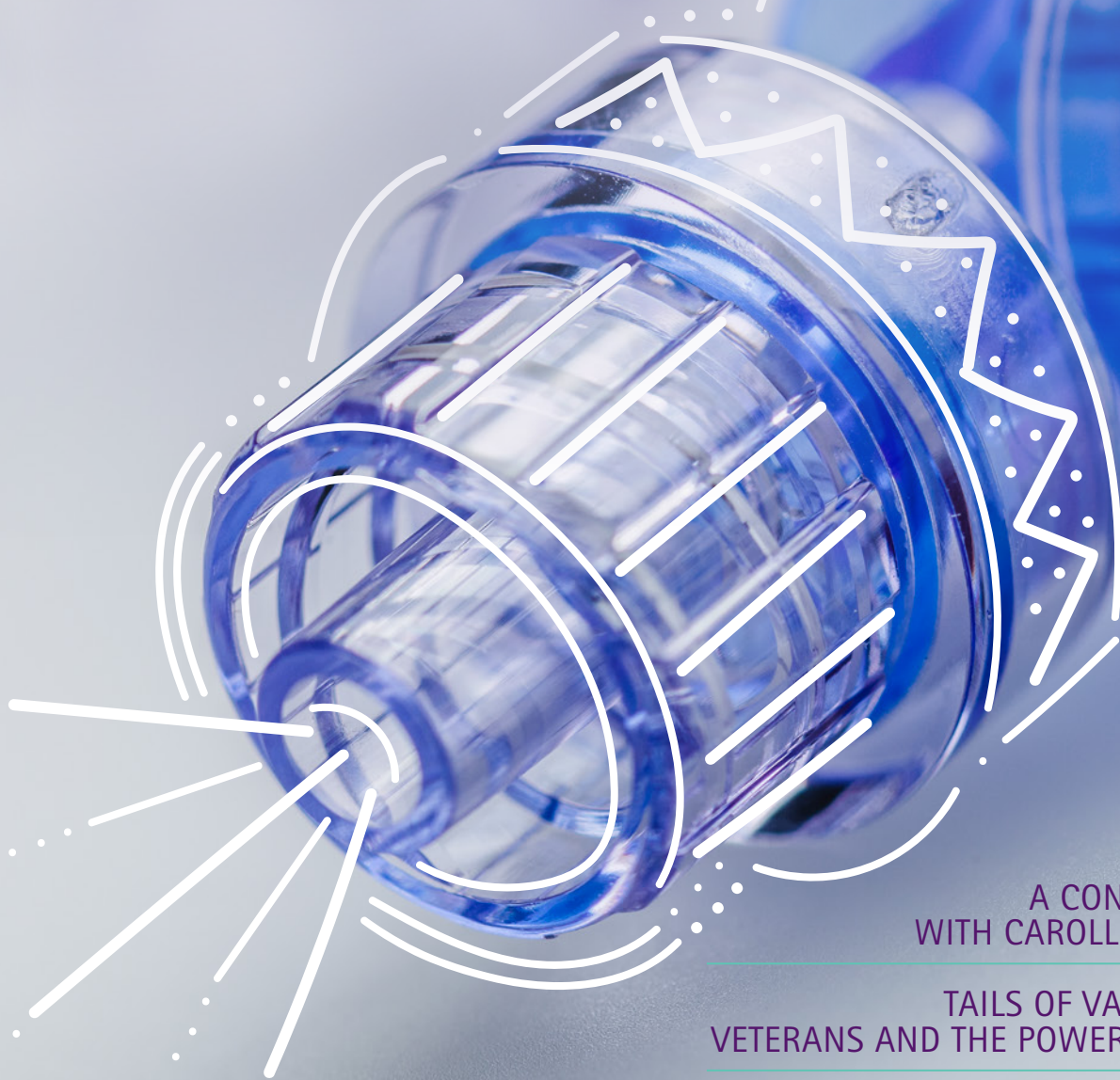


allianz

Volume 7 • 2020 | The Magazine for Partners of B. Braun's OEM Division



A CONVERSATION
WITH CAROLL NEUBAUER

TAILS OF VALOR: DOGS,
VETERANS AND THE POWER OF GIVING

MAKING VALVES: THE HUGE IMPACT
OF A SMALL COMPONENT

CONTENTS



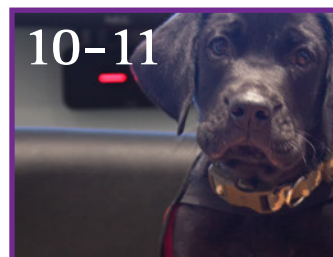
Editor's Note



V Foundation: Legacy of a Unique Spirit



A Conversation with Carol Neubauer



Tails of Valor



Inspiring Confidence



What I've Learned During the Pandemic



Ask the Expert: Juergen Schloesser



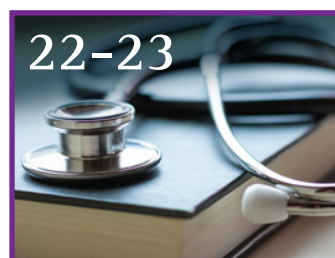
Meet the Team



Making Valves



B. Braun Word Search



Q&A: B. Braun's Cheryl McWhite on Medtech and the Law



Learning as Never Before: Corporate Training During the Pandemic and After



Meet the Midwest Sales Team

B | BRAUN SHARING EXPERTISE

Volume 7 | 2020

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Dave Williams

EDITOR'S NOTE

Without a doubt, 2020 has been a year of extraordinary change in our industry, across the country and around the world.

We have seen additional change within B. Braun, too, in the form of two significant retirements.

Caroll H. Neubauer, the longtime CEO of B. Braun Medical Inc., retired earlier this year after a remarkable career at the helm of our company. During his tenure, B. Braun grew into one of the leading medical device companies in the United States, matching its stature in much of the world. Mr. Neubauer was succeeded by Jean-Claude Dubacher, who was profiled in the last issue of *allianz*. You can read more about Mr. Neubauer's accomplishments and his perspectives on our industry on pages 6-9.

We are also sharing news about the retirement of Tom Black. As Vice President of OEM/International Sales and Marketing, Tom was instrumental in helping B. Braun's OEM Division solidify its

standing as one of the most respected and capable operations in the contract manufacturing space. We congratulate Tom on his retirement and thank him for his contributions to B. Braun and the medical products outsourcing category. I will be stepping in as the Interim Director of OEM/International Sales and Marketing to make sure we continue on our industry-leading path.

In this issue, we also offer insight from our Chief Operations Officer, Dr. Juergen Schloesser, about manufacturing evolution taking place at B. Braun (page 14), explore how training and education are evolving (page 24), introduce you to our Midwest sales team (page 26), share an inspiring story about training dogs to help veterans (page 10) and much more.

We hope *allianz* helps you navigate the changes in your own corner of the industry – no matter how small or profound they are.

"Without a doubt, 2020 has been a year of extraordinary change in our industry, across the country and around the world."





Caroll Neubauer

A CONVERSATION WITH CAROLL NEUBAUER

The former B. Braun Medical Inc. CEO shares his insight on more than three decades in the medical device industry.

One of the true titans of the medical device industry, Caroll Neubauer retired from his role as CEO of B. Braun Medical Inc. in January 2020. At the helm of the company since 1998, he oversaw revenue growth from \$200 million to \$2 billion, keyed the development of safer medical devices for caregivers and patients, and was a tireless advocate for the recent repeal of the medical device tax – among countless other accomplishments.

We spoke with Mr. Neubauer to get his reflections on the past and his projections for the future.

How has your transition to "semi-retirement" been?

It's been both sad and great. It's never easy to leave an organization that you've given so much to. But we've found a great successor (Jean-Claude Dubacher) who I've enjoyed working with during our one-year transition, so I know we're putting the organization in great hands.

What were some of the biggest challenges you and your team faced?

By far, it was the acquisition and integration of McGaw (in 1998). We were the smaller company buying a larger one. While we had the medical devices, we did not have solutions. McGaw was a troubled company with a lot of issues – even more than we saw during our due diligence. We had to resolve those afterward. From an organizational and integrational standpoint, it was a huge challenge where we needed to invest time and money to get where we are today.

It was one of the biggest challenges, but also one of the largest successes. Acquiring McGaw was a natural expansion of our IV therapy business into the United States. Today, B. Braun is a major player worldwide in IV therapy. There were only three solutions manufacturers at the time, and there are still only three with a full line of products.

What impact do you think B. Braun had on the medical device industry during your leadership?

We went from a niche OEM supplier to a larger player in the U.S. healthcare market. We expanded our footprint with a lot of new products, IV solutions and IV therapy products.

We were also focused on safety products that were safer for the provider and the patient. When the needlesticks safety law was passed, the Introcan Safety® IV Catheter and other products were right down our lane. And, of course, we have the only IV solutions bags that are free of PVC, DEHP and phthalates, which can leach when they come in contact with solutions.

Looking back to over 30 years ago, did you and others foresee the growth of the contract manufacturing sector to where it is today?

B. Braun has a history in the U.S. OEM market. In fact, we didn't really go direct to market until after the McGaw acquisition. Our OEM operations have always played an important role. Our customers are among the "who's who" in the medical device world, which is satisfying and impressive. Some are even competitors. They trust our 180-plus years of history of bringing innovation into medical devices.

Our concept of "sharing expertise" to resolve the issues they have is impressive. It has continued to grow, and there's no doubt that it will grow larger. As we've grown, we've been able to take on larger projects with bigger volumes.



You passionately advocated for the repeal of the medical device tax that was part of the ACA. What's your view on how things ended up and what it took to get there?

It was a senseless tax from the beginning – a tax on suppliers to the healthcare providers. Everyone recognized that it was going to be passed on and increase costs. It burdened one of the most successful industries that does most of its manufacturing here in this country. The first concept was a 4% non-deductible tax, which would have made us unprofitable. Then it was reduced to a 2.3% tax that was deductible.

But it did not solve the issue. A wrong tax is a wrong tax no matter how high or low. I raised my voice and said it would not stand. Many thought I was jeopardizing the deal and were afraid. But I fought like hell. From a political standpoint, it was one of the most intense fights in my professional life. Fortunately, we had allies fighting on our side, like AdvaMed, our trade association. The formal repeal was delayed three times, which made me nervous until it was finally done this past year.

What legislative and market pressures do you see the medical device category facing in the coming years?

Worldwide we will see tougher regulations, not just here in the U.S. Legislation and regulation are putting a tougher burden on us all – in some cases rightfully so, because some manufacturers have done some bad things. But it sweeps over all of us. We're seeing tougher FDA audits, audits from Asian countries and multi-country audits. And the multi-country ones go with the most demanding regulations from each country, which makes the audits even more demanding.

Also, digitalization, smart devices and AI will play a larger role. Companies that don't have fully integrated smart devices that work with hospital systems are going to lose. We will all need to stay on top of it.

What impact do you see the COVID-19 pandemic having on the medical device industry?

Nobody was prepared for this, from governments to healthcare suppliers and providers. The breadth of the impact wasn't predicted by anybody. No one can be found guilty for not preparing enough, but we will learn from this and prepare. It will require all stakeholders to come together – federal governments, states, the medical device industry, providers – to develop long-term solutions. I think we will see a focus on reducing drug products and raw materials that are made outside of the U.S. Hopefully, governments will not force the industry to do things that are not economically feasible.

What did you learn over the years about being part of the medical device industry and the B. Braun team?

We're in a wonderful industry. Every day when we wake up, we're saving lives and protecting people. It's a special mission and responsibility that on the end of every product is a patient life. I learned a lot about healthcare and a lot about patients. I developed a deep admiration for the healthcare provider community – nurses, techs and other people in hospitals and offices. They're a special group of people. Supporting them every day has been satisfying. They have my highest respect.

The best part about being at B. Braun was being part of the team. They're extremely passionate. I've been part of the organization for 33 years, and it will always be in my heart.

My active time isn't over. I'm looking at the opportunity to continue in healthcare – though not as a CEO or with the same intensity as the last 22 years in the U.S. For example, there's a lot that has to be done between Europe and the U.S. to strengthen transatlantic relations. In some way or another, healthcare will always be part of my life.

TAILS OF VALOR:

DOGS, VETERANS AND THE POWER OF GIVING

When human hearts and spirits need healing, dogs can be the volunteers able to help. B. Braun Medical has taken an active hand in supporting Tails of Valor, an eastern Pennsylvania organization that brings together American veterans and thoroughly trained service animals, to the great benefit of both.

Program founder Heather Lloyd, previously a healthcare practitioner, is an entrepreneur. Heather has developed several successful businesses, including a health and wellness center for pets, a grooming/boarding resort for dogs and a brewpub. But no work has brought her greater satisfaction than creating and managing this service endeavor.

Heather created Tails of Valor during a vacation some years ago. "I befriended a homeless veteran," she says. "There was a dog who became his friend." The combination of her medical background and work with dogs suggested that animals have much to offer warriors wounded in body and spirit.

Many Tails of Valor dogs are rescues, but none is a castoff. All are valued; all are treated with the care they deserve. To be selected for the full program, they must show standout intelligence, trainability, willingness to work and other positive traits.

Those who receive fully prepared dogs are often dealing with traumatic brain injury or post-traumatic stress disorder.

As such, the training is intensive and requires a serious commitment from the veteran. It's a process that produces dedicated lifetime partners.

Training can take up to two years. It demands full integration with the life challenges of the veteran. Dogs receive more than a hundred exposures to everyday living situations and learn 40 basic and advanced commands. Training costs incurred by Tails of Valor may top \$25,000, and the charity provides food and other assistance once the dog goes to live with the vet for the life of the team pair.

The dogs assist their humans in many ways. One therapeutic example: Many PTSD sufferers are haunted by frequent nightmares. A dog learns to sense the start of these disturbing episodes and then awakens the veteran and offers essential comfort at a critical moment.

As in military service, some candidates don't complete the training – but there are places for them, too. A cadre of veterans who volunteer to assist in the program is a Tails of Valor mainstay. These men and women may not need all that a fully trained Tails of Valor dog can offer, but many still want the love and companionship that a canine friend can bring them. They may adopt one of these exceptional change-of-career dogs.



B. Braun and Aesculap employees first learned of the program when they visited Heather's pub. As the connection strengthened, they supported the program with funds and volunteer help. Soon both companies became sponsors. According to Allison Longenhagen, Manager, Corporate and Internal Communications at B. Braun, John St. Leger of Marathon Medical offered a presentation on the program at B. Braun's National Sales Meeting this year. Following the presentation, employees and the company raised enough to finance the training of a dog named Axe.

A dog of mixed background, Axe is on his way to becoming a veteran's steadfast companion. Like all program animals, he bears the name of an American fighter. "The name was chosen in honor of Matthew Axelson, a Navy SEAL who was

killed in Afghanistan," said Joe Grispo, B. Braun Senior Vice President and Chief Sales Officer. Axelson belonged to an ambushed four-man SEAL team whose story was recounted in the film *Lone Survivor*.

Axe and other Tails of Valor dogs, dynamic ambassadors for the program, have visited B. Braun offices. In part, this carries forward their real-world training. The visits also demonstrate to B. Braun employees the impact of their giving.

"It's so impressive to see how Heather has focused her life on training dogs for this worthwhile cause," Joe says. "I think our veterans deserve to be taken care of like this, and it's great to be part of it."

I N A W O R D : *CONFIDENCE*

For many years, B. Braun Medical Inc. has used the phrase “Sharing Expertise” to express the collaborative relationship we seek with our customers and partners. We have always found the concept especially fitting for the OEM Division, where our contract manufacturing customers often rely on our expertise through every step of the product life cycle.

During a period of introspection last year, one of our team members pondered: “If ‘Sharing Expertise’ guides our daily actions, what deeper influence does it have on our relationships?” Essentially, what long-term outcome is derived from our everyday practice?

After much reflection and discussion, we agreed it comes down to one all-important word: Confidence.

We see five specific aspects of our expertise that we believe inspire confidence among our contract manufacturing customers. (We hope you have found them in abundance.)

1 *EXPERIENCE*

With five decades as an outsourcing partner and as part of a 180-year-old global powerhouse, we can offer truly unrivaled industry experience.



2 *PRODUCTS*

Our extensive catalog of components includes many that have become industry standards because of their dependable long-term performance.



3 *CAPABILITIES*

A broad range of capabilities powered by the worldwide B. Braun organization gives you assurance that expertise is available to answer your questions and solve your challenges.



4 *PROCESSES*

Our leading-edge quality, documentation and tracking systems help you stay compliant with ever-changing regulations.



5 *PEOPLE*

We're a family-operated business committed to a culture of honesty and openness.



ASK THE EXPERT:

JUERGEN SCHLOESSER

In the latest phase of a career that's taken him to three continents, Juergen Schloesser serves today as Senior Vice President, Chief Operating Officer and Director of B. Braun Medical Inc. Spend time in conversation with him, and you'll register an impressive combination of advanced scholarship (including a Ph.D. in physics), deep manufacturing expertise and acute attention to the human side of management. *Allianz* caught up with him recently for his insight on data, cost containment, regulatory issues and more.

Q: Based on your expertise, what are the most important operational activities that need to be measured? Have there been any changes in how you measure them?

Traditional measures remain important, of course – cycle time, capacity utilization, changeover time, downtime, on-time delivery, supplier-reported quality, and environmental emissions and waste elimination/yields particularly.

What's new is our use of technology to get better data. For example, at our new IV solutions manufacturing facility in Daytona Beach, on top of our distributed control systems that provide real-time on-line monitoring, we installed plant information management systems. In addition, predictive



JUERGEN SCHLOESSER | Senior Vice President, Chief Operating Officer and Director of B. Braun Medical Inc.

activities such as vibration analysis and infrared thermography provide off-line monitoring. The data collected from these asset management technologies help reduce unexpected failures, repair times and spare parts inventories, yielding lower overall maintenance costs.

Just as important are soft measures such as progress toward dual vocational training programs, specialized hard-skill competence development, and college and leadership programs for our associates/engineers and managers.

Q: What's the secret to successfully leveling product costs?

It lies with advanced automation technology, applying design for manufacturing rules, and data handling. There are several examples at our Allentown facility.

We implemented assembly automation equipment for our tamper-evident syringe cap lines that replaces hand-assembly processes, resulting in lower cost of production. New plastic molding technology eliminates waste from the molds using hot runner tools. With no plastic waste to recycle, we reduced manufacturing cost. We also partnered with R&D to design "snap-fit" parts. In some cases, this has tripled the production of assembly machines, significantly lowering costs.

Q: What other advancements in assembly or production automation have you seen in recent years?

At our California pharmaceutical manufacturing facility, we constantly collect and incorporate more plant data from all production lines and utilities under one system. This provides continuous visibility to the operations and data for predictive maintenance and process improvements.



circa 2017



We are implementing Intelligent Enterprise and Product Lifecycle Management systems at all our facilities, connecting our operations with supporting functional areas for faster delivery to customers.

Using digital visual management in multiple work areas allows our associates to identify issues and trigger improvements based on current and trending data.

Q: Being from Europe, and then managing Far East operations, what has surprised you most about the U.S. healthcare industry?

The complexity of the regulatory and legal systems, I think. Compliance is time consuming and requires deep organization and information management. This is growing as medical devices and other therapeutics become more complex.

At the same time, the complicated U.S. regulatory environment gives B. Braun's OEM Division another way to support our customers. Our knowledge of and experience in dealing with regulatory requirements give customers peace of mind. Their compliance needs are being met while we ensure that safe, high-quality products get to patients who need them.

Q: After managing all B. Braun's Asia-Pacific operations, what differences have you experienced with your leadership of U.S. operations?

That's a great question. One thing I've enjoyed is working with people from vastly different backgrounds and cultures.

The level of employee engagement is different here. People at the U.S. and Dominican Republic factories are very open in addressing issues, in town halls or on the factory floor. They raise questions and speak up – a very positive thing that's helped improve our processes.

Another difference is the diversity of the workforce. Our employees in Allentown and Irvine represent more than 40 different nationalities. Such diversity means we see things in different ways, which drives innovation and process improvements. Embracing cultural diversity is a prime strength of our organization.

My philosophy is "Everything possible, nothing easy." We encourage our teams to explore new ways of doing things better. My job is to create the environment to nurture innovation and grow the company further through win-win situations for our customers and B. Braun.



MEET THE TEAM



Carolyn Ammary | Administrative Assistant, OEM & International Divisions

In any sports organization, there are the athletes tasked with carrying out the plays on the field. Their exploits are only part of the story, for there are also those who provide essential backup support for winning performances.

The same is true of excellent teams in other disciplines, where standout supporting participants shine and make so much possible. Carolyn Ammary, Administrative Assistant in B. Braun's OEM & International Divisions, is one of those behind-the-scenes MVPs. She describes her part in the divisions' sales and marketing team as "foundational." She's been handling it with skill and dedication for a quarter of a century.

"I work with executives, managers, and other sales and marketing coworkers," Carolyn says, "to provide them with the resources needed to complete their daily tasks. It's a laundry list of responsibilities with a goal in mind: to help us all succeed."

An overarching element of her work, she explains, is careful and thorough communication. "That's so important to me. Without someone devoted to it, things can fall through the cracks. I do everything possible to keep everyone in the loop of communication. This, to me, keeps the office running as a team."

B. Braun management, Carolyn says, has been attuned throughout her tenure to the impact of top-flight administrative support. "Our administrative assistants work hard," she says, "and are shown appreciation regularly to ensure we stay motivated in our individual departments and throughout the company. That's truly rewarding. We are the glue that holds it all together, that's for sure."



Trisha Cobbs | Manager, OEM & International Sales Service

Trisha Cobbs, Manager, OEM & International Sales Service, once ran sales support for a major automaker – an important, demanding job. But when she moved from that post to parallel work at B. Braun, the stakes went up.

She heads up an eight-member team that accepts, places and watches orders in support of territory reps and their customers; her efforts are essential to OEM Division customers and, in turn, to the well-being of patients who rely on those products.

"It's a far cry from pushing car parts," she says. "We're on the front lines every day, talking to customers, making sure their needs are met. We hear their concerns and follow through on them until they agree they have what they need."

What she calls a "customer-first mentality" is essential to keeping the confidence of the OEM Division service clientele. Her team, she says, drives response to customer expectations through their connections with other departments. For example, "Engineering is key in creating a custom part. They tell us what's possible and when. We also interact with operations constantly, working to maintain on-time delivery. Our communication at every level is a great strength.

"Doing it this way, you develop a reputation as customer-oriented. And the passion from my team to accomplish this is amazing."

Trisha believes her own positivity helps. "I think it speaks volumes that people around here often refer to me as the head cheerleader," she says. "Everyone – not just my group, but everyone here from the cleaners to the executives – understands that we're saving lives. If you don't get goosebumps over that, you're not human."





MAKING VALVES:

THE HUGE IMPACT OF A SMALL COMPONENT



Joe Hammond | Business Unit Director for Component Manufacturing

Small and unobtrusive though they are, valves are products of great importance, each one a portal into the body of a patient. Consider the need to fabricate these parts with high precision, and then consider the demands of repeating the process by the millions.

Joe Hammond, Business Unit Director for Component Manufacturing, has been a B. Braun associate for most of three decades. He's had a leading part in making astronomical numbers of valves – billions of them during his tenure at the Allentown, Pa., facility.

That's a lot of zeros, but enormous product volume is only part of the story. The dozens of injection molding machines dedicated to valve manufacture produce at least 10 major valve types, so there's an inherent need for versatility as well. (Needle-free

ULTRASITE®, CARESITE® and SAFSITE® safety valves that protect caregivers as well as patients are in especially high demand.) And, of course, the process embodies an ironclad requirement for quality control of the highest order.

Valve manufacturing has not seen radical changes in recent years, but the technology does continue to evolve with refined designs, new materials and additional functionality. Many such developments have been on the material front, both in terms of compatibility with corrosive liquids like lipids, chemotherapy agents and other caustic substances, and in avoiding potential issues with materials such as natural latex.

OEM Division customers have access to both stock and custom products. Among those customers, continuing requirements exist for detailed documentation and validation

of quality systems and processes. They depend on the assurance that every measure is taken to meet FDA requirements and minimize the chance of a reportable event.

All these capabilities are recognized with the designation of Allentown, Pa., as B. Braun's Center of Excellence for Valves worldwide. As Joe describes it, three elements are embodied in the Center of Excellence.

"First of all," he says, "the valves are created through the efforts of our R&D department – new valves and new technologies, designed and built right here. Second, injection molding technology has been key in helping create the Center of Excellence as well." Mastery of the technology's methods and capabilities helps the technical and manufacturing staffs know how to bring engineers' ideas to life with cost-effective predictability.

"Third is the knowledge of machine design, operation and maintenance," Joe says. "Forty years of experience at this helps us create whatever we need for valves in themselves and as IV set components.

"It's so important to remember that the valve is the point of access for the nurse, doctor or clinician to administer medicine, IV solutions, therapies. That's the way into the set, the front door. The only other access point is a spike."

According to Joe, the confidence OEM Division customers have in B. Braun's process is clear when they visit the plant. "You can tell how impressed they are with everything – the cleanliness, the automation, the degree of sophistication in our injection molding work."

As he sees it, B. Braun's deep-rooted team approach to development and manufacturing is another asset that inspires customers to rely on the company.

"Look at the overall experience of this group. Associates working on the production floor have years of service measured in decades. That always helps them deliver high quality and high volume at as low a cost as possible. It's true from technicians to maintenance to quality personnel and all the way up to management."

The Center of Excellence enables B. Braun to deliver its best in the making of valves. In the end, it's about making a little object as well as can be done – and there's nothing small about that.



Q&A: B. BRAUN'S CHERYL McWHITE ON MEDTECH AND THE LAW

In an interview published last November by *Medical Design and Outsourcing* magazine, Cheryl McWhite shared her thoughts on women in the medical manufacturing community – and on her own career.

Cheryl is Vice President, Corporate Compliance & Associate General Counsel for B. Braun Medical Inc. Her career and personal background make her a well-positioned observer. Some of her family members have worked in healthcare, and although she chose to become an attorney, she also seriously considered medical school.

We're pleased to present this discussion, which appeared as part of an *MDO* feature section on "Women in Medtech 2019."



Cheryl McWhite | Vice President, Corporate Compliance & Associate General Counsel

Q: What first drew you to medtech? When did you first know you wanted to be in the industry?

I always had an interest in science and the healthcare industry generally. Several of my immediate family members have a healthcare background. In addition, prior to starting law school, I contemplated going to medical school. Working in the medtech industry seemed to be the perfect way for me to utilize my legal skills in an industry that has always interested me. Moreover, it is rewarding to work in an industry that helps save and improve lives each and every day.

Q: Describe your biggest leadership challenge. How did you conquer it or resolve it, or what was the outcome?

I think my biggest leadership challenge was getting comfortable with feeling uncomfortable. It is important to make wise and informed decisions based on the facts and circumstances that exist at the time the decision is made. It is also necessary to delegate and trust your team.



Q: Talk about your leadership skills. What is the most important lesson you have learned that has guided you in your career?

I try to lead by example. I feel it is important to treat others with courtesy and respect, regardless of their role in the company. It is imperative to train and give people the knowledge and tools they need to succeed. Everyone makes mistakes, and as with many things in life, there is not always a clear right or wrong answer. Accordingly, people need the support, guidance and confidence to make informed and reasoned decisions and to learn from their choices. It is also important to recognize successes and achievements and understand what motivates people. Everyone is different, and as such, it is important to understand each person's strengths and weaknesses so you can help them grow and develop professionally. If the team is not successful, that is a reflection on the leader. A successful team is a sign of a good leader.

Q: In your opinion, what more can be done to promote greater participation of young women in the medtech industry today?

I believe that greater flexibility is key. Things are different than they were decades ago. It is more common for households to have both parents working full-time. It is often difficult to juggle full-time employment with kids, activities and school work. If companies can be flexible with their employees, I feel that may promote greater participation of young women in the industry.

Q: What career advice would you give to your younger self?

I would tell myself to trust your instincts and be confident. Be willing to adapt and always listen carefully. It is important to listen before you form an opinion or try to resolve an issue. It is good to question things. What was done in the past may not necessarily be the best or right way to do things now based on current circumstances. Collaboration and excellent communication skills are key.

Q: Why is it important for companies to be more inclusive and have more women in charge?

I feel it is important for companies to choose the right leaders based on knowledge, experience, skill and ability, regardless of whether the person is male or female. The right people need to be chosen for the right reasons. Diversity is important. Different views can give companies a broader perspective, which can, in turn, enable the company to grow.

B. Braun Vice President Cheryl McWhite received a B.A. in Psychology with a minor in Spanish from The Pennsylvania State University and subsequently attained her J.D. from Villanova University School of Law. She joined B. Braun in 2007 as a corporate attorney in the Legal Department.

LEARNING AS NEVER BEFORE:

CORPORATE TRAINING DURING THE PANDEMIC AND AFTER



Connie Murray | B. Braun Medical's Director
of Sales Training and Clinical Education

Like so many parts of our lives, corporate training and education are being transformed by COVID-19.

An evolution has been underway for a while, however. Before the onset of the pandemic, virtual and digital techniques had already made significant inroads in the ways training was conducted.

Connie Murray, B. Braun Medical's Director of Sales Training and Clinical Education, has helped B. Braun navigate the changes to medical and industrial instruction for more than 10 years. Her responsibilities cover the teaching of B. Braun employees, including sales personnel and staff nurses, who then educate healthcare professionals in the field. In essence, she trains the trainers.

"We're finding that the best training can include a combination of virtual plus live plus on-demand," Connie says. "Some products can be demonstrated effectively over live feed or on video. Others are more challenging."

Social distancing and the complexities of current travel have meant that, in many situations, remote learning is the best training method. Those realities may have planted the seed of a permanent alteration in the way such training goes forward.

Live training will not completely disappear anytime soon. That's especially true for a company like B. Braun, where there's often no substitute for hands-on demonstration and familiarization with medical devices and equipment. When face-to-face training is needed in the future, Connie says, strong emphasis will be placed on making sessions shorter and more time efficient.

Even after the pandemic subsides, we may see fewer trainees traveling for education and fewer instances in which instructors are sent out. Distance learning may be the medium of choice in days to come. It does offer real business advantages – zeroing out travel costs, standardizing messages and presentations, and interfering less with trainees' busy work routines.

One thing to keep in mind, Connie suggests, is that presenting virtually makes it harder to "read a room" and adjust accordingly to keep the audience engaged. That starts with how the content is structured. The Society for Human Resource Management observed in a recent article that many trainers are moving away from a stale instructional approach: merely turning lectures into PowerPoint presentations. Instructors, the story said, are learning to master all the capabilities of technologies for their programs, striving to build in more direct participation by students.

"We need to control for distractions and build in breaks," Connie says. "Time on remote training has to be shorter than we use in live sessions. Unfortunately, it's easier to lose attention. Still, for many needs, online training can be as effective as in-person work. How the materials are developed and delivered is fundamental. A lot still depends on the individual. Recognizing learning styles and preferences is very important," she says.

For B. Braun and all organizations, getting at the best training methods will always require the closest possible attention to the needs of individual learners. That's something no pandemic is likely to change.



MEET THE MIDWEST SALES TEAM

THE MIDWEST, AS B. BRAUN DEFINES IT, IS A SUBSTANTIALLY LARGER TERRITORY THAN THE COUNTRY'S TRADITIONAL BREADBASKET.

The Midwest, as B. Braun defines it, is a substantially larger territory than the country's traditional breadbasket. The OEM Division sales territory includes 20 states, from New Mexico north to Montana, east to Ohio, and sweeping southwest through Tennessee down to Louisiana and Texas.

Sticklers for geographic accuracy may insist that some of those states belong to the Southwest or Mountain West. Maybe, but B. Braun associates who work this vast expanse recognize shared values among their clients: hard work, inventiveness, drive and self-reliance. And though the distance between contract manufacturing customers is wider here, the need for those customers to choose manufacturing partners with confidence is the same as anywhere else.

"We're working for people who need help in developing medical devices, producing administrative kits, IV kits, parts – there's a lot," says Chad Zaengle, Territory Manager. The needs of contract customers are large, varied and often pressing. Chad's service sales associates, associate account managers and other team members address matters in engineering, manufacturing, delivery, quality, label design, regulatory assistance and much more.

"People come to rely on you if you're responsive," Chad says. "Our work entails quotes, supplying product info, connecting the customer to the factory. I have to wear a lot of hats, and we try to respond to any question or request in a day whenever we can. That's what a customer expects from a trusted outsourcing partner."

"When you have so many demands coming in," says Midwest Associate Account Manager Tyler Holjes, "it's helpful that there are so many contacts within the company that we can reach out to. Often we're really advocates for the customers, something like a liaison arrangement."

Probably no one on the Midwest sales team knows more about the impact of attention to detail and follow-through than Kimberly Tallaksen, Senior Sales Service Associate. Kimberly has been on the job for 30 years. Long-term customers know the strength of experience like hers: Expertise gained through longevity is a common thread throughout the B. Braun organization.

Kimberly says that when she places an OEM Division order, she's always been determined to shepherd it to make sure it's produced and shipped as promptly as possible. "Keeping the lines of communication open is so important. We're on top of what's happening with an order, and we let the customers know where things stand," she says.

For customers of the B. Braun OEM Division in the Midwest, trust is rooted in communication and the mastery of detail, as Kimberly realizes. It arises from rich human and technical resources, as Tyler suggests. It grows from expertise and responsiveness, as Chad knows. Draw the boundaries where you will; confidence happens wherever a manufacturer earns it.

PICKS AND PANS FROM THE MIDWEST REGION



Chad Zaengle | Territory Manager

Favorite Midwest regional food item

I like barbecued ribs, so I've been trying them all over: Texas, Tennessee, North Carolina, Missouri. Probably liked Tennessee's the best – so far.

Favorite Midwest city or town, and why

I have two: Indianapolis and Knoxville. They're both clean, quiet cities, with beautiful rivers running through them. In Knoxville, especially, the scenery is gorgeous.

Place in Midwest that I'd like to visit on vacation

Montana's part of this territory now, and I'd really like to see it.



Tyler Holjes | Associate Account Manager

Favorite Midwest regional food item

A sales rep told me to try walleye, which is popular in the Midwest. I did, and it was pretty good. I've heard some of the barbeque is good. Looking forward to that.

Place in Midwest that I'd like to visit on vacation

Probably Chicago – just a lot of great things to do there. I want to get a picture with that skyline behind me. Texas is in our Midwest territory, so I may have a chance to wear my cowboy hat out there sometime.

One thing about the Midwest that you can keep there

The cold. I'll be all bundled up, and those folks are strolling around in light sweatshirts. Brrr.



Kimberly Tallaksen | Senior Sales Service Associate

Favorite Midwest regional food item

Wild rice soup. The rice grows in the rivers here, and I really like that soup.

Favorite Midwest city or town, and why

It's Duluth. There's a lot of good food there, and the city has all these festivals. It's nice to walk along Lake Superior, where you can see all the great ships. Just a lot to do.

Regional phrase or custom

If you want to hear how people talk in our part of the country, watch the movie *Fargo*, which was actually shot in Minnesota, not North Dakota.



THE PDE

A PHARMACEUTICAL TRADE ASSOCIATION

The PDE, founded in 1861, is an organization dedicated to the advancement of its membership by providing a forum for interaction, communication, and education. Its membership includes pharmaceutical manufacturers, the allied trade industries, and schools of pharmacy.

The PDE is invested in education and the future of the pharmaceutical industry. The PDE Scholarship Program offers assistance to children of employees of its member companies who plan to continue their education in college. Scholarships are offered each year for full-time study at an accredited institution of the student's choice.

The PDE's goal is to position itself as the most valuable cross-section of thought-leaders among domestic and international Pharmaceutical, Med-Device, Health Care Providers, Chemical, Packaging, Pharmacy Schools, and Allied Trade member companies.

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SHARING EXPERTISE



Jim Valvano and the North Carolina State Wolfpack winning the 1983 NCAA final.

V FOUNDATION: LEGACY OF A UNIQUE SPIRIT

Not-for-profit organizations and private foundations are an essential part of the healthcare infrastructure in this country. They fund research, educate the public, partner with medical device manufacturers and pharmaceutical companies, and advocate zealously for their causes. This story begins an occasional feature saluting those whose work matters so much to so many.

College basketball fans have seldom seen a wilder March Madness moment than the 1983 NCAA final, when coach Jim Valvano's North Carolina State Wolfpack tallied the final basket two seconds before the buzzer to clinch the national championship. The ebullient Valvano continued an illustrious coaching career for many years before moving on to sports broadcasting. In 1993, just 47 years old, he died of metastatic cancer – but not before creating two final, powerful legacies.

One was a speech at that year's ESPY Awards – an honest, funny, brave valediction that still stands as an inspirational classic. (If you haven't seen it, do yourself a favor and watch it on YouTube now.) The second legacy emerged at the end of the speech, when Valvano introduced the V Foundation, which he hoped would become a lasting force supporting vital cancer research.

From the beginning, the foundation has been animated by a passionate dedication to saving lives by helping to

find a cancer cure. The www.v.org website describes the organization's mission plainly and directly:

"The V Foundation seeks to make a difference by generating broad-based support for cancer research and by creating an urgent awareness among all Americans of the importance of the war against cancer. [It] performs these dual roles through advocacy, education, fundraising and philanthropy."

Deep in its third decade of operation, the foundation has more than lived up to Jim Valvano's hopes for it. Beginning with ESPN's strong support, it has gathered and deployed immense resources to powerful effect.

More than \$250 million in cancer research grants has been distributed to dedicated, innovative doctors and scientists. (To maximize the impact of donor giving, the foundation's endowment makes it possible to apply 100 percent of direct

donations to cancer research and programs.) Much of the work supported in this way is "translational," provided specifically to help turn research advances into actual therapies.

The foundation is also especially proud of its V Scholar program. Board member Evan Goldberg calls it the "lifeblood" of the organization's work. Under this initiative, he says, "Early career cancer researchers get the support they need to start their own labs." In many cases, researchers backed in this way become long-term affiliates of V Foundation, sometimes joining its advisory team.

Goldberg says the foundation's intention is to make its emphasis in fighting cancer as broad as possible. "We don't focus on one type of cancer, one stage," he says. Experts across many cancer research disciplines form the foundation's advisory team. This diversity is fruitful, bringing together and sharing the strength of varied study, experimentation and knowledge, he says.

The generalist approach that has always characterized the V Foundation's work shapes its outlook for the years ahead. "We look at cancer in new ways," Goldberg says, "not in the way it's been viewed for a hundred years." It's an approach that is bringing genetic advances to the forefront – part of continuing research and treatment that has saved millions of lives.

Jim Valvano always loved a good story. Over 27 years after its formation, his foundation's legacy has turned out to be one to remember.



WHAT I'VE LEARNED DURING THE PANDEMIC

"Through this experience, I learned that I really do have a lot of inner strength to make it all work. I'm not opening coconuts with my bare hands, but I am thinking of google searching it to see how it's done!"

*Carolyn Ammary
Administrative Assistant, OEM & International Divisions*

"I have learned the importance of being flexible and patient during this time. The word "pivot" has an entirely new meaning to me (other than Ross's couch visual) with kids at home. We all are constantly recalibrating, but, at the end of the day, we always figure it out, and the work and school work get done."

*Jennifer Mancini
Communications Strategist*

"It is very easy to multitask at home. I can listen to a Teams Meeting and be entering orders in SAP. Our leadership throughout these months has been excellent."

*Deborah Schrader
Sales Service Associate, International Division*

"You can get away without shaving or showering for a week without your boss knowing."

*Michael Chacko
Territory Manager, OEM Division*

"I learned how important my dog is in relieving stress – a few-minute break rubbing his tummy or giving kisses rejuvenates me. Silly, but true."

*Donna Luckenbach
Associate Director of Sales Services, OEM & International Divisions*

"I'VE LEARNED THAT GOING PAPERLESS IS NOT SO HARD! NOT HAVING A PRINTER AT HOME MADE ME UTILIZE TECHNOLOGY DIFFERENTLY THAN I HAD BEFORE."

*SUPervisor, ACCOUNT MANAGEMENT, OEM & INTERNATIONAL DIVISIONS
SONDRA HINES*

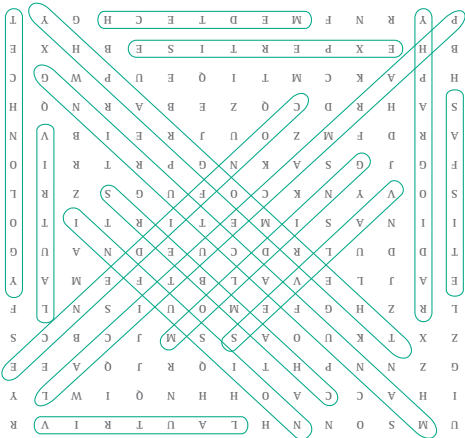


B. BRAUN WORD SEARCH

Find and circle all the listed words. The words may go horizontally, vertically, diagonally and backwards. Enjoy!

U	M	S	O	N	N	H	L	A	U	T	R	I	V	R
I	H	A	C	C	A	O	H	H	N	Q	I	W	L	Y
G	Z	N	N	P	H	T	I	Q	R	J	Q	A	E	E
Z	X	T	K	U	O	A	S	S	M	J	C	B	C	S
L	R	Z	H	G	F	E	M	O	U	I	S	N	L	F
E	A	J	L	E	V	A	L	B	T	F	E	M	A	Y
T	D	D	U	L	R	D	C	U	E	D	N	A	U	G
I	I	N	A	S	I	M	E	T	I	R	T	I	T	O
S	O	V	Y	N	K	C	O	F	U	G	S	Z	R	L
F	G	J	G	S	A	K	N	G	P	R	T	R	I	O
A	R	D	F	M	Z	O	U	J	R	E	I	B	V	N
S	A	H	R	D	C	Q	Z	E	B	A	R	N	Q	H
H	P	A	K	C	M	T	I	Q	E	U	P	W	G	C
B	H	E	X	P	E	R	T	I	S	E	B	H	X	E
P	Y	R	N	F	M	E	D	T	E	C	H	G	Y	T

Answer Key:



- VALVES
- MANUFACTURING
- MEDTECH
- VIRTUAL
- TECHNOLOGY
- THERMOGRAPHY
- PHARMACEUTICAL
- MOLDING
- RADIOGRAPHY
- INFUSION
- SYRINGES
- SAFSITE
- EXPERTISE
- CONFIDENCE
- CHAMBERS



Protecting caregivers, treating patients and delivering confidence.

It starts with decades of product development expertise. Our vast catalog of standard components can be customized to generate endless possibilities for sets and kits. We put in place processes for ensuring stringent quality levels, managing volumes of documentation and tracking all project details. Add in a full suite of capabilities, and you have a turnkey solution that's more like a partnership for creating confidence.

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