

EMPOWER

An OWL Magazine



spring 2022

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An OWL Exclusive



President's Letter



Erin Schallhorn Powers

“ OWL has been a unifying organization over the duration of our existence.”

Thriving in Our 'New Normal'

AS WE EMBRACE 2022, it is incumbent upon me to reflect on the tumultuous environment of the last two years. Categorical changes in the way we live our daily lives, combined with socio-political and economic turbulations, have led all of us to reconsider what our 'new normal' looks like.

In a time when the world is becoming more complex, more dynamic, and at times, more challenging, one thing is certain: we still have each other. We still have comradery, enthusiasm, and always a passion for eye care.

OWL has been a unifying organization over the duration of our existence. This has become more important than ever with the circumstances over the past several years, and our relevance and impact upon the ophthalmic industry will continue to help develop forward-thinking, empathetic leadership and bring a dynamic population together.

2022 will be a statement year for OWL, as we address head-on global issues that impact our industry. Instead of shying away from topics, we will discuss them in open, candid, and inclusive environments that help increase understanding and awareness. We will encourage dialogue for the sake of transparency and growth, and hope to expand horizons for all our members through impactful, accessible programming.

Thank you to our diverse Board of Directors, our delightful Committee leaders and volunteers, and especially our Executive Director, Gaynor Fries, who will all help us further our progress.

UNDERSTANDING OUR MEMBERSHIP NEEDS, CONCERNS, AND INTERESTS.

We will kick off comprehensive research, spearheaded by Kristen Ingenito of Market Scope and Kate Fehlhaber of The Fundingsland Group, to fully address how and why our members engage. We encourage all of you to participate in these efforts as we grow our offerings and develop curriculum.

GROW OUR IMPACT IN NEW ENVIRONMENTS. OWL has been historically engaged in US ophthalmology programs and membership. This year, we will explore expanding our efforts in the optometric space. Individuals in this community have expressed interest and enthusiasm for OWL, and we are delighted to continue driving our mission of advancing diversity and leadership on new horizons.

KEEP WHAT WORKS. Dynamic programs, connection with members, engaging education. There is a plethora of offerings that comes with an OWL membership – and we want to continue and grow these events as we evolve. I encourage every one of you to learn more about the below programs and sign up for any and all – the best investment you can make is in yourself!

- OWL FELLOWS
- GET ON BOARD
- LEADERSHIP SUMMIT
- SIGNATURE & NETWORKING EVENTS
- LOCAL CHAPTERS (select locations)
- VIRTUAL EDUCATION

I step into the OWL President role following some of the most incredible, inspirational, and selfless leaders I know. To all the people who came before me, thank you for making OWL what it is today. And for those who follow, I hope I continue to make our mission thrive.

OWL was and is instrumental to where I am today, and I hope this organization plays equally as important of a part in your lives. For those of you who need help engaging, please reach out to me or any Board member – we are in this together. Let's get you where you want to go! ●

Erin Powers

NETWORKING EVENT

Saturday, April 23, 2022
5:00 PM to 6:30 PM

Grand Hyatt Washington | 1000 H Street NW
Washington, DC 20001 (Independence Ballroom)

Pod 1

Bianca Baker
Dompé



Andy Dawson
BVI Medical

Clive Pinto
Johnson &
Johnson Vision

**Creating a Culture of
Belonging and Inclusivity**

Pod 2

Ravaughn Williams
Alcon



Renee Elliott
Zeiss

**Finding the Why
in Your Work**

Pod 3

Carolyn McAuliffe
Aerie Pharmaceuticals



Sandor Palfi
Johnson &
Johnson Vision

**Keeping Morale High
in Turbulent Times**

Pod 4

Dee Stephenson, MD
Stephenson Eye
Associates



David Friess, OD
STAAR Surgical

**Teamwork:
Industry & HCPs Creating a
Successful Ophthalmic Practice**

OWL at ASCRS 2022

**SIGN UP AND JOIN US
FOR A FUN AFTERNOON OF
ORGANIZED NETWORKING!**

OWL will connect you with some of the top minds in ophthalmology, grouping you into compatible discussions with structured interaction.

There will be plenty of opportunity for open networking before and after. Intrigued?

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Champion 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.

Learn more | www.owlsite.org

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Sunday, October 2, 2022 | 5:30-7:00 pm
Hyatt Regency McCormick Place in Chicago

OWL Signature Event & Awards Ceremony at AAO 2022

Jim Mazzo | Executive Chairman of Neurotech, CEO and President of Avellino
Carolyn McAuliffe | Sr. Director, Communications, Aerie Pharmaceuticals, Inc.
Magda Michna, PhD | Vice President of Clinical Affairs, AcuFocus, Inc.
Stephen Miller | Regional Manager, BVI
Vari Mitchell | Chief Business Development Officer, AcuFocus, Inc.
Dane Mitro | Associate Director - KOL and Peer to Peer Strategy, Dompe
Alexa Montesinos | Associate Director - KOL and Peer to Peer Strategy, Dompe
Aziz Mottiwala | Chief Commercial Officer, Tarsus Pharmaceuticals
Janna Mullaney | Senior Vice President of Operations, EyeCare Services Partners
Mario Nacinovich, MSc | VP Marketing, Santen
Shawn O'Neil | Chief Commercial Officer, Sight Sciences
Sandor Palfi | Vice President, Commercial, Johnson & Johnson Vision
Jai G. Parekh, MD, MBA, FFAO | EO & President, EyeCare Consultants of NJ
Andrew Parks | Director of Professional Development, Sun Pharmaceuticals
Ronil Patel | Senior Director of Business Development and Market Strategy, Ocuphire Pharma
Todd Pinkney | Chief Commercial Officer, Centricity Vision
Phil Pivnick | Sr. Surgical Academic Manager, Alcon
Carey Powers | Vice President, Marketing, Visus Therapeutics
Heather Ready, MBA | Sr. Director, Market Intelligence, STAAR Surgical
Laura Rousseau | Director of Sales - Mid South Region, Clearwave Inc.
Tommie Rowland | US Clinical Training and Support Manager, South-Central Region, Alcon
Tera Roy | Vice President Nextech
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Erin Schallhorn Powers | Vice President, Medical Affairs & Professional Education, BVI Medical
Michelle Schnabel | VP Business Development, I-Med Pharma USA
Michelle Senchyna, PhD | VP of Clinical Development and Medical Affairs, Aerie Pharmaceuticals
Aimee Shimamoto | Director of Marketing, BVI
Allison Shuren | Partner, Arnold & Porter Kaye Scholer LLP
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Mina Sooch | CEO and Founder, Ocuphire Pharma
Jerry St. Peter | Co-Founder, CEO & Director, EyeVance
Sheryl Stevenson | Group Editorial Director, Eye Care, MJH Life Sciences
Cari Stone | VP Global Glaucoma, Alcon
Brian Strem | Director at Okugen, Inc.; President, CEO and Director at Kiora Pharmaceuticals
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Jake Vander Zanden | Principal Consultant / Partner, Technology & Life Sciences Practice Leader, McDermott+Bull Executive Search
Linda Villaneuva, COT | Global Director, Medical Affairs Post-Approval Studies, ZEISS
Domenic von Planta | COO, SCHWIND eye-tech-solutions GmbH
John Vukich, MD | Owner, Board Certified Eye Surgeon and Ophthalmologist, Summit EyeCare of Wisconsin



Program and further
details coming soon!

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2022 OWL Leadership Summit Ignites Excitement Among Future Leaders in Ophthalmology

Targets mid-career professionals looking to prepare for career advancement





OWL's first Leadership Summit, held in early February in Newport Beach, CA, set out with a mission and vision to create skilled future leaders who will build and lead diverse teams within ophthalmology.

With an incredible lineup of speakers and panelists, nearly 100 attendees were empowered by advice for learning critical decision-making and team-building leadership skills; building critical success relationships; and negotiating with confidence – whether for career advancement, or to become more effective at work. In addition, attendees engaged in networking opportunities with senior leaders in ophthalmology.

In this highlights article, the faculty share some of the many key take-aways from their respective presentations at the two-day interactive event.

NAVIGATING UNCERTAINTY

Michael Onuscheck, Presidio Medical;
Zaiba Malik, MD, Medpace

There is intentional and unintentional uncertainty. Work through the intentional components of uncertainty to leave capacity for times of unintentional uncertainty.

Uncertainty in your career can lead to innovation and growth in your life and career.

Surround yourself with a network of colleagues that enable you to grow and learn during periods of uncertainty.

RESPONSIBILITY VS AUTHORITY: MAKING AN IMPACT BEYOND YOUR JOB TITLE

Nivine Woods, EyeCare Partners;
Ranna Jaraha, BMC

While authority doesn't automatically come with every job, task or duty, responsibility arises in every single position in a company. Responsibility is the ability to respond to various work-related tasks, making it a universal facet of any job – no matter your rank, years of experience, or the extent of your knowledge.

When you want to know what truly drives you and where your

passion lies, strip yourself of your job title + description and any other labels + boxes – what's left will reveal your "why."

KEYNOTE: TAKING CARE OF BUSINESS, WHILE TAKING CARE OF YOU

Marsha Link, PhD, Link Consulting

Experience the power of the "pause." Reflect on the thoughts and feelings that you have experienced during this long and challenging pandemic. "Pause" and consider how you managed to survive and what you have learned from this experience. Use these learnings to propel you to create YOUR "new normal" as all of us continue to navigate these uncertain times.

Practice self-compassion, be strong, and build your resilience to adapt to the future. Self-compassion is not easily developed, since each of us has an inner critic that does not allow us to be as kind to ourselves as we might be to others. Learning to take care of oneself takes practice, planning, and intentional decision making to ensure that we are nurturing all aspects of our lives. Building our capacity to be strong, while compassionate to ourselves and others, is important. Being adaptable and resilient are critical traits for creating a strategy of self-care and

"never giving up," even when we have failures or challenges, paves the way to a bright future.

Consider what your company needs from you as they develop their plan for the future and continue to develop your leadership gifts. Companies, as well as individuals, are seeking ways to find their "new normal" during this lengthy pandemic. The skills and knowledge that companies are now seeking in their employees include the ability to add value in ways that automated systems cannot, operating effectively in a digital environment, and a capacity to work constructively in teams, even cross-functional ones, and to adapt to new ways of working as the needs of the business change. Being a life-long learner and developing your own plan for further professional development, whether it is with a coach, attending leadership programs like OWL and other organizations provide, or seeking a mentor/sponsor in your own company, are good ways to keep learning and growing.

BUILDING CRITICAL SUCCESS RELATIONSHIPS: INDUSTRY & SURGEON

Cindy Metrose, Carl Zeiss Meditec;
Zaina Al-Mohtaseb, MD,
Baylor College of Medicine

Professional collaborations and personal friends are unique relationships to have in the industry. It is natural to have more collaborations than friendships, but keep in mind there is value in both.

The easiest way to develop any relationship is to add value to the other party. Have a purpose and plan in place as you begin to foster these new connections.

Do something different. Engage colleagues where they are, whether at smaller conferences or by discussing their latest articles. And remember, the OWL network is undefeated! →



**PANEL DISCUSSION:
TAKING CARE OF BUSINESS,
WHILE TAKING CARE
OF EMPLOYEES**

Moderator: Marsha Link, PhD,
Link Consulting

Panelists: Warren Foust, Johnson & Johnson Vision; Aziz Mottiwala, Tarsus Pharmaceuticals; Christine McCauley, Edwards Lifesciences

As the pandemic has worn on, the importance of psychological safety and employee well-being has surfaced as a very important topic for companies to address. In a recent employee study by McKinsey, they found that 9 out of 10 employers say that COVID-19 is having a tremendous impact on their employees and creating unprecedented anxiety and depression among associates.

Question #1: Have you experienced a similar increase in anxiety and

depression among your employees and if so, how are you addressing this situation? If not, why do you think your employees are not experiencing this and why?

More than 19 million workers have quit their jobs since April 2021. And in a study by McKinsey, researchers found that 42% of women in the workforce are experiencing burn out, as are those workers who are parents. The ability to find and retain talent is straining many companies.

Question #2: How are you addressing the challenge of finding and retaining the employees you want and need? With your company's "new normal"? Are you looking for specific and/or different skills that you did in pre-COVID-19 days?

Since the pandemic has caused companies to address many other topics in their environments,

professional development, in some cases, has taken an even greater "back seat" in terms of priorities. Now, more than ever, however, we need leaders who are effective in helping business, as well as employees, be successful.

Question #3: How is your company addressing leadership development now? Is it any different from pre-COVID-19 days? What do you consider the best ways for aspiring leaders to develop their leadership potential?

**FINANCE FOR THE
NON-FINANCIAL MIND:
UNDERSTANDING KEY
INDICATORS IN YOUR
PROFESSION**

Matt Jensen, Vance Thompson Vision;
Janelle Brunette, Octane

Finance is a critical component of every organization. Finance not only gets your company started, but it keeps it running and allows it to scale. It's core to every business, and even more important is how it's managed.

When it comes to finance, one size does not fit all. There are many options when it comes to financing your business — from

friends and family and early seed investment rounds to late-stage Series C rounds, convertible notes, government grants, debt financing, and public offerings, for example. A capital funding strategy is key as businesses should select the right type(s) depending on their needs and goals for the future.

Look to revenue generation to support business growth. Generating revenue for a business is another way to fund its growth. By looking at a company's core competencies, or competitive advantage, a company can then establish adjacencies, or products/ services that are similar, to create alternative revenue streams. In addition, a company can look to establish recurring revenue streams, which unlike one-time sales, are more predictable and can provide more certainty for expected revenue in the future. Both strategies can work in tandem to support business growth.

WHAT'S YOUR NEGOTIATION STRATEGY - A WORKSHOP

John Vukich, MD, Summit Eye Care of Wisconsin

Most of us don't like to negotiate. We equate negotiation with conflict; perceive there to be winners and losers; and don't want to be taken advantage of. However, remember that you are negotiating a situation. The person across from you is not your adversary. Don't make it personal.

Learn to hear "no" differently — see it as a work in progress. The person is not yet ready to agree, they don't understand, they need more information, they need to talk it over with someone. Use words such as "how" and "what" and phrases such as "it seems like..." or "it feels like..." to help gather more information.

Negotiation is a learned skill and everyone can improve with practice. You must know how to negotiate to bargain effectively: develop trust, uncover/defuse the negatives, find common ground and uncover commonalities. Only then are you ready to bargain.

OWL 'EYECCELERATOR': LEADERSHIP CHALLENGES & OPPORTUNITIES

Moderator: Jim Mazzo
Panelists: Tom Mitro, Aerie Pharmaceuticals; Nancy Lurker, EyePoint Pharmaceuticals; Laurie Ferguson, Carl Zeiss Meditec

Has leadership changed due to COVID-19? Yes. Zoom has not created issues.

Loyalty is not a virtue we should assume from our people. Humility is a key leadership point.

Failure is the best teacher!

BUILDING YOUR PERSONAL BRAND - ONLINE

Georgette Pascale and Mari Georgino, PrecisionEffect

Find your own point of view,

and embrace it. That will guide what type of content you create and that you engage with.

It's your brand, enjoy it responsibly. This doesn't mean not trying new things. It means it's up to you to decide how much or how little you want to share about your professional and/or personal life.

Take a break, if you need to. Just like you would for a product recall, if you believe you made a mistake, take yourself off the social market and reevaluate your point view. ●

SPECIAL THANKS to the OWL Leadership Summit Faculty, whose expertise, presentations and participation made this program a success, the OWL task force volunteers that helped plan this event, as well as to our Platinum Sponsor for this event, Zeiss, for their continued support.



Sunday April 24th - 5.30 - 7.00 pm

OWL Signature Event at ASCRS

An Interview with

Sean Spicer

Former White House Press Secretary



Donna Brazile

Former Chair of the Democratic National Committee



FINDING COMMON GROUND:

Celebrating Similarities & Championing Leadership in a Divisive World

Register Today!

A Passion & Perseverance for Patient Care

A Conversation with Eris Jordan, OD, Vice President of Clinical and Medical Affairs at Aurion Biotech and OWL Champion Member

grit: *noun*

DEFINITION¹

1 a: SAND, GRAVEL

b: a hard sharp granule (as of sand) **also:** material (as many abrasives) composed of such granules

2: any of several sandstones

3 a: the structure of a stone that adapts it to grinding

b: the size of abrasive particles usually expressed as their mesh

4: firmness of mind or spirit : unyielding courage in the face of hardship or danger

OWL EXCLUSIVE

To those of us in ophthalmology, Merriam Webster's definition rings true, since a sensation of grit in the eye can be synonymous with ocular surface disease. Definition 4 however, is having a renaissance moment: we read about grit as a character trait to be encouraged in K-12 education, we applaud the grit of first responders in an emergency, and it is even the name of the Philadelphia Flyers NHL team mascot!

University of Pennsylvania professor and researcher Angela Duckworth has a slightly different definition that's a close cousin to Merriam's #4: passion and perseverance. Duckworth has published extensively on grit and has developed a 12-question grit survey¹. Out of a possible score of 5.0 (fully 'gritty'), Eris Jordan, OD scored a 4.75.

We sat down with Dr. Jordan to learn more about the role of grit in her life. What follows is a condensed transcript of our conversation:

Congrats on your grit score.

If this were the Olympics, you'd qualify for a medal! Where does your grit come from?

Thank you. I'm not sure it's a good thing, since many people see it as stubbornness! I believe my grit to be both familial and acquired, thus embedded (for better or worse). My parents have loads of grit: theirs is the classic immigration story. We moved to the US from Albania when I was 13. My parents left behind great careers (my mother was chief of medicine and my father was a physicist in our home city of Korça), in search of a better life for me and my sister. When we arrived in Philadelphia, no one spoke sufficient English. We each had to start over.

When I entered high school, I was relegated to ESL classes (English as a Second Language). I was bullied for my heavy accent and general lack of knowledge of US teen popular culture. I felt immense isolation.

Although assimilation into American culture was challenging for all of us, we never complained; we had no choice except to persevere. My mother found work in medical research; my father obtained a master's degree in mathe-

tics and taught in the Philadelphia schools, and my sister pursued a doctorate in Pharmacy. I finished my freshman year of high school, determined to become an American girl. That summer, I spent hours improving my English, watching TV shows and going to the mall to observe American kids. I threw myself into absorbing and learning whatever I could. When I returned to school that fall, the metamorphosis was complete: I was an American girl, with barely a trace of an accent. Three years later, I was invited to speak at my high school graduation. The topic? How to persevere, against daunting odds.

That's an incredible story.

How did you decide to choose your career?

In many ways, the career chose me. I think my parents were the unconscious example. They were both STEM educated: my father a professor, my mother a physician. As a child in Albania, I observed my mother while she treated sick, underserved children. Ever since, I've felt a calling to serve others: it has permeated all aspects of my personal and professional life. After volunteering one summer at an

ophthalmology practice, I saw first-hand the impact of restoring vision to patients and my interest was piqued. I studied biosciences in Temple University's Honors Program. After three years, I was accepted into the Pennsylvania College of Optometry's accelerated program. In my first year there, I relied on focus and grit to secure a rotation at the prestigious Bascom Palmer Eye Institute. After graduating with highest clinical honors, I immersed myself in patient care.

Patient care is a privilege. It keeps me humble. I am a champion of innovation, so my work in the ophthalmology industry means that I can channel that information directly to my patients.

What does "grit" mean, in the world of a biotech start-up?

Grit is boundless determination. It is also one of our three core values at Aurion Biotech (the others are stewardship and transformation). Start-ups are inherently challenging: every day presents a new set of obstacles. Everyone must wear many 'hats' and pitch in to ensure the work gets done. There is always too much to do, and it's easy to get distracted.

That's where grit comes in: we must continually stay focused on the long-term goal of bringing this revolutionary cell therapy technology to patients with corneal endothelial disease. It's exciting, but also exhausting. I've worked very hard for most of my life: I've worked the hardest here at Aurion Biotech.

What grit advice do you have, for professionals who are earlier in their ophthalmology careers?

GRIT CAN BE LEARNED. The right circumstances can be transformative, so look for situations that require perseverance but also where you can apply your passion. Say 'yes' to professional opportunities that may feel uncomfortable.

SEEK OUT TOUGH PROBLEMS. Challenges have the potential for the most impactful learnings. You will learn and grow the most from facing obstacles that demand grit. For example, we faced a Category 4 hurricane on the eve of our IOTA trial last year! But commitment from our surgeons, and all hands pitching in for trial logistics, enabled us to proceed on time. The key learning: when there's a will, there's always a way.

PAIN CAN BE USEFUL. I'm not advocating for people to be miserable! However, understanding the source of your discomfort unlocks the key to surmounting the problem, and that's when you achieve greater self-awareness.

WE ARE EACH THE SUM OF OUR OWN EXPERIENCES. Every project, every job or role has something to teach you—especially the biggest problems! You may not understand the value in that moment, but a "grit" mentality enables you to integrate your experiences on the path to continuous professional and personal advancement. ●



Eris Jordan, OD,

is a practicing optometrist at Siepser Eye Care in Wayne, PA, and the VP of Clinical & Medical Affairs at Aurion Biotech. She is a proud Champion Member of OWL.

“That’s where grit comes in: we must continually stay focused on the long-term goal of bringing this revolutionary cell therapy technology to patients with corneal endothelial disease. It’s exciting, but also exhausting. I’ve worked very hard for most of my life: I’ve worked the hardest here at Aurion Biotech.”

Reference #1
www.merriam-webster.com/dictionary/grit



SCAN WITH YOUR PHONE

Reference #2
angeladuckworth.com/qa/



SCAN WITH YOUR PHONE

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Renee Sovelle, MD
Envision Eye & Laser



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Avellino Labs



Kristen Ingenito
Market Scope



Amy Jacobs
Sandbox Strategic



Matthew Jensen
Vance Thompson Vision



Lisa Kim
Allergan, an AbbVie Company



Bindu Manne
Ocuphire Pharma



John Vukich, MD
Summit EyeCare of Wisconsin



Ravaughn Williams
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