



# **INDUSTRY CHALLENGE: VERBATIM RESPONSES**

## **The H.A.I.L. Survey** **HBA Attributes & Influences of Leaders**

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**Biggest Challenge (in first word alpha order):**

*23a. In closing, please share with us what you believe is the biggest challenge facing leaders in the healthcare sector today? (open-ended text box, but allow only 200 characters or no response)*

Creating a balance between ethics and profits and partnering with physicians.

Creating an integrity-based, ethical, people-oriented environment and an environment where retaining talent is feasible.

Demonstrating to all constituencies -- government, healthcare professionals, managed care organizations, consumer, & patients -- that prescription drugs deliver exceptional value.

Establishing trust with the public at large and also with employees as tough business decisions are made in the industry and more mergers and acquisitions occur.

Globalization of products and needs, economic vulnerabilities, accountability criticisms.

Government pressures on the pricing of pharmaceuticals and regulatory requirements which discourage firms from improving existing products. Cannot reasonably recoup developmental costs.

Greed. Leaders of the future must have their focus much more on the needs and well-being of the global community and much less attention on profits. The current climate is excessive and pure Greed!

Honesty in marketing; letting the industry survive while taking care of the patient and not price gouging.

In my opinion, future leaderships in healthcare sector must face the challenge to balance return on investment in R+D and show our society that this industry feels committed [to] our society's needs.

Integrity; how to be patient focused while delivering business results.

Keeping employees focused on the benefit their companies bring to the general public. There is so much negative media attention that I fear people will begin to doubt the value they bring.

Knowledge accommodation, healthcare coverage and pharmaceutical creativity. The transition to electronic data management is enormous.

Lack of alignment of leadership identification and development systems with the business strategy and lack of processes to identify and develop leaders

Loss of consumer confidence in the pharmaceutical products and in the intentions/goals/drivers for the healthcare manufacturers, healthcare providers, insurers, and all affiliated service providers.

Maintaining ethical standards, while meeting fiscal goals and patient needs.

Maintaining growth of revenue and developmental pipeline in increasingly difficult federal and discovery environments.

Managing confusion associated with mergers, etc., while at same time trying to produce results ---- lack of experienced personnel due to experienced people being first to go is a major problem.

Managing expectations of stockholders and finding appropriate balance between improving profits and improving working conditions (work life balance) for employees.

Managing the contradictions - many believe the industry's focus is to get rich vs. many in the industry just want to make the world a better place.

Motivating employees and empowering women in a women's game ... not playing a man's game. Female leaders need to change the way the game is played by using the skills and attributes women have.

Pipeline productivity is atrocious and pricing flexibility is eroding rapidly.

Pricing issues, Medicare prescription coverage, CEO compensation issues aligned to company performance, new product portfolio pipeline or lack of one, continued mergers and acquisitions.

Short-term mentality driven by the stock market and analysts creating overblown expectations for company performance - GREED.

Shortage of qualified, enthusiastic healthcare workers; with the implementation of HIPPA, increase in patient lawsuits, & decrease in payment by insurers, more providers are exiting the field.

The biggest challenge facing leaders in the healthcare sector is winning the PR war against our industry. We are ambassadors for our industry and we need to be utilized to sell our story.

The most significant challenge facing healthcare leaders is providing leadership and work standards that espouse integrity and ethical treatment of all.

To operate profitably in an environment defined by fiscal constraints and consumer distrust. Finding competent managers who are results and service driven.

Trust has been eroded by serious missteps by executives in all industries, pharma not excluded. Trust needs to be earned anew. And that won't be easy in the current environment.

Vision, inclusion of women and minorities, willingness to really push the envelope, not Talk about pushing it. And a willingness to do things differently and think creatively and be open to change.

We need to rebuild trust in the system. Patients and providers are losing ground, and the healthcare industry is being positioned as THE key driver of sector problems. We need a major image overhaul.

**How to address biggest challenge. (in first word alpha order):**

*23b. How would you approach that challenge? (open-ended text box, but allow only 200 characters or no response)*

1. Recognize the problems and challenges head on. 2. Eliminate duplication and fruitless competition 3. Optimize performance 4. Enable creativity 5. Proactive prevention

Advance decision making processes in large pharmaceutical companies to be more flexible. Since the shareholder value seems to be the driving factor there is stagnation and less risk taking today.

Being creative, being ethical and fair, motivating teams, close and good cooperation with Customers.

Better communication: Rx brands have revolutionized healthcare/pharma needs to be a solution, not a problem. It is all about the patient and provider!

Bring together government & industry regulating agencies to create fair and straightforward regulations.

Community outreach and involvement; work with governments and charities to get care to people who need it.

Create a clear strategic plan and implementation plan; create succession planning and leadership training; implement a mobilization plan.

Currently, emphasis on quarterly shareholder value and need to establish measurement of longer-term value propositions. Establish best practices and adhere to ethical standards.

Develop advocacy programs that our employees can carry into the communities as ambassadors. Provide leadership training throughout the careers of our rising stars. Proactively manage industry image.

Employ stringent ethical standards, provide extensive employee training and benefits, promote community activism, foster creativity, provide CE and cross training to employees, demonstrate teamwork.

Executives at individual companies have to take leadership roles that face issues that are broader than their own company. Need for more industry-wide initiatives and concern for employees' careers.

Find ways to make diagnostic and preventative technologies profitable. Work with other stake-holders: government, 3rd party payers.

Focus on individualized treatments and untreated areas. Stop focusing on the so called "Blockbuster" strategy.

Focus, understanding the resource-to-result equation, charismatic leadership, attain and retain talented people and strong management team.

For new product pipeline: R&D needs to be closer aligned to Marketing and customer

needs. Pricing: manage exposure to price increases to align closer to CPI, Medicare Rx coverage: work with government

Greater emphasis on patients and more reasonable executive compensation.

Hire results-oriented people with strong moral and ethical barometer.

Honestly, I don't have a good answer for this.

I believe the Pharmaceutical industry should compose a team of professionals whose sole responsibility would be to educate consumers about the costs of developing drugs and other related savings.

I encourage top management to create a culture which will allow every voice to be heard and will surface and consider a diversity of ideas in solving the important business challenges.

I would approach this challenge by becoming a consumer lobbyist on Capital Hill in Washington DC.

I would outlaw lobbyists then inform the legislature before an election year of the people's support for limiting the profits of Insurance and Big Pharma. Proceeds to fund Universal Healthcare.

Incentivize around longer term strategic thinking (instead of always short term and quick ROI), reinforce effective leadership, mentoring, good management, creative thinking, truly open communication.

Integrity, transparency, accountability, vision, new business models, adjusted goals, more open debate and dialogue, stronger community connectivity.

Internal mentoring and retention programs, valuing employees. Aggressive investment in acquiring novel compounds.

Introduce intensive compliance intervention by home health care workers into a group of patients vs a control group, and follow over time (i.e. diabetes, asthma) relative to global health care costs.

Keeping our clients honest in the programs we provide. Helping to improve image in the public eye via PR campaigns. The executives in the pharmaceutical industry also need to be responsible for action.

Leaders need to communicate and live a work and life balance - stressing this as essential for all employees in their companies. Should participate visibly in more social/community events.

Leadership conferences at Director level or above; Place value on demonstrating leadership qualities in annual review; minimum time in a functional area before transfer; accountability for decisions.

Legislation, Compensation, and Education.

Less emphasis on Stock price more concentration on mission

Maintaining a flexible organization that adapts to change and puts the right resources into the areas where they are needed. Not waiting for other companies to model it.

Make the industry more of a community that works together and not against each other in the eyes of the community. It is ok to compete on brands but not within the public perception of the industry.

More government incentives for R&D, improved relationships with FDA, less bureaucracy in the R&D functions to streamline costs; oversight to ensure high level of ethics.

More visibility for the good works done by healthcare industry, more cooperation with efforts to make sure all Americans have access to healthcare.

Offer innovative diversity trainings, opportunities to interact with diversity of all kinds at all levels of the org, accountability for embracing diversity, individualized work-life balance.

Organize a patient centered task force to come up with a workable plan to help the community and not bankrupt the healthcare industry.

Pro-actively: through formal development programs; accountable department within organization with adequate resources & ability to manage knowledge & implement in both early- & late-stage programs.

Providing more information on the cost/benefit of Rx products versus other interventions and making more information available on the not so terrific social systems of other countries.

Push PR that depicts drugs as a low cost compared with our parameters of life (ie daily therapy = to buying cup of coffee). Improve role of sales force as educators, not detailers.

Recognize the raw insecurities of our world today. We (healthcare sector) need to regain the Trust [that our] products deliver life to many ... And we should start by regaining trust internally.

Reducing the monies spent, tax monies, on moving toward national health care. The focus will get back to business - employee healthcare. Government-backed systems don't work well.

Remove execs lacking integrity. Assess new leaders and up and coming talent better for integrity. Coach earlier on and remove those not making it; deliver honest coaching and feedback.

Set up a modified [healthcare] system since the present one is not working. Must be controlled by the government -- take a look at Canada or England and find out how they run theirs.

Substitute medical education and business practice assistance, medical advice and support for physician "perks."

The long-term questions can only be answered by time and use. The patient adherence issues might be improved with more attention to patient preferences and human nature.

Understand the different systems of care and recognize that healthcare today is very different than say 5-10 years ago (systems thinking vs. individual prescriber as sole customer).

Use Management Committee to TRULY develop and implement and monitor vision for sustainable growth.

Working hard.