

HBA Advisory Board Identifies Long-Term Strategic Opportunities, Addresses Changing Healthcare Environment

Lativia Ray-Alston

HBA Director-at-Large,
Special Recognition Programs

The 2008 HBA Advisory Board meeting has provided the HBA Board of Directors with insights into issues of interest to both individual members and corporate partners as the organization continues to strive to be the premier catalyst for the leadership development of women in healthcare worldwide.

Under the direction of Advisory Board chair **Alex Gorsky**, Company Group Chairman and Worldwide Franchise Chairman, ETHICON, INC. a Johnson & Johnson Company, 19 industry leaders representing a cross-section of healthcare disciplines convened for a full day to facilitate a deeper understanding of the changing health-

care environment, evolving challenges HBA members face in their careers and how to best equip HBA members for success.

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Members of the HBA Advisory Board (left to right): **LYNN O'CONNOR VOS**, Grey Healthcare; **ADRIANN SAX**, King Pharmaceuticals; **MERYL ZAUSNER**, Novartis; **PATTY MARTIN**, Eli Lilly; **PATRICIA DANZON**, The Wharton School of Business; **RENEE SELMAN**, ETHICON; **BARBARA PRITCHARD**, Intermedica, Inc.; **KATHY LUNDBERG**, Boston Scientific; **WAYNE YETTER**, Verispan; **NANCY LARSEN**, PROmedica Communications; **PAUL FONTEYNE**, Boehringer Ingelheim; **LESA LARDIERI**, Pfizer; **ALEX GORSKY**, ETHICON; **ELIZABETH MUTISYA**, 2008 HBA President; **CHARLOTTE SIBLEY**, Shire; **MARK MALLON**, AstraZeneca; and **KATHRYN O'FEE**, GlaxoSmithKline.

See the full list of HBA Advisory Board Members on page 8.

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Novartis Pharmaceuticals to Take Home HBA ACE Award

Novartis Pharmaceuticals Corporation's Employee Resource Group will take home the second annual HBA ACE Award for its Empowering Women to Impact Novartis (EWIN) and Women in Leadership (WIL) initiatives.

The HBA ACE Award was created by the HBA in 2007 to honor one industry company for its Advancement, Commitment and Engagement on behalf of women's careers in the healthcare industry. The first recipient was Johnson & Johnson's Women in Leadership initiative.



So join your colleagues as we honor Novartis for its EWIN and WIL initiatives when the HBA presents the ACE Award during the November 6 Leadership Conference luncheon.

Go For the Gold



THE CEO'S CORNER *Laurie Cooke, RPh*

Watching the Olympics amazed and inspired me. The spirited enthusiasm of the cheering crowds, the collection of countries sharing the fields and China's herculean accomplishments to complete the necessary infrastructure for the Olympics offered a magnificent display of global cooperation and achievement.

Of course, don't let the spectacle fool you. For those few moments on screen, the athletes endured years of discipline and focus to achieve their goal of participating in the Olympics. And, of course, what you don't see are the other parts of the puzzle: the coaches, mentors and judges that selected, trained and encouraged those athletes to go on and represent their countries.

There are some obvious parallels between the Olympics and our upcoming Annual Business Meeting. The purpose of the meeting—to be held this year on November 6 in Chicago—is to discuss the year's top accomplishments and present a slate of candidates to govern the HBA. And while there won't be elaborate pyrotechnics or synchronized choreography performed by thousands, the annual meeting does offer an Olympian opportunity for all members to be involved in the governance of the HBA as we show-

case the association's finest athletes: the highly qualified women who will be part of the 2009 Board of Directors.

However, the most important role and the final determinant is you. It is you who will vote on these candidates as they "go for the gold" and assume the most senior HBA leadership positions. As a member, we need you to make your voice heard. Once elected, the members of the board are given the ultimate authority to operate the association within the structure sanctioned by our members. And, based on our bylaws, you also will vote for two members of the Nominating Committee, which is empowered to bring qualified candidates to the membership.

If you were like me, you sat transfixed in front of the television watching the Olympics. But the HBA Annual Business Meeting is the time for all of us to flex our muscles. Don't sit at home and wait to hear about it. Experience the HBA's

leadership Olympics first-hand. There is no time like November 2008 to expand your leadership acumen and to exercise your right to vote for your HBA Leaders. See you in Chicago! **HBA**

ANNUAL BUSINESS MEETING

QUICK FACTS

- ▶ **Date/Location:** Thursday, November 6 in Chicago during a break in the Leadership Conference.
- ▶ **Eligibility to Vote:** Must be an HBA member as of Oct 1, 2008.
- ▶ **Ballot:** Board of Director officers, open Director-at-Large positions, two members of the Nominating Committee. (Candidates must be members in good standing of the HBA and meet stringent service criteria.)
- ▶ **Other Agenda Items:** Proposed bylaws amendments or resolutions.
- ▶ **Details:** Will be mailed to all members in early October.
- ▶ **Proxy:** If you are unable to attend, you can proxy your vote by returning the form in your mailing.

Expand Your Horizons at the 6th Annual

HBA LEADERSHIP CONFERENCE

November 5-7, 2008 Chicago

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E-mail: info@hbanet.org Web: www.hbanet.org

EDITOR-IN-CHIEF **Donna K. Ramer**
EDITORS **Joanna Breistein** and **Susan Youdovin**
MANAGING EDITOR **Joanne Tanzi**
ART DIRECTOR **DeborahAnne Chingas Sandke**
ADMINISTRATIVE COORDINATOR **Lisa Kelly**
Please send correspondence regarding *The HBA Advantage* to Joanne Tanzi at the above address.

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ONE OF THE 115 COLLEGE RANKED
BEST IN THE MID-ATLANTIC
BY THE PRINCETON REVIEW



Participate in Governance of the HBA

Deborah Seltzer

Vice President, Pearson Partners International, and Secretary, HBA

One of the most important responsibilities and opportunities an HBA member has is to vote for the officers and directors who will lead our growing and dynamic organization. Each Fall at the Annual Business Meeting (ABM) new officers and directors are elected for the coming year.

The ABM is held during the Annual Leadership Conference so as many members as possible are able to attend in person to cast their votes. If you can't be there, or if you've not given your proxy to another member who can be (contact the HBA office if you have not yet received your ABM materials), your proxy will automatically be given to your Chapter President... so don't worry, your vote will still count even if you're unable to attend the ABM.

We encourage you to participate to learn more about key events and accomplishments of the HBA, meet and network with many members of the current and incoming board and be part of the governance of your organization.

We hope to see you at this year's Annual Business Meeting! **HBA**

This year's ANNUAL BUSINESS MEETING will be held:

Thursday, November 6, 2008

5:00–6:00 PM Central Standard Time

Marriott Chicago Downtown

Magnificent Mile/Michigan Avenue

Chicago, IL

Advisory Board *continued from page 1*

The focus of the meeting was on three critical areas:

- a substantive value proposition and revenue diversification that identified additional HBA programs and services that will be useful to members;
- expansion strategies and appropriate approaches the HBA should review; and
- ways to enhance the HBA's visibility in the marketplace and establish priorities in industry and workplace issues and appropriate communication channels.

HBA Board Moves Quickly on Issues

"These are important issues to our members so we already have initiated follow-up to our Advisory Board recommendations," said HBA president Elizabeth Mutisya, M.D. According to Elizabeth, the HBA Board of Directors already has reviewed recommendations and is analyzing potential opportunities that were raised. To date, early efforts include: building a strategic road map for expansion that incorporates insights from the Advisory Board; developing a pilot program for one of the web offerings discussed; re-focusing on the HBA's portfolio of leadership development and management training programs; and strengthening the association's technology platform. **HBA**



This year, the Advisory Board meeting integrated a panel presentation to help dimensionalize the issues the healthcare marketplace faces today. The topic—*Healthcare Outlook 2020: Are We Prepared?*—was presented by a group of influential futurists and other experts from academia, government and industry who provided diverse perspectives on the future of our industry and the market's readiness to meet the challenges of the new millennium.

From left to right: **KEVIN O'DOWD**, Deputy Chief Healthcare Fraud Section, US Attorney's Office; **FAITH POPCORN**, Founder and CEO, Faith Popcorn's BrainReserve; **CHRISTOPHER SINGER**, Executive Vice President and Chief Operating Officer, Pharmaceutical Research & Manufacturers of America (PhRMA); **PATRICIA DANZON, PHD**, Celia Moh Professor and Health Economist, The Wharton School, University of Pennsylvania; and **ALEX GORSKY**, Company Group Chairman & Worldwide Franchise Chairman, ETHICON, INC., a Johnson & Johnson Company.

Proper English in a txt-msg World



Liz Joss
PR director and copy chief, Hetrick

Like most communications professionals, I was (and am) a voracious reader—and that turned me into a good writer and editor. Reading every Nancy Drew book, *Time* magazine and young adult novel I could get my hands on made good grammar and spelling a habit before I even hit puberty. I can, at a glance, spot the error on a menu, in a newspaper, on a movie screen.

That's why it bugs me so much to see errors everywhere I turn. But I'm not talking about the "carrot's for sale" sign at my local farmers' market. A farmer's job is farming, not writing.

I'm also not talking about the abbreviated, shorthand, slang-y language of e-communications. I easily text back-and-forth with my teenager; I overlook typos

**I CRINGE WHEN I SEE MISTAKES
IN NOVELS AND MAGAZINES, BUT
UNCLEAR AND ERROR-FILLED
WRITING IN THE HEALTHCARE
INDUSTRY CAN MEAN THE
DIFFERENCE BETWEEN
LIFE AND DEATH.**

in blog postings because I understand immediacy over accuracy. (In a way, I feel bilingual—speaking the native language in the e-world and using proper English back home.)

But I get more frustrated by the day when I see mistakes in writing produced by so-called professionals. Recent examples from our own industry include missing words—"There is a lasso at the proximal end of the stent, purpose is to reposition the stent in the event of incorrect placement."—and too many words: "While there is no cure for metastatic breast cancer so it is important to try

to control the disease as early and for as long as possible." The wrong word problem shows up, too: "This is the program's second location to compliment [it should be complement] the state's first hospital-based sports performance center... ." And, of course, there's always the plain old typo: "mensical" and "meniscal" on a single web page.

I cringe when I see mistakes in novels and magazines, but unclear and error-filled writing in the healthcare industry can mean the difference between life and death. We want patients, physicians, regulators, administrators, pharmacists, scientists, salespeople and everyone else who reads our industry's output to focus on the message and the message only. We want to make sure patients fully comprehend prescription-drug package inserts, that physicians know how to employ a new medical device and clinicians wash their hands correctly. In healthcare, we cannot make our messages clear enough.

I had a friend in high school who was brilliant—she got straight As and perfect scores on both sections of the SAT. One day, when her mother wasn't home and we wanted lunch, my friend was completely stymied by the simple instructions on a can of Campbell's soup, which, in those pre-microwave days, said something like: "Add water and heat." She was confused: What size pan? Heat to what degree? Stir during the heating? Before? After?

If something so simple perplexed my smart friend, how many ways are there for people to misread communications related to healthcare, which is such a complex subject? By the time regulators, attorneys, brand managers, marketers, engineers and other reviewers weighed in, the simple directions on a can of soup would run to four pages in eight-point type, complete with illustrations, registered trademarks, footnotes to soup journals and black-box warnings about

adverse events that were discovered during clinical soup tastings. And heaven help the writers charged with translating that soup label for overseas markets.

That's why it's imperative that the person who turns raw information into an organized document—the writer—sticks to the rules. The subjects we write about are extremely difficult and our job is to simplify them for the reader, not make them worse. We must not muddy the message with mistakes in grammar, spelling, syntax and word choice or by inserting too much of our own voice and style—because we know healthcare messages get murkier with every stop along the review road.

Staying in the habit of writing well is getting harder and harder. E-mail and texting make us habitually sloppy writers and readers and many professional editors and writers simply are not doing their jobs. So we become accustomed to seeing mistakes, which, in turn, makes us question what we think we know. Lite or light? Whose or who's? Mensical or meniscal?

After 25 years in the communications business, I will share the tips I use to keep myself on track.

- Look up everything! (I keep eight dictionaries and style guides on hand, including the grammar book I used in my high school English class.)
- Read aloud what you've written.
- Ask a friend outside the healthcare world to read it.
- Re-read sections of *The Elements of Style* from time to time.
- And read, read, read—just stay away from soup labels. **HBA**

Liz Joss is PR director and copy chief at Hetrick, an integrated communications firm in Indianapolis. Hetrick (www.tellhetrick.com) specializes in healthcare, life sciences and healthy environments.



When researchers reported on a drug regimen that blocks mother-to-baby transmission of HIV, they did it online first on NEJM.org.

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Kumwenda NI et al, Extended Antiretroviral Prophylaxis to Reduce Breast-Milk HIV-1 Transmission, NEJM Online First, June 4, 2008; NEJM in print, July 10, 2008.

Moving From Having All the Answers to Having the Right Questions



Annette Gironi, PhD, PHR

Change Management Lead, Operations
AstraZeneca Pharmaceuticals

During the Summer Olympics, the announcer shared that the International Committee for Table Tennis changed the rules to limit the number of teams from each country competing in the Olympics to allow more countries to compete. Catching my attention, I asked the television, why? Isn't this a huge change? How can this happen??

The announcer explained that because certain countries in past years have dominated the medals, the committee perceived a need to include more countries

GONE ARE THE DAYS OF PRESIDING OVER THE WORK OF OTHERS, LOADS OF ORGANIZATIONAL LAYERS AND A WELL-DEFINED CUSTOMER BASE AND COMPETITION.

to increase international presence in the sport. I was immediately struck by the fact that this may be a good change for some but not for others. Does this affect how these customers, who are governed by and are part of this International group, think about the sport? My conclusion: The committee, in their choice to change the qualifications for Olympic competition, understood the need to balance their need to advance the sport with the needs of their current and future customers of the sport including athletes, coaches and fans.

If the Olympics can't remain static with a history as rich as the ancient games in Greece, healthcare can't afford to either. Adaptability and flexibility to the changing requirements of existing and new customers is not just the responsibility of strictly consumer healthcare companies; the ability to change is a required tool for all sectors and sizes of providers in the healthcare industry. As change is de-

manded of our industry, adaptability and flexibility are required of us as leaders as well. Gone are the days of presiding over the work of others, loads of organizational layers and a well-defined customer base and competition. Today, we all need to deliver faster, with fewer days to make decisions and, yes, fewer people in our organizations to whom we can diffuse responsibility. Our customers expect a level of responsiveness they get elsewhere in their lives and the healthcare industry needs to respond.

So what about your approach? Increased accountability to be adaptable and flexible as leaders requires that we ask ourselves some tough questions that need real answers. This approach will help you honestly assess what you need to do differently to be flexible and adaptable to customer need.

The answers help us to make sure that everything we do adds value to our customers—internal and external—and why they do business with us; that we are the leaders our customers need us to be.

1. Do I understand the work of my organization? Business acumen is essential for leaders at all levels in the organization. Employees need to understand the business of the organization and what value they provide to their customers.
2. Do I understand my role in the process? Seeing our work and how it connects to the work of others in the organization is essential to keeping us out of organizational silos, helps all employees link what they do to outcomes for the customer and may provide the extra incentive to drive discretionary work effort from employees in all areas of the business.
3. How do I add value based on what the customer is willing to pay me to do? We can no longer justify our work by saying, "That's the way it's always been done." If that were true, neither the Olympics nor healthcare would change. However, customers are not willing to

pay higher prices because we have new processes that add time or require more people without a strong connection to the delivered service or product.

4. What are my strengths and my weaknesses? As the nature of our work changes, we may need to change as well. An honest assessment of what made us successful yesterday versus what will make us successful today and tomorrow is essential to know where we need to focus resources and develop new skills.
5. What do I need to do better to increase my contribution? Make sure you keep asking yourself these questions, improve and then improve again. Adopt a continuous improvement mindset for yourself and your organization!

True leaders have the ability to clearly and objectively identify where they add value for the customer. This type of assessment has been around for years, executed

TRUE LEADERS HAVE THE ABILITY TO CLEARLY AND OBJECTIVELY IDENTIFY WHERE THEY ADD VALUE FOR THE CUSTOMER.

over long timeframes in the form of process improvement initiatives and coaching from external consultants. However, in today's changing environment, this work needs to be consistent, continual, self-initiated and internally led. We are required to ask ourselves these questions and to ask them all the time, determine the answers and act quickly to improve ourselves and our organizations. **HBA**

Annette Gironi, PhD, PHR, Change Management Lead, Operations, AstraZeneca Pharmaceuticals, is the co-lead for the HBA Leadership Development program for volunteers, and coaches leaders to develop change leadership skill in a dynamic business environment.

Nominate Your Choice for the 2009 HBA Woman of the Year and Honorable Mentor

Next year will mark the 20th anniversary of WOTY... two decades of recognizing remarkable women who exemplify the HBA ideals, from success in the industry to strong leadership capabilities, proven mentoring skills, dedication, a commitment to giving back to women and contributions to the community.

This year, **Charlotte Sibley**, SVP of Leadership Development at Shire Pharmaceuticals, was honored for her passion for leadership development, strategic vision, generous spirit and dedication to HBA goals.

The HBA also honored **Len Kanavy**, VP, Commercial Operations, Genentech as its 2008 Honorable Mentor for this exemplary dedication to the advancement of women. This award is presented to one man who demonstrates 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.

And it's now time for all of us to nominate that one woman in the healthcare industry we believe deserves the honor of 2009 HBA Woman of the Year and that one man we believe deserves to be the

2009 Honorable Mentor. Don't let this opportunity get lost on your desk. Visit www.hbanet.org today to download nomination forms. **HBA**

MARK YOUR CALENDARS

The 2009 HBA Woman of the Year awards luncheon will be held at the Hilton Hotel in New York City on

Thursday, May 7

So join us as we honor our 20th Woman of the Year, our ninth Honorable Mentor and Star Volunteer and dozens of Corporate Partner Rising Stars!

WOTY Award Recipients

2008 Charlotte Sibley , Shire Pharmaceuticals	1998 Kathy Giusti , Searle; Multiple Myeloma Research Foundation
2007 Meryl Zausner , Novartis Oncology	1997 Maureen Regan , Regan Campbell Ward
2006 Sue Desmond-Hellmann, MD, MPH , Genentech	1996 Lynn Gaudioso , Pfizer Inc
2005 Lynn O'Connor Vos , Grey Healthcare Group Inc.	1995 Carol A. Webb , Ortho Biotech, Inc.
2004 Christine Poon , Johnson & Johnson	1994 Carolyn Koestenblatt , Novartis Pharmaceuticals Corporation
2003 Catherine Angell Sohn, PharmD , GlaxoSmithKline Consumer Healthcare	1993 Carolyn Glynn , Hoffmann-La Roche Inc.
2002 Sarah S. Harrison , AstraZeneca Pharmaceuticals LP	1992 Joan Keith , Bristol-Myers Squibb Company
2001 Carrie S. Cox , Pharmacia Corporation	1991 Jane Townsend , Gross Townsend Frank Hoffman
2000 Myrtle Potter , Bristol-Myers Squibb Company	1990 Karen Katen , Pfizer Inc
1999 Tamar Howson , SmithKline Beecham	

The President's Forum *continued from page 8*

try to assess myself honestly and use these insights to mold my own leadership style. And I try to emphasize my strengths and create teams that are good at what I am not.

- Curiosity: I become engaged so I more fully understand how my role is relevant and integral to my team's and the larger organization's success.
- Openness to feedback and new information.

- Flexibility.
- A personal development plan, which I revisit periodically.

The HBA Leadership Conference in November—with dozens of workshops, plenaries, networking and other events—is a great opportunity to jumpstart or fine tune your own personal leadership journey. I'll be there... and I hope to see you taking advantage of the best of what the HBA has to offer. **HBA**



THE EDITOR'S DESK

Donna K. Ramer

Getting Into Leadership

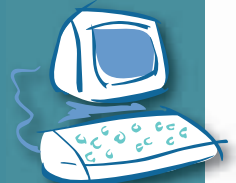
In a few weeks, the HBA will host its annual **Leadership Conference**. For the first time, the conference will move from the East Coast to the Midwest, acknowledging how regionally diverse the organization has become.

Leadership styles come in all shapes and sizes, which is the key reason the HBA continuously addresses the topic in *The HBA Advantage*.

In this issue, our **Hot Topic** is leadership in the year 2010 from the eyes of **Annette Girondi, PhD, PHR**, Change Management Lead, Operations, AstraZeneca Pharmaceuticals, who compares changing leadership styles with the Olympics: "If the Olympics can't remain static with a history as rich as the ancient games in Greece, healthcare can't afford to either." Another side of leadership is addressed in **Focus On: Proper English in a txt-msg World**, in which **Liz Joss**, PR director and copy chief, Hetrick, addresses the issue that frustrates so many of us: the grammar and punctuation errors in materials produced by myriad professionals. (For example, in the U.S., myriad is not preceded by 'a' and followed by 'of'; it's a prepositional phrase that stands alone.) **HBA**

CALL FOR AUTHORS

The HBA Advantage is seeking members to contribute **Focus On** and **Hot Topic** columns. If you have a concept you would like to share with other members, submit a short concept statement (no more than 100 words) to dramer@strategations.com. Remember: You must be an HBA member in good standing; the final article—which will be no longer than 800 words—must be non-commercial and provide tips and information our members can use. Also, check back issues of the *HBA Bulletin* and *The HBA Advantage* to make sure your topic has not been covered by the HBA for at least two years.



Becoming a Great Leader



THE PRESIDENT'S FORUM Elizabeth M. Mutisya, MD

Management is doing things right; leadership is doing the right things.

—PETER F. DRUCKER

Recently, I ran into an old colleague and the conversation turned to a former boss, someone whom we both deeply admired. As we spoke, I contemplated why he was held in such high regard; why everyone who worked with him considered him a great leader.

Countless books have been written on leadership and it is the topic de jour of retired CEOs and politicians on the lecture circuit. But why is there a seemingly insatiable interest?

First, truly great leaders are rare. Second, good leadership is critical to the success of any organization, particularly in times of change or uncertainty. Leaders determine direction and move their organization from where they are to where they need to be. We need great leaders.

So what makes a great leader? I recently asked this of our chapter and affiliate presidents. Among their responses (and I suspect yours): a visionary who “makes things happen”; someone with insight, sound judgement and wisdom who is decisive and makes tough choices when needed; a reliable role model who rallies resources and coaches others; someone who inspires others to achieve more than they thought was capable.

Do you have a unique leadership tip you are willing to share with other HBA members? Send it to *The HBA Advantage* Editor-in-Chief Donna Ramer (dramer@strategactions.com) and we'll include it in the next issue.



We generally agree on qualities found in great leaders. The bigger challenge is figuring out how we, too, can be good, if not great, leaders. What lessons do visionary leaders such as Hatshepsut, Elizabeth I, Catherine the Great, or more recently

Aung San Suu Kyi, Wangari Maathai or Golda Meir, offer?

Not surprisingly, great leaders share certain crucial traits despite diverse leadership styles. They:

- envision the future, seeing beyond their immediate position and environment;
- are great communicators who articulate a compelling vision, set high expectations, and energize their followers;
- build their team and leadership structure before it's needed and clarify objectives;
- are confident about their team's abilities, empower them, and harness their creativity and commitment;
- have the courage to adhere to a set of guiding principles (even when inopportune), consistently model expected behavior, and create governance and decision-making processes that reinforce shared values and objectives;
- think strategically and are passionate about the future and their organization's goals;
- demonstrate empathy, acknowledge team contributions and provide support;
- make rapid, accurate decisions despite ambiguity; and
- leave a legacy

How can we become better leaders? Over the years, I have found the following helpful and easily adaptable by others. So feel free to use any or all of these tips.

- A trusted board of advisors: These individuals, who I admire as leaders and who know me well, provide advice, honest feedback and thoughtful, unbiased critique whenever I face a challenge. Each brings a unique perspective.
- Awareness of self and context: I review each experience carefully to determine what I did well and how I could improve so I learn from every situation, good or bad. I

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