



EXECUTIVE FORUM

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President's Message

Twenty-Five Years of Women Leaders

By Krisianna Lee

A colleague approached me at the recent Health Care Executives (HCE) Conference to tell me that she had been a member of Women in Health Administration for the past year. I responded, "Fantastic," and immediately asked if she would like to get involved with any of our committees. She replied in a blunt, almost cursory tone that she didn't have enough time, and since she had not attended any of the events, she wondered what the benefits of WHA were. Such an honest question certainly deserved an honest answer. My response was the typical diplomatic one, "We have several hundred members in all areas of healthcare and we offer wonderful events that allow women to network and learn the latest industry news, etc." However, I still felt like my response didn't speak to the heart of the organization. So here, a few weeks later, is the response that I feel illuminates our mission and what we plan to offer this coming year.

Women in Health Administration is a non-profit volunteer organization devoted to the leadership of women. We are women at the height, mid-level, and start of our first, second, or even third careers. We gently balance our professional side with our personal side. We are baby boomers, retirees, Generation X'ers, Generation Y'ers, and upcoming generations without applied letters. We are the "sandwich generation" that cares for our children and oftentimes, at the same time, for our parents. Throughout our careers, we will at one time or another work behind-the-scenes, in the details, on the stage, and as visionaries. And to all of this, we in WHA seek to provide not only inspiration, jobs, networking, and knowledge ... but also, comfort, mentors, mentees, and friends. And in doing so, hopefully we can provide a wonderful foundation to not only allow women to become leaders in their workplaces ... but also leaders in their homes.

As an organization devoted to women executives, if ever there was a year to get involved or even just learn what we are about, 2006 is the year to do so. In fact, in 2006, WHA will be celebrating its **25 year anniversary!** To celebrate this legacy, we are planning several exciting events and opportunities including: a membership rate for new and renewing members

of only \$50/year (\$25 off the current membership rate of \$75/year); a gala event in September with several past presidents and founding members to discuss their accomplishments; and a Titanium Corporate Sponsor Level at \$2,500. In addition to these noteworthy items, we are already in the midst of planning quarterly evening events, speaker panels, weekend social events, and collaborative events with HCE, Loma Linda University, Sister-to-Sister (an organization devoted to raising heart disease awareness in women), and the Office of Women's Health. And finally, we are kicking off a wonderful Mentor/Mentee Program to further foster mentorships for women at all career stages.

Please know that the coming events would not have been possible without the dedication and effort of our outstanding Board and Committee Members. This past year, we enjoyed numerous accomplishments that included: launching our new website, raising \$5,000 in corporate sponsorships, hosting outstanding speakers Jane Hurd, Cora Tellez, Diana Bonta, Peggy Pence, Trudi Carter, and Marlene Woodworth, and facilitating the HCE Breakfast Roundtable on leadership. We wish to thank our outgoing Member-At-Large, Marika Gordon, for her wonderful ideas and support at every event throughout the year. Furthermore, we wish to welcome our three new incoming Board Members including two new Members-At-Large, Nan Brodsky and Sue Brilliant, and Secretary, Simran Sahny. Welcome aboard and to Sue, a returning Board Member, we say "Welcome Back!"

On behalf of 25 years of women leaders and with a more passionate response that speaks to the heart of the organization, I hope that we will all feel inspired to get involved, join a committee, and attend an event ... or two or three. See you in 2006. ❄️

*WHA Wishes You
a Happy Holidays and a Wonderful
New Year in 2006!*

WHA SEPTEMBER EVENT

Health Care Savings Accounts: Behind the Scenes

By Simran Sahny

WHA's September event featured the multi-talented Cora Tellez, co-founder of Sterling HSA and company CEO. Ms. Tellez has 25 years of management experience in health care finance and delivery, in both the for-profit and not-for-profit arenas. Prior to satisfying her entrepreneurial spirit and founding Sterling HSA, Tellez was President of the health plans division of Health Net, Inc. She has served as President CEO of Blue Shield of California, Bay Region and Regional Manager for Kaiser Permanente of Hawaii.

Her talk at the Burbank Hilton on September 13 offered an extensive overview of Health Savings Accounts (HSAs) that were created by the Medicare Prescription Drug, Improvement and Modernization Act of 2003 and are quickly gaining popularity. Spending 25 years in the healthcare industry, Tellez shared that there were two problems with healthcare that she could never solve – patients did not care about cost because someone else was footing the bill and there were no good incentives for physicians or hospitals to advertise their expertise. When she was approached by venture capitalists to run a healthcare company that focused on administering HSAs, she saw a potential solution to aligning healthcare incentives. HSAs provide consumers with a financial incentive to carefully think about medical consumption and encourage healthcare providers to market their expertise.

In 2003, Tellez co-founded Sterling HSA, an independent, privately held company in Oakland, California, specializing in administering HSAs. The company provides HSA services to several organizations, including the California Bankers Association and the California Dental Association.

Tellez describes HSAs as “medical” IRAs – they are tax-free accounts that individuals with an HSA-compatible high-deductible insurance policy can fund and use to pay for medical expenses. A high-deductible health insurance plan is one with an annual deductible of at least \$1,000 for individuals and \$2,000 for families. Because they are tax-advantaged and balances can accumulate over time, HSAs can also be used to accumulate wealth. HSA account holders can invest contributions in passbook savings, money market funds, mutual funds, stocks and bonds. The maximum annual contribution is the lesser of the annual

deductible amount of the high deductible health plan or the federal maximum contribution amount for 2005: \$2,650 for individuals and \$5,250 for families.

In addition, HSAs are owned by the individual account holder and therefore portable. Another advantage to an HSA is that the money can be rolled over to the next year; however, drawing money out for non-medical expenses is taxable and prompts a 10% penalty. Individuals age 65 and older are eligible to open an HSA as long as they have not elected Medicare, Parts A & B.

HSA funds can be used to pay for a variety of health care services, including many that are not traditionally allowed under other plans. For instance, HSA funds can be used for dental and vision care services, long term care insurance premiums and medical insurance premiums during periods of unemployment.

WHA thanks Cora Tellez for sharing a behind the scenes look at the world of HSAs, offering WHA members a unique opportunity to gain a solid understanding of a relatively new incentive mechanism in healthcare. ✂

**WHA will be celebrating its
25th Anniversary in 2006!**

In addition to WHA's traditional offerings of exciting and topical speaker events and distinctive social outings, watch for a special celebratory event!

Keep an eye on your email inbox—details to come!

WHA NOVEMBER EVENT

Insider's Look into the Drug Development Pipeline

By Simran Sahny

WHA's November event featured Peggy Pence Ph.D., founder, President and Chief Executive Officer of Symbion Research International, Inc. at the Sherman Oaks Courtyard by Marriott. With over 30 years of experience in the research and development of pharmaceutical and biotechnology-derived products and medical devices, Pence is truly a pharmaceutical industry insider. She shared with the group the reasons for escalating costs of research and regulation in the pharmaceutical industry and the impact on drug innovation and technology.

Having spent her career in the biopharmaceutical industry, including Eli Lilly and Amgen, Pence established a consulting firm that was incorporated in 1995 as Symbion Research International, a full-service contract research organization that provides strategic planning and product development services, including regulatory affairs and clinical trial management, to the pharmaceutical, biotechnology, and medical device community. She shared that the impact her services have on patient life, especially those with chronic illnesses, keeps her in the industry.

With her extensive knowledge of the industry, Pence led the group through the complex, multi-stage pathway in Biopharmaceutical R&D that results in escalating costs of research. The first stage is drug discovery, which takes 5 years on average after the target of the medicine is identified. The second stage is pre-clinical testing which takes 1.5 years of average. This stage involves extensive testing in laboratory and animals to assess safety and show biological activity against a disease. The third stage is submitting Investigational New Drug Application (IND)

which enables initiation to human testing if IND found acceptable to the Food and Drug Administration (FDA).

Few drugs then make it to the 3 phases of clinical trials, which can involve anywhere from 20 to 5,000 subjects. If passed through the clinical trials, FDA then reviews the drug or biologics application. 90% of the applications take up to 10 months to review; however, priority review can be completed in 6 months if there is an urgency to get the product to the market. Although the FDA is approving drugs more quickly, the number of approved drugs withdrawn for safety reasons has not dropped due to stricter regulation. The average time between approval and subsequent withdrawal from the market for safety reasons has dropped from 3.7 years in the 1980s to 0.7 years in the current decade.

Pence stated that along with increased research costs, stricter regulation has also added to the costs of biopharmaceuticals. Even after the product is brought to the market, Phase IV studies continue to monitor approved products for safety, with continuous reporting to the FDA. The multiple pre-approval phases and the post-approval cycle of monitoring and reporting contribute to the increasingly challenging, inefficient and costly drug development pathway.

WHA thanks Peggy Pence for sharing her extensive knowledge with the group, giving us a deeper understanding of the factors driving the increasing cost of biopharmaceuticals. ☒

WHA recognizes our generous sponsors

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MEMBER SPOTLIGHT**Past President Profile: Rhoda Weiss***By Janice Frates*

In 1979, Rhoda Weiss, then director of marketing for St. Joseph Medical Center in Burbank, gathered a group of women healthcare executives to be interviewed for an article on women executives for *Health Forum* magazine and to discuss the formation of an organization dedicated to help more women move into healthcare leadership positions. In addition to networking, their vision for the new organization included:

- Presenting high-level education and programming
- Increasing the number of women executive as speakers at healthcare conferences;
- Improving the numbers of women board members on professional and corporate governing bodies that lacked women members (hospital boards, associations, pharmaceutical companies, leading nonprofits);
- Mentoring women for top level executive positions; and
- Offering scholarships for experienced women who would not otherwise have had an opportunity to go back to school.

In addition to Rhoda, the early “founding mothers” included women who went on to become COOs or CEOs of leading healthcare organizations:

- Connie Diaz, County of Los Angeles Department of Health Services, recently retired as CEO of Rancho Los Amigos National Rehabilitation Center
- Bobbie Searcy, who retired as CEO of a Los Angeles County hospital
- Gayle Bullock, CEO of St. Jude Hospital, Yorba Linda, before she became a financial advisor for Merrill Lynch
- Gail Larson, then associate administrator at Huntington Memorial Hospital; she now heads the Washington Northern region of Providence Health System and previously headed three of the University Hospitals of Cleveland hospitals
- Pat McDonald, retired head of the UCLA dental school;
- Sara (Sally) Martin, associate administrator of City of Hope, now retired, and the first ACHE woman fellow in southern California.

Women in Health Administration began holding events in 1980, and formally incorporated in 1981. During that period, Rhoda Weiss became a consultant, writer and speaker—and her accomplishments as such are truly staggering. She has taught public relations at UCLA for 22 years (and received an Outstanding Faculty Award from Extension), written over 325 articles and made over 700 presenta-

tions, speaking or consulting in every state except Nebraska. Her practice has evolved over the years to include more board retreats, interim executive assignments (acting CEO of a Hawaii venture involving two health systems, six hospitals and physician group) and facilitating joint ventures and mergers. She especially loves helping former competitors to work together.

Rhoda’s community service and professional activities are equally impressive. She was the first president of the American Hospital Association’s newly merged marketing, strategic planning and public relations organization and is the 2006 president-elect of the 28,000-member Public Relations Society of America. She also has served on boards of Easter Seals, Air Force Entertainment group, Coalition for Organ and Tissue Donation and more. She is the recipient of hundreds of communications and marketing honors and several Lifetime Achievement Awards from regional and national associations.

Rhoda is currently completing work on a Ph.D. in leadership and organizational change through Antioch University; her dissertation research focuses on leadership factors that contribute to successful change in healthcare organizations.

Rhoda Weiss served as Women in Health Administration’s president in 1985. Her myriad accomplishments, her professional dedication and her lifelong quest for learning are a continuing inspiration to women in healthcare throughout the nation. ❖

Executive Forum is published four times a year by Women In Health Administration of Southern California. We welcome your comments, suggestions and article submissions. Please contact:

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WHA would love to hear from you! Please let us know of any important news in your lives, ideas for events and activities, book reviews, articles, etc. Better yet, get involved and lend your talent and ideas by joining one of the WHA committees!



What Members Are Reading



A Cornucopia of Leadership Books For Your Perusal

Recommendations from WHA Board Members

Good to Great: Why Some Companies Make the Leap... and Others Don't by Jim Collins

Jim Collins, author of *Built to Last*, leads a team of researchers to find the answer to the question, "Can a good company become a great company and, if so, how?"

Pour Your Heart into It : How Starbucks Built a Company One Cup at a Time by Howard Schultz

Starbucks CEO recounts the company's rise in 24 chapters, illustrating the core values that led to Starbucks exemplary success story.

The Tipping Point: How Little Things Can Make a Big Difference by Malcolm Caldwell

Through simple, clear explanations and entertainingly illustrative anecdotes, Caldwell applies concepts from the sciences of sociology, psychology, and the theory of memetics to wide-ranging subjects, from the Revolutionary War to the game Six Degrees of Kevin Bacon.

Blink: The Power of Thinking Without Thinking by Malcolm Caldwell

The bestselling author of *The Tipping Point* translates research into compelling reading, examining the factors behind the crucial first impressions formed within the first two seconds of looking at something or someone.

West Point Way of Leadership by Col. Larry Donnithorne

A retired instructor from the West Point Academy describes the leadership model adopted by West Point that has proven successful in the military environment, and asserts its applicability to the corporate world.

The Art of the Long View : Planning for the Future in an Uncertain World by Peter Schwartz

Author and president of an international consulting firm, Peter Schwartz presents lessons in thinking for the future, offering scenarios from the oil industry that can be applied to all aspects of life.

Now, Discover Your Strengths by Marcus Buckingham & Donald O. Clifton, Ph.D.

Following up on the coauthors' popular previous book, *First, Break All the Rules*, this book proposes an approach to effective personnel management that focuses on enhancing people's strengths rather than eliminating their weaknesses. The book fully describes 34 positive personality traits themes the two have formulated and has a Web-based interactive component.



Read a good book recently that you'd like to share with your colleagues in WHA? Write up a summary and submit it to: nina@theoks.com.



BIRTH ANNOUNCEMENTS!



DORIA HAI WHA FINANCE CHAIR

BRENT AVERY LEE ARRIVED NOVEMBER 3, 2005 AT 9:19PM.
HE WEIGHED 8 POUNDS, 10 OUNCES AND WAS 20.5 INCHES LONG.



MICHELLE TUIMAUALUGA WHA SECRETARIAL SUPPORT

SHANI MARI-PENINA TUIMAUALUGA ARRIVED 17 DAYS EARLY ON NOVEMBER 22, 2005 AT 3:57 AM.
SHE WEIGHED 7 POUNDS 14 OUNCES AND WAS 20 INCHES LONG.



WHA 2006 BOARDPresident

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Nan Brodsky (818) 986-1405

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Judy Vaccaro (310) 556-1990

MEMBERS ON THE MOVE & NEW MEMBERS**New Members:****Deborah Agurkis** is Director/Health Workforce Transformation at COPE**Nadia Altaf** is Admin Asst/UCLA and USC MHA Student**Sarah Bourdonis** is a UCLA MPH Student**Paula Renee Ricketts Chism** is a consultant.**Laura DeLa Cruz** is Health Education Manager at North County Health Services**Kristyn Dixon** is an MPH student at UCLA.**Tiffany Akins-Dunbar** is Admin. Assistant at Arthur Shorr & Associates, Inc.**Stacy Lynn Dyer** is a MHA Student at CSULB and an Admin Manager I at Orange County Healthcare Agency**Olivia Hahn** is Contract Manager at PacifiCare**Stephanie Miladin Heintz** is Public Information Officer at Greater LA County Vector Control District and a UCLA MPH Student**Krista Hollinger** is Grants & Corporate Relations at Planned Parenthood SBC**Shing Huang, CPA** is Director of Finance at Argus Medical Management, Inc.**Beth Kase** is Healthcare Lawyer at Saphier and Heller Law Corporation**Deborah Ling** is Internal Consultant/Project Manager National Center for Child Traumatic Stress at UCLA**Verronica Orrick** is Contract Manager at Network Development & Management PacifiCare.**Mary Sue Pierce** is a MHA Student at CSULB**Elizabeth Shin** is House Staff Coordinator/ Outpatient Clinics at UCLA**Sharon Vickers** is an attorney.**Suzanne Yu** is a student at USC.**Lauren Wilson** is an attorney at Lauren Wilson APC**Members on the Move:****Krisianna Lee** is now Project Manager at Kaiser Permanente West Los Angeles Medical Center**Lauren Sodetani** is now Senior Sales Support Project Manager Labor & Trust, Public Sector at Blue Shield of California**Attention Members:
Get a Colleague to Join WHA!**Current WHA members will receive a **\$15.00 coupon** if they encourage a colleague to join WHA. The coupon can be applied toward the next WHA event or membership renewal.

The colleague will be able to join at \$60 through her WHA reference.

Contact mtuj@comcast.net for more details!