

HBA BULLETIN

THE NEWSLETTER OF THE HEALTHCARE BUSINESSWOMEN'S ASSOCIATION *Required Experience for Healthy Careers* MARCH/APRIL 2005

Lynn Vos: HBA 2005 "Woman of the Year"

*"I am honored, thrilled and humbled [by the WOTY Award]. Recognition by your peers is the highest satisfaction."
—Lynn O'Connor Vos*

Susan W. Youdovin
B&Y Communications



Lynn O'Connor Vos considers herself a very lucky person. The combination of medicine and marketing is her passion and her profession. Vos, the 2005 HBA "Woman of the Year," (WOTY) is President and Chief Executive Officer of Grey Healthcare Group Inc. (GHG), a global communications enterprise with over \$1 billion in billings, and 42 offices in 21 countries. She manages all GHG's fully integrated worldwide subsidiaries, including GHG Advertising, BrandEdge, Avenue Grey, Nova Grey, Phase Five Communications, International Meetings and Science, Summit Grey and Hurd Studios, enabling Grey to deliver a full continuum of advertising and medical education services to companies worldwide.

As far back as she can remember, Vos was drawn to medicine and to work. Becoming a nurse seemed like the quickest avenue to combine both passions. While she enjoyed patient care, she knew it wasn't what she wanted long-term and responded to a Johnson & Johnson ad for a clinical trial data monitor, "with lots of travel." The job marked her debut in pharma and the beginning of a highly successful, fascinating and rewarding career.

Vos joined pharma at an exciting time. She came in on the ground floor of a new era of clinical marketing through her work with her next employer, Novo Nordisk. "We launched a unique insulin model born out of clinical research," she said. "This was a first for me, giving me an opportunity to work with top thought leaders and help to

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SAVE THE DATE
2005 WOMAN OF THE YEAR LUNCHEON
Thursday, May 12th, 2005
New York Hilton
New York City
11:00 AM

HBA Members Learn Steps for Building Super-Charged Teams to Drive Business Results

Carol Sardinha
Director, Bimark Medical Communications

NUTLEY, NJ—Teams need to have clear and specific goals if they want to be effective in driving business results. That was one of several key takeaway messages HBA attendees heard from **Wendy Blumenstein**, Principal, Momentum Partners, during Metro Chapter's February 17th seminar, *Quit Dreaming About It: Build a Supercharged Team*. The program was hosted by Roche.

"Our companies are looking to us to deliver business results through

teams; therefore, we need to look at ways we can deliver those results," Blumenstein said. When teams don't perform, business results suffer. In fact, according to a survey by the Work in America Institute, 95% of company executives said they considered building and maintaining a team-based culture their top issue, she said.

Having clear, specific goals that are communicated in a fashion that everyone on the team can understand is one area where teams "often fall down," Blumenstein said. She added that in her experience working with teams, "I've

never seen goals that are specific enough, even when the teams thought they were."

Written goals can be effective, but should also be discussed and clarified as needed, she noted. In addition, it's important that everyone on the team understand how the team's goals connect to the company's goals and to each individual's goals. Once that's achieved, "you can figure out how to motivate people to achieve those goals."

During the interactive portions of the program, HBA attendees had the opportunity to discuss specific challenges they

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HBA BULLETIN

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HBA CALENDAR

THURSDAY, MAY 5, 2005

MID-ATLANTIC CHAPTER EVENING SEMINAR

*Financial Information Every
Woman Should Know*
Washington, DC

MAY 12, 2005

NATIONAL HBA Woman of the Year Luncheon

11:00 AM
Hilton New York
New York, NY

THURSDAY, JUNE 16, 2005

SAN FRANCISCO BAY AREA CHAPTER DINNER

*Honoring Local 2005
HBA Rising Stars*
The World Trade Club of San Francisco
San Francisco, CA

THURSDAY, JULY 14, 2005

SAN FRANCISCO BAY AREA CHAPTER

Executive Breakfast with Genentech
Details to follow

WEDNESDAY & THURSDAY, JULY 27-28, 2005

METRO CHAPTER Career Development Conference

"All the Right Moves"
Bridgewater Marriott
Bridgewater, NJ

For additional details and the most
current information, go to
www.hbanet.org

POSITION OFFERED

THE INDIVIDUAL WILL PROVIDE strategic direction and tactical oversight to all group marketing and communications programs for the company. Responsibilities include developing, implementing and communicating customer facing go-to-market sales strategies and marketing plans that deliver significant revenue and bottom line growth, as well as strategic branding, 'productization' of offerings, collateral development, promotional campaign execution, website development and public relations. The successful candidate will possess 10+ years experience as well as an additional 5 years in a staff management capacity. The candidate will also have documented progression of increased responsibility, the ability to assimilate key business drivers, proven ability to merge varied marketing programs within multiple business', superior written and communication skills to persuasively interface with executives as well as clients and employees. Resumes should be forwarded to hr@advanstar.com re: CMO ■

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POSITION OFFERED

SENIOR DIRECTOR, STRATEGIC BUSINESS ANALYSIS LOCATION: Roseland, NJ BASIC FUNCTION: Provide strategic support to the Executive Leadership Team, Marketing & Sales Management, Global Venture Teams and Global Business Development with the Commercial Strategy Development and the Analysis of Market Drivers. QUALIFICATIONS: 1. Typically requires an MBA, PhD or MD and 10 years or more experience in Healthcare, Pharmaceutical or Consulting Environment in the field of Sales, Marketing and/or Business Development. Combination of the above fields is preferred. 2. In addition, a minimum of five (5) years proven management experience. 3. Proven capabilities in strategic thinking, business orientation, quantitative and qualitative analysis and problem solving. 4. Clear understanding of the Pharmaceutical Development and Commercialization process. 5. High degree of creativity and innovation in developing new approaches and methodologies. 6. Expert project and time management ability, and process management skills. 7. Ability to manage complex workload. 8. Credible in a global matrix environment, across a range of functions, seniority and geography. 9. Extensive knowledge of IMS and NDC data as well as other third party data. 10. Effectively design and implement primary and secondary market research plan. 11. High level of energy, enthusiasm and commitment. 12. Excellent written and verbal communication skills. CONTACT: Eric Nunes, Organon Pharmaceuticals, T: 973-324-6941 e.nunes@organonusa.com ■

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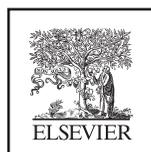
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SKILLS FOR SUCCESS

Whatever your current career position, you aspire to greater responsibility. Whatever your current skills, you must sharpen and expand them to achieve your next targeted level of accomplishment.

BTW, Do U Know E-Nuff about E-Mail Etiquette?

Rosemary Azzaro

Marketing Communications Consultant;
Creative Contributor, *HBA Bulletin*

An intriguing feature on the morning news program, “Good Morning America,”¹ was provoked by the recent ouster of a high level Boeing executive whose e-mail use tipped off the company to a consensual affair with a female executive. The story underscores the fact that when it comes to electronic communications at work, nothing is “private” and begs the question, “Do you observe appropriate e-mail etiquette?”

I always considered myself an early adopter of corporate e-mail; my AOL account is at least a dozen years old. However, I was truly surprised to learn that in 1985, the Rand Corporation had already issued a white paper, “Toward an Ethics and Etiquette for Electronic Mail”² for e-mail, for a medium the authors Norman Z. Shapiro and Robert H. Andersen had been using for 15 years. The report is surprisingly still right on about e-mail characteristics that affect its use: *speed* (“It is clear that it is almost always faster than other common alternatives.”), *durability* (Electronic messages appear temporary, but are, in fact, quite permanent; “Never say anything in an electronic message that you wouldn’t want appearing, and attributed to you, in tomorrow morning’s front-page headline in *The New York Times*.”), and *emotionality* (“Meanings are misunderstood. Tempers flare and cause ill-conceived responses to be written. Many recipients’ time is wasted reading content-free or irrelevant messages.”). Shapiro and Andersen call for “a new set of rules: how to be a constructive, courteous sender and receiver of electronic messages.”

So what do you need to know about e-mail etiquette?

Start with the basics: good manners.

“The formula for etiquette is manners + principles,” notes **Cindy Post Senning**, EdD, Director, Emily Post Institute and the great-granddaughter of the etiquette guru. Senning reminds us that etiquette applies to all aspects of business, including e-mails. “The principles of etiquette are consideration, respect and honesty,” she said “these never change.” Example: Sign your e-mail with your full name, title, corporation and contact points such as phone, fax and, yes, e-mail address.

Recognize there is no privacy. According to the Federal Electronic Communications Act of 1996, companies and government organizations have the right to monitor their employees’ use of corporate e-mail and *Internet systems*. Since employee use of these tools leaves employers open to liability, be familiar with your company’s policies on “reasonable use.” Be judicious about your personal communications at work.

Proofread before sending. Although e-mail is a very fast-paced medium and users are prone to typing errors, bad grammar and poor spelling should not be forgiven so easily. E-mail is a permanent record of corporate communications and presents a corporate image that others can, and will, judge. You can’t take your words back once you click “send.”

Don’t distance yourself. E-mail should not be used to the exclusion of other communication tools or as a substitute for personal communications or confrontation. Use as many personal means of communication as you can.

Don’t discuss sensitive or confidential matters in e-mail. This permanent record is not the place for speculation on personnel and other issues where privacy is legally protected.

Don’t meander. “Work-related e-mails should be direct and to the point. And, don’t forget the value of a well-placed phone call. Speaking on the phone

often is more time efficient and the personal touch can go a long way,” points out **Anne Corry**, Senior Director of External Affairs, New York Cares.

Don’t be cute. Limit your use of emoticons—those little expression faces so popular with the IM (Instant Message) crowd. Also, limit your use of acronyms.

Observe the chain of command. In general, copy your boss on major matters taking care not to clutter her e-mail box with the mundane. If an assistant screens your calls and snail mail, make sure that e-mail correspondence you generate is copied to your assistant so she/he can stay in the loop. If a colleague’s name or department function is mentioned, copy the person named and the head of that functional area.

Develop clear policies; publish them; train everyone to use them. Employers take heed! It’s up to you to develop policies, definitions of “reasonable use” and to ensure that your employees understand, have access to and are trained on your policies.

Be informed. There are some great books out there on e-mail. One book you might enjoy is *E-SPEAK: Everything You Need To Know Before You Hit The Send Button* by Michael Bednarski and Maureen Sullivan. Bednarski’s background in Jungian psychology is evident as readers discover e-mail styles and apply communications’ strategies by personality type. The book comes with a card deck that offers e-mail pointers by style.

References

1. E-Mail Etiquette for Employers and Execs by Paul Eng <http://abcnews.go.com/Technology/Business/story?id=561845&page=1>
2. Toward an Ethics and Etiquette for Electronic Mail by Norman Z. Shapiro and Robert H. Andersen <http://www.rand.org/publications/R/R3283/>

Rosemary Azzaro is a consultant who likes e-mail. Contact her at razzaro@comcast.net or RoeA@aol.com



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HyperCD® is here. It combines the high quality video of a CD-ROM with the interactivity and tracking capabilities of the Web. And it's just one of the cutting edge technologies exclusive to Grey Healthcare Group that's setting the pace in pharma advertising.
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HBA Indiana Kicks Off Second Full Year

INDIANAPOLIS, IN—Since founding the Indiana Affiliate (now Chapter) of the HBA in October 2003, members of the group have been busy developing initiatives for their first year as an official chapter. With momentum from a successful launch last year, members are poised to grow the chapter in 2005 and develop programs that provide educational and networking opportunities.

The outlook for this year and beyond has chapter leadership building on the state's health industry infrastructure. This statewide network includes healthcare delivery systems, a wealth of life sciences companies, an internationally known orthopedics cluster and several major universities that are playing significant roles in Indiana's health industry.

"HBA Indiana is growing in response to an increasing number of women who serve in healthcare-related capacities throughout Indiana," said **Teresa Pascarelli**, President, HBA's Indiana Chapter; President & COO, DCL Medical Laboratories. "We will build on that energy this year and well into the future as we build the programming our members have requested."

To create sustained value for its mem-

bership, HBA Indiana will focus on the following areas of development this year:

- **providing educational opportunities** to develop cutting-edge industry knowledge and leadership skills;
- **recognizing outstanding women** in the industry;

- **providing opportunities for networking** and creating greater visibility for individuals in the industry; and
- **extending the HBA membership** opportunity to women and men from an even more diverse group of Indiana health industry companies. ■

HBA Continues Expansion with New NC Affiliate

Patrice Ferriola, PhD

President, KZE PharmAssociates

RESEARCH TRIANGLE PARK, NC—The HBA continues its global expansion with the formation of its Research Triangle Park, North Carolina Affiliate (HBA RTP Affiliate). This is the eighth regional group to be created by the national HBA organization, and a ninth is expected to be announced by mid-year. Affiliate status is a required step to becoming an HBA Chapter and is granted to regional groups that meet specific fiscal and membership criteria.

According to Affiliate Founder and Co-Director **Nancy Wysenski**, President of EMD Pharmaceuticals and a long-time HBA mem-

ber, "I knew the value of the organization and how important it is to offer the HBA's programs—including professional development, skill-building, networking and mentoring—to the women in the RTP area, one of the major pharmaceutical and biotech centers in the country. Our objective for the HBA RTP Affiliate is to create new opportunities for women—as well as men—to come together to advance the careers of women in healthcare."

A launch event on May 10th will feature a professional development workshop and networking. A second event is planned for the fall of 2005 and will focus on "How to Successfully Navigate Through Company Mergers and Internal Re-organization."

For program and membership information, contact **Pam Higdon**, President, Express Personnel, at hba-rtp@nc.rr.com. ■

Leadership Seminar Draws Crowds

GAITHERSBURG, MD—On March 16th, a standing-room-only crowd turned out when the HBA's Mid-Atlantic Chapter kicked off its educational series at MedImmune, Inc. with "Leadership in Motion: The Story of Top Female Executives."

MedImmune's Senior VP and CFO, **Lota Zoth** introduced the panel: **Carol Ammon**, CEO of Endo Pharmaceuticals; **Susan Torroella**, CEO of Columbia MedCom Group, and Founding President of the HBA Mid-Atlantic Chapter; and **Kathy Monday**, VP of Customer and Technical Operations, AstraZeneca Pharmaceuticals, LLC. The dynamic trio engaged and motivated the mostly female crowd by telling their stories of breaking through the glass ceiling.

"I feel like I can go out and do anything after listening to Carol, Susan, and Kathy talk about what it takes to work your way up," said **Heather Crutchfield**, Columbia MedCom Group, a Mid-Atlantic Chapter volunteer, "That was the

most engaging event I've been to so far."

Commenting on this program as well as on HBA Mid-Atlantic's stellar Board of Directors for 2005 (see page 3), Chapter President **Torroella** said: "I look forward to leading this very successful organization and working with an extremely talented and committed group of women as we kick off this next term. We've made terrific progress as a new chapter with nearly 200 members in our first year. My goal is to continue to expand our member base and to provide an exciting professional growth environment to assist our members to develop relationships, create new opportunities, and advance their careers in healthcare in the Mid-Atlantic region." With more programs like these, Torroella will surely meet this goal.

Special thanks to Laurel Marketing & Design, Global Meeting Partners, Mount Vernon Printing Company, Columbia MedCom Group, and MedImmune Inc., for their generous support of this program. ■

INDIANA CHAPTER EVENT UPDATE

The Indiana Chapter of the HBA welcomed **Denny Faurote**, Human Capital Consultant and founder of The Faurote Group, as the featured speaker for its March evening seminar program on Thursday, March 3rd. The function was held at the Embassy Suites in downtown Indianapolis, and offered a presentation titled "Action Plan for Living Your Best Life." Faurote's past accomplishments include providing client service and human resource direction for Deloitte, an international professional services firm. Faurote's leadership helped the company earn recognition for several years as the top human resources operation in the worldwide network.

Ramifications of FDA Recalls Are the Focus of HBA Atlanta Chapter Seminar

Deborah Coogan Seltzer

Vice President, A.T. Kearney Executive Search;
Chapter President

ATLANTA, GA—Regulatory expert **Cathy Marsh**, LLETT Professional Consultants, was the featured speaker at a timely seminar that kicked off 2005 for the HBA Atlanta Chapter.

The seminar, entitled “Ramifications of FDA Recalls and Their Effect on R&D, Marketing, and Public Relations in Healthcare,” highlighted key knowledge gained from Marsh’s two decades of experience in diverse pharmaceutical and biological (predominantly regulatory) functions in the healthcare industry. Marsh has extensive experience over the entire lifecycle of drugs, from basic research to product recalls and market withdrawals, from contract toxicology and manufacturing to routine manufacturing operations under various regulatory environments (US, Canada, Europe, and Japan). She has also worked in companies that have dealt with memorable recalls: Merrell (now part of sanofi-aventis) the company that tried to bring thalidomide to the US, that withdrew Bendectin and launched Seldane; and A.H. Robins/Wyeth (of Dalcon Shield and Fen-Phen fame).

Case in Point: The Vioxx Decision

Marsh went behind the hype to share the data from the Vioxx-related studies that led to the decision to pull the drug from the market. As Marsh told attendees, the real number of individuals studied to determine adverse events with this drug was much smaller than widely reported. This example highlights how significant conclusions must often be made from a relatively small set of data points, and that correlation does not always mean causation, Marsh noted.

The program was a round-table format that enabled an interesting, interactive discussion of the challenges in-

herent in designing effective clinical studies with sufficiently sized patient groups. In addition, attendees explored the impossibility of removing all [side-effects related] risk and the hurdle of dealing with the constant threat of litigation in the face of that reality. Attendees further discussed how the pharmaceutical industry might help consumers understand the full complexity of the situation, thus improving pharma’s tainted image. With an audience that encompassed industry professionals and clinicians, the event provided a platform for informative and balanced discussion.

Special thanks to the chapter’s new Director of Programs, **Kelly Frazer**, Account Executive, Adair-Greene Healthcare Communications. ■

SUPER-CHARGED TEAMS *from page 1*

have faced in trying to build effective teams. These included less face-to-face interaction with team members, over-reliance on electronic media to communicate, and the difficulty of motivating peers who are not direct reports.

Here is a checklist of some simple things team members and leaders can do to facilitate greater team effectiveness:

- **Ask questions.** Be sure to clarify any items you personally or other members of the team may not fully understand. Don’t be afraid to invite new thinking into the group process.
- **Help your team leader.** If you feel the leader may not be communicating clearly or effectively, help facilitate discussion so other teams members become clear on the group’s goals, as well as individual roles and responsibilities.
- **Help each other.** If someone on the team can’t meet a deadline, and you can pitch in to help make sure that deadline is met, offer to do so. That will not only keep the team on track, it will also foster a culture or environment that promotes teamwork and sharing of responsibility to achieve a common goal.
- **Establish and utilize explicit group processes, not implicit ones.** For example, what process should the group use to resolve conflict? Or make decisions? If the team must review a document prior to a meeting, should the team be given that document at least 48 hours in advance (rather than one hour before)? Establish these criteria upfront and adhere to them.

Many thanks to Program Directors **Eve Dryer**, President, Vox Medica Healthcare Public Relations, and **Julie B. Kampf**, President, JBK Associates Inc., and to Program Organizer **Laurie Casady**, Account Supervisor, Vox Medica Healthcare Public Relations. ■

MORE PROGRAM NEWS FROM ATLANTA

On February 28th, the chapter held a program on Career Management Strategies, presented over breakfast by Chapter President, **Deborah Coogan Seltzer**. Topics of discussion included: looking for developmental opportunities (both internally and externally), how to evaluate various career options (and pushing passed hackneyed “conventional wisdom”), the potential benefit of the less-traveled path, and tips for compensation negotiation. She also offered some helpful hints for job searching, including the differences among employment agencies, and contingency and retained recruiters. “It is so important for women to take a more proactive approach to developing their careers, thinking of themselves almost as portfolio managers of their skills and qualifications.”

On March 23rd the chapter hosted an Etiquette/Dress for Success program that also served as a clothing drive for disadvantaged women in need of business clothes. This was an evening seminar that was both enlightening and spirit-boosting.

Watch for more detailed coverage of both events in the next issue of the *HBA Bulletin* or visit www.hbanet.org.

Having clear, specific goals that are communicated in a fashion that everyone on the team can understand is one area where teams often fall down.

LYNN VOS: HBA 2005 WOMAN OF THE YEAR *from page 1*

evaluate novel approaches to diabetes treatment.” It also hooked her on this way of communicating. “I saw that a few smart people can make a difference by engaging thought leaders in the process of improving the lives of their patients through education and research.”

Vos’s next job was with Pfizer during the exciting 80’s, where she had an opportunity to work creatively with major brands affecting millions of people.

Marketing Visionary

Imagine a time when cholesterol was an obscure word in a medical dictionary. That was the world Vos entered when she met **Alan Gross** in 1986, who invited her to join GTFH (GrossTownsendFrankHoffman), an agency legendary for its energy and creativity. It was an invitation Lynn was happy to accept.

This move put Vos on the ground floor of a revolution in cardiovascular care. “Our goal was to develop an innovative approach to market conditioning,” she recalled. To prepare for the introduction of Mevacor, the first “statin,” physicians and patients needed to understand cholesterol and its role in heart disease. Vos led the team that identified thought leaders, developed the “Cholesterol Connection” to educate physicians, created the “Know Your Number” campaign for consumers and helped spark the creation of the National Cholesterol Education Program (NCEP) of the National Institutes of Health (NIH). Portable screenings began, and with them a new approach to patient education and the treatment of heart disease.

Always the visionary, Vos seized the initiative and founded Phase Five Communications, a pioneering medical education group, in 1987. This move “took guts,” according to **Ilyssa Levins**, Executive VP, GCI Group, and Managing Partner for BrandEdge. “Lynn left a comfortable position with the base advertising agency, catapulting herself into an entirely new and groundbreaking venture. Few ad agencies had in-house medical education companies, so it was her personal vision that sparked and skyrocketed the company’s growth.”

Steven Felsher, Vice Chairman, CFO, Grey Global Group, called Lynn “one of the first to understand the leading role medical education was to play in the promotional marketing mix.” Lynn’s leadership at Phase Five Communications “led to a fundamental industry-wide change in the way healthcare agencies serve their clients,” he said.

GTFH was acquired by Grey Advertising in 1986, opening a new chapter for Vos, but one that was not without challenges. Founders **Alan** and **Jane Gross** retired,

“The world is an interesting place—be engaged!”
—Lynn O’Connor Vos

and her beloved mentor, **Ronnie Hoffman**, died in 1991. With the strong support of Grey’s management team, Vos became CEO of Grey Healthcare Group (GHG). In her current position, she places a priority on mentoring, carrying on that early legacy that was so meaningful to her.

Another ingredient in Vos’s success is her ability to see challenges as opportunities and business as a competitive sport. As the industry began to look at global branding as more than “US+,” for example, Vos saw yet another ground floor opportunity. She created a unique P&L structure linking the entire worldwide Grey Healthcare network. “That seamlessness convinced clients that the agency’s incentive structure truly placed all the energies of a far-flung enterprise behind the needs of each brand, a model now copied by many,” noted **Donna S. Wolff**, PhD, Executive VP, The Summit Grey Division.

Vos and GHG have been widely recognized, winning nominations in 2005 as Agency of the Year, Most Admired Agency, and Best Global Network by *Med Ad News*.

Mission for the HBA

A longtime HBA member and activist, Vos is currently on the Board of Directors and a past member of the Advisory Board. “Over the last few years, the HBA has really stepped out and become a major force in pharma. More women are engaging in the HBA because they feel the power of the network and a comfort in sharing war stories, best practices and trials and tribulations,” she noted, adding that she sees a special role for the HBA in the current negative climate for pharma. “Who better than women to tell our story, regain the public’s trust and turn this industry around?” she said. “Women have a special understanding of the importance of communications, philanthropy, teamwork and leadership in running a business.” Vos looks forward to the next HBA Leadership Conference as an opportunity to mobilize the organization in this effort.

Vos and GHG have also been instrumental in branding the HBA as “required experience for healthy careers.” The mission of the HBA, said Vos, is to “tell women worldwide that they need to be part of this exciting organization and this fantastic industry.”

HBA President **Barbara Pritchard**, President, The Pritchard Group and Intermedica, Inc., lauded Vos for her entrepreneurial success. “Lynn represents one of the strongest role models for our industry. She demonstrates the ideal of advancing women in their careers by appoint-

“What truly separates Lynn from other nominees is her incredible generosity and selflessness, devoting hours of her own time to worthy causes.”
—Kathy Giusti

ing them to key leadership positions in her organization and mentoring women at various levels throughout the industry.”

Giving Back

Vos's energy and creativity extend well beyond GHG to her many pro bono achievements. She holds board positions with several charitable organizations, including the Multiple Myeloma Research Foundation (MMRF), where she works closely with HBA 1998 WOTY winner and MMRF Founder and President, **Kathy Giusti**; The Jed Foundation, devoted to the prevention of suicide among

college students; and the YWCA of the City of New York. As Giusti noted, “What truly separates Lynn from other nominees is her incredible generosity and selflessness, devoting hours of her own time to worthy causes.”

“I love pro bono work,” Vos said. “It opens my eyes to new ideas, new people and what they can accomplish.” Giving back is also an important aspect of GHG. “Lynn is the first CEO I have worked with who makes pro bono work a fundamental part of her business,” said **Phil Satow**, President, The Jed Foundation.

Think Three-Dimensionally

Vos also values work/life balance. “There are three parts of life,” she said. “Work is one aspect, family is the second and the third part is ‘You.’ And you can't be good at the first two unless the third part is enriched—by pro bono work, sports, hobbies, friendships.... The world is very interesting, and we owe it to ourselves to be three-dimensional.”

Vos considers herself very fortunate in all three dimensions. She credits her mother, whom she lost to ovarian cancer, with her positive attitude. “She was a high-energy woman who

never saw barriers—everything was possible.” Vos is also blessed with three children: Kate, 16; 12-year-old twins Connor and Julia; and a supportive husband, George. As a working mom, Vos makes it a point to be at her children's special events. She also wants to convey an important message: “Work isn't drudgery. It's exciting!”

What better role model could they have than this lively, engaging Woman of the Year? ■

“Lynn represents one of the strongest role models for our industry.”
—Barbara Pritchard

“Lynn was one of the first to understand the leading role medical education was to play in the promotional marketing mix.”
—Steven Felsher

HBA's San Francisco Chapter Shares Skills for Personal Alliance Building

Joe Soto

EVP, Dorland Healthcare; Chapter Director of Communications

SAN FRANCISCO, CA—The HBA's San Francisco Chapter had its first event of 2005 on March 2nd. The event, “Personal Alliance Building—the DNA of a Great Career,” was hosted by **Genentech** and attended by over 60 members and guests. Featured speaker **Jean Fuller** is an executive search firm vice president who currently runs Fuller Coaching, an executive coaching firm.

Personal Alliances: Key to Career Advancement

Fuller underscored the importance of building personal alliances, noting that they can be the keys to excelling in your current job and opening doors to new opportunities within your company and/or within the industry as a whole. Surveys consistently show that a differentiator in executive women's success is the ability to network and build personal alliances. When you consider how job invitations come to you, trusted personal alliances are often the source. Fuller also discussed how to set objectives, how to start and expand your personal alliance building, what works for your style, and how to measure your progress and manage your focus.

There are many more events planned for 2005, including executive breakfasts, networking events and a chapter dinner to recognize 2005 “Rising Stars.” Dates will be announced soon, and the details will be posted to the chapter website, which can be accessed at: www.hbanet.org. ■



Event Guest Speaker, Jean Fuller and HBA San Francisco Chapter President, Pam Yanchik build alliances at the March 2nd event.

THE HBA BULLETIN NEEDS PHOTOGRAPHERS

Are you attending an upcoming HBA event?
Do you have a digital camera?

Please consider volunteering your time and talent to take photos of the event for the *HBA Bulletin*. A credit line will be featured for all photos we run.

Contact: **Britta Herlitz**, Editor, *HBA Bulletin* at 203-341-9245 for specifications and deadlines.



Rebuilding Confidence in Our Industry

Barbara Pritchard
HBA President



Leadership. There are many ways to define it and there are many ways it is manifested in our professional and personal lives. Over the years, the HBA has defined its own leadership mission in many ways. But there has been one constant: The association

always has stood for skill building and personal growth. We foster mentoring at every level and we frequently present programs about ethical leadership that impact members across their professional lifecycles.

Unfortunately, our industry has become an easy target and many aspects are being criticized. While some of the criticism may be deserved, too much of it is based on misinformation and bias.

So there is another type of leadership that is equally important as those cited in the first paragraph: As the industry's largest organization dedicated to advancing the careers of women in the industry, I strongly believe the HBA has a responsibility to be standard bearers for what is good about our industry. As individuals and as an organization, what is the HBA's role in attracting people to the industry and to providing them with the tools to articulate the value of each segment?

Because it is not uncommon for members to look to the HBA for help answering some of the charges directed at healthcare, your National Board is studying some possible actions. We will not deviate from our clear mission "to further the advancement of women in the healthcare industry," but it is important for us to examine our role with our Advisory Board when we meet in June and we want feedback from you as individual members.

Dick Meyer, Editorial Director, CBSNews.com, summed up the issues very well ("Don't Vilify Drug Companies"; www.cbsnews.com): "It's a spectacular feat of ingratitude to not appreciate the lives saved and bettered by new medicines in the

past few decades. Drug companies aren't saints, but they aren't sinners either. And they surely shouldn't be our scapegoats."

Meyer went on to make two points that are important for all of us, whether we work in healthcare or are consumers of the industry's services and/or products:

1. People in the Western nations take for granted and continue to expect cost-free and risk-free "medical miracles" that will keep us the healthiest humans in history. But, he says that: "Reality, of course, doesn't work that way. And so we affix blame on insurance companies, on HMOs, on doctors, but mostly, these days, on drug companies."
2. The pharmaceutical industry is being "unfairly blamed for... being the prime cause of health care inflation." Science and business writer **Malcolm Gladwell** eviscerated this myth in an easy-to-read article in *The New Yorker* (www.newyorker.com/critics/atlarge/?041025crat_atlarge).

Meyer supports his point using an example that Gladwell and others have used, i.e., the treatment of asthma. Over a three-year period in the '90s, spending on asthma medications doubled because more people were properly diagnosed and treated, not because the price of the drugs increased.

The HBA also has established a task force to explore our role in re-building confidence in our industry. One concept under consideration is a resource section on the HBA website devoted to articles we believe are fair in their coverage of our industry. We also are looking into creating discussion points to help you—the HBA membership—in your interactions with staff, conversations with customers or your discussions with anyone else who may be misinformed about our industry.

What else should we be doing? What more could we be doing? We want to know what you think. You can reach me at bpritch887@aol.com. ■

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