



🔮 Crystal Ball

50% of today's workforce will be gone within five to ten years.

As Baby Boomers begin cashing in their first paychecks, healthcare R&D continues to drive forward in anticipation of the needs of this aging population:

ORTHOPEDICS – Increased demand for joint replacement and other advanced orthopedic technology continues to spur technological innovation, leading to estimates that the market will grow 10%+ annually, to over \$31Billion in 2012.

NEUROLOGY – Alzheimer's Disease, a \$3.7 billion + market, will continue to receive great research emphasis as pharmaceutical companies search for therapies to prevent or reverse the disease.

OPHTHALMOLOGY – Age-Related Macular Degeneration, which has grown five-fold in market size to almost \$2B in just 5 years, continues to see new therapies being developed.

🌐 On The Web

Visit the Knowledgebank:

LEADERSHIP CHALLENGES AND TALENT MANAGEMENT STRATEGIES FOR THE GLOBAL PHARMACEUTICALS INDUSTRY

a podcast by Helga Long, Managing Partner.

<http://www.ctnet.com/CTNet/TheFirm/Knowledgebank.htm#podcast>

ASIAN ECONOMIC BOOM PROPELLING SALARY INCREASES.

Kathryn Yap, Managing Partner, Singapore discusses the various drivers and the repercussions of this important change for AsiaPac.

<http://www.ctnet.com/CTNet/TheFirm/Knowledgebank.htm#QA>

🔥 Hot Happenings

Is Israel the Next Silicon Valley for Medical Technology?

Israel, which is roughly the size of New Jersey, trailed only the U.S. and Canada in the NASDAQ portfolio valuation of its companies in 2006 (\$150 Billion.) And if the proliferation of medical technology start-ups is any indication, that historical performance is likely to be topped in the coming years. Big players like GE Healthcare and Johnson & Johnson spotted the opportunity and made significant investments in Israel. CTPartners has done the same.

CTPartners Opens Jerusalem Office
CTPartners recently opened an office in Jerusalem headed by Jeff Shapiro. According to Shapiro, "Israel's medical technology sector is experiencing an incredible growth surge with \$369 million invested in 86 companies in 2006 alone." His comments were reinforced by Avishai Friedman, the President and CEO of Rafael Development Corporation (RDC). "We are in great need of managers with global commercial experience. The hunt for talent is on."

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Unique Challenges

According to Buster Houchins, Vice Chairman of CTPartners, "Generally, Israeli companies must look outside their country to commercialize. And that means their CEO, CFO and global-market facing teams usually come from somewhere else, too."

The leadership challenge for the Israeli market will be in helping it compete globally.



A high-impact CEO needs qualifications that are hard to meet:

- Global leadership experience and ability to deal with cultural nuances.
- Special skill to manage functions that are not all on one campus, regardless of how well the team interacts.
- Familiarity with Israel as a venue for business.

Knowing the Market

"Our goal is to know this market better than anyone," said Shapiro. "We will partner with our clients, and play a key role in building their companies both inside and outside of Israel."



🔊 Sound Bites From The Industry

Each Year Over 1,000,000 Fatal Medication Errors Occur... Can CPOE Help?

According to estimates by the New England Healthcare Institute, each year over one million medication errors occur with approximately 75,000 people dying from preventable medical errors. It's widely believed that the majority of medical errors and corresponding negative patient outcomes could be reduced or prevented with computerized physician order entry (CPOE) systems.

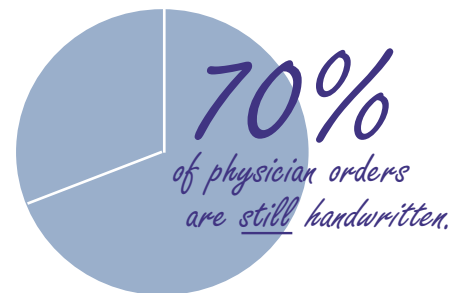
So what exactly is CPOE?

It's the process of allowing physicians (and physician assistants and nurses) to electronically enter patient treatment instructions. Their orders are then distributed over a computer network to medical staff and departments. Studies have shown that CPOE decreases the delay in order completion, reduces errors related to handwritten orders (still representing over 70% of physician orders) or transcription, allows order entry at point-of-care, provides error-checking for duplicate or incorrect dosage or tests, accurately posts patient charges, and simplifies inventory.

What does this mean for CTPartners' clients?

CTPartners' clients will almost certainly be affected by the increasing importance of CPOE. To start, they must be aware of how their products and services will support the CPOE adoption objective within the healthcare provider arena (hospitals, clinics, physician offices, etc.), as well as in individual states and at the federal level.

It appears that payers will mandate information technology compliance requirements, with the February 15th Massachusetts Blue Cross and Blue Shield directive stating that hospitals must install CPOE systems by 2012 to participate in the insurer's \$104 million incentive program.



The Board, CEO, CFO, CIO, CCO and General Counsel must achieve a solid understanding of CPOE initiatives so they can manage the impact on their technologies, services and talent capabilities.

About CTPartners

CTPartners is the performance-driven executive search firm serving clients across the globe. Committed to a philosophy of true partnership with clients, the firm offers a proven record in C-Suite, top executive, and board searches, as well as private equity and venture capital services. Headquartered in New York, CTPartners has offices in Bogotá, Boston, Caracas, Chicago, Cleveland, Columbia, Geneva, Hong Kong, Jerusalem, Lima, London, Miami, Paris, Redwood City, Santiago, São Paulo, Shanghai, Singapore, and Washington, DC. www.ctnet.com

CTPartners

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Quality & Results™**

1166 Avenue of the Americas
3rd Floor
New York, NY 10036
212.588.3500
212.688.5754 fax