Charlotte Sibley: The Human Connection

When Charlotte Sibley took a summer job on Wall Street, she was assigned to the international division because she knew French and German. That was her first taste of the business world. She never looked back.

Sibley's passion for leadership development, coupled with her strategic vision, generous spirit and dedication to women's advancement, make her a perfect choice for the HBA's 2008 Woman of the Year. Sibley is especially pleased by the recognition of Shire Pharmaceuticals, a midsize company, where she is Senior Vice President of Leadership Development, a new function pharma is only beginning to embrace.

Matthew Emmens, Chief Executive Officer of Shire, said Sibley "has raised the bar for the pharmaceutical industry in two critical areas: market research and leadership development." Sibley's strong belief in evidence-based decision-making has "transformed the industry, [setting] the framework for market research everywhere. At Shire," he said, "we depend on the global research and intelligence department that Charlotte established for strategic decisions from acquisitions to our advancing product portfolio."

Sibley was chosen to create the new function because of her "ability to inspire those around her to achieve greatness," said Emmens. The position is an acknowledgement that recruiting, shaping and mentoring Gen X/Yers are essential to the industry's future.

Fred Hassan, Chairman and Chief Executive Officer of Schering-Plough, who knows Sibley from Pharmacia (now Pfizer), where she was Vice President, Global Business Research, cited her Genentech's Len Kanavy: Part Coach, Part Therapist... All Leader and All-Around Honorable Mentor

Len Kanavy, Vice President, Commercial Operations, Genentech, Inc. has been named the HBA's 2008 Honorable Mentor for his long-term support of women in the healthcare industry. Responsible for leading the Market Planning, Forecasting, Sales Operations, Data Acquisition, Commercial Training, Commercial Business

Honorable Mentor continues on page 7

Anne Camille Talley: The Embodiment of the HBA Volunteer

"[She] has given her time, talent, inspiration, words of wisdom, compassion and support... [and her] work has influenced the strategic direction and focus of the organization as a whole."

"[She] exemplifies the values of the HBA and is a strong leader, woman and tireless volunteer."

She is Anne Camille Talley, president of Health Star Volunteer continues on page 7
Isaac Newton once said, “If I have seen farther than others, it is because I was standing on the shoulder of giants.” The HBA works because it acts as an extension of your employer by offering so many giants to help us see things better, earlier, more clearly. These giants appear to us in many ways: as mentors; as the new contact you make during a networking session; the workshop leader that follows up with you after the conference; and even the question asked by the woman sitting next to you at the evening seminar, which gives you that long-needed confidence and knowledge that you’re not alone.

Many of our members have looked out to what at first seems like a sea of giants: all these people who seem to have a fast hold on their careers and lives. But when you come to the HBA, you suddenly realize you’re in a room of women who know you and know what your life is like because it is like their lives. These are your giants, and they invite you to stand on their shoulders.

I couldn’t help but think that Emily came away from her bridal shower appreciating the power of the women and their collective experiences. In many ways, they offer the same kind of support our members and corporate partners have come to expect from the HBA: a network of giants advising you carefully, cheering you on and looking always toward a shiny, bright future.

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Regulatory Savvy: Secret Weapon for Healthcare

Ilyssa Levins
President, HCIL Consulting and the Center for Communication Compliance

With the healthcare industry hyper-focused on compliance, regulatory savvy can be a career booster or it can create a career bomb... given that the consequences of noncompliance include criminal prosecution, negative media attention and permanently damaged reputations. And no one wants their 15 minutes of fame from earning the company a warning letter or worse.

Clearly, regulatory know-how is not just for regulatory professionals anymore; it can make or break careers in any segment of the industry.

One of the workshops at the HBA’s 2007 Leadership Conference addressed the link between careers and regulatory compliance. I had the privilege of running that session with Wayne Pines, President of Joseph’s University (Philadelphia), which offers accredited executive pharmaceutical marketing MBA programs exclusively focused on the pharma industry.

Everyone agrees that patients and the general public need as much information as possible about their health and treatment options. In fact, the Institute of Medicine calls this demand for information patient centered care and considers it one of the six essential components of high-quality medical care. The Institute’s definition: “Healthcare that establishes a partnership among practitioners, patients, and their families to ensure that decisions respect patients’ wants, needs, and preferences and that patients have the education and support they need to make decisions and participate in their own care.”

The benefits of this approach include: Superior clinical outcomes; higher consumer satisfaction; improved access to needed care; reduction of inappropriate use of treatments and services; lower healthcare costs; and trust in the patient-industry relationship.

Says Kay: “There is a multitude of channels for getting information on marketed treatment options to patients, caregivers and the general public. But at the same time, companies cannot promote drugs outside their label or to patients that don’t need them.” And, according to Pines, there are two key questions that must be asked when designing or executing any communications program: “First, are my actions really intended to ensure that those who will benefit from the drug are the intended audience? Second, am I presenting this audience with all the information they need to make an informed decision, because every product has risks?”

Cultivating regulatory savvy is a road that needs to be walked throughout a career in the industry.

“The healthcare industry is highly regulated and, given the rapidly changing environment, interpreting, complying with and monitoring the regulatory changes prepares those who are in the industry to do their jobs better,” says Prof. Thani Jambulingam, Chair of the Pharmaceutical Marketing Department at Saint Joseph’s University.

Paying particular attention to some key signposts can help professionals navigate the tricky terrain.

The following five Rs will help guide promotion in a regulated environment.

#1: Recognition. Understand the terrain so you are perceived as being on the ball. This means establishing a knowledgeable foundation for planning and execution, including reading the three documents that essentially guide everything we do when it comes to communications: The PhRMA Marketing Code, which governs the industry’s relationships with physicians and other healthcare professionals; the Office of Inspector General (OIG) compliance guidelines, which sets forth the tenets of a program that pharmaceutical companies should follow to be in compliance; and the ACCME Guidelines, which issued guidelines defining what could be considered independent support for continuing medical education programs.

#2: Responsibility. Every company has its own culture of compliance. It’s critical for senior management to let everyone in the organization as well as vendors and all other stakeholders understand the company’s risk tolerance and that compliance is central to how the company functions. But the reverse also is true: Vendors should clearly understand what is expected of them by their clients and have their own compliance culture.

#3: Retention. On the job satisfaction increases when teams at all levels feel their employers support education. This includes sponsoring attendance at professional meetings such as the Drug Information Association’s annual marketing session on advertising and promotion and distributing relevant articles.

#4: Relationships. Agendas should be aligned with legal and regulatory. Start initiatives with alignment meetings to ensure shared vision of compliance, between Marketing, Medical Affairs, Product PR, Corporate Public Relations, Sales, DTP, Advocacy/Alliances, Legal and Regulatory.

#5: Reflection. Our industry is delivering so much to the public health and our end goal is always ethical, high-quality patient care. The environment is only going to get more intense with scrutiny more severe. Regulatory savvy is an ongoing commitment.

In the end, we owe it to ourselves, our associates and our organizations to deliver on this goal within an ever more restricted regulatory environment. HBA

Ilyssa Levins is president of HCIL Consulting, which provides strategic planning, positioning and marketing communications solutions to the healthcare industry. She also founded the Center for Communication Compliance, which certifies healthcare communications professionals to confirm regulatory competency.
We’ve Come a Long Way, Baby... But We’re Not There Yet

I was charmed by an article someone sent me titled the “1943 Guide to Hiring Women,” which originally appeared in the July ‘43 issue of Transportation Magazine. It was written during World War II for male supervisors of women in the work force and offered some very interesting—but now very outdated—hiring and retention tips.

The focus of the 1943 article: Keep women happy by offering them opportunities to do stereotypic “girlie” things rather than giving them substantive, meaningful opportunities that used their creativity, cognitive abilities and leadership skills.

Fast forward to 1973

Three decades after the article appeared, women were just beginning to be hired in the pharma industry as sales representatives, and were referred to as female detailmen. Joan Keith (1992 HBA WOTY) was one of them and, by 1981, she became one of the industry’s first female product managers. I was a female detailman at that time, and attended my first HBA meeting at which Joan was a speaker. Little did I know that I would be reporting to her as an Assistant Product Manager less than one year later.

While the trade publications weren’t around in 1943, Medical Marketing and Media was available in the “70s (founded in 1966). The “People on the Move” section of one of the 1981 issues covered two pages, but there were only four women included, three of which were in medical journal sales. Only one woman—Ruth Smith, MD—was listed as a product manager. Ruth clearly stood out on the page that year as the only female marketer, but she and others began to pave the way for generations to follow.

In 1990, the HBA announced that Karen Katen (Chairman, Pfizer Foundation) would receive the association’s first Woman of the Year award at a luncheon that drew 250 attendees to the Roosevelt Hotel. But in 1990, the award was barely acknowledged in the pharma press. And while it is water under the bridge, it was a challenge to get it covered at all.

Great Strides... But We’re Not There Yet

The HBA recently released its E.D.G.E. in Leadership Study. This is the first research to provide actionable recommendations on best practices for the recruitment, retention and advancement of women to the most senior roles within the healthcare corporate suites. What was found is that while women have made great strides up to middle management, few have taken their places at the top levels of companies. The E.D.G.E. Study, which was funded by several service and pharmaceutical companies, provides great value for evaluating a company’s performance and helping them identify and implement initiatives and programs specifically to develop and mentor top talent at their own companies.

Clearly, we’ve come a long way... but we’re not there yet. HBA

Nancy Larsen is president of PROmedica Communications, Inc (PCI), an independent medical education company she has run with CEO Diane Zuckerman, RPh, since 1987. Editor’s Note: Nancy Larsen, a long-time HBA member, is the only woman to be president of the HBA twice (1991 and 2003) and remains an active contributor to the association.

Back to the Present: 2008

Today, the annual HBA WOTY luncheon fills the ballroom at the Hilton—NYC’s largest facility—with more than 2,000 people attending what has become the industry’s premier event. Equally important, Pharmaceutical Executive magazine has featured each HBA Woman of the Year as the cover story for the last ten years. More recently, PharmaVOICE has been featuring the Rising Stars and Medical Marketing and Media does in-depth profiles of the HBA’s Honorable Mentors. And the consumer press is now paying more attention to the HBA’s honorees as they, too, strive to provide more substantive information about women and leadership.
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“courage to challenge the status quo.” Colleagues from her tenure at Pharmacia and other companies cite Sibley’s authenticity, the human connection she establishes and her “wicked” sense of humor.

“Charlotte represents the best of the HBA: In-depth industry knowledge, care for the next generation of leaders and commitment to the advancement of women,” said HBA President Elizabeth M. Mutisya, MD.

The Legacy of Mentoring

Sibley, a past HBA president (1994), credits the organization with making a difference at a key point in her career. “When I joined the board in the 1990s, I met a group of incredibly talented women who were passionate about women’s issues AND wonderful people. It was a revelation,” she said.

The HBAs emphasis on mentoring was also new to Sibley: “We never had that in the early years.” She is making up for lost time. At Shire, she mentors more than 10 colleagues and counsels many more. Afsaneh Mohebbi, PhD, Senior Program Executive, Shire, who met Sibley at Millennium Pharmaceuticals where Sibley was Vice President, Global Commercial Research and Health Outcomes, said, “her most important achievements are the people, especially the women she has encouraged and mentored during her career.” Sibley also helped start the Boston Chapter while at Millennium and provided invaluable input for the HBAs major research projects, most recently the E.D.G.E, in Leadership Study.

Several Shire colleagues, six former direct reports in Global Business Research and Intelligence, gave her the ultimate accolade: “We learned so much from Charlotte. Due to her efforts, we now lead strong groups that enjoy positions of influence within the company.”

Secrets of Leadership

Sibley says her highest achievement is “building great teams, hiring great people, giving them the tools and vision, then getting out of the way.” This is what Colin Maitland, then CEO of Isis Research (now Synovate Healthcare), did when he invited her to start the company in the U.S. “I had never run a business, but Colin’s faith in me inspired me to take the plunge. We achieved profitability in 18 months,” said Sibley. Maitland, who awards Sibley three “amazings” for empathy, effectiveness and mentoring, said, “It is not surprising she is worshipped by people who have worked for her. They know she has their own interests at heart as well as that of the Corporation: the secret of successful business leadership.”

Sibley’s innovative vision, championing evidence-based market research and transforming the discipline from a management to a strategic function integral to global decision-making, has had major impact. In addition to Shire, she has built world-class market research groups at Pharmacia, Millennium and Bristol-Myers Squibb and is widely recognized by her professional colleagues. Sibley revitalized the Pharmaceutical Business Intelligence & Research Group (PBIRG), where she was president and treasurer and received a Lifetime Achievement Award. The Pharmaceutical Market Research Group (PMRG) also honored her with the RR Fordyce Award for ethics, integrity and leadership.

Sibley credits her liberal arts education at Middlebury College for her ability to think critically and learn from other cultures. She honed business skills at the University of Chicago Graduate School of Business and now mentors business executives as an Adjunct Professor at Columbia University Business School.

Music plays a key role in her life. A former member of the St. Cecilia Chorus in New York City, Sibley is on the Board of the Mendelssohn Club Chorus of Philadelphia. She met her husband, attorney Leif Magnusson, through music: a blind date to the opera.

A plaque on Sibley’s desk proclaims: “There is no limit to what can be accomplished when no one cares who gets the credit.” All well and good, say colleagues, but “this is the year for Charlotte to get the credit.” —HBA
The Star Volunteer award was created in 1999 to annually honor one man in the industry who has demonstrated long-term support of the advancement of women in the healthcare industry; has a personal dedication to developing, mentoring and promoting women in the industry; and who has been supportive of the HBA.

Star Volunteer continued from page 1

Leaders Consultancy, a pharmaceutical marketing consulting practice that specializes in market research, commercial development and market planning...and she is the 2008 HBA Star Volunteer.

Choosing the HBA’s Star Volunteer is very difficult, given that more than 40% of the HBA’s 4,000 members volunteer annually. As an HBA member and active volunteer for almost two decades, Talley’s contributions stood out among numerous deserving nominees.

A former member of the Board of Directors, Talley has also served as a leader of many HBA research initiatives, all of which have been instrumental in guiding the direction of the organization. She also helped build the CONNECTIONS mentoring program and co-chaired the 2003 Leadership Conference. Among her many HBA activities today, Talley serves as a mentor to the HBA Boston Chapter and mentors individual members.

“This award is a delightful recognition of so much done by so many volunteers in the HBA,” says Talley. “That one person is named ‘star volunteer’ is an opportunity for all of us to celebrate the efforts of hundreds of women working to accomplish the HBA’s mission.”

Talley points out that the HBA’s work isn’t done yet. “The good news is that there are many opportunities still available to volunteer now. The activity and productivity of our volunteers continues to grow to provide our members the experiences of planning, organization and governance that support the HBA’s mission,” she says.

What most often brings us to volunteer is our personal agenda, whether it is altruistic—simply to give back to our community of women—or a desire to create or deepen a professional network or to learn corporate governance and leadership skills. “These skills can be adapted to our professional and community lives, which also benefits the HBA’s corporate partners as these skills are transferred to the workplace,” Talley explains.

The Star Volunteer award was created in 1999 to annually honor volunteers who stand apart as exemplary role models and who have demonstrated a long-term commitment to furthering the organization’s goals.

Talley believes that she, along with the other Star Volunteers, has an important role as a “leader volunteer” with responsibilities to train, mentor and motivate HBA volunteers as future leaders of the organization and the healthcare industry.
Change Makers

THE PRESIDENT’S FORUM  Elizabeth M. Mutiyya, MD

One hundred years ago, 15,000 women marched through the streets of New York in protest of the appalling work conditions that characterized the early industrial revolution. They demanded shorter working hours, higher pay, and — shockingly — equality in the workplace and society. It must have been a difficult decision to march. Certainly, many of these women were afraid of losing their jobs. Others worried about their safety, given the harsh response to earlier movements. Yet these women knew no one was going to advocate for them. They had to do so for themselves.

Thinking about the challenges each woman had to overcome to participate in that historic march provides an important lesson in personal leadership. March 8th is now celebrated as International Women’s Day around the world, and is a day to honor women’s contributions to society. And while it may be just another footnote on the otherwise busy calendars of women in the U.S., we should pause to reflect on how far women have come.

We now enjoy a wide range of career opportunities and are routinely accepted as effective leaders in the workplace. Although women may not yet be fully represented in management positions, many companies — including our corporate partners and sponsors — are genuinely committed to ensuring talented women are afforded opportunities to achieve their full potential.

Instead, today’s environment offers new challenges for women. Public opinion and trust in the healthcare industry are at an all-time low. Research-based manufacturers struggle with pipeline productivity, intellectual property disputes and greater regulatory and legal scrutiny. Not surprisingly, ripple effects extend beyond restructuring and consolidation in this sector to impact tools available to healthcare providers and patients, the entire industry and, ultimately, healthcare delivery.

While inspirational, are the experiences of these women from yesteryear still relevant to our challenges today? I believe so. They remind us, as we strive to create a new and better landscape in healthcare, that each of us can have an impact no matter how daunting the environment. It is up to us to be leaders as today’s challenges are tackled.

Challenging times are when true leaders come forward and take action. As our industry shifts, we have a responsibility to ourselves and our companies to prepare. What steps are you taking to improve the status quo and move your career forward? How can the HBA, with its resources for career and leadership development, help? I challenge you to take full advantage of your membership as you reach for your goals.

International Women’s Day also reminds us to celebrate what women have done and can do. Over its 30 years, the HBA has recognized the accomplishments of leaders in out midst and made advancing women’s careers in healthcare a priority. I invite you to join us for lunch on May 8th, when over 2,000 people in healthcare will descend on New York to recognize Charlotte Sibley as our 2008 Woman of the Year. Charlotte is truly inspirational, and I hope you will be there as we celebrate her achievements, contributions to our industry, and impact as a mentor and role model.

The HBA provides a rich variety of offerings to boost your career and your contributions in our evolving industry. In this new era of leadership, don’t let these opportunities pass you by. Let’s be at the forefront together, driving for an even better future.

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