

With a Peer-to-Peer Education Network of over 2000 Clinical Consultants in the US and Canada, Novasyte LLC is supporting Medical Device and Diagnostic Companies in the Field with an Outsourced Education Solution that helps Organizations with New Product Launches, Installs, Maintenance, Evaluation and Recall of Products

**Business Services  
Healthcare**

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**Tim Gleeson**  
CEO

**BIO:**

Since 2010, Tim Gleeson has served as CEO of Novasyte LLC, a peer-to-peer education network of more than 2000 clinicians in the US and Canada, who assist medical device and diagnostic companies with new product launches, conversions, installs, maintenance and recalls. Prior to Novasyte, Mr. Gleeson served as an executive manager with Covidien, a global healthcare products leader focused on helping medical professionals perform lifesaving work.

Originally from Australia, Mr. Gleeson brings a global perspective to both his personal and professional life. As an active board member of Young Entrepreneurs Organization (YEO) and

an avid surfer, Mr. Gleeson enjoys combining work with travel.

Graduating from University of Colorado at Boulder, Leeds School of Business with a BS in Finance and German, Mr Gleeson resides in Newport Beach CA with his wife Karen and three boys Leyton, Kellum and Lennox.

**About Novasyte LLC:**

Novasyte believes that knowledge is the key to health. Our mission is to disseminate *healthy knowledge* throughout the industry – to nurses, caregivers, physicians, and patients. We are a peer-to-peer education network of more than 2000 clinical consultants in the US and Canada, who assist medical device and diagnostic companies with new product launches, conversions, installs, maintenance and recalls.

**Interview conducted by:  
Lynn Fosse, Senior Editor**

**CEOCFO:** Mr. Gleeson, what is the vision at Novasyte?

**Mr. Gleeson:** Our vision has always been to solve the problem that we have had while in the field as med device sales and sales executives; scratch our own itch, per se. That is to support medical device and diagnostic companies in the field with an outsourced education solution that helps organizations convert, evaluate and recall products on an “as needed” basis. We have built an organization around a peer to peer education network of two thousand consultants in both the US and Canada.

**CEOCFO:** What is an example of what you do? Could you explain a little bit more how it works?

**Mr. Gleeson:** For example, an organization came to us recently. They were going through a large FDA recall. In order to go through that recall appropriately they needed to provide every customer in the field a level of support and awareness. That awareness came in the form of being in front of the end users educating them on why there is a recall, assisting them with identifying the recall product, “bagging and tagging” the recall product, shipping it out and then swapping that out with the new replacement product. That process is very labor intensive and traditionally, is tasked by sales force to do it. The downside of bringing the sales force in to do that is that it can be a year-long project that puts the sales force out of the field for over twelve months. Therefore, we are brought in; we built a team of about eighty-five nurse consultants who went out into the field in conjunction with the sales force in support of this awareness campaign, the education, the bagging of the old recall product and the deployment of the new product.

**CEOCFO:** Has this been done on an outsourced basis in the past or is Novasyte somewhat of a pioneer in the area or in the concept?

**Mr. Gleeson:** That is a great question. When we were with a large med device company in sales and sales management, we effectively tried to outsource it through a traditional nurse staffing agency. We had a tremendous amount of issues around

getting the right brand representative to support a million to twenty five million dollar product initiative. From an outsource standpoint in the device diagnostic world, we are the only organization focused on this niche. However, if you talk about it from a competitive nature, many organizations currently leverage their sales force to do this initiative. Ultimately, we are providing the value that says, "Let's keep the sales force in the field selling while Novasyste is able to focus in the non revenue generating, but very important task, of education."

**CEOFCFO:** How do you reach potential clients?

**Mr. Gleeson:** Today, our number one focus on getting new clients is trade shows while at the same time focusing on going deeper and wider in our existing client base. We will attend ten to twelve trade shows a year. We will, in turn, set up a number of meetings with existing customers, and from there set meetings with prospects. From the trade show discussion we have a very deep internal business development team, who are always attempting to get in front of, generally, CEO, VP, or GM level executives in the device/diagnostic world. From there, we have a sales process in place.

**CEOFCFO:** With the trend towards outsourcing, do people understand the value that Novasyste provides quickly or is there an "aha moment" when people realize that it really makes sense?

**Mr. Gleeson:** The value proposition varies, depending upon who we are talking to. I have said that the number one value proposition is when an organization goes through a need, a product launch or a recall, and they need a flexible team, that can scale up and scale down quickly. Traditionally, in the past they have either had to go out and hire full time employees or they have had to try and piece together their existing team. When the real "aha moment" comes is when we really leverage our case studies and talk about how other large organizations have used Novasyste to effectively support the customer. With the changing dynamics around healthcare

today, especially as it relates to Accountable Care and the 2.3 Percent Device Tax, organizations today are taking a very, very hard look at how they manage their SGA below the line more effectively. For that to happen for many organizations, some of the largest numbers in their SGA is their sales force. We are part of a movement today, and I think that the healthcare bill is sort of driving it, we are part of a movement that is looking at how to take a two hundred and fifty to three hundred thousand dollar sales rep and make sure that they are selling more, and provide a Novasyste consultant to do the non-revenue generating service component. That is where we are moving today. A number of organizations have reached out to us about a "rep-less" model, where they actually say, "What if we were to take the sales rep out of the picture and just provide deep change management architects. Would that be a more valuable proposition to a large IDN rather than having a rep in the model?" The sales rep can represent, especially in the orthopedic world, up to forty percent of SG&A. Therefore, the ability to manage that down in some fashion is being looked at very hard today, and I believe that Novasyste provides a really clear answer on how to best manage that.

**CEOFCFO:** Are there certain parts of the equation that have not received the penetration you would like for Novasyste?

**Mr. Gleeson:** Yes. From the product standpoint we have done very well with the infusion space, the wound space, and I would say critical care in general. Today, we are in deep discussions around the diagnostic space and that is supporting large "big box" installed validations around assays. That is a big growth area for us. In addition, we have a number of organizations in the orthopedic trauma space. Those two areas, when you talk about growth and opportunity are really very interesting for us, long term. The final piece, when you look at the number of recalls that took place last year, I believe it was the all time highest number of individual recalls that we have had in approxi-

mately twenty-five years. With that said there is a huge need to have systematic, logical field presence when executing a recall. I see those areas as a growth area for Novasyste.

**CEOFCFO:** You work with a large number of consultants across the US and Canada and maybe even worldwide. How do you ensure that people that are representing you on any given project are really presenting Novasyste in the way that you want it to be?

**Mr. Gleeson:** This is really a great question, and probably the first or second question that comes out within any customer proposal. We started Novasyste because we needed a solu-

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tion around this particular issue; the right people at the right time and the right location who would be representative of the brand. That is not an easy thing to do, for sure. However, what we have been able to do through a seven-point process that we learned while we were in the sales and sales management ranks within the device world is to focus on what it is that makes a great clinical support person. This process is inclusive of a video interview. One hundred percent of the time we video interview every single one of our candidates. To be honest, what we look for most of the time is good clinical acumen, but most importantly, personality. We are really screening on a behavioral and situ-

ational interview process about personality. That looks at how you handle the most difficult “Doc”, to how you handle the least educated person in the room. Those skill sets are soft skill sets that we screen for day in and day out. We have approximately twenty employees internally who on a day-to-day basis manage, from an account management and a clinician management standpoint, all of the scheduling, all of the reporting, all of the needs in the field. That is so that the customer; the device company, does not have to do that. That has been really important with our growth and managing a very dynamic clinical team.

**CEOCFO:** What are the most important lessons that you and your team have learned about what not to do, or what to do that you are able bring to the table from your experience?

**Mr. Gleeson:** Our process has evolved from my ten years in sales and sales management in the device world, and now the last five or six years exclusively in providing this conversion or educational training or recall support. The number one reason for a bad event is not having clear concise timelines and then promising the customer that we will do everything in a very short amount of time. We have found that with four weeks lead time for most engagements; we can generally have great success. That is measured by customer surveys both at the account level and device level. I think the number one pitfall is having sales reps, managers or full time clinical device people in front of a customer and saying yes to everything. When you work with Novasyste we help you craft a proposal so that when you sit down in front of a large IDN, Integrated Delivery Network, or a large GPO, Group Purchasing Organization, you are getting a crafted plan. It is not asking the customer what they

want. It is helping the customer get to what makes sense. From a success standpoint, the best conversions that we have had or the best recalls that we have had, have had detailed planning, scheduling and communication. We have employed a number of robust software tools that starts on the front end with our pre-screen process and move in to all of our scheduling, time and attendance tracking, expense management and then all of this drops into our analytics reporting. The analytics decipher trends on where we spend our time, what we spend our time on and who we meet with. As we grow we understand that to do this particular conversion it is going to take up seven point two minutes per bed. We get that kind of data and from there we can translate that into a very successful conversion.

**CEOCFO:** What has surprised you the most as the company has grown and developed?

**Mr. Gleeson:** I think the most surprising thing for me and my business partner has been how industry wide this issue is. From small device companies that have just received 510K Approval, all the way up to the Fortune 50 organizations of the world; every single organization is dealing with this issue of how to best service the customer. Fifty percent of any opportunity to get a customer on board is about selling the product. Then, fifty percent is making sure that they are very comfortable using it, know where it is and continue to use it.

**CEOCFO:** How is business today?

**Mr. Gleeson:** Business is going great! We have grown rapidly...approximately three hundred percent growth year over year. We have got a robust pipeline of very large organizations looking at our particular solution to partner and we have a great portfolio of existing custom-

ers. Internally, we have, as I said, about twenty employees of men and women who are dedicated to really helping our customers improve the clinician experience, and that ultimately improves the patient experience. From our standpoint we have got a great value proposition, we believe in the model, we believe in what we do every day. The next five years look absolutely better than the last five years and we are excited to see where this is going to go.

**CEOCFO:** Why should investors and people in the business community pay attention to Novasyste?

**Mr. Gleeson:** I believe that Novasyste is the answer to growing question in the device/diagnostic industry, “How do we best support the customer while at the same time managing the changing dynamics in the marketplace?” What I think Novasyste has been able to accomplish in a very short period of time with very large customers is to answer this question.

**CEOCFO:** Would you tell us about the international component that adding?

**Mr. Gleeson:** Today, we support clients in Canada and the US. The next stepping off point, which will most likely be 2014, will be Brazil due to its booming middle class and investment in medical technology. Our international strategy has always been to go to a country once an existing customer has committed to us. Therefore, we are not going to set up in a country and hope that there is some demand there. We have leveraged many of our existing US customers to get introductions to their OUS affiliates. However, we are just scratching the surface in the US and have not gone deep enough to warrant jumping into international.



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