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The Top 10 Medical Stories of 2008, ABC News, Dec. 2008: 1. The JUPITER trial (NEJM Online First Nov 9); 2. Birth from a whole ovary transplant (NEJM Dec. 11 Correspondence); 3. The ENHANCE trial (NEJM Online First March 30); 4. Malaria vaccine (NEJM Online First Dec. 8); 5. Continuous glucose monitoring (NEJM Online First Sept. 8).
Leadership Revolution in Today’s Hospitals

Robert Buccino
President, Neocortex Consulting Group, Inc.

Debra Flores, whose job as VP and Administrator at Sentara CarePlex is to run a 224-bed hospital in Hampton, Virginia, knows what current conditions demand of hospital leaders. She recently met with her human resources director and a recruiter to hire a new vice president/nurse executive for her facility. As the meeting progressed, says Flores, her HR head rattled off such a long list of qualities desired in the candidate that the recruiter finally asked in exasperation, “What are you really looking for in such a person?” “God,” said the HR head, only half-jokingly. “But I’ll take a peg or two below that.”

These days, expectations run very high. Today’s rapidly-changing hospital environment demands leaders who are simultaneously caring, accountable, team-oriented, communicative and strategic as well as tough. To take the pulse of the revolution in hospital leadership today, The HBAdvantage interviewed several administrators and executives to get their perspectives.

Be a master of continuous change.
Dawn Garcia, RN, MS, Director of Medical Staff and Quality at Sacred Heart Hospital, a 344-bed facility in Eau Claire, Wisconsin, says today’s leaders need to be masters of continuous change. “Overriding everything is our need to be more adaptable to the pace and scale of change,” she said. “The challenge to leaders is trying to forecast what that will look like in the next two or three years, in a whole different light from what we can imagine based on today.” Leaders today, she notes, need to be “very adaptable, very flexible and very alert” to be responsive to changing needs.

Market competition is a key driver.
Kathleen Gallo, RN, PhD, MBA, SVP and Chief Learning Officer at North Shore-LIJ Health System headquartered in New Hyde Park, NY, says that when competition for patients and physicians came to hospitals, different competencies became prerequisites for leadership. Combined with recession economics, competition put a profit squeeze on hospitals that’s left nearly one in three US hospitals operating at a financial loss, according to the American Hospital Association. Meanwhile, third-party reimbursements for hospital-acquired infections and for readmissions are being eliminated, even as hospitals struggle to find qualified staff, especially nurses, to provide care.

Today’s leaders, therefore, must know how to apply the scalpel to costs. “How to get labor expenses down without affecting quality outcomes or patient satisfaction or retention of your staff is a juggling act,” says Nancy Davis, RN, MA, MS, SVP of Patient Care and System Chief Nursing Officer at the Ochsner Health System in New Orleans. “But the message can’t just be cut costs; it’s also recognizing the quality of caring, honoring that and rewarding that in the midst of cutting costs.”

Keep the care in health care.
Even as economics drive change, the hospital-as-business model popular a decade ago is fading.

“I really believe in putting the care back in health care,” says Sentara’s Flores, who seeks compassion and caring in leadership candidates. Her colleague, Teresa Edwards, MHA, FACHE, VP and Administrator at Sentara Leigh Hospital in Norfolk, Virginia, agrees. “We have to be very financially minded and understand quality indicators to ensure that we can run a business as well as focus on health care.” But, she adds, it takes a certain kind of person who really does have a passion for caring for the sick. “We’re taking care of patients in the most sensitive time of their lives, so we have a responsibility to make sure they’re safe and that we provide care that’s high-quality care.”

Pam Schanwald, RN and an MHSA, CEO of The Children’s Home of Pittsburgh & Lemieux Family Center, observes that too many chief financial officers who become hospital CEOs bring an approach that’s too analytical. “They’re often lacking in the feeling and perceptive part. Health leaders need to have a health care background,” although she looks for diversity of experience in her leadership team. A more integrated, patient- and family-education based approach saves money, she says. “Provide more communication with the patient [and] more monitoring of how they’re doing and the economics will follow.”

Meet the accountability challenge.
Accountability, especially for patient safety, reigns among leader priorities. North Shore-LIJ’s Gallo observes that “health care needs to become as highly reliable as commercial aviation and nuclear power. It takes a different, much more sophisticated leader to take your hospital from an industry not known for high reliability to a state where anybody that comes in gets exceptional care, service and value.” Gallo urges up-and-coming leaders to look outside traditional health care for models of excellence to follow. “I would try not to be trapped in the health care paradigm,” she says.

New regulations and quality expectations demand accountability from leaders as never before. “We’re so regulated,” says Davis. “We have new standards coming at us from the Joint Commission [and] our state Department of Health and Hospitals; you have to be constantly vigilant and run a tight ship. We just don’t have the luxury anymore of having people in leadership jobs who are water treders,” she says.

Ochsner’s Davis believes feedback builds accountability. “We’ve cranked up the intensity on giving constant feedback,” she says. “We call it ‘no false kindness’, turn to Hospital Leadership on page 5
A Conversation with Ayşe Çetinel
Managing Director, Janssen-Cilag Turkey

Please tell us a little about your background and how you chose the path that led you to your current career. I started my career working in the finance department of a leading international company in the FMCG (Fast Moving Consumer Goods) sector. Working at an international company that has an ambitious growth target has been my preference since the very beginning of my career. Being part of the decision-making process on important issues played a significant role in the development of my vision and my leadership qualities. In terms of the vision it offered and the areas for development it provided, I see the company I worked for as a school.

My transfer to the pharmaceuticals sector was actually a very conscious preference. Janssen-Cilag has been engaged in the field of human health in Turkey since 1996 and have been working at Janssen-Cilag since the time the company was first establishing its office in Turkey. During the first part of this period, I worked as director of finance, administrative affairs and logistics. I have been holding the position of managing director for the last eight years. I feel that I work for a company that adds value to human life and I find great satisfaction in being a part of this mission.

Did family play a role in your career decisions? I don’t think that family relationships play a different role in career choices in Turkey compared to Europe; similar problems might exist in any EU country. But wherever you are, I think that women’s advancement in their careers is crucial for any country and any culture. I am very pleased that I am working for a company that places a great importance on career developments, and makes its best in this regard.

What was your biggest hurdle and how did you overcome it? I don’t think I encountered any difficulty that can really be defined as a hurdle. However, the economic changes in Turkey, although creating opportunities for growth, have at the same time made it harder for corporate directors abroad to make long-term plans for this country due to limitations in projecting ahead under such rapidly changing conditions. I can say that it has been challenging at times to manage expectations, country risks and change all at the same time.

Is there a support system you rely on? One of the strongest aspects of Janssen-Cilag is “OUR CREDO,” which I see as the core basis for my decision making. Starting with our responsibilities toward all who benefit from our products, “OUR CREDO” defines the framework of our business principles. These principles are wholeheartedly adopted by all our employees as well. If you ask any one of our employees how they would describe themselves, they will say with pride, “We are part of a group that tries to do the best for others.” This is what allows us to consistently raise the bar we have set for ourselves, higher and higher.

Each member of our team is intensely aware of his/her responsibility and receives training to maintain this awareness and knowledge. Everyone consistently checks to ensure that his or her responsibility and knowledge matches the best standards, making every effort to attain continuous improvement. This has a positive effect on the process of critical examination and on the development of support systems. The CREDO and the people living it form the most solid of the systems I depend upon.

How would you describe your leadership style today? Has it changed over time? With the development of new communications tools, leadership has taken on a new meaning and a new dimension when compared with the past. As opposed to previous concepts, the leadership style that addresses people’s emotions, making them feel part of management as they perform their jobs and allowing them to take initiative are more effective in achieving the success of an organization.

As in every other sector, it is also very important in the pharmaceuticals industry to establish a democratic and transparent management model. Moreover, the most striking quality that defines a leader within the changing concept of leadership is the ability to create a team of people who create synergy and positive atmosphere together. This is something that depends on mutual trust and is closely related to the inter-cultural understanding that supports individual initiative at every staff level.

As a director, I am proud that our company, which combines corporate “OUR CREDO” and global values, is one of the companies in the world that people want to work with, especially in terms of its various HR applications and its level of employee satisfaction.

Was there a revelation along the way that changed how you looked at things? Although I haven’t had an experience like that, the active feedback I receive from my colleagues has led to
Congratulations to our Executive Pharmaceutical Marketing MBA graduates in the Class of 2009 who are facing the future with confidence. To all of you, we extend our most sincere wish for your success. We know you will continue to be a source of pride for Saint Joseph’s University.

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a change in my perspective on events. Trust-based relationships provide the opportunity to understand the type of effect your management has on people.

We are working in a company where there is intensive exchange of information and candid feedback from line managers. We have the opportunity to discuss different opinions in a genuine environment of open communication. That often has the effect of changing how we look at things.

**With people increasingly working in remote/satellite offices and global or virtual networks, can you share some ways in which direct reports working at a distance can demonstrate leadership skills to keep themselves moving up the ladder?** As an outcome of globalization, it is inevitable that there will be a switch from classical business models to new structures. We shall not avoid these new structures; on the contrary we, in fact, encourage them in light of our obligations toward our employees. What is important is that individuals who take their place in such business formations are aware of their responsibilities and actively practice communication management to achieve the expected business outcome. These different business models return to you in the form of increased productivity when people are mature, result focused, good team members and take initiative.

**What one thing do you think will impact the healthcare business most over the next 10 years?** At Janssen-Cilag, our fundamental center of focus and priority has always been to touch people’s lives. This priority will never lose its significance.

As you know, advances in medicine contribute to increasing longevity. Parallel to this, however, diseases, medical needs and demands are steadily becoming more varied. For this reason, we think that one of the most important issues awaiting the health sector in the coming years is to be able to provide the life-saving treatments that patients need. In this context, at Janssen-Cilag, developing life-saving treatment methods will be our area of concentration during the next 10 years and beyond. Besides general treatment methods, we also expect progress in increasing personalized treatment options. We believe that the services provided will integrate with the advanced technologies of today and will be more prevention-focused.

**Do you have a plan for your own future?** I would like to share the knowledge I have accumulated throughout my career with young people by supporting them in their training.

**AYSE’S THREE TIPS FOR WOMEN FACING SIMILAR CAREER CHOICES**

- Forget your gender; remember that your innate strong qualities of communication, empathy and instinct can be used to your advantage.
- When exhibiting a strong profile, well-managed emotions make you more accessible.
- Balance your business and private life, state your preferences beforehand, and be sure that what you do pleases you.

If you were to encapsulate your career in five words, what would those be? Believing that your job is beneficial; sharing risks and responsibilities; exhibiting can do, will do” behavior and emerging from challenges with added strength; honesty and, creating an environment where mutual trust is accepted as an important value that contributes to the achievement of the best business outcome. HBA

Daria Blackwell, president of Knowledge Clinic, provides independent marketing and communications consulting services in Europe and the US.

**FOCUS ON... HOSPITAL LEADERSHIP continued from page 3**

where we’re candid constantly with people because we want them to get better.”

**Leader as communicator.** Feedback is just part of the communication skills needed. Hospital leaders must be messengers to tell staff and colleagues, “We have to be conservative, cut our labor expense and improve patient safety and quality outcomes,” says Davis. Tone and delivery matter. Sentara’s Flores says leaders need both charisma and depth, explaining that: “You need someone who can really motivate, be a cheerleader and deliver a clear message; a good speaker.”

**Make the complex simple.** Decreases in revenue-generating elective procedures and preventive care leave hospitalized populations more severely ill, less well reimbursed and more vulnerable. “You have a more complex, high-acuity ‘sicker’ patient. The medications our patients are on and the family dynamics our staff deal with are all very complex,” says Flores. “Patients and their families demand more today. You’re trying to instill in your staff that they have to be at the top of their game from a customer service perspective. But then again, you’re telling them they have to really focus on productivity.”

Flores looks for innate talents she believes can’t be taught. “Compassion. Caring. Decisiveness. Diligence. Courage. Creativity. Financial or Fiscal Management. Integrity. These are core values you have to have to be successful as a leader.” Two other traits she seeks are authenticity and the ability to engage with and motivate others. “I’m so tired of getting a sales pitch,” she says. “A candidate has to come through as sincere.” Sentara Leigh’s Edwards adds that customers, community, vendors, construction suppliers, employees and physicians all “want administrators they can trust, that your word is your word and that it’s not just the transaction but the relationship,” she says.

**Take the team approach.** Every respondent spoke of the need to approach leadership from a team perspective. Garcia says that ‘adaptive leadership’ means “we have to use a combination of collaborative communications, developing innovative partnerships, negotiation and facilitating change within high-performing teams. Rather than being the historic leader of a service and having that function in more of a bureaucratic manner, it’s really more about developing teams and the leader’s role is more of a coach versus a controller.”

**Turn to Hospital Leadership on page 6**

HEALTHCARE BUSINESSWOMEN’S ASSOCIATION | Required Experience for Healthy Careers | www.hbanet.org 5
Shaping Future Women Leaders in Life Science

YOUR OPPORTUNITY TO GUIDE, MENTOR, SUPPORT FUTURE FEMALE LEADERS

Boston-based non-profit Science Club for Girls, the Girl Scouts of the Jersey Shore, Rutgers University and industry mentors will work together to create a future pipeline of female leaders in life sciences via exciting science programs. The students gain a greater understanding of the life sciences and the impact the industry has on human health. Younger students will have access to science and leadership programming designed to inspire them into higher education, while university students gain critical leadership experience and career path exposure. Industry gains an informed and engaged workforce that is focused on the outcomes that drive the success of the life sciences.

“When young girls and women who are exploring different identities directly hear the stories of accomplished women, they begin to correlate these women's success to the map of their future selves,” said Dr. Connie Chow, Executive Director of the Science Club for Girls. “A corresponding advantage is that, when women leaders reflect on and articulate their own paths and passions, with the intent of inspiring and preparing the young generation, they re-engage their own awareness of issues that might mar their own development.”

Indeed, says Amicus Therapeutics’ Nicole Schaeffer, “Being exposed to leadership competencies at a young age contributed to my leadership aspirations. "Indeed, says Amicus Therapeutics’ Nicole Schaeffer, “Being exposed to leadership competencies at a young age contributed to my leadership aspirations. "If we don’t figure out how to do that, another industry will step in and do it.”

Randi Schoenfelder is a Managing Partner at Theodolite Human Capital, which aligns human capital with company strategy and promotes diverse leadership to maximize organizational performance.

FOCUS ON... HOSPITAL LEADERSHIP continued from page 5

Be strategically innovative. Last but not least, today’s hospital leaders also need to think more strategically and innovatively. Says Gallo, “You can’t always be putting out fires. Organizations where the house is always on fire won’t be here five to 10 years from now.” Gallo looks for leaders who will “challenge things we’ve been doing for years without getting outcomes we want and shift resources to support and reward innovation.”

Opportunities are wide open. And who knows? You might even learn how to walk on water. HBA

Robert Buccino, President of NeoCortex Consulting Group, Inc. (www.neocortex-consult.com), provides strategic counsel, individual and team presentation coaching, training workshops and writing services.
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I’m proud of the people on my team and our diverse pipeline that will help improve the quality of life for people around the world. It’s rewarding to be a part of a growing pharmaceutical company that can make a difference in someone’s life. I’m a Director of Drug Development, Project Management and I’m helping Astellas change tomorrow.

Anne Keating
Director, Drug Development, Project Management

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EOE/M/F/D/V
The ROI of Women at the Top

Anne Camille Talley  
Principal, Health Leaders Consultancy

Today’s complex environment demands more diversity of thought in corporate management than ever before. Increasing gender diversity in our top ranks is one way we can make sure that we creatively and profitably address critical unmet needs in our marketplace.

A number of studies strongly suggest that companies do the smart thing when they figure out how to keep more women on their senior teams. Importantly, crafting ways to recruit, advance and retain more women in senior governance roles, as described by the HBA E.D.G.E. in Leadership Study, is a business practice that leads to a fair and equitable way to run a company that also ends up being profitable for them.

Catalyst has completed two studies demonstrating that companies with the largest proportion of senior women experience better financial performance. In the association’s 2007 study, “The Bottom Line: Corporate Performance and Women’s Representation on Boards,” the top quartile of 520 companies (132 companies with the most women board directors) outperforms the bottom quartile (129 companies) in Return on Equity (+53%), Return on Sales (+42%) and Return on Invested Capital (+66%), based on four-year averages from 2001 to 2004. Those 2007 results largely mirror a 2004 Catalyst study that analyzed business results over four years for 353 companies with the highest and lowest representation of women on top management teams.

The management consultancy McKinsey & Company also has published a number of studies on this topic. In “A Business Case for Women,” data from 231 companies and 115,000 employees link higher operating margins (EBITDA) and valuation (ratio of enterprise value to book value) to the highest scores on nine important dimensions of organization, from leadership and direction to accountability and motivation. That study also links significant differences in performance on those nine dimensions to the presence of more women in top management in a subset of 101 companies and 58,240 employees for which the gender composition of governing bodies was public. The authors of that study add: “It is notable that performance increases significantly once a critical mass is attained: namely, at least three women on management committees for an average membership of 10 people. Below this threshold, no significant difference in company performance is observed.”

Another McKinsey analysis based in the Amazone Euro Fund database for the years 2003-2005, describes 10% better Return on Equity and 48% better Average Earnings Before Interest & Tax, relative to the average for their industry sectors, among those 89 large European listed companies with the highest level of gender diversity in top management posts. That analysis also reports 1.7 times better stock price growth for those 89 companies over the period 2005-07.

Ken Chenault, Chairman and CEO of American Express, quoted in Ernst & Young’s study, “Groundbreakers: Us-

SPONSORSHIP OPPORTUNITY: HBA E.D.G.E 2.0

The HBA has begun development of HBA E.D.G.E. 2.0, the second in a series of proprietary studies of women in leadership in the healthcare industry. The E.D.G.E. Forward Initiative will study the progression of women into the top ranks of life science industry in the US and Europe. If you are interested in being a sponsor, please contact HBA CEO Laurie Cooke (lcooke@hbanet.org; +1 267.765.3964) for more information.

Annie Camille Talley is principal of Health Leaders Consultancy, which provides life science companies with global market research management services in strategic marketing, pre-launch commercialization, product launches, brand marketing and litigation. Full references available online at www.hbanet.org/Careers/HBAdvantage.aspx.
Five Steps to Better Time Management

Despite all the so-called “time saving” devices in our offices and homes, most of us still find ourselves regularly wondering, “Where did my time go?” Since we’re facing a new year, I sought some advice on time management to help us toward better productivity as we move forward.

1. Establish Your Technology Reliance Level. Gina Reynolds, head of secondary market research at King Pharmaceuticals in Tennessee, finds laptops, cellphones, and other technology an asset. “When my husband and I were building our house, he took pictures of things with his iPhone so I could view them at my convenience and give him my feedback. I didn’t have to go running to meet him at stores or on-site. It was definitely a high-tech construction project between us!” she says.

Jeanne Cohen, on the other hand, has a somewhat unique attitude. Cohen, primary owner of California-based New Mentor, which provides evidence-based content to healthcare and life science clients, says: “My cell phone number is only for family and friends and there are no computers at home. Home is for home, not work,” and she’s adamant about keeping that balance.

2. Re-Examine Your Teamwork Skills. “If you’re at an upper level of the company ladder, be more open to delegation, something not every leader can do,” says Jacquelyn Freedman, president of Timeworks Consulting in New Jersey, who’s been training individuals and corporations in time management since 1997.

“Also consider acting as a facilitator; i.e., get the two immediately below you together and ask them to determine the priorities,” says Freedman. That saves you from constantly making decisions and they are less likely to be asking their direct reports to handle an “urgent” project simultaneously.

If you are the underling and your supervisors both drop “must-have” projects on your desk, ask for guidance and don’t see it as imposing on someone; see it as finding better ways to manage your own work, Freedman says.

3. Create a Daily Plan—For Guidance. Make a list of daily tasks and long-term goals, but be wary of getting locked into that agenda. “At the end of the day I determine what I feel I really need to carry over from my to-do list,” King’s Reynolds says.

“It’s not just a matter of pushing yesterday’s agenda forward,” says Elizabeth Mathews, co-owner of MedPredict in Arizona, which interviews thought leaders in pharmaceutical companies and produces market research reports. “Sometimes I’m amazed when I check back in two weeks and see things that didn’t get done how often I say, ‘Now why did I think that was so important?’”

Schedule down time into your calendar and block out segments in your online calendar to signal co-workers when you’re unavailable. “Exercise keeps me energized, but with a husband and two youngsters ages 6 and 4 it’s hard to find time. So I tend to be up at 5 a.m. and that’s my time,” says Carissa Heine, senior marketing manager for Baxter Healthcare’s medication delivery division in Illinois.

4. Consider Trading Dollars for Time. This idea sounds almost sacrilegious with the new thrift-wise mindset, but it works. “My mom, a full-time homemaker was able to keep a beautiful house even with six kids. I had to accept there was no way my house was going to look like hers and do the best I can; otherwise I might have invested in a housekeeper,” says Deb Wells, president/CEO of Strokeguard in Texas.

Another evaluation she suggests: “Am I better off hiring a car service for certain occasions instead of driving myself, so I can do some work on my laptop during the drive?”

5. Go with the Flow. “I have lists for everything. I know how often I say, ‘Now why did I think that was so important?’”

“Life doesn’t stay organized, so acknowledge the mess and deal with it,” is Cohen’s attitude. She adds, “When something disruptive happens that’s the time most of us tend towards rigidity as a form of control. That’s actually the time you need to be more flexible. I think it’s a misconception that organization stifles creativity. I think it’s the other way around. The more systematic your structure, the freer people are to be creative.”

Congratulations to Abbott
Winner of the 2009 HBA ACE Award for their WOMEN LEADERS IN ACTION program

Each year the HBA recognizes one organization in the healthcare industry that goes the extra mile to support women with strong programs and initiatives. ACE Award—Advancement, Commitment, Engagement—criteria are: an effective business case, measurable results, program stewardship, execution and sustainability.

JOIN US as we honor Abbott at the November 19th ACE Award luncheon at this year’s Leadership Conference at the Westin St. Francis, San Francisco.

For more information about the Leadership Conference, visit www.hbanet.org.
Economic Drivers, Industry Collaboration and Metrics Key Themes for HBA’s First 3BC Summit

**Susan Youdovin**
Executive VP, Healthcare Division, Rosica Public Relations

**Adele Gulfo** is passionate about the industry providing leadership training to women. “It’s very important for us as an industry to get together and share our thinking regarding the challenges we face as an industry,” Adele, who is VP of Business Development and DFL, AstraZeneca, added that: “The value of an event like this is the opportunity to teach women to collaborate and build on their ideas.”

The “event” was the first Building Better Business Connections—3BC—designed for HBA Corporate Partners that have established internal women’s networks. Convened at Novartis in June 2009, more than 50 women representing 15 of the top pharmaceutical companies joined HBA staff and volunteers to hear about the latest research on women’s leadership and exchange best practices.

According to a study by Ernst & Young, white men comprise only 17% of the global talent pool and 53% of students graduating from college globally are women. The study, “Groundbreakers: Using the strength of women to rebuild the world economy,” (http://www.ey.com/GL/en/Issues/Driving-growth/Groundbreakers)—Executive-Summary) is a business case for growing internal women’s networks.

**Keynote speaker Carolyn Buck-Luce**, Global Pharmaceutical Sector Leader for Ernst & Young, called this a “reset moment” for businesses to radically rethink their business strategies and actions. She cited research showing that women make “significant and proven contributions to business and economic growth” and called for defining non-linear paths to enable women and under-represented minorities to attain leadership positions.

The Ernst & Young study found five groundbreaking insights, specifically:

1. **Women are a powerful economic force.** Expanding women’s participation in the workforce has powerful, positive and measurable results; there is a strong correlation between gender equality and the level of economic development of countries.
2. **Diversity of leadership boosts the bottom line.** Research demonstrates that advancing women is a critical tool for improving corporate financial performance.
3. **Diversity is an equation for success** and a critical condition for spurring organizational creativity and innovation.
4. **Severe gender gaps still remain,** as the White House Project demonstrates. In the U.S., women comprise only 18% of leadership positions across many sectors; hold only 11% of the highest positions in business; constitute just 6% of the top-paying positions among Fortune 500 companies; and hold only 25% of top positions in state governments, an increase of only 2% since 1998.
5. **NOW is the time to act.** In today’s major demographic shifts, we are losing our top candidates in mid-career at great cost to American productivity. Studies show that both Gen Y and Baby Boomers demand change and want to work in different ways.

**Eiry W. Roberts, MD,** VP Lilly Research Labs—Autoimmunity and Transition Phase, Eli Lilly & Co., said that: “This event is very timely for Lilly. We are re-launching our women’s network as part of a larger effort to empower a range of satellite groups that focus on leadership in external communities. Supporting women employees and other groups has the ultimate goal of serving patients better.”

Representatives from HBA Corporate Partners offered practical advice on strengthening internal women’s networks that included:

- **Women’s advancement must be part of employees’ objectives and seen as benefitting the company and driving business results,** said Lori Ryan, Executive Director, Alliance Development at Novartis Pharmaceuticals, event host and winner of the HBA 2008 ACE Award for corporate women’s initiatives.
- **High commitment at the senior level is critical to success,** according to Lisa Filar, Director, Sales Operations & Marketing Systems, Abbott, Women Leaders in Action.
- **Never underestimate the time it takes to establish the infrastructure of a women’s network,** said Victoria Majeski, Senior Manager, Global Learning and Development, Schering-Plough Corporation Women’s Network, part of a larger company initiative, “How to progress in a diverse world.”

**Metrics are a Critical Need.** In addition to collaboration, the other key theme that emerged during this event was the critical need for metrics. Novartis’ Ryan reported that: “Numbers tell the story. The turning point came when we met with senior executives about the [HBA] E.D.G.E. Study, which showed that executive women were not progressing.”

The group voted on which attribute is the most important: Metrics, Engaging the Membership or Sustainable Governance. Almost three-quarters (74%) of those in attendance voted metrics the intervention that would make the greatest difference with 75% saying they would personally champion metrics over other interventions.

**Marianne Fray,** HBA Director of Corporate Development, who developed and executed the program together with a committee of volunteers said, “The HBA is working to grow this valuable program to bring it to many more corporate partners in the future.”

**Debra McGarity,** Senior Director, External Affairs, sanofi-aventis, summed it up for all participants: “What I found especially exciting was the energy, great outcomes and connectivity that come with convening dynamic women leaders at smaller, more intimate events like 3BC. Thank you HBA!”
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<td>Ceci Zak, Vice President, General Therapeutics Marketing, sanofi-aventis</td>
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The Female Leader’s Survival Guide

While my daughter Jessica took a well-earned rest this summer after studying abroad in England, she picked up The Single Girl’s Survival Guide. When I saw it, I thought that many of us could use a similar manual. Imagine a tool to help female leaders survive working in the healthcare industry. If we did have one—and if the most successful HBA members were its sources—it would include the following tips.

1. **Develop a strong business network.** It’s been shown that women develop narrow and deep networks and men develop broad and shallow networks. The male approach provides the greatest range of resources for knowledge and access to promotion opportunities and just getting your name out there.

2. **Know your strengths and tout them.** A study conducted last year found that women apply for positions only if they believe they meet 100% of the listed criteria, whereas men apply if they feel they meet 60% of the requirements. We need to focus on what we do well and have confidence we can learn the rest.

3. **Take the initiative with your mentors.** Mentoring plays a key role in career advancement; the more mentors, the faster you move up the corporate ladder. Look for mentors who have seen you in action, have expertise you need help with and with whom you “click.” The key is that you own the process, so take the initiative.

4. **Accept opportunities to mentor others.** Besides the feeling that comes with giving back, mentoring allows you to learn, gain respect and even share in your mentee’s successes. But there aren’t enough senior women to be mentors and role models, so we all need to get out there and mentor.

5. **Establish influential advocates.** A key way to get those how-did-they-get-that-opportunity spots is to make sure you have influential internal and external advocates who will speak about your strengths when senior management discusses top talent and makes key assignments. They need to know who you are and what you can do.

6. **Develop and apply interpersonal skills.** Senior executives say that performance is simply a qualifier and they look for interpersonal skills to determine who is most likely to succeed at senior levels. Don’t miss the boat by focusing solely on performance; put your interpersonal skills to work as these are a highly valued commodity.

7. **Keep current and broaden your experience.** Knowledge is power and understanding how the industry works is critically important to do your job better and position you for more senior roles. Women have been earning more undergraduate and masters degrees than men since the early 1980s. International experience is particularly important so seek out those opportunities.

8. **Choose your boss.** At last year’s Leadership Conference, we learned to choose our boss. Instead of sitting back and letting your career happen to you, identify the managers who are supportive of their people and nurture their strengths. Seek them out, let them know that you admire them and would like to work with and for them.

9. **Practice makes permanent.** By practicing “leadership in action” as a volunteer, you can learn and practice new skills in a safe environment while your bonus isn’t dependent on the outcome and you’re not in competition. This also will allow you to develop your unique, authentic leadership style.

10. **Strive for effective work-life blend.** I left this one until last, because it’s the one I have the hardest time with; I need to get a mentor for this!

In addition to these tips and the great collection of insights in *The HBA Advantage*, the HBA can serve as your Healthcare Businesswomen’s Survival Guide. Be sure to make the most of it.
Learning to Lead with Passion

THE PRESIDENT’S FORUM

Ceci Zak

I used to have a bad habit. When faced with a challenge, and if I felt intimidated or overwhelmed, I would put my feelings aside and charge forward with a take-no-prisoners approach. In reality, it was my driver personality taking over and, if I didn’t put on the brakes, I may have prisoners in my back yard.

Since stepping up as HBA president this year, I’ve undergone a lot of personal and professional growth and put on the brakes quite a bit. This has allowed me to slow down and think rather than just “do.” It wasn’t easy at first, but I learned to manage my existing and new responsibilities with focused priorities and diligent time management. This allowed me to think logically and sensibly and identify all options and resources.

It’s a more conscious and focused way to lead and can only happen by engaging with others to get the job done. This is different from just providing direction and assuming others understand the objective and can accomplish your vision. You still need to communicate processes, intended outcomes and timelines, but it also requires the emotional intelligence to know if you are connecting with people and if they understand, have the right skills for and are motivated to carry out specific activities. This using these skills helped me steer the HBA through a critical year. This year, many non-profits saw the effect of the economic downturn on revenue generation with layoffs, discontinued flagship events and, for some, closing the doors. This was not going to happen to the HBA.

In 2009, the HBA had to maintain a strong fiscal position as our staff had grown to increase the association’s value to a continuously growing numbers of members and corporate partners. Recognizing this early on, the board of directors (BOD) worked closely with the treasurer to identify ways to reduce expenses. A daunting experience — particularly given that some funding was already committed to programming — culated by the BOD being in the process of developing a five-year plan that included a fiscal component to expand so the HBA would be available to more women around the globe.

The BOD had a common vision and, by bringing together their individual skills, long-term commitment and the power of positive communication, they were able to make the necessary changes and accomplish the year’s operational and fiscal objectives. The process has made the organization stronger; the HBA is able to hire more staff as planned; we developed local programming for women in transition (the #1 requested topic in 2009); and we are in the process of evaluating additional high-impact virtual programming with a focus on development tracks for every stage of a member’s career to ensure HBA membership offers a lifetime of opportunity.

On a personal level, it’s been extremely satisfying to work with an engaged and motivated board that constantly pushes objectives forward. It’s been my unspoken priority that the board experience make each member a stronger, more impactful leader. To have engaged each board member in this strategic work coupled with personal development along with ensuring a profitable year in a tough economy and enhancing the value of the HBA will be one of my greatest accomplishments during my tenure as president.

I served as president because I know I get a lot of satisfaction giving back to others. What I learned this year is that passion trumps everything. If you can direct that energy with laser-like focus and...
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