The B2B Social Media Connection

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Focus On... Ernst & Young

The Contextual Care Model

Putting Patients at the Center

Plus: President's Forum • CEO's Corner
The B2B Social Media Connection: A Growing Role in Healthcare

In November 2009 the FDA held hearings on social media regulatory concerns and guidelines concerning DTC communications via sites like Twitter™ and Facebook®. These hearings were spurred by industry forays into the social media space by pharmaceutical companies that have begun to incorporate this type of communication strategy into their marketing plans.

As the Internet grows to become the primary source for consumer healthcare information, this is only the beginning of what will surely be an increasingly important way for the industry to disseminate information and interact with customers. But as DTC grows, it attracts concern by several industry watchdog groups.

In May of this year, The Center for Digital Democracy, a Washington D.C.-based advocacy group, addressed concerns regarding this topic in a letter to the FDA. In it they stated: “Current FDA guidance on the presentation of risk information should not be compromised to the detriment of the public health, in favor of accommodating recent developments in online product promotion. If a marketing tool, such as a space-limited micro-site, mobile application or ‘tweet,’ is unable to satisfy basic consumer-protective measures such as the fair balance requirement, that tool should be considered inappropriate for the promotion of pharmaceutical products.”

So while social media is scrutinized as a means for DTC conversations, it is gaining acceptance as a means to efficiently create business-to-business (B2B) connections within the industry. Evidence shows that healthcare companies are increasingly using social media in business-to-business settings. LinkedIn®, a leading business-oriented social networking site, illustrates the viability of online marketplaces for networking among businesses and professionals via creation of specific industry groups—including dedicated pharma and medical device groups—within the larger site.

Another example is e-Zassi.com, a B2B online network that brings together all medical device industry participants in a secure online environment that fosters collaboration among its more than 4300 current individual and corporate members.

A growing number of companies are realizing that social media is a great tool. This is especially true for biotech, pharmaceutical and medical device firms during the multiple stages of R&D and commercialization to communicate with other businesses within the industry. This has spawned the development and increasing adoption of several highly targeted/vertical social media sites for the healthcare industry. This type of secure online B2B communication is being used to enable collaboration, deal-making and sales.

**Medical Device Industry Securely Leverages Social Media into Business Processes**

The challenges that healthcare companies face when bringing new technologies to market are particularly acute for medical device manufacturers. Traditionally, these companies have had to navigate complex regulatory requirements, long timelines, and high costs. Social media provides a new avenue for these companies to reach their target audience and engage with potential customers and other industry stakeholders in a more efficient and effective manner.

**SPECIAL OFFER FOR HBA MEMBERS**

e-Zassi.com is offering a complimentary one-year subscription to all HBA members, a savings of $225. Registering is easy and takes less than 10 minutes:

- Go to e-Zassi.com
- Click on the orange Become a Member tab in the main menu
- Click on the green Individuals button at the bottom of the page
- Fill out the required fields on the Join page and select a password
- Enter HBA2010 in the Promotional Code field
- Once complete, sign in and proceed to create your profile, define your industry expertise, upload a photo and logo and complete the About Me section.

To learn more about e-Zassi.com, visit www.e-zassi.com.
Commandments of Collaboration

Kathy Magnuson
Consultant, Strategic Solutions

It was late last year when we learned Brand Pharm would be integrated into Medicus LifeBrands. While I had been warned this was a possibility, the reality of the news was shocking and mind-numbing. All I could think was: “What’s next? What will happen to my team?”

Brand Pharm was a mid-sized agency in New York City owned by the Publicis Healthcare Communications Group. For five years, the team had donated blood, sweat and tears into developing an agency that delivered good work for our clients while keeping people’s lives whole and delivering financial success. As the former managing director, one of the things of which I am most proud is the team we put together and the supportive, collaborative atmosphere that encouraged quality work, excellent creative output and a team spirit that will live on despite the demise of the agency.

Key to that collaborative atmosphere was what I call the seven commandments of collaboration — or rules to live by — in the advertising world that can be applied to others.

• Respect your colleagues and the work they do — everyone plays a part in the success of a brand team and everyone’s contributions should be valued by all team members.

• Offer to help each other — don’t wait for management to correct an unbalanced workload allocation; reach out a hand and offer to take something off someone’s plate. Conversely, ask for help; don’t wait for someone to see you are drowning and become resentful when they don’t notice.

• Share praise frequently — everyone likes honest praise for their work — and remember to share it openly and frequently.

• Constructive criticism only — not everything is perfect from the get go, but criticism that is shared should be that which helps improve the end product. Just saying something is not correct doesn’t help get the job done.

• Have fun while you are working — make sure to take the time to celebrate the successes or to just get silly occasionally. While the work environment doesn’t have to become a playground, everyone works better in a happier atmosphere.

• Be true and honest in your approach — people sense insincerity and that translates to a lack of trust between coworkers as well as with clients.

• Reward appropriately — which can be the hardest to deliver, particularly in tough economic times. But rewards don’t always have to be money; training, opportunities to take on new challenges, “free” days off, office parties, etc., also help to keep morale high and give people a sense of being appreciated.

When a team functions well together and operates on all cylinders, agencies succeed and clients benefit. And clients can sense when their team is cohesive and working well together. It shows in the work and in the relationship. HBA

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Developing a Mentoring Program? My Top 10 List

Liz Stueck
Vice President, Career Central

Mentoring programs offered by the HBA provide an important complement to corporate mentoring programs, and both are needed.1 Recognizing the value of mentoring relationships to our individual members and in the spirit of collaboration with our Corporate Partners and supporters, here is a Top 10 List for those in a corporate setting who are interested in developing an internal mentoring initiative. Some background: the HBA Metro Chapter’s Group Mentoring Program is winding down its third year, with almost 300 past and present Mentors and Mentees to date. Gleaned from this experience are questions to ask, suggestions to consider and key learnings to bear in mind when starting an internal mentoring program.

1. Determine purpose & stakeholder interests. What is the purpose of your mentoring program and what will success look like for each stakeholder (e.g., Mentee, Mentor, mentoring program leader, human resources, department head, senior management)?

2. Establish outcomes metrics. The time to think about outcomes—what to measure as well as how and when to measure—is upfront, when the program is being designed. In our Group Mentoring Program, each Mentee sets a specific goal, which she reviews and finalizes with her Co-Mentors. While Mentees are free to measure their progress in a variety of ways, we suggest use of a provided Mentee Outcomes Form,2 with progress quantified and reported at the program’s midpoint and then again at its conclusion. In addition to assessing individual progress vs goals, corporate initiatives will likely include a variety of organizational metrics; for example, effect of mentoring on promotion rates, attitudinal improvement, and increased employee satisfaction/retention.3

3. Think “pilot” & build in multiple feedback channels. Consider positioning an initial mentoring effort as a pilot and set the expectation that both Mentors and Mentees will be asked to share their experiences and offer suggestions for program improvement. Use the information gained for the design of future programs as well as for continuous quality improvement of the current initiative. The HBA Metro Chapter employs qualitative (telephone) interviews and quantitative online survey methods to gather information. Some data are gathered individually; other information is elicited in a group setting (moderated focus groups conducted by phone). The latter also serves to facilitate the sharing of ideas and best practices across groups, which has provided valuable cross-pollination.

4. Start small. When launching a new program, start small and keep it simple. See what works and what doesn’t. You can always build out the program over time, using what you’ve learned to strengthen and enrich in areas most needed or where it will deliver the greatest impact.

5. Consider time & commitment. One of the most important indicators for success in our program is the level of commitment of individual Mentees and Mentors, with time being a key factor. We have data on the average number of hours per month that participants spend in the program; this information is highlighted in our announcement materials. Applicants are asked how many hours they are able to dedicate to mentoring program-related work and activities and the answer is considered in the selection process. Turning to the match process, we learned to factor geography more prominently into the creation of mentoring teams to facilitate in-person meetings.4 While especially important early on—to help develop rapport and build trust—even established teams find face-to-face meetings more valuable and immeasurably richer than virtual sessions.

6. Train Mentors & Mentees. While individuals in your program may have previous experience in a Mentor and/or Mentee role, don’t assume they know what to do. Take time to provide grounding in the nuts and bolts of your program. At the most basic level, there are many definitions of mentoring (what is yours?). Other training topics: Mentor and Mentee roles and responsibilities; ground rules and expectations for the mentoring relationship; how to set goals that are appropriate for the program type/length; tools and resources available; required program events; and what to do and whom to contact if questions or problems arise.

7. Provide structure & resources. Another key learning from past programs was that mentoring groups needed more structure to get off to a good and quick start. The Metro Chapter’s program tackled this by developing a presentation with accompanying form—a Team Charter Checklist5—that was a featured component of our Kickoff Dinner Meeting. Mentoring teams were led step-by-step through a variety of issues (e.g., confidentiality) to discuss and gain consensus. Meeting options and logistical choices were also identified (such as meeting format and leadership; how, when and where to meet) and best practices...
What are the similarities/differences between being a woman leader in China and being one in the U.S.? Other parts of the global workplace?

I believe that leadership is a transferrable skill. The key success factors of being a leader — in China or any country — are common: uniting the team with a clearly articulated objective and mastering the skills to motivate and bring the best out of each team member.

No doubt, being a woman leader in China is a challenging mission. And it takes an entrepreneurial sprite, courage and enormous hard work to accomplish. China is a country on an accelerated growth path. Meanwhile, its supporting systems, including education and training, take time to build. My challenges represent the common challenges of executives in many business organizations in China. As a leader, I am expected to promptly respond to the industry trends and turn them into business opportunities. This task requires the support from a highly experienced strong team. In reality, however, I need to spend an enormous amount of time and effort on coaching and giving guidance, while my young team members gradually but surely build up their skills and experience to be effective and efficient.

What do you think it is about your approach that contributes to your success?

Being good at what I do and making people aware that I am willing to help.

I have been with the advisory service group of Ernst & Young for more than four years. From the very beginning, I learned from my mentors that the consulting business is a people business. Thus, the approach I took was to make every project a success so people around me, including my clients, my superiors and my colleagues, are aware that I have the capability to tackle some of the most challenging issues of the life sciences industry. By working on some highly successful projects, I built up trust and that trust has led to many recurring projects. I also actively expand my network of industry stakeholders and hear from them the industry trends and the most needed solutions. Their insights become the source of my new services.

The support from the global life sciences center of Ernst & Young is critical to success in China. I have been working very closely with colleagues in the global center and always reach out to them for guidance and help.

How have you identified and secured your mentors?

I am very fortunate to have some great mentors around me. Carolyn Buck-Luce, the pharmaceutical leader of Ernst & Young, has been a great mentor to me. Carolyn inspires in me that there is neither boundary nor limit when it comes to success. When faced with challenges, be bold and courageous, because most challenges can be turned into opportunities.

Do you mentor others? What are your three mentoring tips for other senior managers?

Ernst & Young has the counseling system. I am signed with two counselors, both first-year managers. I am responsible for setting their yearly career objectives and have regular counseling sessions with them. But this is only the “formal” mentoring component.

I see mentoring as an on-going process and an integral element of a leader’s duty. Mentoring is an effective approach to share knowledge and experience. Through effective mentoring, a leader grows a team. Being genuine, willing to share and having a strong inner confidence are the important tips to being a good mentor.

How will being named your company’s Rising Star affect your approach to leadership? Mentoring? Being mentored?

I am truly honored to be named Ernst & Young’s HBA Rising Star and the first HBA Rising Star from China. This honor gives me confidence and strength to continue my pursuit for excellence that includes being a more successful leader and a respected mentor to help people around me.
For almost two decades, one of the world’s largest professional services companies has had a passionate commitment to ethnic and gender equity embedded in its very culture and executive management that has been developing and refining leadership programs that offer specific, measurable advancement opportunities for women and minorities.

At Ernst & Young LLP (EY) there also is a deep commitment to diversity and inclusion, welcoming all styles, orientations and nationalities; and creating and nurturing those many different peoples. Today, the company has one of the most well defined and effective training and incentive programs in any industry.

**Shifting Focus to “People First”**

About 10 years ago, EY management made an important shift in its business philosophy that affected its training and leadership programs and company-wide thinking. Instead of the traditional “client first” focus, EY decided to focus on its people first, knowing that excellent employees are happier, more productive and naturally more client-focused. The result is a network-wide strategy that operationalizes an early focus on a people-first business model. Within that framework, EY created training programs with a separate and distinct focus on women and minorities that support professional growth. And one of the keys to EY’s successful execution of its training and diversity programs is that they are well articulated and structured with specific guidelines and expectations.

According to Carolyn Buck-Luce, Global Pharmaceutical Leader, there are four critical factors a company must embrace to create successful, diversity-based leadership programs.

1. **Tone at the top:** Management must believe that ethnic and gender equity is critical to winning in the marketplace; inclusiveness is not a nice-to-have, it is a must-have. At EY, the executive committee has made it a job requirement for management to fully participate in these leadership programs and every EY program has management champions and specific guidelines.

2. **Focus on metrics:** There must be valid, replicable metrics in place with direct links to business unit and job performance.

3. **Diversity training and coaching:** As part of the culture of inclusion, it’s critical to teach people how to deal with different styles, genders and nationalities.

4. **A well-defined system:** Diversity and inclusion leadership programs must be embedded into the company’s culture and business philosophy; programs must provide strong encouragement for people to experiment and to embrace the idea that “people first” means one size doesn’t fit all.

These four factors are critical to five specific building blocks: Accountability, Programs, Training, Events and Rewards.

**Accountability**

EY has “inclusiveness councils” in every business unit across the company. These are managed by steering committees that focus on making gender and inclusion part of the organizational structure. That structure includes formalized flexibility (“flex”) options for women and minorities to help them reach executive positions within the company. Options include part-time or evening work or working from home several days a week. EY also makes sure that, when organizing company activities and training programs, it takes into account the styles and needs of all its employees.

The steering committees are responsible for maintaining gender and diversity scorecards for their units. These include leading and lagging indicator calculations such as the percentage of women versus men at executive levels, how much women spend on client entertainment versus men and the comparative speed with which women and minorities are promoted to management levels versus men. What’s more, each business unit’s results are compared with one another to assess employee performance and satisfaction and to calculate each program’s effectiveness. These business snapshots make every EY steering committee member accountable and set the stage for the highest level of commitment and accomplishment.

**Programs**

Originally, EY executive training programs were designed to accelerate women to the top levels of management. Today, they include minorities and the LBGT community (Lesbian, Bisexual, Gay and Transgender). Employees who are judged to have the highest potential are selected to participate in a variety of training programs with career objectives in mind. For example, the Inclusive Leadership Plan (ILP) is a three-year program aimed at achieving the highest executive levels. Each candidate is sponsored by a board member, trained by outside coaches, is actively involved in high-level networking and has co-mentors.

Another program, Career Watch, is designed to help identify which employees have the skills to be groomed for leadership roles and then support them early in their careers. If an employee is seen as lacking, Career Watch will provide them with personalized support so that they can bring their skills into alignment with program guidelines.

Additionally, each business unit provides funding for building affinity and mentoring groups that create an evolving “network of networks” within EY companies and support leadership conversion.

**Training**

The foundation of every program is to promote diversity, inclusion and professional competence. It is critical to have stated goals, a monitoring process and specific expectations. One of the most important goals is to focus on the issue of the
hidden bias that exists in the marketplace. According to Buck-Luce, “Unconscious bias is difficult to change because it often serves as a critical survival mechanism; me versus you. Our goal is help every EY partner reach their own success potential by understanding and supporting those around them.”

In addition to the bias awareness training programs, there are mentoring programs, public speaking programs, forums to discuss the ways that diversity fuels innovation and a plethora of top-level, multi-year programs that have the full backing — and participation — at the highest levels of EY executive management.

Events
As part of its culture of inclusion, EY sponsors a variety of events throughout the year that showcase gender diversity commitment. For example, the Strategic Growth Forum honors women from within EY and its client companies. Groundbreakers highlights the ways in which women’s strengths can help rebuild the economy. ReConnect brings together executive leadership of every stripe to share their programs and accomplishments every 18 months. And events are an important and visible way to let employees know that EY is a people-first company.

Rewards
Being respected and appreciated, learning and accomplishing, being trained and promoted, are all important rewards. EY has spent years creating an environment of opportunity and its women and minority programs are a key part of that culture. In addition, EY strives to reward all its employees with flexible work schedules and some of the most progressive benefits in the industry, including adoption, maternity and paternity leave, and full domestic partnership benefits.

Clearly, EY’s model seems to be working. In the last three years, EY was ranked No. 1 in BusinessWeek’s annual list of Best Places To Launch a Career; 10 Best Companies for Working Mothers to Work For in Working Mother magazine; Top 50 in the Fortune list of 100 Best Companies; Top 50 places in the Where Women Want to Work awards; and Top 5 Companies for Advancement by Diversity Inc.

Ernst and Young is dedicated to helping advance women and minorities. However, that dedication is just part of the company’s global commitment to providing every employee a dynamic, equal opportunity workplace that celebrates individual accomplishment.

MENTORING PROGRAM TOP 10 continued from page 4

and tips for success were embedded in both the presentation and form.

8. Monitor participants. Following training, mentoring groups meet twice a month for six months. Another insight gained from the Metro Chapter’s pilot program experience is the need to be in close touch with teams during this time, which is facilitated by the use of Connectors. Connectors are members of the Mentoring Program Committee who reach out to one Mentor and one Mentee from each team on a monthly basis to see how they’re doing, help identify problems earlier and provide advice, support or counsel as needed, all of which can help minimize the drop-out rate.

9. Recognize, celebrate & thank. In our busy world and ever changing workplace, it’s easy to hear about success and then move on. Whenever possible and appropriate, individuals should be recognized, accomplishments celebrated and Mentors thanked.

10. Innovate & improve. Don’t be afraid to try something new and continue to refine your program. Keep it fresh by keeping tabs on emerging needs and new technologies that may help you to reinforce/strengthen communications and connections. What you try may not always work at first, but you’ll always learn something.

Liz Stueck is Director-at-Large, Mentoring, HBA Metro Chapter Board. She has just been named Vice President at Career Central, a professional development consulting firm that delivers customized coaching and leadership programming to individuals and corporations. Liz can be reached at Liz@CareerCentralUSA.com.

REFERENCES
5. Team Charter Checklist. Developed by Liz Stueck, Director-at-Large, Mentoring, HBA Metro Chapter Board. Contact: eastueck@yahoo.com.

FAVORITE RESOURCES

FOR CORPORATE MENTORING PROGRAMS

- From leading research organization, Catalyst
- Practical 32-page guide with case studies
- Designed to help organizations maximize their mentoring efforts
- Describes how to create formal mentoring programs as well as how to leverage existing initiatives
- Includes questions to guide organizational thinking around formal mentoring efforts
- Free download at: http://www.catalyst.org/publication/365/making-mentoring-work

FOR MENTOR/MENTEE TRAINING

- One of many publications on mentoring from The Mentoring Group
- 12-page, easy-to-read booklet
- Covers core mentoring skills plus critical skills for both Mentors and Mentees
- Web site: www.mentoringgroup.com; E-mail: info@mentoringgroup.com; Phone: 530-268-1146

▶ Seven Keys to Successful Mentoring, by E. Wayne Hart, Greensboro, NC: Center for Creative Leadership, 2009.
- One of the “Ideas into Action Guidebooks” from The Center for Creative Leadership
- 32-page, easy-to-read booklet
- Describes mentoring, highlights its importance, and reviews Mentor responsibilities
- Web site: www.ccl.org; Online bookstore: www.ccl.org/guidebooks; Bulk-order discounts: 336-545-2810
The Contextual Care Model: Financial Success and Better Patient Outcomes

Diane Zuckerman, RPh
CEO, Market Shapers

It’s no secret the pharmaceutical, OTC and medical device industries are under scrutiny and attacks from government and societal forces. Neither DTC nor any relationship with clinicians has been spared along with promotional and accredited education, sales force activities and the simple distribution of pens, mugs, stickies and drug samples.

Some of the criticism has warrant. While physicians — many tired of sales associates who bring only sales messages — often choose not to meet with them, many group practices, hospitals and organizations now deny access.

But there also are many misrepresentations and misunderstandings of how the industry works to cultivate relationships. Read any newspaper exposé on the industry and significant errors abound. Indeed, few outside industry, including those in Congress, seem to comprehend the difference between promotional education and accredited education.

Multifaceted challenges demand multifaceted responses. The use of networked technologies, such as Electronic Health Records (EHR) to enhance safety and quality and reduce costs, is becoming evident throughout the US. Improving medication adherence through patient engagement and communication is showing improvement in outcomes and reduced overall healthcare costs.

The Challenges Faced by Industry are Vast

For clinicians, industry is primed to improve its image as daunting obstacles still remain to reach decision makers/clinicians: the innovative technology-driven model is broken (see sidebar, The Old Healthcare Model is Broken, on this page) and requires a move to a customer-driven model while time and efficiency remain paramount to clinicians.

For patients, industry is poised to engage them on a personal level and to help them with shared decision making with accountable care that requires trustworthy information in a comfortable environment.

For payers, medical management and those financially responsible for business success, industry must pledge actions that provide value to align quality and cost and demonstrate value and worth in a measurable way.

A New Model: Contextual Care

With acknowledgement among stakeholders of the unsustainability of today’s healthcare models and agreement on the need to act now, in a strongly collaborative way, there is a new opportunity in healthcare.

Market Shapers, an integrated communications company, challenges the conventional with a new Contextual Care Model (CCM). This model is patient-centered, integrated, evidence-based and quality driven. It places the patient at the core and embraces accountable care, patient expectations, along with cognitive and behavioral aspects of individuals within the context of their surroundings.

Attributes of the Contextual Care Model (CCM)

- Defined as a practical and holistic model for the delivery of improved patient and practice outcomes; is patient centered, integrated, evidence-based and quality driven.
- Considers circumstances that go beyond demographics, environment, psychosocial elements, values and time to include the patient’s whole life context: family, culture, finances, education, employment, religion, support and leisure.
- Operationally it focuses on wellness promotion, disease prevention, evidence-based best practices, patient engagement and education, patient satisfaction, same day appointments, after-hours access, online lab information, electronic visits and group visits.

Industry Opportunities

Pharmaceutical and device companies need to improve and redefine their image and forge a new model of engaging clinicians. Yet, they must also take into account changes occurring in the environs of healthcare that require ways to empower consumers and integrate payers and employers to value health. Universally, we need to focus discourse on value health as an inclusive and proactive course for staying well with a beneficial quality of life.

To extend CCM, Market Shapers developed the Evidence-Based Medicine Ex-
change (EBME) to transform the practice of medicine from empirical to evidence-based by sharing in global knowledge and experience to achieve optimal patient care and business success.

EBME extends a primary care model that was developed by the American Academy of Family Physicians (AAFP) — the Patient-Centered Medical Home (PCMH) model — and defines the model as one that integrates patients as active participants in their own health and well-being. Using the best available evidence and appropriate technology, a physician leads the medical team that coordinates all aspects of preventive, acute and chronic care for the patient.

Two components of this model are key to achieving successful outcomes: a patient-centered approach and using the best available evidence (e.g., evidence-based medicine and evidence-based practice). These terms, however, are used indiscriminately because of the lack of agreed-upon definitions.

The academic approach to Evidence-Based Medicine is unrealistic; with an average of 7-15 minutes for each patient, no physician has time to move through a five-step process. As a result, the best available evidence is not fulfilling its potential to improve patient and practice outcomes because it is not presented in the full context of the clinical practice environment and is inaccessible at point-of-care. Despite efforts to integrate a patient-centered focus, much still remains focused on the disease. This encourages disconnect from individual patient characteristics, values, expectations and support systems. It does not integrate the individual clinical expertise and is not fused in the clinical workflow or business process. Finally, it is not measured or monitored to document improved outcomes.

By shifting focus to the context of the clinical practice environment, these issues provide opportunities for operationalizing evidence-based medicine through the Contextual Care Model.

**Following the CCM and EBME**

Clinicians need a trusted community to dialogue with colleagues and a place to access tools that help them integrate evidence-based medicine into their everyday workflow.

Patients want to be respected, treated as individuals in the context of their personal surroundings and included in decision making. In turn, they will then become accountable for their care.

Payers need to become aware of contextual and holistic care of individual patients and that waste can be diminished and outcomes improved.

The goal of EBME is to accelerate optimal patient care and safety as well as to reduce waste by effecting and measuring the quality of care, overall cost of care, productivity, function and quality of life. And the industry can seize the opportunity to support such an effort to bring value to physicians, hospitals and payers and gain access and renewed reputation and image for their company and its brands. HBA

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**EMBRACING VALUE HEALTH**

The vehicle and roadmap to embrace value health is adopting Evidence-Based Medicine and Patient-Centered Medical Home through collaboration.

- Value health is proactive and based on preventive care.
- Every patient deserves a personal medical home.
- Patients want to be respected and included in decision making.
- Citizens want to stay healthy, be well and have a good quality of life.
- Teams of clinicians treat patients as individuals, not as diseases.
- Evidence-based medicine supports the integration of best evidence, clinical expertise and patient's individual values and environmental conditions.
- Patients want to know how much procedures cost, not just what drugs cost.
- Citizens want trustworthy information and knowledge of consequential actions.
- Patients want to be treated as individuals in the context of their personal surroundings and circumstances.
- Citizens want a good quality of life and to die with dignity in their own home.
Kelley Connors, MPH
Founder & President, KC Healthcare Communications LLC

Innovation and cost control are the holy grail in today’s business environment in general and, healthcare, like other industries, has it at the top of their agenda. Just as the PC replaced the mainframe and the telephone replaced the telegraph operator, disruptive innovations are changing the landscape of healthcare.

While healthcare is generally slow to innovate, disruptive innovation is defined as the application of technology to change business models in unexpected ways. These disruptive innovations are not associated with larger, more established players.

Disruptive innovators today exist in the Health 2.0 space where companies focus on improving the patient experience and health outcomes while lowering overall costs. Companies like Hello Health! and retail clinics are filling a need for consumer segments — e.g., busy moms and the young uninsured — with a primary care platform that saves time and is convenient. The innovative mindset behind Health 2.0 companies gives patients more information and more responsibility to take charge of their healthcare experience. For example, e-mail scheduling, electronic health records and on- and off-line medical lifestyle programs create more empowered patients who are active participants in their healthcare.

Regardless of the type of innovation in your company today, its virtues in healthcare must include improved patient outcomes and improved trust. For this to happen, trust-enhancing employee communications as well as stakeholder communications are critical to the process. In fact, the Edelman Trust Barometer Report 2010 states that trust is a missing ingredient in business today and “...is now an essential line of business to be developed and delivered.”

3-Step Pathway to Innovation and Trust
1. Determine what the barriers are to innovation in your company. Use your analysis to create and lead an innovation team that recognizes the problem and uses open communication, potentially with social media tools, among employees.
2. Monitor what’s important to your consumer/patient segment and their caregivers by listening to them in on-line communities and message boards. In some cases, you’ll find that this exercise improves the quality of consumer/patient insights you gain by adding a “reality-based” dimension to what’s relevant.
3. For innovation to take place, patients must be educated and empowered to behave in a new way. As part of the education process, it’s important that marketers communicate empathy for patients and caregivers in their quest to adopt a new behavior or treatment for successful results.

While disruptive innovation does not guarantee immediate profitability, it does change the marketplace. The disruptive innovations of the Health 2.0 movement is an inspiring one that all companies can learn from to keep the patient at the center of their business goals today.

One final tip: Leading teams that focus on innovation also requires inspiration and fun, often under-rated strategies in today’s business environment.

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B2B SOCIAL MEDIA continued from page 2

to market can be overwhelming. Understanding the development burdens of the product so clinical plans can be designed properly to satisfy safety and efficacy standards as well as regulatory approvals, competitive analysis and reimbursement concerns, are areas that need to be fully understood early in the process.

The medical device industry is using social media in a number of ways, including marketing products and building loyalty among customers, from physicians to nurses and patients. These sites can also create a feedback mechanism and can be used as a customer relationship tool as well as for finding partners and creating collaborations across all segments of the product life cycle.

In this competitive and collaborative environment all participants across the industry must balance the need to access the community’s collective knowledge and specialized skills with protecting their valuable intellectual property, patent rights and trade secrets, all of which are the economic backbone of the sector. It is this concern around intellectual property that has made some segments of the medical device industry slower to adopt the new tools. Whether intentional or inadvertent, the discussion of critical patentable data can severely impact the product development lifecycle as well as carrying severe legal implication. This is being addressed by several sites developed specifically to address the exchange of ideas without requiring the disclosure of confidential information.

All healthcare segments should be asking how — not whether — to create a competitive advantage by engaging in B2B social media and leveraging the new technologies and communications platforms. They should be looking at how to integrate the use of specialized business networking sites to help them connect rapidly to other companies with which they share important synergies.

Used to its fullest potential, social media can change the way companies market to prospects, communicate with customers and find and interact with the most appropriate potential business partners. And all without incurring significant time and expense. HBA

It’s a Small World After All

THE PRESIDENT’S FORUM Susan Torroella

No, I’m not trying to get an annoyingly adorable song stuck in your head. Lately, I’ve been thinking about the world and how we’re all connected. A volcano in Iceland can make a vice president miss a meeting in Washington DC. A bomb in Uganda worries a mother in Maryland. A “football” game in South Africa makes parents in the Netherlands so proud.

We all have people we care for; we all look to connect with others; and we all want to make a difference. Each of us needs to know those we love are cared for and safe. We may be geographically diverse, but our work, our friendships and our families connect us.

Each of us chooses to work in healthcare because each of us cares. At the heart of the HBA is a passion for healthcare and, at a most basic level, healthcare is about caring. The HBA is a world of caring women who will celebrate your promotion with you and cry with you when your job disappears. Your world of HBA colleagues will mentor you along your career path and guide you away from trouble. You will learn to lead, to stretch yourself and conquer tasks you thought were insurmountable. The friends you make at a chapter meeting or while serving on a board are so very caring. And these relationships will stretch out everywhere in the world.

And while your friends and colleagues will be scattered around the globe, it will feel good to know they care and that it is a small world. You share the same passions and the same drives, and the HBA will bring you together in a way that truly matters. HBA

“Mancession” Leads To Women as the Emerging Market

THE CEO’S CORNER Laurie Cooke, RPh, CAE

A recent article in Newsweek caught my attention when they used a term that is becoming popular in the press: the “mancession.” The phrase reflects the proportionately larger job loss that men are experiencing with the economic downturn, with two thirds of the 11 million jobs lost in the US being lost by men. So what does this really mean to us women and how does it impact the men with whom we work?

In many countries more women are attaining college and graduate degrees. In Europe, women filled 75% of all jobs created since 2000 while women in the US are either the breadwinner or part of a working couple in two-thirds of households. With the business case for gender diversity being more readily accepted, there is an overwhelming rationale and ability to fill open positions with this growing pool of talented female candidates.

Fascinating statistics from a new book on female economic power, Influence: How Women’s Soaring Economic Power will Transform Our World for the Better (Maddy Dychtwald; Hyperion; May 2010), illuminate the changing financial gender balance outlining that women are worth more than $5 trillion in consumer spending power, hold 89% of US bank accounts and 51% of all personal wealth. Economists estimate that by 2024, the average woman in the US and the more economically strong European countries will actually earn more than their male counterparts.

This all points to a transforming emerging market: female talent. In light of this changing dynamic, we should challenge our companies to engage these talented women at all roles, particularly senior roles where we see significant underrepresentation. As HBA’s 2010 Honorable Mentor Mark Swindell challenged us at the WOTY luncheon, if you look down the table at your leadership meetings and do not see your market looking back at you, you are in trouble. HBA
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