Deirdre Connelly
2010 HBA WOMAN OF THE YEAR

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Resilience, Diversity, a Personal Compass and Joy

Susan Youdovin
Executive Vice President, Healthcare Division, Rosica Public Relations

Resilience, diversity, a strong personal compass and a healthy dose of joy — even in troubled times — were the reigning themes at the 21st annual HBA Woman of the Year (WOTY) celebration.

HBA President-Elect Lori Ryan, Executive Director, Alliance Development, Novartis Pharmaceuticals, greeted the more than 2,200 attendees and 100 corporate partners, held May 6 at the New York Hilton. While the largest East Coast crowd enjoyed lunching and networking, West Coast counterparts gathered at Genentech for breakfast overlooking the San Francisco Bay. Len Kanavy, Vice President, Commercial Operations, Genentech, and 2008 Honorable Mentor, greeted the cheering bi-coastal crowd via simulcast, closing with a line he said he always wanted to say: “Back to you in New York!”

Ryan introduced eight past Women of the Year and saluted the growth of the organization, “despite the turbulent times the industry is experiencing, or perhaps because of them.” Underscoring the event’s theme, “Charting a New Decade of Leadership,” Ryan noted that “there are many ways to lead and in today’s environment, a diversity of approach is both respected and expected.”

HBA Immediate Past President Ceci Zak, Vice President, Business Innovation, sanofi-aventis, introduced the record 98 Rising Stars, including the first ever from China. And HBA CEO Laurie Cooke praised the organization’s resilience and “entrepreneurial spirit” in this “Year of the Chapter” as evidenced by transition programs and leadership development. Cooke also recognized the HBA’s newest affiliate — Florida — and applauded the associations’ growth to 5,700+ members and enrollment of 19 of the 20 top healthcare companies as corporate partners.

Bringing a personal perspective to the leadership theme, Susan Torroella, HBA President and COO, MEDEX Global Group, noted that “we know in our souls the kind of leader we want to be” and calling the day a “touchstone for renewed commitment to leadership services for ourselves, each other and the world.”

Profile of a Leader

2010 WOTY Deirdre P. Connelly focused on lifelong learning, a strong personal compass and joy. Introduced by 2009 WOTY Deborah Dunsire, Dan Phelan, Chief of Staff for GSK CEO, and CEO Andrew Witty—who spoke by video—Connelly began by looking back to her years as a sales representative for Eli Lilly in Puerto Rico. “The most important lesson I learned was that I was doing very important work. Work that mattered and made a real difference in the lives of patients every single day.”

On learning: Along the way, Connelly found learning of great value. “Being open to learning, looking to learn and incorporating what I’ve learned into how I do my work is something I pride myself on. I am never embarrassed to say, ‘I don’t know’ or ‘can you teach me?’ I believe that is the only way you can grow as a person and as a professional,” though it means admitting mistakes and being willing to learn from them.

Connelly learned another valuable lesson when she was named a Global Product Team Leader with responsibility for clinical development and a staff of physicians and statisticians. She brought her talent for leadership to the group and earned their respect by recognizing and valuing their expertise and supporting them in their work and careers.

On values: A strong personal compass can make the difference in dealing with difficult situations that may cause us to “question ourselves, what we think are our strengths and how we do our work. That’s when it’s important for us to have a core set of principles that can serve as a foundation and provide us guidance. For me, I rely on transparency, respect, integrity and focus on patients.”

On joy: Yes, said Connelly, it’s all very
Social Media and Compliance: A Path Forward

Donna Wray
Executive Director, TGaS Advisors

At last fall’s FDA hearings on social media, the issue of Adverse Event (AE) reporting was front and center.

Adverse Event Reporting

The regulations in place around adverse event (AE) reporting were created in a world where pharma companies heard about AEs through doctors and their own studies, and pharma was obliged to report these to the FDA in a timely manner.

Pharma companies trained staff and vendors to be alert to any conversation about their products and put each mention through the internal processes to report. The FDA wanted immediate information on adverse events as they happened. What they got was that plus more. Any time Aunt Gertie made an offhand comment it was thrown in. This indicated “vigilance” in AE reporting and, based on an anecdote or two, higher volume was seen to correlate with greater diligence for audit purposes.

Today, volume is the problem. Online discussion forums, Facebook, Twitter—conversations that used to be private are now public, preserved and searchable.

Several presenters at the hearings cited pharma’s obligation to monitor and report. Nielsen Buzzmetrics provided stats [1]:

• A study of 500 messages showed only one “reportable AE,” Conclusion: “This is not burdensome.”
• There are 80,000 new health-related messages per day.
• Analysts can effectively review 100 per day.

The burden to pharma, in our view, is not the one reportable AE, but in determining that the other 499 were not reportable or, if everything is monitored, analyzing the 80,000 posts and reporting the 160 AEs out there daily.

Although some presenters implied otherwise, pharma is not “putting its head in the sand.” In 2009, more than half the 63 brands in the TGaS Advisors Digital Marketing Benchmark monitored discussion forums to gather insights.

While it is important to learn about unexpected effects of in-market drugs, it would be prohibitively expensive to treat the Internet as a source that must be monitored. Pharma should listen to Internet comments, but not be responsible for listening seriously to everything.

Two-Way Conversations

Some presenters suggested that pharma not only be required to listen but also to respond to each AE. The examples presented, however, seemed stilted and full of caveats and not likely to be useful to the recipient.

While this may not be feasible, it does seem useful for pharma to be able to contribute to conversations under some circumstances, as occurs in other industries. This should be determined by marketing, customer service and/or PR, however, with regulatory/legal input.

PHARMA SHOULD LISTEN TO INTERNET COMMENTS, BUT NOT BE RESPONSIBLE FOR LISTENING SERIOUSLY TO EVERYTHING.

Although this is rare today, some brands extend their brand-based customer service to social media. AstraZeneca, for example, launched a Twitter account to actively monitor and respond to mentions of AEs or problems paying for NEXIUM®. (www.twitter.com/AZhelps).

• Sample Tweet: Damn trying to get a prescription of NEXIUM® filled is like I’m asking for a brick of gold! 7:34 PM Dec 30th, 2009 from UberTwitter.
• Sample response: Saw your tweet about access to NEXIUM® (esomeprazole magnesium). AstraZeneca may be able to help. Call us @ 800-236-9933 10:56 AM Jan 4th from web.

Path Forward: Pharma Actions

A suggested path forward for AEs given the current sentiment and regulations:

• Listen to online discussion and learn from it.
• To be conservative, process AEs you encounter as you hear about them, based on the information in the post; don’t try to track down further information from every anonymous patient.
• Consider integrating social media into your outreach and customer support strategies; in some instances you may find it good customer service to make some inquiry.
• Link from your sites to the MedWatch online reporting form. Consumers Union suggested this as a requirement and it is in practice today on some brand sites.

Path Forward: FDA Guidance Wish List

Based on past experience, we may not get direct guidance, but here is some guidance we can wish for, with a subjective rating of the likelihood of agreement by FDA staff.

Very likely to agree: Put select information about AEs through your standard process as you come across them. For information ‘overheard’ rather than communicated to pharma directly, you are required to report but need not attempt to follow up.

 Likely to agree: You are able, but not required, to communicate to people as you wish, following current communication guidelines; unbranded information needs no fair balance.” The process of monitoring and reporting AEs contributes to the public health by making pharma a better listener and communicator in the Internet space. Since pharma marketing dollars drive valuable content creation and upkeep, this is a significant force for health education.

“Social Media: A Path Forward,” from which this is drawn, and the TGaS Advisors presentation to DDMAC are available on request. HBA

Donna Wray is Executive Director, TGaS Advisors and leader of the Digital & Relationship Marketing Benchmark Practice. TGaS Advisors is a leader in benchmarking and advisory services to the pharmaceutical industry. Wray can be reached at dwwray@tgas.com or visit TGaS.com
Deirdre Connelly: “Learn and Contribute”

Susan W. Youdovin
Rosica Strategic Public Relations, Senior Editor, The HBA Advantage

HBA 2010 Woman of the Year Deirdre P. Connelly, President, North America Pharmaceuticals, GlaxoSmithKline (GSK), is widely recognized for her business achievements and has been named one of Fortune magazine’s “50 Most Powerful Women in Business” for four consecutive years. Connelly began her career in her native Puerto Rico as a sales representative for Eli Lilly, rising through the ranks over her 24 years at the company to become President of Lilly USA. In 2009 she joined GSK, where she is responsible for more than $14 billion in sales and 10,000 employees. A graduate of Lycoming College and Harvard University’s Advanced Management Program, Connelly is known for her dedication to mentoring, her deep commitment to patients and her strong belief in the importance of ethics and values in both business and personal life.

What does winning the HBA WOTY Award mean to you?
It’s a great honor, but just as importantly, it’s a great responsibility. Recognition reminds us that we have to do the best we can and pursue excellence in our jobs and all facets of our lives.

Has the HBA been of value to you in your career?
The HBA has provided me with an opportunity to network with other business women in healthcare and to observe and learn from them. Everyone I work with and am in contact with is someone I can learn from, so, in that way, the HBA has been valuable to me throughout my career.

What do you consider the two or three major “crossroads” in your life?
Entering the pharmaceutical industry, which set my career path; heading up Lilly’s business in Puerto Rico and Central America, which gave me my first general management experience; and taking on my positions as head of Lilly USA and now leading GSK North America Pharmaceuticals.

How has your Latina heritage influenced your outlook and professional growth?
My father was Irish and my mother was Puerto Rican and what they both instilled in me is a strong set of values — family, faith, integrity, transparency, respect — that I apply to my work each and every day.

What skills or qualities were most important when you entered the workplace? How has this changed?
I embraced learning and especially reading. Reading has been an integral part of my personal and professional growth. I’ve always focused on how I can learn more so I can be more effective as a manager and leader.

What drew you to GSK after your long career with Lilly?
I came to GSK for several reasons, primarily the company’s strategy and values. That combination, I think, positions GSK to be very successful. The strategy included diversification, investing in emerging markets and simplifying our business model. This strategy, together with a very strong pipeline — we had six new products approved in 2009 – and an excellent management team, made GSK very attractive to me.

Cathy Sohn, 2003 HBA WOTY and SVP, Worldwide Business Development & Strategic Alliances at GSK Consumer Healthcare, said you are “leading a transformation of GSK US Pharmaceutical business for the changing times of the 21st century.” What transformations do you think are essential for the industry today?
The industry has to ensure that its products are delivering real value to patients, physicians and payers; that is, we have to demonstrate that our new medicines produce better outcomes than are possible through existing therapies and other medical interventions. And, we have to be more transparent in how we conduct our business and interact with our stakeholders.

Dr. Cheryl Beal Anderson wrote about your support for the HBA Indiana Chapter and your presentation at the chapter’s inaugural “Diary of a Leader” program. Others cited your high performance leadership behaviors, dedication to patients, mentoring and commitment to professional development. How would you characterize your leadership style?
My role gives me the unique ability to learn, listen and to lead. I like to empower my team by allowing them to make decisions and challenge mine. I’m also focused on simplifying our operations by asking: “Why do we do what we do, the way we do it and can we do it differently?” I also emphasize a sense of urgency, discipline and accountability for results. The primary goal of my team is to deliver the results, develop the leaders of the future and serve patients.

As one of Fortune’s “50 Most Powerful Women” from 2006-2009, what is your advice for women who aspire to leadership in business?
Never miss an opportunity to learn and to contribute.
Your dedication to public service was recognized by President Bush in your appointment to the Commission on White House Fellowships, a program that grooms young professionals for work in public service. What do you value most from that experience?

I was tremendously impressed by the caliber of the applicants and significant contributions alumni of the program have made to society.

Who are your mentors?

I wouldn’t say that I have had any specific mentors. I’ve simply tried to learn as much as I can from anyone I’ve encountered who has more experience, or different experiences than I’ve had.

What are your favorite activities/pastimes in those rare moments when you’re not working?

Reading, enjoying time at home with the people I love, enjoying smart conversation. HBA

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Charlene Prounis: “Make It Happen!”

Charlene Prounis: Entrepreneur, leader, mentor, long-time HBA activist and the 2010 HBA Star Volunteer.

Her high-energy professional life has been closely intertwined with the HBA for more than a decade. Prounis served as HBA president in 1998 and was the founding president of the HBA Metro Chapter in 2004 [when she was honored by the HBA as one of seven chapter presidents]. Prounis has been on boards and committees, raised money, mentored chapters and individual members, created promotional material and continues to be there for whatever the HBA needs.

Her motto — “Make It Happen!” — has resonated for the HBA, her career and community.

Prounis began as an intensive care nurse then moved to Searle as a sales rep. Her business savvy, medical knowledge and creative skills led her into advertising, first at Grey Healthcare, then as a co-founder of Accel Healthcare and currently as Managing Partner and founder of Flashpoint Medica, the Med Ad News 2008 “Agency of the Year” (Category III).

According to Ceci Zak, WOTY chair and HBA Immediate Past President, “Charlene was named Star Volunteer for her continuing ability to drive the mission and undying commitment to help the HBA reach its vision. Her career and volunteer accomplishments make her a role model for all HBA members.”

Prounis also “makes it happen” in her community, serving on the board at Queensborough Community College, where she gave the commencement address, on local boards and as leader of her daughter’s Girl Scout Troop.

Prounis said of her award, “I never really thought of it as volunteering, but as doing something I love: advancing women’s careers. The experiences I’ve gained exceed those I would have gotten just from my professional career; the role models and opportunities to do new things and learn to motivate a group of amazing volunteers all helped me grow into a leader. I love the HBA!” HBA

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Mark Swindell: Champion, Coach, Leader Extraordinaire

Mark Swindell has been called an exemplary business partner, mentor and champion of women in healthcare.

As President of the Vaccines Business Unit at Pfizer and, previously, as Senior Vice President and General Manager for Wyeth’s Pharmaceutical Business Unit, Swindell provides coaching, support and leadership in a way that “makes the recipient feel empowered and secure,” according to Nancy Phelan, Executive Director, Pfizer. “He is a highly regarded leader who draws the best talent to his teams and carefully nurtures them to be their best. He makes it clear that he expects nothing less and also ensures that you have the information and resources you need to deliver.”

Noting that Swindell was one of the first executives in the new Pfizer organization to have two women (out of three) vice presidents as his direct reports, Lee Ann Kimak, a Pfizer Vaccines Executive Director, cited his “collaborative and approachable style,” giving freely of his time and sharing his in-depth commercial experience. She also appreciates his long-time support for the HBA Greater Philadelphia Chapter.

Lisa Benna, who served with Swindell on the Wyeth US Management Team in her role as Vice President, Human Resources, called him an “exceptional leader” and “advocate for women in the healthcare industry,” citing his steadfast support for advancing women for key openings. Julie Holcombe, Senior Director in the Vaccines Unit, had special commendation for Swindell for championing flex-time and said, “Mark exemplifies what a mentor should be. He leads by example, rewards talent and hard work and inspires excellence,” all in a down-to-earth way. HBA
serious, but the value of joy in the workplace is also important. “Why wouldn’t I want the people I lead to have the same feeling of joy that I want my family and friends to have?”

Honorable Mentor Mark Swindell

Introduced by Ceci Zak, Mark Swindell spoke about his deep personal interest in pharmaceuticals. Diagnosed with Type 1 diabetes at the age of 15, the UK native knew early on he wanted a career in the research-based pharmaceutical industry, once he gave up his dream of becoming a professional soccer player.

On mentoring: “To me, effective mentoring is really about asking probing questions and listening, being a non-judgmental sounding board and helping the mentee think about his or her options—thinking broadly but keeping it real—whether to fully leverage an opportunity or to address an issue.”

On diversity: “If you look down the table at your leadership meetings and do not see your market looking back at you, you are in trouble. And in healthcare businesses, many of those faces should belong to women.”

“I am a proponent of diversity in all its forms in the workforce, because diversity opens up new possibilities, new avenues of thinking and a challenge to the status quo. The business and social challenges we are confronting today require fresh approaches to navigate through the difficulties, and we cannot afford to waste the gifts of insight that reside in our own workforce.”

On joy: Swindell spoke about an agreement with UNICEF to supply pneumococcal conjugate vaccine to many of the world’s poorest nations. “Our NGO partners in this initiative estimate that, over the 10 years of this agreement, we will help save the lives of seven million children. If that is not enough to make one happy to show up at work each day, I am not sure what is.”

Star Volunteer Charlene Prounis

Prounis was welcomed to the podium by Susan Toroella and the honoree’s joy in the HBA, pride in her work and love and appreciation for her family shone through every sentence.

On advancement of women: Prounis (“If you can dream it up, you can make it happen!”) and her team led the HBA in 1998. Confident in the power of women to achieve and make a difference, “I wanted to transition from programs and skill-building to focus more on the advancement of women. We held the first Leadership Conference; undertook the POWER Study [“Perspectives on Workplace Environment Realities: A Study of Career Advancement in the Pharmaceutical Industry”]; and began the Rising Stars program,” comparing the dozen honorees that first year to the nearly 100 on this year’s dais.

On the value of volunteering: “The HBA enabled me to build skills and experience, make friends, learn from others and meet role models. When I started a business, I realized I had done all that with HBA. I had the confidence and experience I needed to go out on my own. It would have taken years to learn this on the job.”

Insights from this past year: ’09 WOTY Deborah Dunsire, President and CEO, Millennium: The Takeda Oncology Company, recounted her year visiting HBA chapters and speaking on the theme, “Building resilience in our careers and lives to manage dislocation and change.” She took the opportunity to listen to professionals grappling with
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8. DEBORAH SELTZER, Pearson Partners Internationals; NANCY LARSEN, PROMedica Communications, Inc.; and JOANN HEINSCHE, Health Communication Projects, Inc.
9. KATINA ROJOS JOY, Novartis Pharmaceuticals Corporation; and ILYSSA LEVINS, Center for Communication Compliance.
The ROI of Talent Engagement

Laurie J. Murphy
CEO/President, PeopleAreKey, Inc.

It’s well documented that talented people are the most valuable resources for enhancing organizational effectiveness and creating competitive advantage, and that maximizing performance among all individuals is crucial to achieve favorable results.

However, a 2007-2008 global study by Towers Perrin of nearly 90,000 employees revealed troublesome findings indicating that most organizations were not effectively leveraging talent: only 21% of respondents were ‘engaged’ (giving full discretionary effort) at work, 41% were not fully engaged/committed, and 38% were either ‘disenchanted’ (likely doing the minimum to get by) or ‘completely disengaged’.

EFFECTIVELY DEMONSTRATING CONCERN FOR EMPLOYEES’ WELL-BEING REQUIRES ALIGNING TALENT MANAGEMENT STRATEGIES AND ACTIONS MORE CLOSELY WITH INDIVIDUALS’ STRONGEST NEEDS/PREFERENCES REGARDING DESIRED WORK ATTRIBUTES, PARTICULARLY FAVORABLE WORK–LIFE FIT.

Surveys conducted in ’08 and ’09 by PricewaterhouseCoopers reflected that lack of ‘key talent’ and the ability to compete for it were considered significant business issues by 69-75% of CEO respondents.

McKinsey research conducted in 2009 underscored the need for improving talent management effectiveness, finding that when leaders rated overall performance (including competencies such as providing inspirational leadership; attracting and retaining talented people; developing people’s leadership skills to manage crisis; and positioning company for growth), only 26% of C-level and senior executives and 17% of mid-level leaders were ‘very satisfied’ with their own performance. Further, 20% of C-level leaders and 30% of mid-level leaders were ‘not at all satisfied’ with their bosses’ performance.

Such low levels of performance and satisfaction create wide-ranging negative effects. Extensive research by Gallup indicates employee engagement, performance and retention levels are significantly impacted by leaders’ actions and behaviors, emphasizing the importance of having effective and engaged leaders at all levels to foster higher engagement, performance and retention of employees as well as to strengthen internal talent pipelines needed to create organizational success.

Watson Wyatt’s 2009 research linked employee dissatisfaction with leaders’ decisions/actions to significant declines in engagement levels, reflecting a 25% drop among ‘high-performers’ and 9% among employees overall, compared to 2008 survey results. Alarmingl, high-performers were 28%-30% less satisfied with their company’s culture and ‘employment deal’; 20% less likely to recommend their employer as being desirable; and 14% less likely to stay at their company than they were just one year before.

The Towers Perrin ’07-’08 study found the most important driver of employee engagement is ‘senior management’s ability to demonstrate genuine interest in employee well-being’.

Strong commonality existed among individuals of different position levels, genders, and generations, regarding work attributes considered highly important and desirable for their well-being.

Respondents (65% male: 35% female) most frequently identified ‘Having good work/life balance’, ranking it #1 overall. However, only 42% agreed organizations supported their achievement of that.

Similarly, a global study involving nearly 8,000 ‘senior’ and ‘pipeline’ leaders (64% male: 36% female) conducted by Catalyst and the Families and Work Institute (FWI) in 2008 indicated that among work attributes respondents regarded most important, ‘Having a supportive work environment’ ranked #1 and ‘Good fit between life on and off the job’ ranked #3.

In FWI’s research involving employees at all levels, 86% rated ‘having flexibility to successfully manage work and personal life’ as very or extremely important. Despite overwhelming desire for sufficient flexibility, only 50% of respondents strongly agreed they had it. Results showed employees lacking favorable ‘work-life fit’ were 74% less likely to be highly engaged, 61% less likely to have ‘good mental health’ and 46% less likely to have ‘excellent overall health’ than those having favorable ‘work-life fit’.

Gallup’s data reflects strong correlation between employees’ engagement levels and their perceptions regarding whether management cares about them, as well as between engagement levels and organizational performance. Evidence of competitive advantage achieved by companies with ‘top quartile’ engagement scores includes: 62% fewer safety incidents; 31-51% lower staff turnover; 27% lower absenteeism; 18% higher productivity; 12% higher customer satisfaction/loyalty; and 2.6 times the earnings per share growth rate, compared to companies in their industry with ‘bottom quartile’ engagement scores.

Effectively demonstrating concern for employees’ well-being requires aligning talent management strategies and actions more closely with individuals’ strongest needs/preferences regarding desired work attributes, particularly favorable work–life fit. Just as in customer service/relationship management, organizations that establish high priorities and accountabilities for effectively identifying employee needs, aligning and executing strategies and achieving positive results will be more likely to enhance overall employee satisfaction, engagement, performance, and retention as well as organizational competitiveness and growth.

When managing talent, wise leaders will focus on delivering what matters most to each employee, acknowledging that creating more mutually beneficial relationships increases positive ROI for both employers and employees. HBA

Laurie J. Murphy is CEO of PeopleAreKey, Inc., an executive search, interim contracting and talent management consulting firm.

Article with sources can be found at www.hbanet.org.
Planning for LTC

Kathleen A. Rohrbaugh  
Manager of Planning, Marketing & Communications,  
Editor, in the Know

Most of us are engaging in more healthy lifestyles to ward off the possibility of needing long-term care (LTC) in the future and many of us are working to develop new drugs and therapies that will extend the quality of life for those needing long-term care.

Yet, at some point in our lives, most of us will require the myriad services and supports LTC provides as we deal with the personal care needs of a chronic illness or disability for ourselves, an aging parent or even our children. In fact, the National Clearinghouse for Long-Term Care Information cites that about 9 million Americans over the age of 65 will need LTC services and 40% of people currently receiving long-term care are adults 18 to 64 years old.

LTC services help individuals maximize their independence and functioning at a time when they are unable to be fully independent. But who pays for it and how does one plan for it?

According to HBA San Antonio member Michael C. Wells, CEO and President, EO2 Concepts: “Healthcare delivery, pending the current initiatives for reform, will be to do more with less and technology will play a key role.” His company specializes in advanced wound care technologies.

A 2010 AgeWave/Harris Interactive study sponsored by Genworth Financial found that over half (55%) of respondents said being a burden on their family would be their greatest worry in the event they could no longer care for themselves. Other fears included ending up in a nursing home (24%) and depleting savings (12%).

Most LTC is to assist people with support services such as activities of daily living (also known as custodial care), daily monitoring of diseases as conditions (such as diabetes monitoring) and medical care.

Generally, Medicare does not provide benefits for either ongoing LTC or custodial services although it will cover medically necessary skilled nursing facility or home-health care under certain, but not all, conditions.

Kathy O’Brien, senior gerontologist at the MetLife Mature Market Institute (MMI), says that individuals should think about LTC insurance like other insurance products: “to protect what you have.” She advises that it’s important to do your homework—including discussions with those who already have purchased LTC insurance — and select a reputable company.

Other tips that should be heeded:
- Familiarize yourself with your state’s regulations regarding long-term care insurance.
- Understand the conditions under which rates can be raised in any policy you are considering.
- Check on the insurance company’s history of rate increases.
- Find out if pre-existing conditions may be excluded from coverage.
- Question if there are tax breaks available for policy premiums.

What to Look for in a Long-Term Care Policy

Regardless of the advances in technology, long-term care consumers receive medical and non-medical services, and the delivery systems for each are not necessarily coordinated. It is important to think ahead about the array of services that may be available and how you will fund the care you get.

The National Association of Insurance Commissioners (NAIC) advises that policies should contain an “outline of coverage” that clearly:
- describes the policy’s benefits, terms and limitations in detail;
- contains a clear description of the elimination period;
- includes at least one year of nursing home or home health-care coverage or both;
- offers a right to cancel by the consumer, and a guarantee that the policy cannot be canceled because of the policyholder’s age or physical or mental health condition; and
- has an option for inflation protection.

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Kimberly Lankford, Contributing Editor, Kiplinger’s Personal Finance, posed the question, “How Much Long-Term-Care Coverage Do You Need?” in a 2009 article by the same title. She says, “Everyone who can afford the premiums should consider buying long-term-care insurance, regardless of individual savings because the potential costs for extended care in a nursing home, an assisted-living facility, or in one’s own home can be very large.” HBA
Three Profit Drainers No One Talks About

Ilyssa Levins  
President, Center for Communication Compliance

As companies cut costs to save profits, it’s important to realize the connection between an organization’s bottom-line and three insidious threats — partner violence, poor posture, and abuse of power.

Partner Violence: Disconnect between recognition and reality

The prevalence of domestic spousal abuse in the workplace remains under-estimated. Executives know it happens, just not to their employees.

According to the Centers for Disease Control, costs of intimate partner rape and physical assault exceed $5.8 billion annually, direct medical and mental health care services ($4.1 billion), lost productivity from paid work of victims of nonfatal partner violence ($900 million), and in lifetime earnings lost by victims of fatal partner violence ($900 million). Employees feel obliged to cover for a victim of domestic violence by performing the work themselves, or offering excuses for the absence, further reducing productivity of human capital.

Common signs of domestic violence include: uncharacteristic absenteeism, tardiness or change in job performance (e.g., poor concentration, errors, slowness, and inconsistent work quality). If a colleague receives gifts (e.g., flowers) but does not appear happy about it, this can be another sign.

“Abuse is all about controlling the victim, whether it’s a blackened eye or promises of childcare not delivered, which prevent the victim from getting to work,” says SafeWork 2010 president, Ariel Zwang. “Or it can be as simple as the distraction from frequent phone calls that contributes to a “lost workday.”

SafeWork 2010 is a national initiative to challenge corporate leaders to recognize the impact of domestic violence on the workplace and take action to address it.

Victimized children further strain employee productivity. “Abused spouses must also help their children address stress-related reactions and illnesses that occur from witnessing domestic violence,” explains Maria Vinci Savettiere, Executive Director of Deirdre’s House, a nationally accredited Child Advocacy Center.

“By proactively addressing the issue of domestic violence today through formal policies, an enlightened company becomes an employer of choice,” concludes Zwang.

Poor Posture: Back Pain Isn’t the Only Repercussion

While someone slouching over their desk may hurt their image as a leader, proper posture has a positive affect on alertness, energy and mood. According to Dr. David Rowe, founder of Rowe Chiropractic, scientific studies continue to demonstrate the close relationship between our body alignment, central nervous system and overall performance.

Genetically our species was designed to wake up pre-sun rise and move for 16 hours a day; we now find ourselves spending 34 years of our life in a chair. This sedentary lifestyle, poorly designed work stations, abnormal repetitive motions and poor posture lead to biomechanical problems. Postural distortion patterns, known as subluxations, interfere with the nervous system’s ability to communicate effectively between the brain and body, reducing optimal function and causing structural degeneration.

Related medical/worker’s compensation costs are estimated to exceed $100 billion annually. This amount does not consider the even greater cost of presenteeism and absenteeism, decreased productivity and low morale.

Workplace check-ups to evaluate personnel at high risk of pre-existing alignment problems, offering postural classes and including ergonomic assessments for workstation setups are excellent ways to implement safe body mechanics. The good will that a company creates by being concerned about their employee’s health creates a loyalty that is difficult to duplicate in any other way.

Abuse of Power: Being powerful is like being a lady. If you have to tell people you are, you aren’t.

Abuse of power can take many forms within a company. According to Ian Brownlee, president of Brownlee & Associates, frequently, the abuse is unconscious and/or unintentional. “It can be as simple as not giving employees information needed to do their job effectively — ‘Information is Power.’ Or, it can be ‘do as I say’ because I am the boss: Oppression without consultation.”

Both cases affect the bottom line.” Headquartered in Europe, Brownlee works with multinational companies worldwide in the area of interpersonal communication skills negotiation.

Another abuse of power: Interrupting junior presenters to “clarify” a point, which can create the misperception that the employee is poorly prepared, or less effective. Undervalued employees are less motivated and productive, which can affect profitability over six months, which is the average time before a staffer decides to leave their job.

High turnover of talented people is a massive profit drainer: Studies in Europe estimate that recruitment, selection, induction, and training costs for a middle level product manager breakdown as follows: $12,000 for recruitment by headhunters (20% of annual salary + cost of search, interviews, etc), $5,000 product and induction training (estimated 14–16 days), 1st year salary — $70,000 + $12,000 social security + $12,000 company car. ALL this BEFORE the new employee provides a good R.O.I.

Ilyssa Levins is the president and founder of the Center for Communication Compliance (CCC), the only all-in-one global source for training, certification, and consulting in healthcare regulatory compliance and risk communication.

For more information, visit the following Web sites:
www.safehorizon.org/safework — for free resource kit to increase corporate awareness
www. rowechiropractic.com — for free podcasts and on-site lecture
www.brownlee-associates.com — for free monthly publication
www.deirdreshouse.org — for more free information and services
the effects of change who yet were “optimistic, learning and growing. It was truly inspiring to meet women all over the world who have taken the chance to change career directions because of changes within their companies.”

The common thread Dunsire found was how “the HBA brought them together in a forum where they could continue to grow and learn from programming as well as from their peers. The chapters I visited have grown from strength to strength and have, through the vision and creativity of their members, built a strong professional development curriculum and a forum for discussion of issues within the industry.”

**Around the Room**

*Ruth E. Smith, MD,* a founder of the HBA, its first president (1979) and for 22 years director of Personnel Health Services at St. Vincent Catholic Medical Center in New York (recently closed). Dr. Smith, who began her career as a product manager for Pfizer, recalled the early years when the HBA was just a group of 20 or so. “We had no concept this would evolve into a worldwide organization. It’s amazing.” She also enjoyed networking “with young women not even born when I was president!”

First-timer *Matt Tanzer*, Shire, had no idea how large and impressive WOTY would be, finding it “staggering.” He said, “It’s nice to know the HBA puts its money where its mouth is, really fulfilling its mission to advance women.”

*Julia Amadio,* Vice President Global Marketing, MWV Healthcare, thought the array of Rising Stars was “fabulous” and “an impressive validation of support for women in business and of the companies behind them.”

First-timer *Kathy Fitzpatrick,* Vice President of Finance, Johnson & Johnson, and Metro Chapter treasurer, loved the “energy and excitement” of the event.

Choosing lunch at the New York Hilton over breakfast on the San Francisco Bay, Californian *Arlene Kirsch,* PhD, Area/Segment Vice President, Managed Markets, GlaxoSmithKline, echoed Fitzpatrick’s sentiment. She loves the simulcast, but finds it “electrifying to actually be in the house.”

**Heart Over Head or Head Over Heart?**

*THE PRESIDENT’S FORUM  Susan Torroella*

We humans are galvanized to amazing feats by extreme leaders who have such love for their team or mission they inspire us to share their vision so we can actually help change the world, or part of it.

JFK’s dream to put a man on the moon, Martin Luther King, Jr.’s “we have a dream” speech and Steve Farber’s “greater than yourself” concept (brought to life at the ’09 Leadership Conference) are examples of combining conviction with facts and logic.

*How to determine if you’re head over heart or heart over head?*

1. Who was your best boss? What was your most energizing team experience?
2. Do you feel alive when you arrive at work each day? Is there more energy when you walk into a room or when you leave?
3. Do you care about your peers and direct reports as individuals? Have you thought about supporting someone’s career in your organization or in the HBA?
4. Can your company’s team’s work change the world or part of it? Make life easier for patients, parents, healthcare providers?

**Bounty of Role Models**

*THE CEO’S CORNER  Laurie Cooke, RPh, CAE*

As I looked out over the crowd of more than 2,200 people packing the Hilton ballroom, I reflected on why it is so important to recognize outstanding talent.

Role models are critically important for us to visualize the target and better understand and set our own goals. They tend to be people we believe have “gotten it right” in some particular aspect of life. If you think back on your own examples, they are individuals you wanted to be like. For me, it was my grandmother, who had a way with people, showed great compassion and was the epitome of positive thinking.

For children, having someone they can look up to helps them (and their parents) mold behavior toward that role model. Girls growing up now have many examples of successful females. Today, four women are working in the orbiting International Space Station, clearly setting the example that girls can be astronauts. We’re now at a place that this no is longer headline news; what a great thing for this sort of thing to be common place.

I, like many, did not have this bounty of female role models.

For women well into their careers, seeing so many successful women leaders at the HBA Woman of the Year luncheon was inspiring. It refreshed the belief that what we have drilled into our daughters — you can do anything you want to — is true and it’s paying off. It refuels the tank to keep you strong in the knowledge that your unique leadership skills position you brilliantly to be a great leader in these turbulent times.

I may never be as great as my grandmother, but I will never stop trying. That is the power of a role model.

*HBA*

**IF THE TOPIC OF GALVANIZING A TEAM THROUGH EXTREME LEADERSHIP THAT MOTIVATES AND INSPIRES INDIVIDUALS IS OF INTEREST TO YOU, MARK YOUR CALENDARS NOW FOR THE OCT 27-29 HBA LEADERSHIP CONFERENCE IN PHILADELPHIA!**

Your answers to the four questions above will give you booster shots of inspiration. By caring about someone else, you may find your own missing sparks. And if you search deep, you just might meaning you can articulate to motivate those around you.  *HBA*
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