

# EMPOWER

An OWL Magazine



fall 2018

contents

- 2 Teamwork Made OWL's Dream Work in 2018  
*by Georgette Pascale*
- 3 From the Executive Director: What Does Leadership Really Mean?  
*by Gaynor Fries*
- 6 Nominees for the OWL Visionary Leader Award, Catalyst Award,  
and Rising Star Award
- 10 Career Path: Why Retaining Eye Care Staff May Become More Difficult  
*by Brad McCorkle*

OWL  
OPHTHALMIC WORLD LEADERS

## Teamwork Made OWL's Dream Work in 2018



As many of us gather for the AAO in Chicago this month, thoughts quickly turn to reflections of the past year and anticipation for the new year to begin.

Although gone too fast, so much positive impact was made in 2018 thanks to all of YOU! I'm honored to have served as President, yet more proud to continue my work with OWL in other capacities in the future! This board, our entire membership, and our friends selflessly continue to support our mission.



### 2018 HIGHLIGHTS (drum roll, please!):

- Our new executive director, **Gaynor Fries**, truly jumped in with so much enthusiasm and respect for the organization, I could not have asked for a better partner this year. THANK YOU, GAYNOR - YOU ARE A MIRACLE!
- Our friend, **Neil Hanley**, from Texere Publishing, agreed to head up our inaugural global committee to truly put the "World" in Ophthalmic World Leaders. He has already assembled a stellar committee, with plans to commence programming next year. Stay tuned!
- We plan to expand chapters to the East Coast to increase networking opportunities and our voice. Any NYC-area takers? Let us know if you are interested.
- Several new companies joined us in major sponsorships this year. Thrilled to welcome CorneaGen, Oyster Point Pharma, Provident Healthcare Partners, and Ellex to the OWL family. Your support makes our mission possible.
- We rolled out a new look for our website – all donated via our friends at Glacial. If your company needs a new website, look no further. They're the best.
- Listening to members' needs via our recent survey. As our membership numbers increase, we not only want to hear from you, we also will listen and implement positive change.
- By the time you read this, I'll be officially handing over the Presidency reins to **Beth Marsh**, a woman I admire professionally and personally, and there is no one I can think of that knows OWL better and will take on this role with passion. I know she will make this journey her own, and do so with impeccable style, grace, and wisdom.

Cheers to the upcoming holiday season, satisfied reflection on the past year, and to new beginnings in 2019! Check us out at [www.owlsite.org](http://www.owlsite.org)!

I'd love to hear from you. Email me at [georgette@pascalecommunications.com](mailto:georgette@pascalecommunications.com) or tweet me at [@gmpascale](https://twitter.com/gmpascale)

Appreciation and love,

*Georgette Pascale*

Georgette Pascale

President

Ophthalmic World Leaders (OWL) • Advancing Diversity in Leadership

# OWL Appreciates Champion Circle Members



Champion Circle Members are advocates and champions of the OWL Mission, Vision, and Values; they are leaders in their organizations; they actively recruit new OWL members; and they contribute significantly in OWL by attendance, and leadership at Board or Committee levels.

**D. Michael Ackermann, PhD** • VP, Neurostimulation, Allergan  
**Jacqueline Armani** • Medical Science Liaison, Alcon  
**Daniele Aron Rosa, MD** • Physician, Biosyntx Scientific Advisory Board  
**Patti Barkey, COE** • Director, Dry Eye University  
**Kim Bartels** • VP, Vance Thompson Vision  
**Clyde Bell** • CEO, Cincinnati Eye Institute  
**Jan Beiting** • Principal, Wordsmith Consulting  
**Susan Benton** • Senior Executive, Business Development, Shire  
**John Berdahl, MD** • Physician, Vance Thompson Vision  
**Claire Bonilla** • Chief Global Officer, SightLife  
**Laurie Brown** • Senior Consultant, BSM Consulting  
**Joan Buccigrossi** • Head, Global Diversity and Inclusion, Alcon  
**Welyn Bui** • National Director, Medical Affairs, Aerie Pharmaceuticals  
**Grace Chang** • Therapeutic Unit Expert, Global Senior Clinical Lead, Alcon  
**Catherine Clark** • Senior Executive, Perrysburg Eye  
**Taryn Conway** • Associate Vice-President, Eye Care Marketing, Allergan  
**Robert Dempsey, MBA** • Head of Global Ophthalmics Franchise, Shire  
**Zachary Denning** • Project Manager/Product Science Specialist, ScienceBased Health  
**Bradley Fundingsland** • President, The Fundingsland Group  
**Mark Gordon** • Global Head, Regulatory Affairs, Alcon  
**Tiffany Haynes, COT** • Global Director Medical Affairs, Johnson & Johnson Vision  
**Kendra Hileman** • Director, Head Clinical R&D, AMO  
**AnnMarie Hipsley** • Founder & President, Ace Vision  
**Rahim Hirji** • Director, Marketing, Omeros Corp.  
**Sondra Hoffman, COE, CPC, CMPE, LHRM** • CEO, Florida Eye Clinic  
**Diane Houtman, OD, FFAO, MBA** • VP Professional Relations, Advanced Vision Research - An Akorn Company  
**Rebecca Hussain** • President, RHMM Inc.  
**Anish Kapur** • VP Sales & Marketing, iMedicWare Inc.  
**Tracy Kenniff, MBA, OCS** • Practice Administrator, Eye & LASIK Center  
**Trudy Larkins** • Executive Director, AECOS  
**Casey Lind** • Chief Operating Officer, Presbia  
**Jaci Lindstrom** • Consultant  
**Marsha Link, PhD** • Principal, Link Consulting  
**William Link, PhD** • Managing Director, Versant Ventures  
**Eric Major** • VP, Provident Healthcare Partners, LLC  
**Bindu Manne** • Associate Director, Market Development, Shire

**Abigail Markward** • Director of Business Development, PentaVision LLC  
**Beth Marsh** • Global Product Strategy Lead, Shire  
**Caren Mason** • CEO, President and Director, STAAR Surgical  
**Jim Mazzo** • Global President Ophthalmic Devices, Carl Zeiss Meditec  
**Magda Michna** • Chief Global Clinical and Regulatory Affairs Officer, AcuFocus, Inc.  
**Yari Mitchell** • VP, Global Medical Affairs & Business Strategy, AcuFocus, Inc.  
**Constance Okeke, MD, MSCE** • Glaucoma Specialist and Cataract Surgeon  
**Michael Onuscheck** • President and General Manager, Surgical Franchise, Alcon  
**Georgette Pascale** • Founder and CEO, Pascale  
**Craig Piso, PhD** • President, Piso and Associates, LLC  
**Heather Ready, MBA** • Senior Manager, Marketing, Surgical, Johnson & Johnson Vision  
**Audrey Talley-Rostov, MD** • Physician, Northwest Eye Surgeons  
**Joe Salchert** • Executive VP of Live Project Development, Bryn Mawr Communications Group, LLC  
**Erin Schallhorn** • Sr. Director, Medical Affairs & Professional Education, Carl Zeiss Meditec Inc.  
**Steven Schallhorn, MD** • Chief Medical Officer, Carl Zeiss Meditec, Inc.  
**Allison Shuren** • Partner, Arnold & Porter Kaye Scholer LLP  
**Candace Simerson** • President/CEO, iCandy Consulting, LLC  
**Zachary Smith, MHSA, COE** • Chief Operating Officer, Evergreen Eye Center  
**Sheryl Stevenson** • Group Editorial Director, Ophthalmology Times  
**Savak Teymoorian, MD, MBA** • Partner and Physician, Harvard Eye Associates  
**Amy Tezel** • Global Head of Regulatory Affairs - Surgical Franchise, Alcon  
**Eugenia Thomas** • Sr. Principal Clinical Scientist, Johnson & Johnson Vision  
**Catherine Truitt, PhD** • Head, Search and Evaluation, Surgical, Alcon  
**Tracy Valorie** • Sr. VP and General Manager, Bausch + Lomb  
**Maureen Varnon** • Director of Marketing and Communications, ASCRS  
**John Vukich, MD** • Clinical Adjunct Assistant Professor of Ophthalmology and Visual Science, University of Wisconsin-Madison, School of Medicine  
**Brent Wilde** • President, Minnesota Eye Consultants  
**Joanna Williams** • COO, Lexitas Pharma Services, Inc.  
**Jared Young** • VP of Marketing and Communications, CorneaGen

Learn more at [www.owl-site.org](http://www.owl-site.org)



# From the Executive Director: What Does Leadership Really Mean?

By Gaynor Fries

Do a Google search for “leadership,” and in less than one second you will get 1.77 billion results. There are definitions, quotes, interviews, stories, advice, and articles – all aimed at answering the seemingly simple question of “What does it mean to be a leader?”

Most of us can spot a good leader when we see one, but putting it into words is actually quite difficult. Think about it. If I asked you: “What does it mean to be a leader?” – how would you answer?

I’ve been thinking a lot about this question lately because I recently accepted the honor to serve as Executive Director of OWL: Advancing Diversity in Leadership.

I am no stranger to leading, having run my own business for several years, leading a small team as we work to help nonprofits and small businesses thrive. However, stepping into the driving seat of such an amazing organization as OWL was no small feat. The high caliber of the OWL Board gave me confidence and reassurance in making the leap, but there was also a feeling of uneasiness as I stepped away from my behind-the-scenes position into a more prominent leadership role.

One of the best things about OWL (and there are many!) is that it’s an organization for everyone in ophthalmology – regardless of your role and level. Therefore, as I write this, I know there are a lot of you out there who are in my shoes in terms of recently stepping into a leadership position . . . and there are many others who aspire to become a leader as their career progresses.

Today, I will tackle the question of “What does it mean to be a leader?” using examples from my story and others. Wherever you are in your career path, starting to practice these principles today will make you a better leader tomorrow.

## 3 Things Great Leaders Do

The thing about great leaders is that you know them when you see them. Therefore, to answer the question of “What does it mean to be a leader?” it makes sense to study actions and behaviors.

### 1. Great Leaders Say ‘YES’ to Opportunities

Somewhere along the line, I decided that nonprofit management was my aspiration, so I began to say “yes” to things that would help me reach that goal. I read everything I could on the subject, became certified in nonprofit management, and, when the opportunity presented itself, I said “yes” to a leadership role at OWL.

There will never be a “perfect” time. If you stall because you want to wait until you’re “ready,” then you’ll never get there. If it’s something you really want to do, then say “yes” and figure out the “how” later.

Former CEO of Walgreens Greg Wasson is also a proponent of saying ‘yes’ to every opportunity if you want to advance your career and progress to a leadership position.<sup>1</sup> He started out at Walgreens as an intern while he was a pharmacy student, and progressed to store manager, district manager, regional vice president, and eventually CEO. He, too, admits that saying “yes” is not always easy. Accepting new roles means uncertainty, but these are also important opportunities to learn and grow.

## 2. Great Leaders Connect and Communicate

The connections you build with others will help you learn about new opportunities and rise to new positions, so don't be afraid to get out there and network. It has worked in my career, and so many professionals have similar stories.

Tom Farley, who recently stepped down as President of the New York Stock Exchange in May 2018, has said that he owes every job he's ever had to networking.<sup>2</sup> Years of witnessing networking encounters between CEOs on the stock market floor has convinced him that networking is crucial to succeeding and having fun in your career.

The connections you make can also help you within your position. Despite my leadership position at OWL, I understand that it's okay to feel vulnerable and not have all the answers. I know I have several trusted colleagues I can turn to when I need help.

Networking isn't enough though. Good leaders are also good communicators. Working remotely, I understand the importance of clear and positive communication through emails and online messages. In fact, business magnate Richard Branson says that communication is 'the most important skill any leader can possess.'<sup>3</sup>

If you feel you don't have the communication skills to be a leader, remember that communication is a learned ability and you can start practicing today!

As Branson puts it, "Communication is a skill that you can learn. It's like riding a bicycle or typing. If you're willing to work at it, you can rapidly improve the quality of every part of your life."



## 3. Great Leaders Are Not Afraid to Leave Their Comfort Zone

As I step into this new leadership role at OWL, I know I will have to embrace uncertainty, take risks, and step outside of my comfort zone. For example, as I recorded a webinar this past week, I cringed at the

sound of my own voice and beat myself up as I stumbled over my words. After re-recording it three times, I knew I had let it go so I could move onto my next project. It was less than perfect, but I will grow and improve with each new experience. And when the time comes for me to do public speaking (which I dread!), I will likewise have to embrace being uncomfortable so I can continue to improve myself.

Leaders push themselves and that is something you can begin enacting today, no matter where you are in your career.

Consider Virginia Rometty, who was named as the first female CEO of IBM in 2011, a full century after the company was founded. In an interview later that year, Rometty said that "Growth and comfort don't coexist."<sup>4</sup> In order to stay fresh, she says "you always have to do something that puts you in a zone you don't know." In the end, being a leader means acting like a leader, and you can start that at any point in your ophthalmology career. Start saying "yes" to the opportunities that come your way. Discover opportunities and make friends through networking – OWL is a PERFECT avenue for this. Work on your communication skills in all aspects of your life. Take a giant leap out of your comfort zone into the uncertain-but-exciting pool of potential below.

As Executive Director of OWL, I will be improving my leadership skills in the months and years to come, and I hope you will also grow as leaders alongside me. ■

Gaynor Fries is Executive Director of OWL: Advancing Diversity in Leadership.

### References

1. <https://www.cnbc.com/2017/08/18/say-yes-to-every-opportunity-if-you-want-to-advance-your-career.html>
2. <http://fortune.com/2015/07/07/tom-farley-networking-tips/>
3. <https://www.forbes.com/sites/carminegallo/2015/07/07/richard-branson-communication-is-the-most-important-skill-any-leader-can-possess/#7be2c59f2e8a>
4. <http://fortune.com/2011/10/05/ibms-ginni-rometty-growth-and-comfort-do-not-coexist/>

Gaynor Fries



# Nominees for the 2018 OWL Awards

OWL is pleased to introduce the nominees for the Visionary Leader Award sponsored by Ziemer, Catalyst Award sponsored by CorneaGen, and Rising Star Award sponsored by Link Consulting. The winner in each award category will be announced at the OWL Signature Event in Chicago on Sunday, October 28, 5:30 PM – 7:00 PM, at Revel Motor Row.

## Visionary Leader Award Nominees

*Honoring an individual who has paved the way for diversity in their field through significant achievement.*



Robert J.  
Dempsey, MBA

Robert Dempsey joined Shire in 2014 and is the Group Vice President and Head of Global Ophthalmics Franchise. Previously, Robert led Shire's Ophthalmics Franchise in the US. He was instrumental in building and launching the Ophthalmics franchise and has extensive leadership experience in sales, marketing, medical affairs and business development. Under Robert's leadership, Shire developed a diverse pipeline through strategic acquisitions and organic growth, and in July 2016, secured US FDA approval on its first product in the eye care space, Xiidra® (lifitegrast ophthalmic solution) 5%.

Robert is responsible for leading the commercialization strategy for dry eye disease, from launch preparation to in-market implementation, which has ushered in a new era for Shire in Ophthalmics. Shire's activities in the space reignited the marketplace and helped establish the company in dry eye disease.

Under Robert's helm, Shire has successfully acquired four companies and contributed to the franchise and growing pipeline of early, mid and late-stage innovative ophthalmology candidates, aimed at improving vision-related quality of life.

*Continued on page 9*



**WINNER:**  
Allison  
Shuren

Allison Shuren Co-Chairs the Life Sciences and Healthcare Regulatory Group at the law firm of Arnold & Porter. She advises a wide range of health care clients on regulatory, reimbursement and compliance matters with a particular focus on federal and state healthcare fraud and abuse laws, and the representation of clients in government investigations and qui tam actions involving False Claims Act, Anti-Kickback Statute, Stark Law, and the Health Care Fraud allegations. She counsels on complex referral and joint venture arrangements, development of clinically-integrated networks, and coverage and payment for new technology. Her clients include large international manufacturers of medical devices, pharmaceuticals, and biologics; emerging companies with early stage concepts; ambulatory surgery centers, diagnostic testing facilities; dialysis providers; physicians; physician practice management companies; and developers of mobile and digital health technology.

Allison has a specialty practice in the ophthalmic area representing industry clients, physicians and private equity and venture firms investing in eye care.

*Continued on page 9*



Alan  
Waterhouse

Alan (Al) Waterhouse is the President and CEO and a member of the Board of Directors of AcuFocus, Inc. He joined the company in 2015 as COO and brought with him more than 21 years of healthcare and medical device experience.

Previously, Mr. Waterhouse held the position of Divisional Vice President, Global Operations at Abbott Medical Optics following the company's acquisition of Advanced Medical Optics, Inc. Prior to that, Mr. Waterhouse served as President and CEO of Asteres, Inc. and President of PCI Services (Cardinal Health Company). Throughout his career, Mr. Waterhouse has played a major role in over a dozen M&A deals, raised significant venture capital, and been a part of management teams that have created over \$4.5B in market value.

Mr. Waterhouse received his MBA from Williams College of Business, Xavier University and is a member of the Otterbein University Board of Trustees. ■

# Catalyst Award Nominees

Honors an individual who has contributed significantly to helping others advance their career in eye care.



**WINNER:**  
**Brad**  
**Fundingsland**

Brad Fundingsland is an experienced, strategic medical education and communications executive with over 25 years in the ophthalmic industry. During his career, he has held leadership positions as a published clinical researcher, Editor-In-Chief of EyeWorld Newsmagazine, and Head of Medical Education for VISX and Abbott Medical Optics. Brad is currently President of The Fundingsland Group (TFG), a company he founded in 2013 to support compelling, compliant, data-driven medical education strategies with medical societies, leading physicians and industry. TFG's society partners currently include ASCRS, ESCRS, APACRS and optometry, with near-term growth into retina and non-ophthalmic markets.

Development and mentoring of rising professionals has played a significant role in Brad's career. Brad has supported a number of OWL Directors, previous OWL award recipients and other professionals in various roles, from manager to colleague to client. The most rewarding element of Brad's career has been helping others build the tools to look creatively upon the industry and their careers, inspire them to take the leap into disruptive areas others have not ventured into, and foster life-long relationships with a diverse network to make work both professionally and personally rewarding.

*Continued on page 9*



Casey  
Lind

Casey Lind is an experienced leader in Class II and III ophthalmic medical devices, with over 30 years of focused ophthalmic surgical device experience providing leadership in Manufacturing, Global Supply Chain, and Research & Development. Her background includes her current role as Chief Operating Officer, Presbia, Manufacturing Management in both Systems and Cleanroom Operations, General Manager for the Alcon (Infinitech) team in St. Louis, MO, internationally, as Director of Manufacturing, Materials Management & Site Integration, as well as in key Director-level leadership positions in ophthalmic surgical R&D.

Prior to joining Presbia as COO in February 2018, Ms. Lind was with Alcon, a Novartis company where, in addition to her manufacturing leadership roles, she led global Surgical Product Support for Cataract, Retina, and Diagnostic systems and consumables, and established and led the early Surgical Glaucoma and Drug Delivery research teams, before completing her career (at Alcon) as Sr Project Head, Retina R&D. Ms. Lind has numerous issued patents focused on drug delivery, injection/dose control, MEMS based posterior segment drainage and flow, and key manufacturing processes. Ms. Lind is a graduate of Iowa State University, with a degree in Business, and received her MBA from Webster University.

*Continued on page 9*



Candace S.  
Simerson,  
FASOA, COE,  
CMPE

Candace S. Simerson (Candy) is the founder of iCandy Consulting, LLC located in Marana, Arizona. Previously she was President of Minnesota Eye Consultants, PA for 18 years.

Candy is a Certified Ophthalmic Executive (COE), and a Certified Medical Practice Executive (CMPE.) She is a past-president of ASOA and a past Chair for the National Board for the Certification of Ophthalmic Executives.

In 2011 Candy was awarded the ASOA Pinnacle Award for Volunteerism in addition to becoming an ASOA fellow the same year.

Candy is an advocate for advancing diversity in leadership and currently serves as a Board Member for Ophthalmic World Leaders (OWL). She also serves as an Advisory Board Member on the Hawaiian Eye Foundation.

Candy is a frequent lecturer at ophthalmic meetings and has published numerous articles regarding practice management trends. ■

# Rising Star Nominees

Honors an individual who is an emerging leader in the ophthalmic space.



**WINNER:**  
**Jennifer**  
**Loh, MD**

Jennifer Loh, MD is a board certified ophthalmologist practicing in Miami, Florida. Her career interest is on refractive cataract surgery and she enjoys learning about and using new technologies in the field of ophthalmology.

She is founder and medical director of her practice, Loh Ophthalmology Associates, which she started in 2016. Dr. Loh also spends her time as a clinical and surgical attending physician for the newly ACGME accredited Larkin Hospital Ophthalmology Residency program, where she and the residents perform charity cataract surgery cases every week.

Dr. Loh graduated summa cum laude from Butler University and completed both her medical school training and residency at Indiana University School of Medicine. As a medical student, she was inducted into the IU chapter of the Gold Humanism Honor Society, which focuses on identifying students and physicians who exemplify compassionate care. Dr. Loh was also fortunate to serve as chief resident for both her intern year program and ophthalmology residency.

Currently, she has been active in speaking at national ophthalmology meetings and in publishing articles in ophthalmology trade journals. She also serves on the executive committee of the Refractive Surgery Alliance (RSA) and Cedars Spens.

*Continued on next page*



Abigail  
Markward

Abigail Markward has twenty years of experience in the ophthalmic industry. Abby is currently the National Director of Business Development for PentaVision, an ophthalmic publishing company. In addition, she works to coordinate the content and promotion for the Southern California chapter meetings of Ophthalmic World Leaders and volunteering for SightLife, a non-profit organization dedicated to eliminating corneal blindness worldwide.

Abby received her MBA at the University of Memphis and began her ophthalmic career working on the advertising agency side with clients in medical device and pharmaceutical areas. She then transitioned to the corporate side and has extensive experience in marketing and product management working for companies such as J&J and Bausch + Lomb.

Abby has been an OWL member since 2003 and has served as a member of OWL's Development Committee since 2017, working to secure resources to ensure OWL's success. She is honored and excited to be traveling to Nepal for a SightLife Women Advocate's Trip and to assist in raising awareness of their prevention program.

When she's not traveling to various client locations and ophthalmic meetings, she spends her time at home with her family and two doggies, Zachary and Oliver. She loves reading, snowboarding, hiking and going to the beach. ■



Kara  
Stephens

Recognized as a forward thinker, effective communicator, and master relationship builder, Kara Stephens thrives on creating meaningful conversations among members of the eye care community and beyond.

In her current role as Senior Account Director at Pascale, Kara develops and executes high-level communication & PR initiatives that achieve ROI for clients while also focusing on business development, cultivating new partnerships with healthcare companies of all shapes and sizes. With clients spanning therapeutic areas, including ophthalmology, cardiology, radiology, dermatology, and more, Kara facilitates powerful physician-to-physician education through partnerships with trade media and advocacy groups.

Since beginning her healthcare career in ophthalmology in 2010, Kara has been committed to strengthening connections between doctors, patients, and industry. Kara's experience at AcuFocus, first as an intern and then as a valued member of their medical education and training team, ignited a passion for helping physicians bring sight-saving technology to their patients. She has a deep appreciation for the strength and bond among all involved in the ophthalmic community.

Kara is an active member of the OWL Development Committee, a role which allows her to maintain strong connections throughout the industry.

*Continued on next page*

# OWL Award Nominees *continued*

## VISIONARY LEADER

Robert Dempsey *continued from page 6*

Robert continues to identify strategic and viable opportunities, looking to secure and expand Shire's global footprint and overall commitment to the eye care community.

Robert has over 25 years of diverse experience in the eye care industry and in August of 2018, joined the Board of Directors of SciFluor Life Sciences, a subsidiary of Allied Minds. In addition, he served as Executive Director of Medical Science at Bausch + Lomb where he oversaw the creation and execution of medical strategy for commercial and pipeline pharmaceutical and surgical products. Prior to Bausch + Lomb, Robert held the position of VP of Ophthalmic Medical Affairs at Inspire. During his tenure at Inspire, he also held the positions of Senior Director of Ophthalmic Medical Development, Account Director of Managed Markets and Senior Regional Sales Director. Earlier in his career, Robert was a senior-level manager for specialty companies Muro Pharmaceuticals, Inc. and Allergan, Inc.

Robert is recognized for his knowledge and experience in the ophthalmology industry, and his strategic relationships with leaders and eye care professionals. Robert has been involved in the creation of successful commercial programs and launches of more than ten ophthalmology products. He holds a Master's in Business Administration and a Bachelor of Science from Northeastern University in Boston, Massachusetts. ■

Allison Shuren *continued from page 6*

Before she began her legal career, Ms. Shuren was a practicing critical care pediatric nurse practitioner concentrating in pediatric cardiovascular disease and neonatal pediatric surgery. ■

## CATALYST

Brad Fundingsland *continued from page 7*

Another key objective of Brad's current role in TFG is to support a significant percentage of podium positions by female key opinion leaders. TFG is proud to have 28% of its current global podium positions filled by female physicians, and helps identify gender specific gaps from its broad physician surveys.

Brad has been a proud member of OWL for over 10 years and has participated in a variety of roles for the organization. In 2018, he moderated a well-attended panel discussion on the future of peer-to-peer medical education and communications with the Southern California OWL chapter.

In 2015, Brad, Erin Schallhorn, OWL Director, and Jan Beiting, OWL Past President, co-launched the first OWL Business & Leadership Trends Survey with 446 members of the ophthalmic industry to help identify education gaps for future OWL programming. He believes that OWL plays a pivotal, unique role for bringing together a diverse group of industry professionals that has enabled the advancement of countless professionals to date. ■

Casey Lind *continued from page 7*

Ms. Lind has taken a very active role in Ophthalmic World Leaders (OWL). She is an ongoing OWL Champion Member and contributes at both the national and local levels, having recently accepted the national role of Membership Lead, Executive Marketing & Outreach Committee. Locally, she is recognized for leading, actively planning, and moderating the Southern California OWL chapter meetings.

On a personal note, Ms. Lind's passion is rescuing, training, and riding horses. She currently has seven equines, and will likely continue to add to the herd, whenever she can make a positive difference. She is married to Larry, her partner and husband of more than 32 years, and they have 2 adult sons – one of whom has significant visual impairment, which has ultimately guided her career, and life. ■

## RISING STAR

Jennifer Loh, MD *continued from page 8*

Dr. Loh has recently been honored with The Ophthalmologist Power List Rising Star Award in 2017, and the Alcon Outstanding Female Leader Award in 2016.

On a personal note, Dr. Loh enjoys traveling, reading, and learning to ski and is proud to announce that she made it all the way down Ajax Mountain this year. Originally born in Canada, she grew up in several parts of the country, including Michigan, Texas and Indiana, before finding her way to Florida. She currently resides in Miami with her husband, who is learning to love ophthalmology as much as she does. ■

Kara Stephens *continued from page 8*

Kara serves as a Guardian ad Litem with Court Appointed Special Advocates (CASA) of Travis County, serving as a voice for abused and neglected children in her community. In addition, Kara volunteers her time to the Human Rights Campaign, where she participates in fundraising and local advocacy campaigns, and Austin food pantries, transporting goods and handing out food in the community each month. ■

# Career Path: Why Retaining Eye Care Staff May Become More Difficult

By Brad McCorkle

## Think Long Term — Take Steps to Focus on Building an Employer Brand and Workplace Culture

As an employer, you have to be prepared to manage employee transitions. More often than not, you won't be prepared for a resignation letter, and even two weeks' notice is rarely enough time to find a quality replacement.

In a recent study, Gallup found that 51% of employees are actively searching for a new job or are keeping an eye out for new openings. This means that up to half of your current staff could be looking for their next job right now.

This research demonstrates how important it is to retain current employees, and to plan ahead for hiring new staff. Here are a few ways that you can start working on both.

According to Glassdoor, employees are leaving their current jobs for improvements in salary, workplace culture, or to find new growth opportunities.

In ophthalmology in particular, there aren't enough trained, qualified staff to go around, so employers are finding themselves competing with each other for a limited talent pool.

If you haven't already, it's time to develop a company brand to demonstrate all of the many reasons why your practice is a great place to work.

Developing an employment brand may seem challenging, but here are a few ways to go about thoughtfully crafting that brand:

- **Send out a survey asking your customers about your services.** This will help you be sure you understand what sets you apart in the eyes of customers. Your staff can take pride in this distinction.
- **Survey your current employees on what they like and dislike about their work environment.** This exercise can help you make improvements before they turn in to bigger problems, and help you craft messaging to prospective employees about what current staff loves about the job already.
- **Promote customer and employee reviews on social media.** Sometimes you have to be proactive about requesting those good reviews!

## Hire for the Long Term, and Always Seek Out Talent

After nearly a decade of collecting data on eye-care hiring, we've found that on average it takes at least 90 days to find a good fit for an open position. It's usually important to get a head start on this timeline and to post jobs before you have an urgent opening to fill.

It's better to plan ahead, and posting positions year-round ensures that you won't miss out on a great candidate who happens to be moving to your area for other life-related reasons.

## Keep Your Team Engaged

Gallup also discovered that 68% of employees believe they are overqualified for their current job, meaning they have more education, experience, or training than what's required for their current. Why not embrace the fact that you have a talented team?

Challenge your team by helping them to take continuing education or certification courses.

Give some thought to different levels of promotion or scales in salary you can offer your employees.

Consider creating volunteer opportunities that give a chance for your employees to get greater satisfaction from serving their communities.

Think about ways to provide team trainings and get the entire staff engaged on becoming a more talented, efficient, and effective group as a whole.

Try out a few of these ideas this month and see for yourself the positive changes in employee engagement and satisfaction! ■

*Brad McCorkle is founder of Local Eye Site.*

The full version of this article originally appeared at <https://go.localeyesite.com/blog/new-research-on-retaining-eye-care-staff>

Brad McCorkle



## Join OWL at AAO Signature Event and Awards Ceremony

Sunday, October 28th

5:30 – 7 PM

Revel Motor Row

2400 S. Michigan Ave.

Chicago, IL 60616



Enjoy a panel discussion on “Perspectives on International Leadership” with Aylin Kiliç MD, Assistant Professor, Medipol University, Istanbul, Turkey, and Robert Dempsey, Head of Global Ophthalmics Franchise, Shire with OWL Board Member and Moderator Michael Onuscheck, President & General Manager of the Global Surgical Franchise for Alcon.

The discussion will be followed by the announcement of the winners of the Visionary Leader Award, Catalyst Award, and Rising Star Award.



The Award Sponsors:  
Visionary Leader – Ziemer  
Catalyst – CorneaGen  
Rising Star – Link Consulting

The Event Sponsors:  
CorneaGen | Ellex iTrack  
Oyster Point Pharma  
Regeneron Healthcare Solutions  
Provident



Visit [www.owl-site.org](http://www.owl-site.org) to register

## OWL Board of Directors



D. Michael Ackermann, PhD • Member at Large  
Chairman, Oyster Point Pharmaceuticals, Inc.



Laurie Brown • Vice President  
Senior Consultant, BSM Consulting



Taryn Conway • Secretary/Treasurer  
Associate Vice-President, Eye Care Marketing, Allergan



Bindu Manne • Marketing & Outreach Committee Chair  
Associate Director, Market Development, Shire



Beth Marsh • President-Elect & Vice President  
Global Product Strategy Lead, Shire



Michael Onuscheck • Member at Large  
President and General Manager, Surgical Franchise, Alcon



Georgette Pascale • President  
President & CEO, Pascale



Heather Ready, MBA • Past-President  
Sr. Marketing Manager, Johnson & Johnson Vision



Audrey Talley Rostov, MD • Member at Large  
Cornea, Cataract & Refractive Surgeon, Northwest Eye Surgeons



Erin Schallhorn • Program Committee Chair  
Sr. Director, Medical Affairs and Professional Education,  
Carl Zeiss Meditec AG



Candace Simerson • Development Committee Chair  
President/CEO, iCandy Consulting, LLC



Sheryl Stevenson • Publications Chair  
Group Editorial Director, Ophthalmology Times



Tracy Valorie • Member at Large  
Sr. Vice President and General Manager, Bausch + Lomb and  
Valeant Women's Health



John Vukich, MD • Member at Large  
Clinical Adjunct Assistant Professor of Ophthalmology and Visual  
Science, University of Wisconsin-Madison School of Medicine

## OWL Staff and Contacts

Gaynor Fries, Executive Director  
PMB 125  
3434-135 Kildaire Farm Road  
Cary, NC 27518  
info@owlsite.org • www.owlsite.org

## EMPOWER An OWL Magazine

**Editor-in-Chief:** Sheryl Stevenson  
**Graphic Design:** Jody Christensen-Crocetta, C<sup>2</sup> Design  
**Contributors:** Gaynor Fries • Brad McCorkle • Georgette Pascale

## OWL Sponsorship

OWL programs are supported by industry partners and individual donors. Their support means that OWL is able to provide an expanding menu of programs in the spirit of its mission, vision, and values of advancing diversity in leadership. We thank our financial supporters for their leadership and for the critical role they play in our organization.

### INDUSTRY PARTNERS

Alcon®

Allergan

BAUSCH + LOMB

Johnson & Johnson VISION

Shire



### ANNUAL SPONSORS

Lexitas | Sun Pharma

### MAJOR EVENT SPONSORS

CorneaGen | Ellex | Oyster Point  
Provident Healthcare Partners | Regeneron

### AWARD SPONSORS

CorneaGen | Link Consulting | Ziemer

### SUPPORTERS

AECOS | Allergan Foundation  
Healio/Ocular Surgery News  
OIS at AAO | Pascale

To learn more about supporting OWL, email [gries@owlsite.org](mailto:gries@owlsite.org)

Please follow @OWLdiversity



<https://www.facebook.com/owlsite>



<https://www.linkedin.com/groups/717737>

