



THE GEN(D)ERATIONAL GAP

A THREE-PART SERIES ON WHAT THE GENDER GAP MEANS FOR MILLENNIAL WOMEN IN BUSINESS TODAY.

Part 1: The changing face of the workplace Part 2: The confidence crisis in college Part 3: The Daddy Bias in today's world

Still waging the fight?

Now is as good a time as ever to be a young woman in the American workforce.

That's owed to the Silent Generation for speaking up for the Equal Pay Act of 1963.

And to the baby boomers for making it illegal to discriminate against pregnant women in 1978.

And to Generation X for ensuring President Obama signed the Lilly Ledbetter Fair Pay Restoration Act in 2009.

Millennial women, who make up one half of one the most diverse, best educated and well connected generations in the country, are expected to close the gender gap entirely.

But will they?

After all,

both women and men under age 40 have been redefining career success to be more about personal fulfillment and less about the bottom line — which, to some, may look as though millennial women aren't leaning in far enough.

And, to this day, experts say plenty of barriers remain for women who aspire to become effective business leaders.

It's led some to wonder if the so-called gender gap is now a generational gap.

So, over the next three weeks, NJBIZ will be examining some of the most pervasive issues facing women in the workplace today — and how millennial women are responding to them.

STORIES START ON PAGE 10



ONLINE:

Many of the topics to be discussed are also extensively covered on our "Breaking Glass" and "Millennial Minded" blogs — therefore, NJBIZ has revisited some of our favorite posts for this special report.

Paving her way to success

Atlantic InfraRed changing the construction industry

BY MEG FRY

Potholes. You probably went through one this morning.

They are, after all, inevitable — caused by weather and repairs.

But here's something you probably didn't know: If fixed correctly, they only need to be repaired once.

So says **Marilyn Grabowski**, who has convinced enough utilities and municipalities that her process of using infrared technology is so much better than



Marilyn Grabowski

traditional fixes, that her company, **Atlantic Infra-Red**, is part of an umbrella group that had more than \$10 million in revenue in 2014.

It's why Grabowski was selected to the 10th anniversary class of the NJBIZ Best 50 Women in Business event this week.

"Our process is much quicker, much more permanent and seamless," she said. "It doesn't leave a bump in the road like most asphalt repair."

It also takes less labor to achieve better results, she said.

Leave it to a woman, she said, to address an issue more ef-

See **GRABOWSKI** on page 17

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NJBIZ delivers daily news and analysis of New Jersey's important economic issues online at njbiz.com. Sign up for our daily e-mail alerts, read our blogs, write a letter to the editor and more.

By the numbers

7

The number of N.J. cities Moody's Investors Service said it has placed under review for possible credit downgrades: Asbury Park, Kearny, Newark, Paterson, Trenton, Union City and Weehawken.



HEALTH CARE Power 50

The 50 most powerful people
in New Jersey health care

MERGER MANIA

Wave of mergers and acquisitions
shake up this year's Power 50 Health Care list

AtlantiCare is merging with Geisinger ...
Hackensack is merging with Meridian ...
Barnabas hopes to merge with
Robert Wood Johnson. ...
The long-anticipated consolidation
of the health care industry is here.

And not just among the biggest systems.

Smaller hospitals are being gobbled up
by bigger ones as quickly as smaller
physician groups are being grabbed
by regional entities. And the just-released
Navigant report recommends another level
of reorganization in the greater Newark area.

This movement strongly influenced our
selections for the 2015 version of the NJBIZ
Power 50 Health Care list.

From the CEOs who dreamed up the moves,
to the boards that agreed to them
and the state agencies that approved them,
the top figures in this wave of deals
abound in our rankings.

Don't worry, we included the unheralded,
behind-the-scenes folks, too; the consultants
and lobbyists, the deep thinkers and
association heads — and, because everyone
loves them, the lawyers who make it their
business to ensure these moves will sit well
with all the regulatory bodies.

It's our fifth year of ranking the best
of the best in health care. And while the
industry may be consolidating, we can't help
but think the caliber of the people on our list
is getting bigger — and better — each year.

The list starts on Page 23.

27. Robert DiPaola (NR)

The precision medicine initiative, highlighted by President Obama during the State of Union, is based on using gene sequencing to find precise treatment and cures. DiPaola, the director at the Rutgers Cancer Institute of New Jersey, is leading the charge of what most call the next big thing: "The use of genetic information to better tailor and better deliver health care is huge," one insider said. "In fact, I think in 50 years we'll look back and say, 'How quaint, that's how we were treating people before, when we were treating people with a drug we didn't even know whether it would work.'"



29. Mark Manigan (30)

Sometimes, you just let others do the talking. Such is the case with this Brach Eichler lawyer. "He knows the ambulatory surgery rules in New Jersey better than anyone I've witnessed," one admirer said. "I've been to health care forums where he fills a room with 400 people — insurance companies, hospitals, doctors — all going because they know that there's going to be a good message there if Mark puts it together." Enough said.



THE THIRTIES

30. Jennifer Velez (1)

No. 1 on list, is well-liked by all and Barnabas... which hired her as a senior vice president of strategy and operations. Everyone is excited about the impact will be. Getting her legs up, so I think... one insider says how to use her impact."

28. Jo Surpin (NR)

"This is one of your unsung heroes of health care," said an admirer. The CEO of Applied Medical Software introduced its Gainsharing Program to the hospital association, saying its methodology provides a system of highly defined financial incentives for physicians. The 23 hospitals that fully implemented the plan saved nearly \$100 million — and that was after the physician payouts.



31. Gary Horan (29)

Some say there was no need to do the Navigant report; all you had to do was follow the model Horan established in Elizabeth. There was much praise for the Trinitas CEO: "He's doing a lot with a tough situation; it's not easy to run a hospital in the city of Elizabeth, and he's done a pretty good job of keeping them alive." Said another: "He has to deal with a lot of issues some of the bigger systems don't have to deal with. And he's turned it into one of the best-run hospitals in the state. Another admirer put it in simple terms: "I'm a big fan of Gary Horan."



32. David Kostinas (32)

He's often viewed as one of the top consultants in the health care industry, someone who, as head of David Kostinas and Associates, can navigate the bureaucracy as well as anyone. "He's the man," a veteran proclaimed. "He's just a good guy and he's extremely good at knowing what the rules and the application of rules are in respect to certificates of needs."



33. Herb Conway (33)

Some say the lawmaker has been slowed by a Republican administration. Others say his background as a medical doctor keeps him front and center on issues, no matter who is in charge. "No health care bill can get through the Legislature without his approval, so that would make him powerful by definition," one booster pointed out. That power could grow with a change of administrations. "He's another one that, in a couple of years, it will be completely different with Herb," another admirer said.



34. Kevin Slavin (NR)

All of our insiders felt Slavin, the CEO of St. Joseph's Healthcare System in Paterson, is the right person to do a tough job. "Running East Orange General, as he did for years, under the most trying of circumstances, was a great set of accomplishments," one admirer said. "He understands urban health care, and he understands what it means to service a community." How far could he go? One believes he's a future list-topper: "He's a star. He's a comer."

