Healthcare Businesswomen's Association

2026 Annual Theme Resource

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Theme Overview

Future Focused. Impact Driven.

In an era defined by disruption, progress depends on leaders who can see beyond the horizon and act with purpose today. The theme **Future Focused. Impact Driven.** challenges professionals and organizations across the healthcare ecosystem to align bold vision with measurable outcomes—driving transformation that accelerates innovation and ultimately improves patient lives. This theme explores how foresight, collaboration, technology, and accountability come together to shape the next generation of leadership. Through intentional learning experiences, global partnerships, and data-informed decision-making, this year's programming will empower participants to translate ambition into action: creating meaningful impact for patients, organizations, and communities globally.

Supporting Pillars/Narrative Elements

- **Business Performance Impact**: A company's ability to retain a highly skilled and productive healthcare workforce directly impacts patient outcomes, business performance, reputation and revenue.
- **Patient & Community Trust**: Organizations sustain trust with patients, advocates, and community partners by fostering a workforce that reflects and understands the people and experiences connected to their care.
- **Resilient Leadership**: cultivating endurance, emotional intelligence, and confidence in the face of uncertainty.
- **Sustainable Impact**: creating strategies, solutions, and partnerships that deliver lasting benefits for patients, communities, and organizations.

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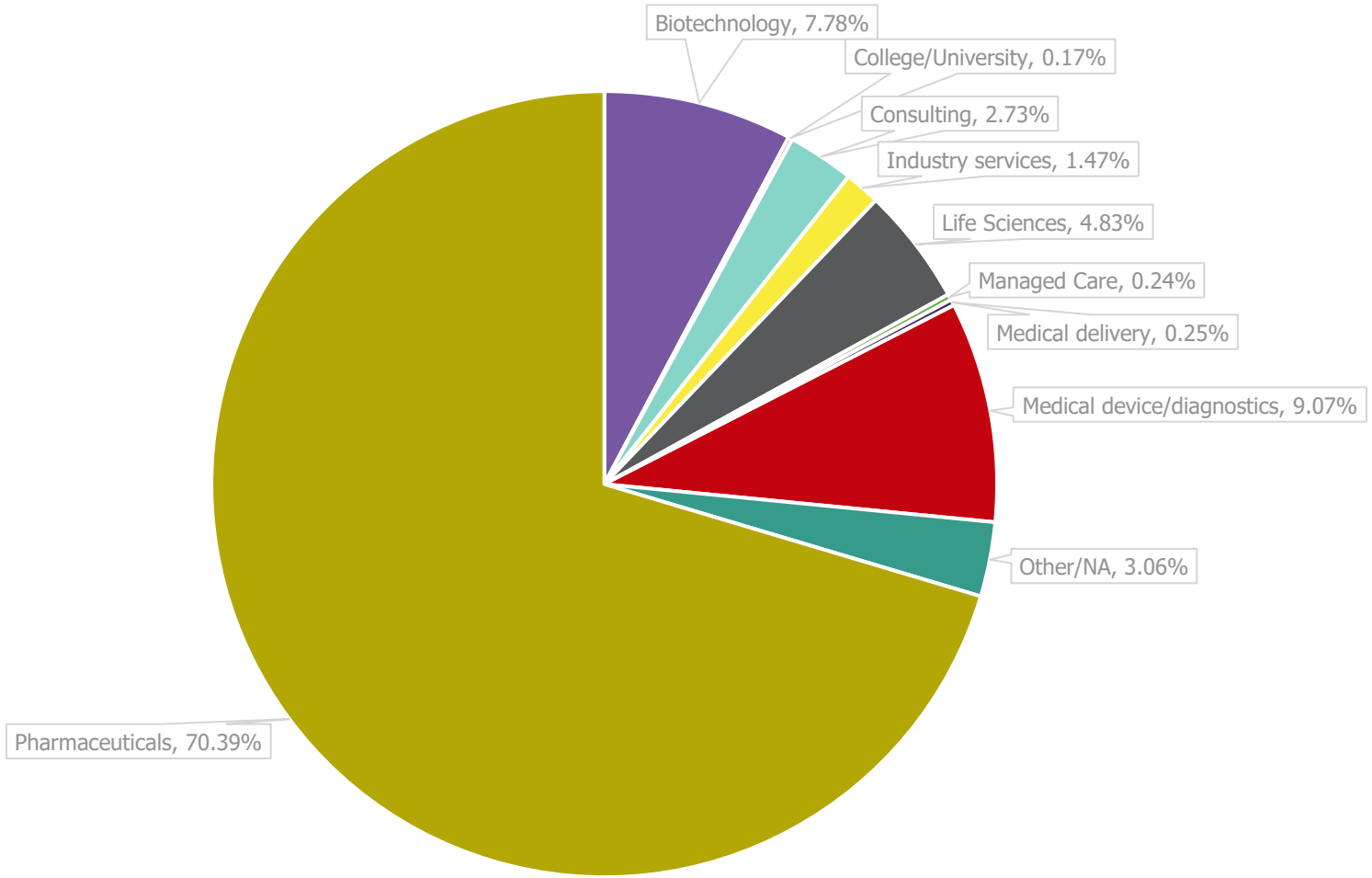
Target Audience & Related Data

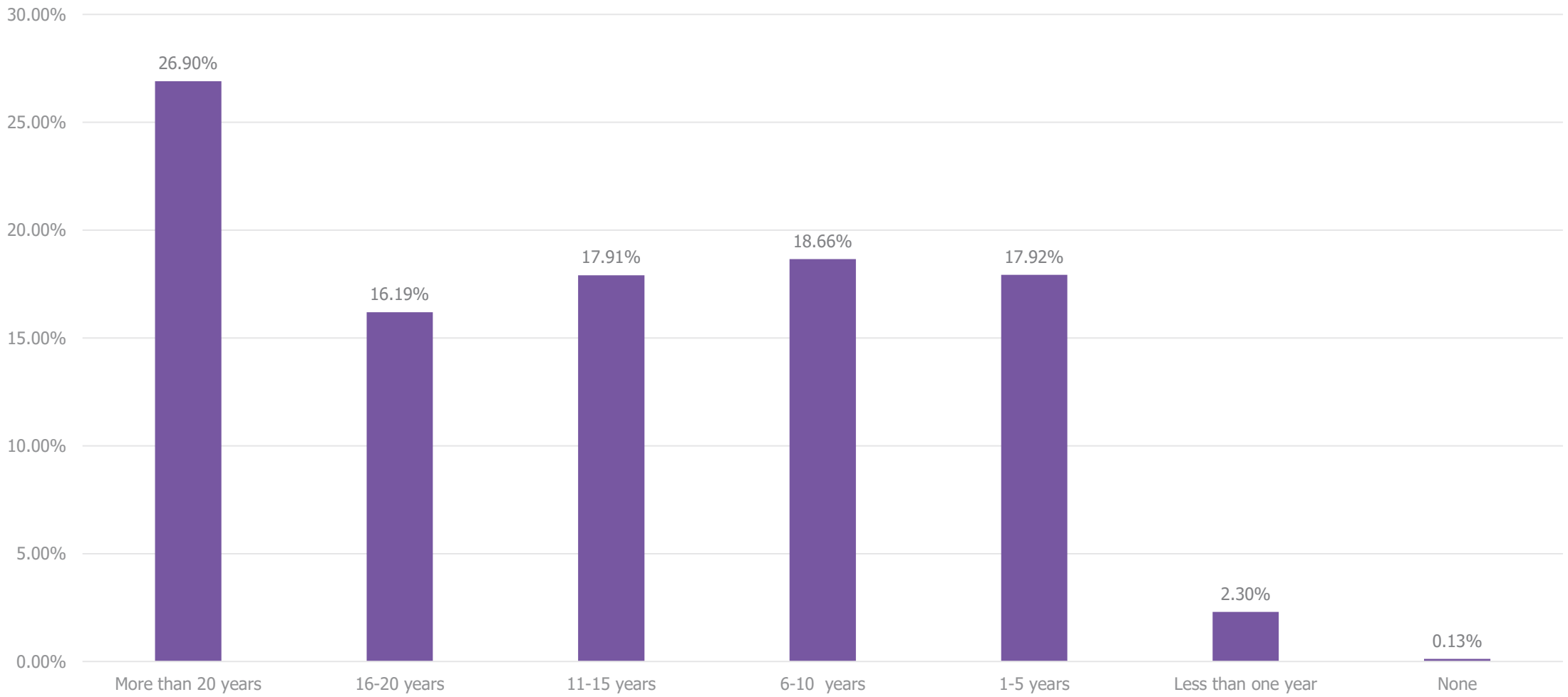
HBA Membership Overview

- Total Members as of 12/31/2025 = 28,083
- Companies Represented = 972
- Countries Represented = 80

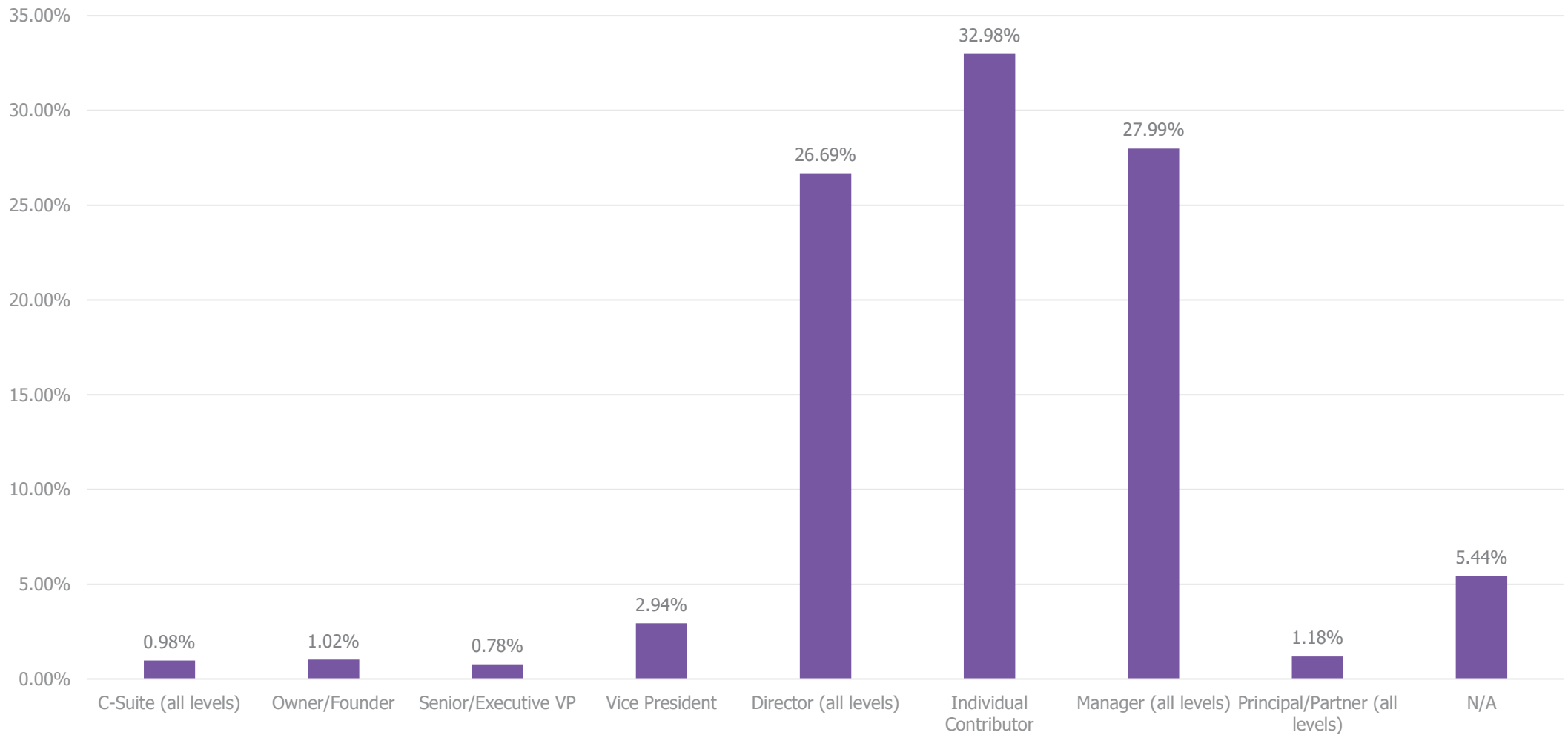
HBA Members By Industry Sector



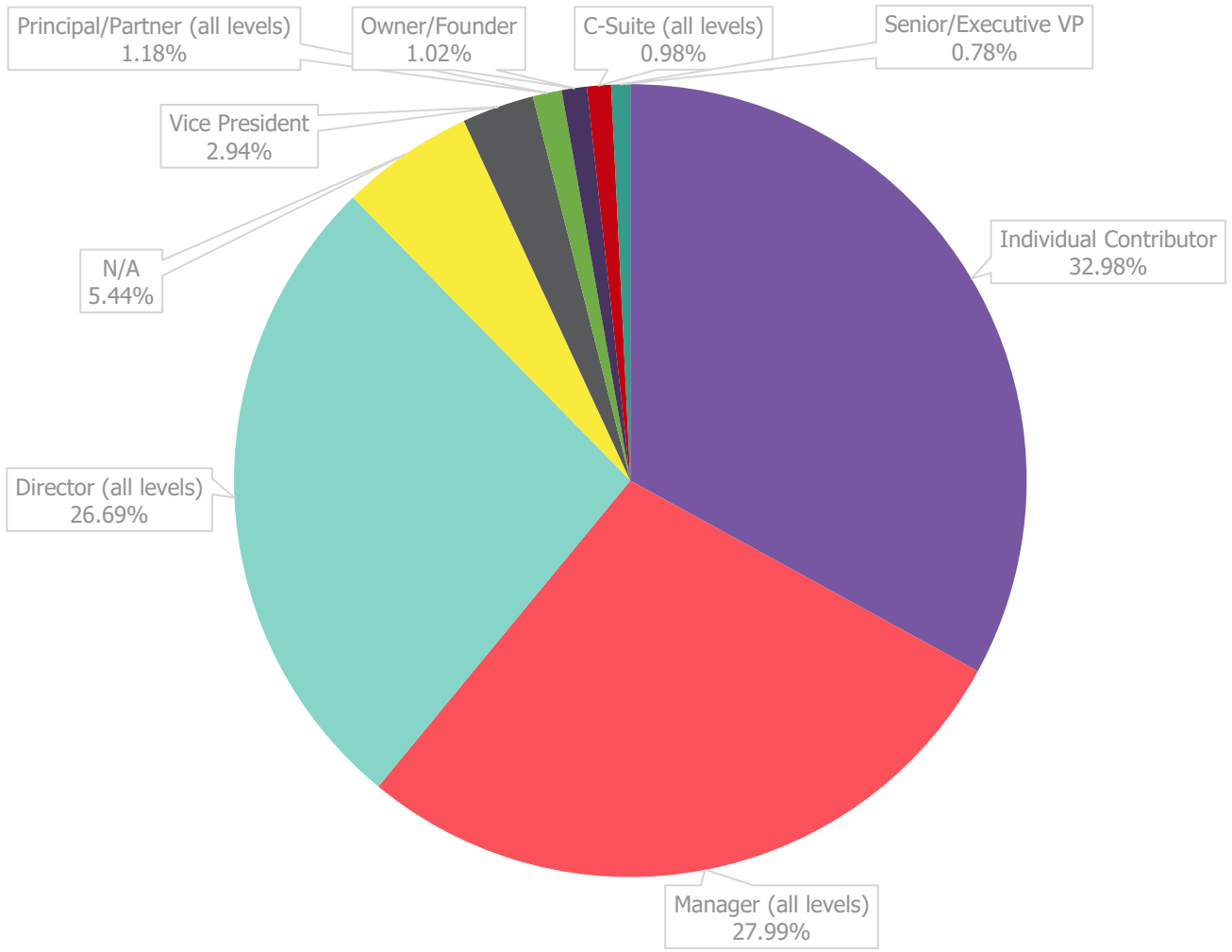
HBA Members By Industry Experience



HBA Members By Role Level

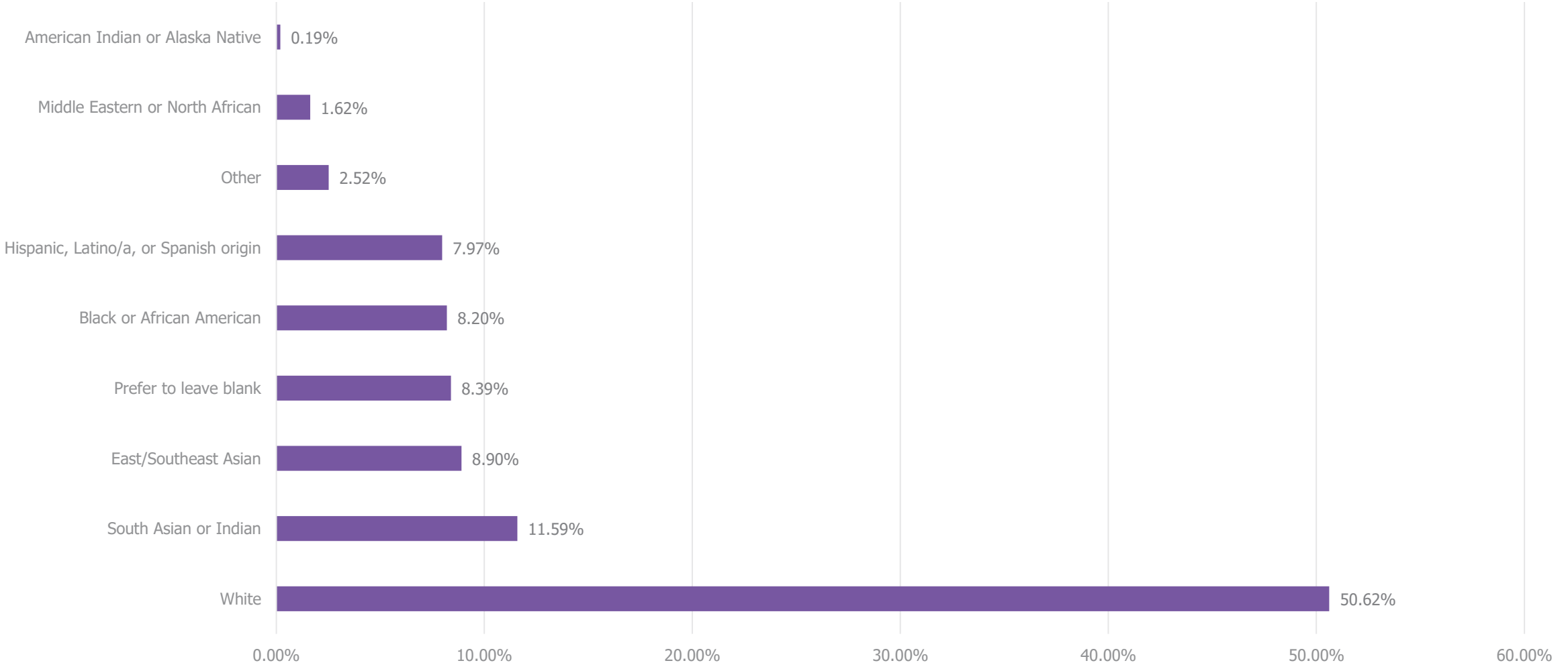


HBA Members by Role Level



HBA Members By Location

HBA Members By Race/Ethnicity



HBA 2025 Career Development Survey

	Designees	Paid	Executives	Non-US
Networking and building relationships	65%	69%	67%	69%
AI and digital technology	63%	56%	54%	67%
Personal leadership development	62%	54%	42%	56%
Mentorship and Sponsorship	55%	55%	42%	47%
Best practices for career advancement: creating your development plan	51%	45%	29%	39%
Navigating organizational culture	44%	38%	42%	35%
Management and Team Dynamics	42%	43%	29%	45%
Work-life balance	42%	25%	25%	36%
Business Acumen	39%	41%	46%	34%
Becoming an industry thought leader	34%	55%	50%	37%
Industry-specific competencies	34%	31%	29%	27%
Managing global teams	28%	23%	25%	36%
Leveraging financial acumen for career advancement	26%	32%	21%	20%
Best practices for job searching	25%	27%	25%	22%
Pivoting to a new career focus or department in the health ecosystem	24%	30%	21%	20%
Patient-centric leadership for health	19%	21%	21%	23%
Becoming an industry career coach	16%	20%	4%	23%
Receiving 3rd party recognition, awards, and certifications	15%	25%	21%	23%

Topics of Interest

HBA 2025 Career Development Survey

Barriers to Career Development

- Time Constraints - Many respondents mentioned the lack of time to focus on career development due to heavy workloads and day-to-day responsibilities. This includes balancing work with personal commitments and finding time for self-growth and development opportunities.
- Lack of Opportunities - Several responses highlighted the limited availability of roles or career advancement opportunities within their current organizations. This includes the lack of clear pathways for promotion and the scarcity of senior roles.
- Managerial Support - A recurring theme was the lack of support from managers. This includes unsupportive managers, lack of recognition from managers, and managers not providing career development opportunities or guidance.

HBA 2025 Career Development Survey

Barriers to Career Development

- Networking and Mentorship - Many respondents pointed out the lack of access to mentors and networking opportunities. This includes difficulties in building a professional network and finding mentors who can provide guidance and support.
- Company Culture and Politics - Responses indicated that company culture and internal politics are significant barriers. This includes a culture focused on who you know rather than performance, resistance to change, and navigating organizational politics.
- Geographical and Remote Work Challenges - Some respondents mentioned the challenges of progressing in remote roles or the requirement to relocate for career advancement. This also includes difficulties faced by those in remote locations or not based at the main office.

HBA 2025 Career Development Survey

Barriers to Career Development

- Financial Constraints - Financial barriers such as lack of budget for professional development, training, and networking events were mentioned. This includes the impact of company financial situations and budget cuts on career development opportunities.
- Personal Factors - Personal factors such as age, gender, and balancing work with family responsibilities were noted as barriers. This includes age discrimination, gender-related challenges, and the impact of personal commitments on career growth.
- Skill Gaps and Development - Respondents highlighted the need for skill-building opportunities and access to resources for professional development. This includes the lack of access to training, development programs, and guidance on career paths.

HBA 2025 Career Development Survey

Barriers to Career Development

- External Factors - External factors such as the geopolitical climate, economic conditions, and industry-specific challenges were mentioned as barriers to career development.

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Industry Outlook & Insights

Industry Outlook and Insights

- Take time to review global trends and issues.
- These trends can help you think about topics that align with this year's programming theme.
- The next few slides provide examples, but there are many more resources available at your fingertips!

2025 Global Leadership Development Study

Key Objectives for Learning & Development Today

Build a Change-Seeking Organizational Culture

By now it's a cliché to say that organizations must change faster than ever. It has become apparent, though, that it is not enough for organizations to be "change-ready" or receptive to change from above. What is really needed is an organization where everyone is constantly alert to opportunities and up for the challenge of finding and embracing new ways of working.

Predict the Nonlinear Evolution of Roles

People need time to adapt. That puts immense pressure on L&D to get ahead of the business needs as roles change. Effectively, L&D must now predict the future. The new workforce planning ideal involves mapping complete profiles for each role in the organization and then anticipating changes and proactively preparing and delivering the training needed to fill gaps before they occur.

Accelerate Speed to Skill

Organizations must now quickly teach what is only just being learned—in ways that are uniquely relevant to their culture, strategy, and objectives. Whether learning initiatives are designed to develop a skill, create alignment, improve collaboration, foster new ideas, or encourage changes in perspective, they all need to be more easily scalable, happen faster, and be delivered with precise context.

Harvard Business Impact Study

Fast, Fluid, and Future-Focused: Building the Collective Intelligence of Humans and Machines

2026 World Economic Forum Preview (McKinsey)

5 Key Topic Areas

- Agentic AI Transformation – Capturing the full potential of AI's reimagining moment
- 21st Century Leadership – Developing tomorrow's leaders today
- Geopolitics – Breaking through uncertainty
- Resilience and Growth – Building the resilience muscle for growth and inspiration
- Brain Economy – Stronger brains in the age of AI

5 Key Global Priorities

- Cooperation in a more contested world
- Deploying innovation at scale and responsibly
- Unlocking new sources of growth
- Building prosperity within planetary boundaries
- Investing in people

2026 World Economic Forum Debrief (McKinsey)

Key Themes & Takeaways

- Geopolitics topped the list. The overwhelming sentiment seemed to be that the world is reorganizing.
- Agentic AI was also a key area of conversation.
- This is clearly an opportune moment for making bold moves.
- We must build resilient organizations.
- Leaders are trying to stay steady amid the constant change.
- Leaders are balancing emotions.

Key Themes & Takeaways

- There is a need to close the gap between navigating AI's promise and its actuals (ROI).
- There is an emphasis on redesigning work.
- Growth is big "unlock." We need to unlock an AI growth agenda.
- We must transform knowledge to practice.
- AI is people transformation.
- We must redefine what managers do.

2026 World Economic Forum Debrief (McKinsey)

Skills Most in Demand for Humans

- Right now
  - AI fluency – Manage, interpret, and work with AI
  - Systems designers, workflow redesign
  - Transitioning merely from analysis to sense-making
- Future
  - Aspiration and Inspiration (audacity, vision, ambition
  - Judgement (especially as trust is eroding)
  - Creativity – AI doesn't have style or set trends; people do.

Role of Leaders

- The sheer number of issues leaders face has doubled in recent years.
- Differentiators – Resilience, grit, energy to inspire, learning quotient (continuous learning)
- We need to build leaders in the rising generations.
- There is premium on separating signal from noise.
  - Doing this with speed (outpacing)
  - Acknowledging uncertainty is the new norm.

2026 World Economic Forum Debrief (McKinsey)

Game-changing Takeaways

- Physical AI – Humanoid and autonomous vehicles (Example in Healthcare Context: Can robots fill gaps in patient care?)
- How are the economic benefits of AI shared?
  - They can either accelerate progress for everyday people or exasperate conditions for everyday people.

2026 Women's Health Investment Outlook (WEF)

- Women's health receives only 6% of private healthcare capital.
- 50% of private investment in women's health-specific companies remains at the earliest stages (vs. 32% across healthcare)
- 80% of funding events and 90% of capital flow to three areas – reproductive health, maternal care, and women's cancers, leaving significant white space in women-specific conditions, as well as high-prevalence, high-burden conditions that affect women differently and disproportionately

2026 Women's Health Investment Outlook (WEF)

Suggested Targeted, Multistakeholder Action

- Build a demand-driven evidence base with sex-specific research and real-world outcomes to de-risk pipelines.
- Mobilize blended capital to bridge the translational "valley of death" and attract private investment.
- Modernize regulatory and clinical end-points to accelerate market entry.
- Expand reimbursement to establish predictable revenue models.
- Encourage participation from adjacent incumbents with the capabilities to address women-specific needs.
- Increase transparency on economic returns and clinical outcomes to enable investors to accurately assess market potential and make informed investment decisions
  https://www.weforum.org/publications/women-s-health-investment-outlook-2026/

2026 Life Sciences Outlook | Deloitte

Key Trends Influencing Organizations' Operation Strategies

- Growing regulatory and policy influence
- Acceleration of digital transformation and AI
- Persistent pricing, access, and portfolio pressures
- Heightened geopolitical and economic uncertainty
- Evolving customer models and needs

https://www.deloitte.com/us/en/insights/industry/health-care/life-sciences-and-health-care-industry-outlooks/2026-life-sciences-executive-outlook.html

Review Local/Regional Trends

- Drawing from global trends, take time to research local and regional trends, utilizing **credible** sources.
  - **Government and public health data resources** (CDC, state and local health departments, HRSA, etc.)
  - **Academic and research institutions** (university public health and medical schools; think tanks and policy institutes)
  - **Professional and Industry Reports** (non-profit organizations, pharmaceutical and healthcare company white papers, women's health advocacy groups)
  - **Community and Grassroots Insights** (community health needs assessments, local women's health coalitions and advisory boards, patient and community surveys
  - **Policy and Legislative tracking** (state and local legislation, Health equity task forces)
  - **Media and News Analysis** (local newspapers, health publications, public radio, community media

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Education Topics Aligning with Annual Theme

Potential Programming Topics

- Leading Without a Playbook
- Communicating Stability While Navigating Ambiguity
- Sustaining energy, focus, and purpose over time
- Psychological safety in high-accountability environments
- Integrating Personal Wellness with Enterprise Leadership Responsibility
- Moving AI from Concept to ROI
- Leading Human-AI Collaboration Across Functions
- Strategic Thinking When Technology Evolves Faster Than Strategy Cycles
- Preserving Humanity, Judgment, and Ethics in AI-Augmented Work
- Re-skilling Teams for AI-Driven Transformation
- Change Leadership for Continuous Digital Innovation.
- Courageous Leadership in Moments That Define Organizations
- Emotional Intelligence as a Strategic Leadership Capability
- Skills Leaders Need in the Age of AI
- Centering Patients in the Era of AI
- Patients as the "North Star" in Seasons of Change and Disruption
- The Neuroscience of Learning, Adaptability, and Human Growth
- Training the Brain for Continuous Learning in Rapidly Changing Industries
- Building High-Performance Thinking Habits Under Pressure
- Identifying and Maximizing Your Competitive Advantage in the Age of AI
- Sleep, Energy, and Cognitive Longevity for Leaders
- Economic, Workforce, and Societal Costs of Underinvestment in Women's Health
- Sex-Based Biology in Drug Development and Precision Medicine

More Direction about Education Events

- Although every session you offer does not have to relate to the theme, you should aim to have a significant number that do.
- Every session you offer does not have to have the exact theme in the title.
- As you can see by the examples, there are quite a few topics you can pursue. Feel free to use any of these topics, but also feel free to think of other topics that align well with the theme.

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Speaker Sources

Speaker Sources

- **2026 Woman of the Year, Honorable Mentor, and STAR**
  - *These individuals are only available for appearances after this year's Global Ascension Leadership Experience on 23-24 April 2026.*
  - Dr. Aradhana Sarin(Woman of the Year), Rick E. Winningham (Honorable Mentor), and Dr. Loddie Foose (STAR)
- **Past Woman of the Year Honorees**
  - Reshsema Kemps-Polanco (2025), Yvonne Greenstreet (2024), Christi Shaw (2023), Beth Seidenberg, MD (2022), Dr. Sandra J. Horning (2020-2021), Sharon Callahan (2019)
- **Past Honorable Mentor Honorees**
  - Jim Weiss (2025), Otis Johnson (2024), Jag Dosanjh (2023), Christopher Boerner, PhD (2022), Dr. Rod MacKenzie (2020-2021), Peter Anastasiou (2019)
- **Past STAR Honorees**
  - Rebeca Vermeulen (2025), Kathrin Schoenborn (2024), Liz Paulson (2023), Wendy White (2022), Susan Torroella (2020-2021), Taren Grom (2019)
- **Inaugural Global Impact Award Honoree**
  - Johnson & Johnson - Click here for more information
- **To request any of these speakers, go to the following link: To be added when confirmed**

Speaker Sources

- **HBA Speaker Databases**
  - Access a database of speakers at the following link: https://bit.ly/HBASpeakerResource
  - Note: This is a dated resource, but a new resource is in the works as part of our technology audit.
- **CEO, HBA Board of Directors and Advisory Board**
  - Click here to make a request. (To be added when confirmed)
    (Although it says it's for CEO, you may request any of these speakers at this link.)

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Education Session Descriptions & Marketing

Education Session Descriptions & Event Promotion

Once you determine your topics and speakers, find creative ways to incorporate key themes in your promotions.

- Draw from language in HBA's Narrative Document.
- HBA's Vision Statement – Creating Healthcare Leaders for Life

Thank You!

The work you do supports the HBA's vision by fostering enlightenment, empowerment, engagement, and continuous evolution. These efforts position our members to achieve competitive advantage while driving meaningful health outcomes with patients at the center.

#UnitedForceforChange