

To Go Forward, Retreat!

by Logan Ludwig

In most contexts, the word *retreat* suggests the act of running away from a difficult situation. But for HeSCA board members who participated in the January retreat held as part of the annual board meeting, the term has exactly the opposite connotation. A well-planned, inclusively conceived, effectively executed retreat proved to be the best way to address head-on some of the more challenging problems facing the board and HeSCA. A better term for this focused, action-oriented meeting is *forward retreat* or *strategic meeting* because it provided an unparalleled opportunity for progress.

The goal of this year's *forward retreat* was to strengthen the board members' relationships with one another and refresh its members' understanding of HeSCA's current and future challenges. To get the most out of this meeting, the board convened with a clearly defined list of objectives, not simply a general desire to improve board effectiveness. To prepare for the *forward retreat*, Logan Ludwig developed an online survey for board members that measured the board's overall effectiveness. Based on the "Board Self-Assessment Questionnaire" developed by the National Center for Nonprofit Boards, HeSCA board members analyzed their performance in six key competencies (contextual, educational, interpersonal, analytical, political, and strategic) that distinguish high-performance boards.

The result was this list of areas for improvement:

- Re-examine the mission of HeSCA
- Provide more mentoring and professional development opportunities
- Improve the orientation process for new board members
- Gather more input from other professional organizations

The board members then went through a variety of exercises to re-examine the mission and goals of the organization. The *forward retreat* has produced:

- A new **Mission Statement** (see summary at the end of this article on page 3 and send us your reactions!).
- A **Value Statement**: HeSCA believes in promoting excellence in the profession, fostering leadership, and enhancing collaboration across disciplines in an atmosphere of tolerance and respect. We value lifelong learning, professionalism, service to others, and the community of our peers.
- **Goals** around which specific projects and strategies can be developed by the HeSCA Board, committees and its leadership to ensure the creation of a longer-term (3-5 years) broadened strategic plan. These will guide HeSCA as it encourages and enables its members to extend their professional expertise by:
 - **Providing** teaching and learning opportunities that include skills development and management training.
 - **Facilitating** interaction among peers and collaboration across disciplines.
 - **Promoting** the effective use of communications technologies by 1) establishing best practices for existing technologies and 2) developing, evaluating, and integrating emerging technologies.
 - **Developing** leaders, recognizing excellence, and supporting the use of ethical practices.

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From the Editor

by Jamie Guth



It's that time of the year when I start to get itchy -- the days are just starting to noticeably lengthen and once in a while I smell spring. It's time for a resurgence of energy, light and warmth. That's what this issue is all about - re-energizing our organization. You'll read about all the work that's being done to improve our services to you, because in the end, that's what HeSCA is about. We're an association of our members, devoted to improving your work and supporting you.

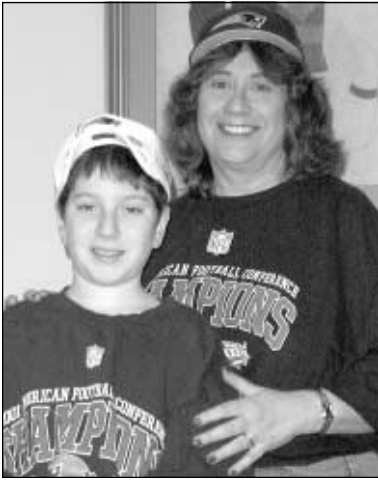
Related to this, I also want to give you a heads-up that the next issue will have bios of the members who are running for board elections. There will be a voting form, so please look for it and plan on sending us your selections. We have an exciting roster of people ready to help us move forward, and it's up to you to select the leadership.

The annual meeting in Winnipeg this June is coming along nicely. There will be a full day of programming on telehealth and another day on strategies and tools for using the web. A full rundown will be in the next issue.

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Arlyn Bonfield and her son, Andrew.

President's Column

What a winter to be a New Englander, especially when you live with an 11-year-old sports fan in the house. Whoever expected a football team that would rise from last place to win the Super Bowl? Who expected a basketball or hockey team to be contenders for first place in their divisions? How did they do it?

Each of these teams has a coach who looked at their team in a fresh light. They brought in new strategies and reminded the players how to believe in themselves. Essentially, they re-invented the team and taught them how to win again.

Who would have known that HeSCA was ready to do the same thing?

When I asked Logan Ludwig to join the board last June, I told him that we needed someone who would shake us up and force us to look at HeSCA in a new way. We needed to figure out how to move away from our past, revitalize the association based on new realities, and reinvent ourselves so we could move forward towards a bright future. Fortunately for HeSCA, Logan agreed to be our coach.

During the past few months, Logan led us through a series of web-based exercises where we re-examined both how the board works and how HeSCA works. The most surprising thing to come out of it was the realization that each of us thought of the association differently, and when we developed the list of shared values, it didn't match the current HeSCA mission. How can we attract new members and remain vital to our current membership with this dichotomy in place? The answer is, we can't. At the January board meeting we went about changing that -- to update HeSCA so it reflects current reality.

The most surprising thing to come out of it was the realization that each of us thought of the association differently . . .

The biggest challenge was to re-define HeSCA's mission so we spent a good part of the retreat crafting a statement that defines the HeSCA of today. Once we were happy with the new mission statement, we developed a values and goals document that we believe provides a viable working framework for the "new" HeSCA. And out of all of this came a new tag line: *HeSCA – Leadership in Health and Science Communications.*

Please read the new Mission, Values, and Goals statements found elsewhere in this issue. Then call or e-mail me with comments. We want to make sure that the board's vision reflects the members' vision so we can use this framework to set priorities for committee work and our marketing effort. (See the article by Jamie Guth and Mark Saba for a summary of our marketing activities and an evolving marketing plan.)

The next step will be to create a plan on how to reach our goals. Since these objectives will guide our committees in their work, I plan to bring the committee chairs into the development of these objectives. Through this work, and as Ellen Marino takes the reins from me next year, we will develop a strategic plan for the new HeSCA that guides us as we move forward.

I am also glad to report that long-term planning is not the only positive thing that is happening this year. Several committees have made great strides in providing valuable new member services.

If you haven't checked out the Member's Only section of the website, do so now (user name is "hesca" and password is "hescan"). It contains a number of HeSCA resources including board minutes and on-line courses that are available

free of charge to our members. Go ahead and use them. If you have developed any other on-line materials, please consider posting them on our site. Contact Lynn Povanda or Chris Stevens to find out how.

The HeSCA community is richer the more we share with each other and our listserv is another way to do that. Remember to use the listserv when you are looking for resources, have questions about a technology, or want creative input on a project you are working on. Or share something you know through the listserv. Chances are that someone else will benefit from what you've already learned.

Soon the annual meeting pre-registration information will be hitting your desk. Just wait until you see the incredible things Bill Peters and Tim Spencer have in store for us in Winnipeg. Check it out on the web and be sure to register early.

And, please vote. Several very talented HeSCA members have stepped to the plate and put their names up for election to the Board. They deserve your consideration and thoughtful vote.

As you can see, these are exciting times for HeSCA. We are keeping the best of the association that you know and love, and then updating it to reflect changing times.

Now, if only the Red Sox could learn from the Patriots, Celtics, Bruins, and HeSCA... ■

Arlyn Bonfield, President

HeSCA Board of Directors

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Past President: Jamie Guth
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Marketing the New HeSCA

by Jamie Guth and Mark Saba

TAt the January, 2002, mid-year board meeting, members reviewed a marketing plan developed by Jamie Guth, Arlyn Bonfield, Ellen Nathan, and Mark Saba. Mark Saba has agreed to chair the marketing committee, so feel free to send him ideas or comments at < mark.saba@yale.edu>.

The following five strategic goals were identified:

- Identify key stakeholders and assess their needs.
- Increase visibility of the “new” HeSCA as an organization.
- Increase visibility of HeSCA members and their work/accomplishments.
- Increase strength in membership by attracting leaders in the field, as well as up-and-coming professionals.
- Reassess value and format of HeSCA meetings.

During the coming year, members will see efforts underway in each of these areas. This “reinvigoration” of HeSCA starts with a new mission (see below) and new tagline – HeSCA: Leadership in Health and Science Communications.

At the annual meeting, each attendee will be surveyed for their interests. New members will get a personal phone call from the executive director to follow up on their interests.

During the year, we’ll be sending out at least three mailers to potential members, so if you have suggestions for mailing lists, please contact Mark Saba.

We’ll continue to strengthen the web site with more members-only professional development sessions.

The listserve is going to be more active, with ongoing discussions of the many technical areas of our professions.

We’ll be writing press releases and bios of member achievements, so please send us information about yourselves – accomplishments, awards, recognition at work and outside work. These will be printed in Feedback, on our web site, distributed to professional journals and local media. This is a member benefit to you – let your employer know the value you provide.

This is an exciting time to be a HeSCA member. You’ll be hearing more about this reinvigoration at the annual meeting in Winnipeg, Canada. We’re looking forward to seeing you there! ■

Mission:

To advance a **global** community of professionals dedicated to promoting excellence in health and science communications through leadership, education, and the application of technology.

Values:

HeSCA believes in promoting excellence in the profession, fostering leadership, and enhancing collaboration across disciplines in an atmosphere of tolerance and respect. We value lifelong learning, professionalism, service to others, and the community of our peers.

Goals:

HeSCA encourages and enables our members to extend their professional expertise by:

- **Providing** teaching and learning opportunities that include skills development and management training.
- **Facilitating** interaction among peers and collaboration across disciplines.
- **Promoting** the effective use of communications technologies by 1) establishing best practices for existing technologies and 2) developing, evaluating, and integrating emerging technologies.
- **Developing** leaders, recognizing excellence, and supporting the use of ethical practices.
- **Conveying** the concerns, issues, and concepts of health and science communications to others who influence and are affected by the profession.

Tag line:

HeSCA: Leadership in Health and Science Communications

To Go Forward, Retreat!

(cont’d from page 1)

- **Conveying** the concerns, issues, and concepts of health and science communications to others who influence and are affected by the profession.

The board left this year’s *forward retreat* with a better understanding of where the association is headed and how we’re going to get there. It may have been one of the single most significant activities of the year. It has certainly reinvigorated board thinking, allowed the members to challenge assumptions and rethink systems, begin a strategic planning process, tackle difficult issues, forge camaraderie, improve productivity, and exemplify HeSCA’s new tag line- **HeSCA: Leadership in Health and Science Communications.** ■

From the Editor

(cont’d from page 1)

And make sure you check out the HeSCA website. There have been many additions to the site, including the history of this vibrant organization.

As I send this off, the Winter Olympics are playing nightly on my television. So I send you wishes for your version of a quadruple leap into the lights and the cheering crowd at your favorite place of work. ■

New Member Profile

(cont’d from page 5)

principals, have led the company’s staff to win numerous industry awards, present at major professional conferences, and teach at the college and graduate levels.

Visit the company website at www.enforme.com, or call Carrie Delente at 301-694-0273, ext 1. ■

Important HeSCA Links

Web site: www.hesca.org/

Webmaster’s e-mail: keven@hesca.org

Administrative office e-mail

(Ron Sokolowski): HeSCAone@aol.com

Macromedia Flash Part II: Media Convergence

by Susana Maria Halpine © 2001

Editor's note: This is the second of a two-part article on Flash animation, written by award-winning graphic artist Susana Halpine. This article provides an overview of the Flash program and media convergence. The prior article, published in the last issue of Feedback, dealt with the impact of Macromedia Flash on interactive biomedical animation.

In the first segment of this two-part article, I addressed the impact of Macromedia Flash on interactive biomedical animation. As we shall see in Part II, animation is only the beginning of Flash's breadth and flexibility. Flash is quickly becoming central to the so-called Media Convergence: that is, a single file that can be ported to the Internet, CD-ROM, games, video, and even to print. The interactive elements will no doubt find a place within DVD technology, as well.

To begin, Flash offers three animation techniques: Motion Tweening, Shape Morphing, and Frame-by-Frame animation. Motion Tweening positions a grouped object along a designated path. This can be as simple as placing a circle in the upper left corner of a keyframe, moving the circle to the bottom right in a subsequent keyframe, and linking the two frames with a "motion tween" command. Voila! The circle positions *in between* the keyframes are automatically calculated and rendered, so that the "ball" appears to drift across the screen. Using a similar procedure, Shape Morphing can transform the ungrouped circle into a square. Frame-by-Frame animation is closer to traditional animation. Each frame is manually described and thereby provides more direct control. If this technique is called for, the Onion-Skin feature, which traces adjoining frames, is an invaluable assistant.

Sound is a very important element in animation. Background soundtracks can be synchronized to the animation using the Streaming setting. Or sounds can be keyed to a particular frame or interactive action, such as the press of a button, using the Event setting.

Interactive hot-spots can link segments within a given animation, or call open a Website over the Internet. For example, a button can direct the viewer to a relevant topic in a previous animation sequence, or open a browser to a page on your Website.

Macromedia Flash has extensive import and export capabilities. For example, it can import textbook illustrations created in Adobe Illustrator. The graphics can then be animated and exported as a QuickTime movie for a companion CD-ROM. This allows the reader to immediately identify the animation as an extension of the book content. The same raster-based movie can be integrated into a video sequence. Alternatively, the animation can be output as vector-based swift (.swf) format movie, with interactive links, for the Web.

A scalable, resolution-independent single image can be exported to print or as a GIF/JPG image for the Web. In fact, for many applications I prefer to composite images within Flash, instead of Adobe

Photoshop, since I can use layers for the different elements *and* use keyframes to display variations for each element. I then move along the timeline to compare different background colors, for example¹ (Figure 1). In addition, printing out the storyboard of keyframes for an animation in progress can help work out the timing and soundtrack.

Flash also offers a separate print package free-of-charge, which allows a viewer to print information by clicking on a Web banner ad.² While I'm not planning on using banner ads any time soon, I do think this feature can be useful for delivering a take-home-message after viewing an animated sequence on a health issue, for example. With usability experts and Web designers recommending that we minimize text on screen, printouts are a way to deliver tracts of text for the viewer's reference.

Flash also has more advanced features, such as database connectivity integration to update data and graphics on the fly. USABancShares.com's Website, for example,

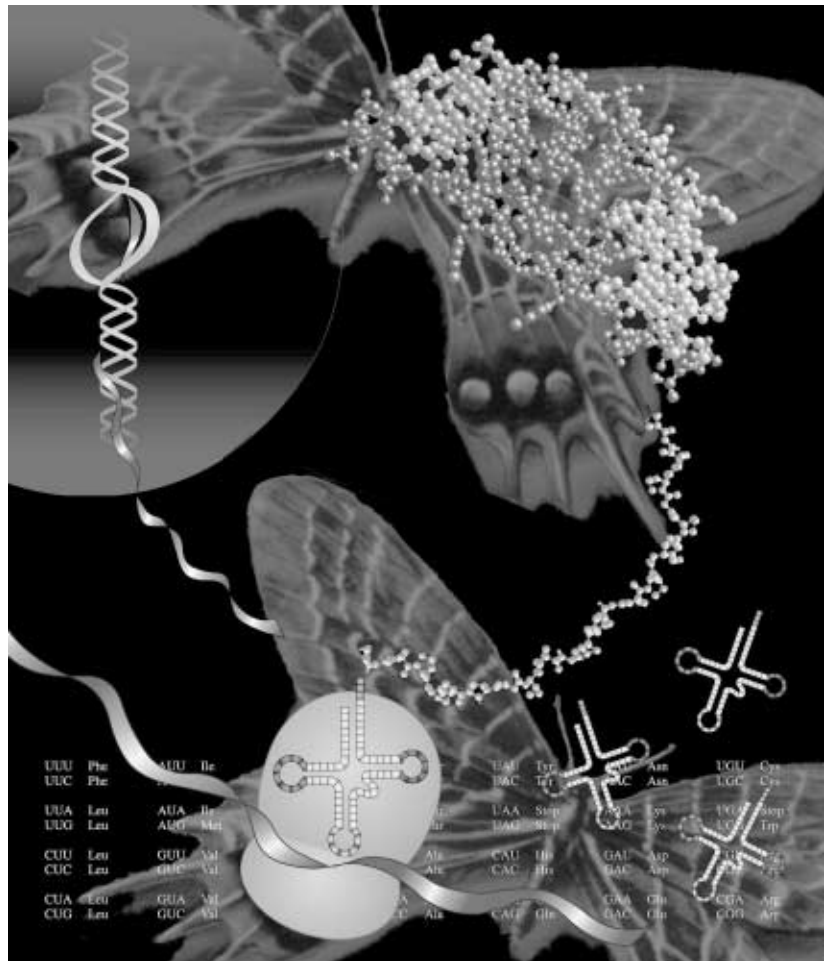


Figure 1. Transcription and translation of the insulin protein. Cover of *IEEE Computer Graphics and Applications*, July-August, 2001
Susana Maria Halpine © 2001.

uses Flash to dynamically update and display stockmarket charts and figures.³

Flash can provide round-trip data access. That is, swift files can send and receive data from a dynamic server.⁴ Flash's programming language, Action Scripting, is similar to JavaScript. With Action Scripting, interactive games or Websites can be programmed to track and respond to the user's button-interactions and text input. This allows interfaces to be personalized by inserting user's name and the date to create a greeting such as "Good morning, Fulana."

Even as stand-alone software, a game can adapt to the user learning curve, based on his/her response history. These features are already used in educational games such as "That's a Fact, Jack! Read."

Flash's open-source file format encourages third party developers. Anyone can download a Software Development Kit (SDK) from the Macromedia Flash website.² For example, several 3D-looking swift software packages have been developed by several independent companies, such as Swift 3D by Electric Rain. FLIX, a conversion program for streaming video through the Flash plug-in, was introduced in January by Wildform.com. While I have not personally used these programs, I would like to somehow better integrate Flash with molecular visualization software.

Flash is rapidly becoming a major applications development tool, used for games, personal datebooks, and even appliance interfaces. Most important, just as the software has overcome many technical constraints, the graphic and interactive nature of Flash is well suited to cross-linguistic and cultural barriers in biomedical education.

References:

1. T. Titsworth with S. M. Halpine, "About the Cover Artist," *IEEE Computer Graphics and Applications*, July-August, 2001, pp. 4-5. Or visit: <<http://home.earthlink.net/~shalpine/gallery>>
2. Download Flash Print and Software Development Kits at: <<http://www.macromedia.com/software/flash/download/>>
3. View demo at: <www.USABancShares.com>
4. M. Winstanley, *Server-Side Flash*, Hungry Minds, Inc., 2001. ■

New Member Profile

by Mark Saba

This year HeSCA warmly welcomes **JOYCE HARVEY**, who rejoins us after a long absence—some of you may remember her as Joyce Speer.

With a background in nursing, Joyce taught critical care nursing to graduate nurses for a number of years. Currently she heads up Harvey & Associates, LLC, a company specializing in interactive distance learning. Harvey & Assoc. LLC provides IDL trainers, train-the-trainer programs for IDL/e-Learning, IDL course development, and conversion of traditional classroom courses to IDL format for both satellite broadcast and desktop PC.

Joyce has conducted numerous training sessions on sales, leadership, empowerment, and personal growth. Many of her programs have been broadcast on satellite television for major corporations. Her client list includes Ford Motor Co., General Motors Corp., GPU Electric, and Ethan Allen.

She has appeared on a number of television and radio commercials, as well as medical and industrial training films. She is a member of the National Speakers Association, Screen Actors Guild, American Federation of Television and Radio Artists, and the Society of Children's Book Writers and Illustrators. Joyce was selected as an "Outstanding Young Woman of America" for her professional achievements and her contribution to the Toledo community.

Joyce is also a motivational and inspirational speaker and writer. She is a contributing author for Chicken Soup for the Unsinkable Soul and has written three books, which she hopes to see published in the near future.

Joyce is looking forward to connecting with old friends and making new

acquaintances. She can be contacted at: Harvey & Associates LLC, P.O. Box 160, Sylvania, OH 43560; Phone: 419-885-0952; Fax: 419-885-9469; www.joyceharvey.net; E-mail: <joyce@joyceharvey.net>.

JOHN PRIESTLEY, another new member, completed his master's degree in English at Virginia Polytechnic Institute and State University, where he taught writing courses in a networked computer classroom and helped to conceive and develop an online writing lab. He honed his skills in graphic design and multimedia authoring while developing interactive educational software for several grants and contracts with the Department of Education and the Department of Health and Human Services. He also worked as an Instructional Designer for Franklin University, a pioneering institution in distance education and integrated curriculum design. There he designed courses for online and face-to-face environments and taught faculty development courses and workshops on online teaching and course design. John currently works as an Instructional Developer for the School of Medicine at Virginia Commonwealth University.

CARRIE DELENTE joins us from Enforme Interactive, Inc. of Frederick, Maryland. Enforme Interactive, Inc., designs and develops digital information delivery systems for businesses, professional associations, and government agencies. Enforme specializes in developing applications that require a high degree of accuracy, professionalism, and effectiveness. Given this emphasis, it is not surprising that some of Enforme's largest and most loyal clients are closely associated with the health care profession. These clients include professional associations, medical publishing companies, and medical educators. Enforme staff have developed both CME and patient education programs, on-line journals, and marketing materials, to name only a few applications. Content areas include cardiology, oncology, and pharmacology.

Enforme believes that the principles of good systems and interface design apply across a range of digital environments, and has justified this belief time-and-again with successful offerings on the net, CD-ROM, hybrid systems, intranets, and proprietary platforms. Enforme has especially strong capabilities in the area of innovative web-based, data-driven application development.

Carrie and Eric Delente, Enforme's

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Welcome to these new HeSCA members:

Bruce Blausen

President & CEO
Blausen Medical Communications Co.
Houston TX

Gary Null

Gary Null & Associates
New York NY

Sally A Robertson

Moses Taylor Hospital
Scranton PA

Dick Rodstein

New York NY

Penny Rice

Envision, Inc.
Nashville TN

Hugh Walker

Riverview Health Centre
Winnipeg, MB CANADA

Alan D Wieter

St. Louis University
St. Louis MO

HeSCA Sustaining Members

The following organizations have reaffirmed their support for the field of biomedical communications by making a major commitment to the Health Sciences Communications Association. They deserve your thanks and support:

**Educational & Training
Systems Int.**

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