next step is to:

- Go to https://hbaonline.hbanet.org/login.aspx
- Login with your e-mail address and password
- Click “General” at top of screen
- Click “Update My Profile”
- Review contact information and make any changes
- Scroll down to 2008 Printed Membership Directory Listing Authorization, check either “I agree...” or “Do not publish”
- Click submit at the bottom of the page

* IMPORTANT! We cannot guarantee your listing will be accurate in the 2008 Directory unless you go online to review or edit your contact information as it appears there and then give us your authorization.
Taking a Look in the Rearview Mirror

THE PRESIDENT’S FORUM  Cathy Kerzner

So, have you achieved your leadership agenda in 2007? How has your leadership profile changed as a result?

Just as important as setting your leadership agenda is looking back on what you have accomplished, assessing the impact, and deciding what is next. As President of the HBA this year, my leadership agenda was to lead without authority, which I have come to realize is a different style altogether. The first part of this transformation was understanding and acknowledging that people, who give up their personal time to contribute their professional expertise to the association, continually decide to stay involved or not; they have a choice. Therefore, leading this talent requires a combination of engagement, diplomacy, gratitude, encouragement, and mentoring at the same time. I was fortunate to have had a great board of high-energy women who contributed countless hours to the HBA to achieve our strategic priorities this year. But most important, I have loved my role as this year’s leader of the HBA; the privilege, the responsibility... I am passionate about all of it.

What are some specifics about leading without authority? Most significant to me is the impact of saying thank you; not once, but regularly and with sincerity, and the impact this gesture has on motivating volunteers. Another significant learning has been the confirmation that one does not need authority to lead and living it is a wonderful experience. This was exemplified recently in my professional role, which underscored that truly leading without authority happens in our lives every day.

I was having a conversation with a colleague who has been in line management all of her career. She had been asked by the company to take on a new, and somewhat undefined, role without P & L responsibility. She expressed to me that it was a little awkward, she almost felt a little insecure about it, and that role may even be affecting her self-esteem. After re-emphasizing to her the importance of her job in the future of the company, I asked her for help on a project, an offer that she embraced. I could see her enthusiasm as she began to offer helpful suggestions to achieve my goals. Little did she realize that she was leading me... and doing it without authority.

Often, leaders have a profound affect on others in ways they don’t even realize. You, too, probably lead without authority every day. In today’s highly matrixed organizations, it is a critical leadership requirement. It reminds me of another colleague who made an interesting observation. As a newly appointed executive leader in a large corporation, he commented that there were many others in the company who could have been given the role. The difference between himself and the other candidates is that he loves his job and has an absolute passion for what he does. It is exactly that passion that helps leaders lead without authority and that people love to follow!

I am taking away from my own experience as President of the HBA a clear idea about how and when to lead without authority, to be more “natural,” and to incorporate this skill as another part of my leadership arsenal. Leading without authority makes people want to be around you; it has a compelling impact.

I truly hope that you achieved your leadership agenda this year and are starting to plan what is next for you. I also hope you enjoyed this year as a member of the HBA and will continue to be a part of this dynamic and influential organization. Thank you for your involvement and thank you for your contribution to the advancement of women’s careers by continuing to be a part of the HBA.

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