

CURRICULUM VITAE

JAMES G. WETRICH, FACHE

1. PERSONAL

Email: BigRed@WetrichGroup.com

2. EDUCATION

Master of Business Administration, Goizueta School of Business, Emory University (2009)

Master of Health Administration, Tulane University School of Public Health and Tropical Medicine (1982)

Bachelor of Science, Biological Sciences, University of Southern California (1979)

3. AWARDS

2009	Outstanding Academic Accomplishment, Goizueta School of Business; Beta Gamma Sigma
1989	Outstanding Alumnus Award, Tulane University School of Public Health
1980-1981	U.S. Public Health Service General Purpose Traineeship
1979	Outstanding Senior Recognition, University of Southern California

4. ACADEMIC EXPERIENCE

May 2016	AACSB Bridge Program Certification
Jan. 2015- Dec. 2015	DCI Fellow, Stanford University, Distinguished Careers Institute
March 2014-	USC Marshall School of Business Supply Chain Institute
December 2011-	Emory University School of Nursing, Dean's Advisory Board
May 2011-	Health Advisory Board, USC Price School of Public Policy
2011-	Executive in Residence, Goizueta Business School, Emory University
1984	Fellow, ACEHSA (now Committee on Accreditation for Healthcare Management Education)
1982-1984	Adjunct Instructor and Associate to the Chairman for Community Relations, Tulane University, School of Public Health, Department of Health Systems Management

5. PROFESSIONAL SUMMARY

Proven senior health care leader with extensive operating and commercial responsibilities domestically and internationally including Europe and Latin America. A unique blend of provider (hospital administration and consulting, materials management, and consortia/alliances); supplier (Abbott Laboratories and Molnlycke Health Care); and diverse entrepreneurial experiences (Wetrich Group and Wetrich Group SCO). Strong track record of achieving financial targets, goals, and

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objectives. Driven, focused, determined and successful manager, mentor and coach dedicated to maximizing the potential of the organization. Committed to diversity, personal improvement and development, and social responsibility. Integrity is essential in everything I do.

Created successful consulting business focused on health care supply chain, operations, business development, sales and marketing. Founding member and creator of the Healthcare Provider & Supplier Institute. Extensive network of global, senior level contacts in the health care industry.

Hands-on experience in commercial positions with increasing financial responsibility:

- Proven ability, in a wide variety of settings, to step into numerous management situations and make significant process and operational changes, when necessary, and to become a valued member of the management team. CEO of Molnlycke noted that I had created, “One of the best teams in the med-tech industry based upon (our) sustained performance (in the United States).”
- Deep understanding of the health care industry with an extensive network.
- Negotiated and structured numerous agreements, alliances and joint ventures.

Proven management and leadership capabilities:

- Stepped into role as President of U.S. and Latin America at Molnlycke Health Care and created a new company culture with sustained, outstanding performance; in eight years, grew wound care top line over 7 times and grew bottom line (EBITA) over 21 times. (2006 actual versus 2014 budget)
- Profit and loss responsibility for commercial operations for Abbott International included France, Germany, Italy, Spain and the UK; sales in excess of \$600 million; division net income in excess of \$200 million; with over 500 sales and marketing resources. Developed and implemented strategic and tactical sales and marketing programs. Coordinated numerous new product launches across European affiliates ensuring continuity of strategy and sharing of best practices.
- Played an instrumental role in the development of the University HealthSystem Consortium (UHC) from 1984 – 1989.

6. PROFESSIONAL STRENGTHS AND VALUE PROPOSITION

1. Consistent Performance Excellence: a long track record of producing results, successfully launching products in the US, Latin America and Europe. At Abbott Laboratories and at Molnlycke Health Care, I had significant, continuous increases in responsibilities over time. Specific strengths in dealing with changing and uncertain conditions.
2. Human Capital Management: I have shown consistent development and mentoring of individuals and have helped employees find their true passions. I am willing to make the difficult decision should the situation not be one that can be corrected or turned-around.

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3. **Setting Strategy:** I have demonstrated throughout my career the ability to set strategy and vision for my area of responsibility. At Abbott, I turned around our key anesthetic injectable, Amidate by completely repositioning the product. During my time at Abbott, I worked with the senior management at VHA/Novation and established a joint strategic project, Project Synergy, facilitated by Andersen Consulting, aimed at building a unique relationship with our customer. At Molnlycke, I assessed that the wound care market was too diverse and I focused our efforts on the hospital sector, with great success.
4. **Leading by Example:** I am open, approachable, deliver, hold myself accountable, focus on the customer and work closely with everyone at all levels of the organization.
5. **Inspiring Others:** I have actively mentored many individuals throughout my career and my keen interest is seeing that people pursue their passions.
6. **Continuous Improvement/Lifelong Learning:** I can think of no greater commitment or statement other than to point out that I earned my MBA in 2009. As I wrote in my application to Emory, I wanted to extend the maturity phase of my human life cycle. I saw the MBA as a part of a renewal process. There are many other indications of my commitment to lifelong education. For example, I keep my Fellowship status current in the American College of Healthcare Executives which requires that I fulfill considerable continuing education requirements.

7. RELATED EXPERIENCE

THE WETRICH GROUP LLC & THE WETRICH GROUP SCO LLC 2014-

Completed acquisition of 100% of the assets of Haney/Lowderman, a firm with over 25 years of service as a hospital executive outplacement firm. This platform has been expanded to include executive search services and executive coaching.

Reengaged with The Wetrich Group LLC following my departure from Molnlycke. TWG provides management consulting advisory services to health care providers and suppliers. Significant initial engagements secured with five medical device clients: AMS, Black Diamond Video, Movi Medical, Nexspan, and Optomeditech Oy. In first year of re-launch, have provided consulting services to over 10 clients.

From July 2015 to April 2016, I served as the interim vice president of supply chain operations at Providence Health & Services in Seattle. Providence is the third largest non-profit hospital system in the country. The annual spend under my control was nearly \$2 Billion with almost 1000 FTEs spread across 34 acute care hospitals in Alaska, California, Montana, Oregon and Washington. I had 9 direct reports and direct responsibility for the Procure to Pay initiative including Accounts Payable. Direct reports included: 3 Area Vice Presidents who oversaw our operations within the hospitals, Consolidated Service Center which supplied low unit of measure totes to our hospitals and processed 50,000 lines per day, Finance which included A/P, Strategic Sourcing (contracting),

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Medical Product Analysis, Value Analysis and Value Sourcing consulting operations, and a Vice President for Shared Services. I reported to the Chief Financial Officer of the system.

MOLNLYCKE HEALTH CARE (MHC) U.S. 2006-2014

Molnlycke was owned by InvestorAB and was a worldwide leading manufacturer of single use surgical and wound care products with more than 7400 employees across 30 locations globally. Annual sales exceed \$1.5 billion.

President and General Manager, The Americas 2011-2014

In June 1, 2011, promoted and given additional responsibility for the surgical business in North America. As a result, had direct P&L responsibility for all Molnlycke commercial operations in United States and Latin America. (\$370M+ sales; \$145M+ EBITA) As general manager, direct responsibility for finance, human resources, information technology, corporate accounts, customer service and distribution; with headcount of over 350 FTEs.

- Promoted twice during employment.
- Turned around and redirected the US surgical organization in three years.
- Completed acquisitions of Rynel and Brennen Medical Products and licensing deal with Covalon Technologies.
- International commercial focus included geographic expansion within Latin America, specifically Brazil.
- Produced compelling results. In eight years, grew wound care sales over 7 times, grew EBITA over 21 times, and increased market share by 25 share points. Created over \$1 BN in incremental enterprise value.
- Moved market share position from fifth to first in (advanced wound care) served market.
- Completely re-engineered the organization and created a new culture; instilled five 'signature initiatives' focused around: MHC as a growth company, MHC as a disciplined company, MHC as a diverse company, MHC as a great place to work, and MHC as a customer focused company.
- Doubled wound care marketing organization and brought in new VP of marketing. Created new advisory boards and customer panels.
- Completely overhauled wound care sales organization and brought in new VP of sales. Created balanced sales territories based upon territory potential, modified incentive compensation plan, created new promotional track for long term sales representatives, held annual week long summit meetings with high performing sales representatives to identify ways to accelerate rapidly the growth of the company. Significantly enhanced training functions, hired a full-time director of learning and development. Added over fifty personnel to the sales organization. Changed focus and targeting of the sales organization.
- Built significant new business with Mepilex Border Sacrum for pressure ulcer prevention. Roughly 20% of US acute care hospitals were using this at the time of my departure.
- Created burn market focus; hired dedicated burn specialists and launched MepilexAg into burn market; more than 60 leading burn centers (over 50% of the burn center market) were using the product at the time of my departure.

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- Created personalized mentoring programs for high potential and diversity candidates. Created Women at Molnlycke initiative and held inaugural meeting for all women in the US organization in May 2013.
- Held monthly conference calls with the organization to provide update and direction as regards performance and major milestones.
- Brought humility, passion, and esprit de corps to the organization; “adopted” Memphis Lafferty, a child who lost his hands and feet to an early childhood infection, who was treated with Molnlycke products.
- Member of CEO’s expanded executive staff.

General Manager, MHC US LLC and Latin America **2010-2011**
President, U.S. and Latin America Wound Care

As of January 1, 2010, given additional responsibility for the company’s surgical product sales and marketing in Latin America (already had the responsibility for wound care products in Latin America).

General Manager, MHC U.S. LLC **2006-2009**
President, U.S. and Latin America Wound Care

Hired June 1, 2006 as president of wound care business, complete profit and loss responsibility for U.S. and Latin American wound care operations. Direct management of sales, marketing, and finance operations. As general manager, direct responsibility for U.S. organization central services including human resources, information technology, corporate accounts, customer service and distribution.

THE WETRICH GROUP LLC, Southlake, TX **2001-2006**
President and Founder

Owner of health care consulting firm which provided comprehensive supply chain, operations, business development, sales and marketing advisory services for U.S. and international suppliers and providers.

Supplier focused consulting engagements included, among others: significant strategic work for Terumo Interventional Systems with direct implications to Terumo-Boston Scientific partnership; strategic national account review for Roche Diagnostic and interim management assignment as Vice President of Sales for Santé Rehabilitation.

Provider focused consulting engagements included, among others: served as interim director of materials management at Stamford Health System, assisted with group purchasing organization selection and evaluation work with Greater New York Hospital Association, conducted comprehensive materials management assessment and evaluation at Norton Healthcare, participated in materials management outsourcing initiative at Westchester Medical Center, and evaluated customer wins/losses for VHA and UHC group purchasing organization (GPO) initiatives.

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Select Clients Included:

Abbott Laboratories, Anne Arundel Medical Center, Apogent Technologies, Bayer, Contral Pharma, Dell, Fisher Scientific, FIT Biotech, Greater NY Hospital Association, Kimberly-Clark, McKesson, Norton Healthcare, Pitts Management Associates, Radiometer America, Roche Diagnostics, Santé Rehabilitation, Schwarz Pharma, Stamford Health System, Takeda-Abbott Pharmaceuticals, VHA, Westchester Medical Center, and W.L. Gore.

Selected Engagement Summaries:

Health Industry Group Purchasing Association

- The Wetrich Group LLC was hired by the HIGPA Board to conduct a complete review of HIGPA's strategic and operating plans, its operational structure and financial condition. Extensive review ended up with more than 30 recommendations for the board including separating HIGPA from the supplier related initiatives (which led to the formation of the Health Industry Supply Chain Institute).

Terumo Interventional Systems

- Terumo hired The Wetrich Group LLC to assist them with their decision whether or not to renew their long standing exclusive distribution agreement with Boston Scientific Corporation. Conducted three separate engagements with Terumo; created an in-depth GPO strategy and playbook for Terumo; initially represented Terumo to the leading GPOs once a decision was made to go to market directly. Assisted with the recruitment of a full-time national account manager.

Santé Rehabilitation

- Operator of physical therapy clinics in Dallas-Fort Worth and Austin hired The Wetrich Group LLC to analyze the sales and marketing functions. TWG provided recommendations to assure that Santé Rehabilitation Group maintained its aggressive growth. Worked with Sante's marketing consultant, its Board and sales staff and was instrumental in making recommendations that led to a redistricting of the sales territories, a thorough revision of the sales incentive plan and a new sales reporting tool.

Stamford Hospital

- Managed the hospital's materials management function for one year including staff, warehouse, general stores, receiving and shipping operations. Implemented a new value analysis process, created a new vendor visitation policy, coordinated annual capital equipment budget, worked closely with key vendors including Cardinal Health, and provided direction during migration from McKesson system to MEDITECH.

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PREMIER, Inc. Oak Brook, IL **2000-2001**

Senior Vice President/General Manager Supply Chain Relationship Management

- Managed the sales organization of 65 full-time equivalents, contracts and agreements in excess of \$10 billion with the largest 19 corporate partners, as well as the supplier diversity initiative. Position was eliminated in a restructuring and position has never been recreated.

ABBOTT LABORATORIES Abbott Park, Illinois **1989-2000**

Eleven years of significant contributions accompanied by rapid promotions ranging from Manager of Corporate Strategic Planning, Marketing Manager of Surgicare and Anesthesia Pharmaceuticals, Commercial Director of European Operations, Director of Health Systems and Divisional Vice President. Met or exceeded all annual operating plans and drove significant improvements through a number of operational teams.

Divisional Vice President **1997-2000**

- Managed Novation account with 25 agreements and sales in excess of \$1 Billion, with 30% increase in sales over 3 years.
- Instrumental in 1997 resign of IV contract-Abbott's largest group contract in history-during UHC/VHA merger.
- Managed strategic partnering project, "Project Synergy" with Andersen Consulting, Abbott, and Novation.

Director, HealthSystems **1995-1997**

- Managed six person sales team covering key integrated delivery networks (IDN) in Western US with \$200M bottom line responsibility. Personally managed Baylor Health Care System and Harris Methodist Health System accounts and corresponding interdivisional sales teams.

Commercial Director, European Operations **1994-1995**

Profit and loss responsibility for sales and marketing operations in UK, France, Germany, Spain, and Italy for medical nutritionals, hospital products and pharmaceuticals with \$600M+ in annual sales and \$200M+ in division margin. Matrix organization with oversight of commercial headcount in excess of 500 FTEs.

- Significantly expanded pharmaceutical sales forces in Germany and the UK.
- Developed opportunity assessment for TerazolinTM and created defense strategies for ForaneTM.

Marketing Manager, Anesthesia Pharmaceuticals **1991-1993**

Marketed all proprietary and generic anesthetics including small volume parenterals and inhalation anesthetics. Significant interface with anesthesiologists, CRNAs, and pharmacists.

- Revamped marketing campaign for AmidateTM (proprietary induction agent) and re-launched product to anesthesiologists. Grew sales over 50% per year.

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- Launched isoflurane, USP in the US, capturing 50% market share in three weeks of launch and generated incremental sales of \$70 million in the first year.
- Launched fentanyl ORALET™ (oral transmucosal fentanyl) in the US.

Marketing Manager, SurgiCare Products **1990-1991**

- Marketed hospital and surgical suction and autotransfusion blood collection product lines, and identified cost reductions, saving \$2.5M (10% of cost of goods sold).

Manager, Corporate Strategic Planning **1989-1990**

- Managed strategic planning initiatives, conducted merger and acquisition analysis for senior management, coordinated a company-wide reimbursement task force, and analyzed alternate site market opportunity for the hospital products division.

UNIVERSITY HEALTHSYSTEM CONSORTIUM Oak Brook, Illinois

Director of Business Development **1987-1989**

Worked for CEO and routinely interfaced with UHC Board of Directors (member health system CEOs), developed new business opportunities, and conducted strategic planning initiatives for the purchasing programs.

- Developed, presented, and implemented a supply company for dialysis products.
- Conducted comprehensive study of hospital distribution and wholesaler markets; recommended distribution strategy to the Board.

PITTS MANAGEMENT ASSOCIATES, Inc. Baton Rouge, Louisiana

Vice President **1984-1987**

Conducted numerous consulting engagements for this hospital management consulting firm including an assignment with University HealthSystem Consortium. Served as Chief Operating Officer of UHC during its formation; handled all routine financial affairs, hired and managed initial staff, developed initial purchasing programs, and wrote strategic plan for the purchasing programs.

- Implemented UHC's purchasing programs and initial contracts.
- Helped members obtain legislative relief from burdensome purchasing enabling laws.
- Setup for-profit subsidiary organization for purchasing program, UHCSC and served as initial Chief Financial Officer.
- Helped recruit seventeen new UHC members.

METROPOLITAN HOSPITAL COUNCIL OF NEW ORLEANS

Vice President of Member Services **1982-1984**

Ran member services and group purchasing operations for this organization that supported forty-five member hospitals in southeast Louisiana. Served as the director of the group purchasing programs. Co-marketed MedEcon's group purchasing offerings to the hospitals in southern Louisiana.

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OCHSNER FOUNDATION HOSPITAL

Assistant to the Hospital Director and Administrative Resident 1981-1982

Member of the hospital administration team. Redesigned entire materials management function and implemented recommendations. Prepared for and coordinated visit of JCAHO. Conducted a wide variety of analyses for the CEO and co-ordinated relationship with VHA.

8. ADDITIONAL ENTREPRENEURIAL ACTIVITIES

WETRICH REALTY, LP & BRRP I, LP, Southlake, TX 2002 - Current

General Manager

- Owner/operator of commercial office building with 6 tenants and 6,000 square feet.
- Formed limited partnership and raised \$790K to develop two acre commercial site in Keller, TX. Sold land and generated 35% return for partners.

HEALTHCARE PROVIDER & SUPPLIER INSTITUTE, Southlake, TX 2004 - 2009

Founder and Partner

- Formed HP&SI to create a forum for dialogue between suppliers and providers on significant issues. Sold Institute to MDSI.

9. PUBLICATIONS

Wetrich, J. Group Purchasing: An Overview, American Journal of Healthsystem Pharmacy 1987; 44:1581-1592 (Article prepared at the request of the editorial board)

10. MEMBERSHIPS

Member, Entrepreneur's Organization

Member, Society of International Business Fellows

Fellow, American College of Healthcare Executives

Healthcare Financial Management Association

National Association of Corporate Directors

Certificate of Director Professionalism

11. DIRECTORSHIPS

Benechill, Inc., Director Nominee, S-1 filed January 23, 2015

Movi Medical, outside director

Optomeditech Oy, outside director

Brain Injury Association of Georgia

Vevanto LLC, Chairman of the Board (start-up company)

The White House Project

Debra of America

Meals on Wheels Association of America Foundation Board

Tulane Alumni Association, Board of Directors

Tulane Medical Alumni Association, Board of Directors

IPO cancelled

August 2014-

April 2014-

May 2013-February 2014

April 2013-

January 2012-December 2012

May 2011-

2006-2011

1985-1989

1982-1990

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12. ADVISORY BOARD APPOINTMENTS

The Carter Center, Board of Councilors	February 2106-
Radius Ventures Advisory Board	September 2014-
Emory University Board of Visitors	August 2014-
The Vistria Group, Health Care Advisory Board	March 2014-
IOD, Incorporated	Nov. 2011- Nov. 2012
McKesson Medication Management Advisory Board	2001-2005
Baxa Corporation Advisory Board	2001-2004

13. PANELS AND PRESENTATIONS

TRSA Health Care Conference “Integrated Delivery Networks”	November 2014
Q1 Productions Medical Device Contracting and Strategic Accounts “Building Future Capabilities &Redefining Sales Strategies For Future Business”	November 2014
Q1 Productions Medical Device Group Purchasing Keynote Address: “The Changing Health Care Industry And Future Projections for Purchasing”	November 2013
Emory University, Goizueta School of Business Moderator, Health Care Panel	December 2012
Health Industry Group Purchasing Association International Expo Moderator, Panel on GPO Best Practices	October 2008
Federation of American Hospitals Annual Meeting Moderator, Pharmacy Panel	February 2006
Federation of American Hospitals Annual Meeting Moderator, Medical Surgical Panel	February 2004