

ANGIO GRAM

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► **Casey Calvert** is an assembler in Balloon Catheters at Park 48. In October, her department used the continuous flow method for balloon catheter production for the first time. Photo by **Doug Wright** (Doug.Wright@CookMedical.com). Doug is an archival specialist for Corporate Marketing & Communications at Park 48.

Our mission

We invent, manufacture, and deliver a unique portfolio of medical devices to the healthcare systems of the world. Serving patients is a privilege, and we demand the highest standards of quality, ethics, and service in all that we do.

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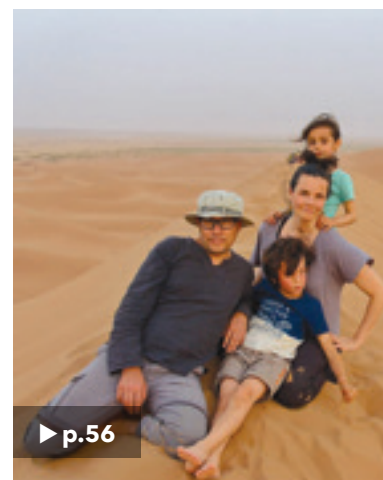
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The development of minimally invasive

Ciaglia® Blue Rhino Percutaneous Tracheostomy Introducer

At the end of 2018, Dr. Young-Jae Cho, performed his 1,000th percutaneous dilational procedure (PDT) procedure with the Ciaglia Blue Rhino® Percutaneous Tracheostomy Introducer. At the time, he was an associate professor of pulmonary and critical care medicine at Seoul National University Bundang Hospital in the Republic of Korea (South Korea). However, PDT was not always the standard of care.

Surgical tracheostomies, where a tracheostomy cannula is placed following the dissection of pretracheal tissue and the incision of the tracheal wall, were performed as early as 1909.¹ This procedure allows patients to breathe in the event that they are suffering from an obstruction of the upper airway or need long-term ventilation.²

Concerned with the potential complications of surgical tracheostomies, Dr. Pasquale "Pat" Ciaglia revolutionized the procedure by inventing a minimally invasive, percutaneous

dilation technique. His original serial dilation set, introduced in 1987, evolved into the single dilator approach we know today: the Ciaglia Blue Rhino Percutaneous Tracheostomy Introducer (see the diagrams below).

"I started doing PDT procedures in 2010 when I was a fellow working in the intensive care unit (ICU)," said Dr. Cho. "I was the first physician to perform a PDT in my department within my current hospital, as everyone else at the time was performing surgical tracheostomy."

The benefits of percutaneous tracheostomy

One advantage of PDT is that it can be performed at the bedside in the ICU, eliminating the need to transport critically ill patients to the operating room (OR).

"If we use PDT for a patient in the ICU, they can get treated faster and spend fewer days in the ICU because it could take up to two or three days for a space to open in



► The Ciaglia Blue Rhino Percutaneous Tracheostomy Introducer was originally created in 1987 by Dr. Pasquale Ciaglia.

the operating room to perform a surgical tracheostomy," said Dr. Cho. Because PDT uses the minimally invasive Seldinger technique, it requires a smaller incision compared to the surgical technique.

The Ciaglia Blue Rhino has been specifically engineered with unique design features intended to provide greater control for the physician. The introducer's soft, pliant tip, curved contours, and EZ-Pass™ hydrophilic coating allow it to be advanced over a guiding catheter to create a proper tracheostomy opening in one pass.

Starting from the ground up

To make PDT the standard of care, Dr. Cho first needed to establish a protocol.

"After my first few cases, I continued to practice PDT on my own without the need for any kind of surgical support."

Eager to bring the benefits of PDT to more patients, Dr. Cho created a training program for other physicians.

"PDT required two more physicians besides me to assist (one had to do bronchoscopy) so I could conduct hands-on training with the other additional physicians with each case. After they assisted me in a couple of cases, I let them conduct the PDT procedure by themselves under my supervision. This time, I, by myself, did bronchoscopy. After they performed around 10 cases, I was no longer required to be present."

Expanding and improving patient care

At first, Dr. Cho performed PDT within the medical ICU, where the majority of his work took place. However, after the hospital was introduced to PDT, it was gradually expanded into other specialties, including cardiothoracic surgery and for use with neurological victims within the ICU.

Dr. Cho also cites PDT's cost-effectiveness as a reason for the widespread adoption within his hospital.

"It became easier to argue for the adoption of PDT because of these costs in addition to the potential, additional costs that can occur if a patient's health worsens as a result of moving them from the ICU to the operating room for a surgical tracheostomy," said Dr. Cho.

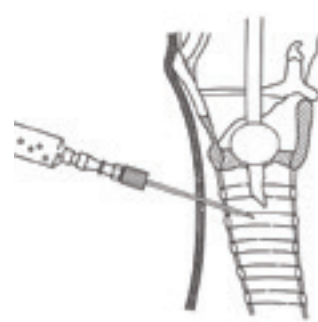
Because of physician dedication to improving patient care, PDT is now the standard in the medical ICU at the Seoul National University Bundang Hospital, with future plans to promote PDT and its patient benefits throughout additional areas of the hospital, as well as other healthcare facilities across Korea.

*Dr. Cho is not a paid consultant of Cook Medical. This product may not be available in all markets.

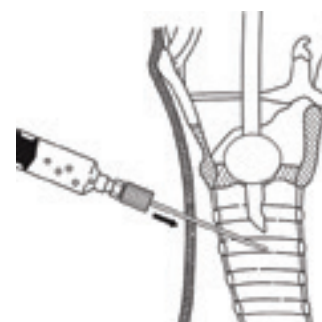
• **Tori Lawhorn** (Tori.Lawhorn@CookMedical.com) is a written content specialist for the MedSurg division.



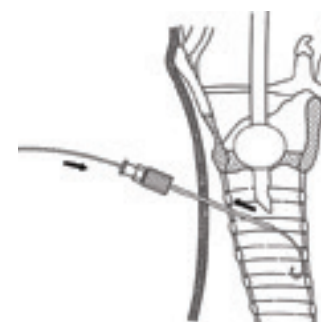
1. Making the incision in the tracheal wall



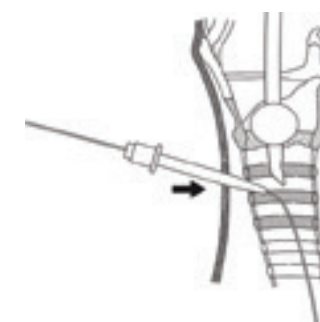
2. Introducing the needle



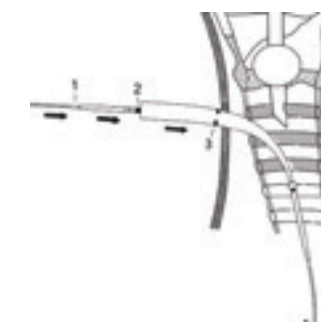
3. Confirming the needle position



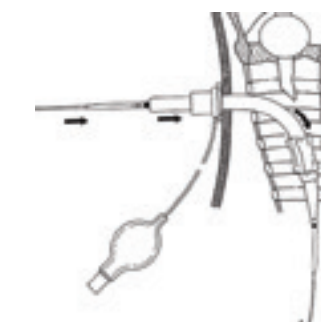
4. Introducing the wire guide



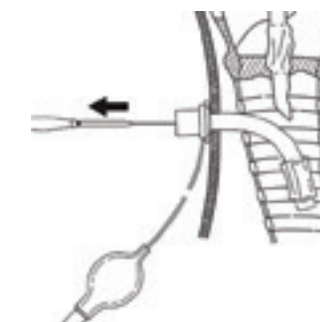
5. Dilating the access site



6. Advancing the Blue Rhino assembly



7. Advancing the tracheostomy tube



8. Removing the Blue Rhino assembly

1. Mehta C, Mehta Y. Percutaneous tracheostomy. Ann Card Anesth. 2017;20(Suppl 1):S19-S25.
2. Rashid A, Islam S. Percutaneous tracheostomy: a comprehensive review. J Thorac Dis. 2017;9(Supp 10):S1128-S1138.

When we collaborate

Stories from the MedSurg division

Over the years, as the six specialties (Critical Care, Endoscopy, Surgery, Urology, Reproductive Health, and Otolaryngology-Head and Neck Surgery) have come together to form the MedSurg division, it has been important for us to remain focused on our individual call points so that we can continue to meet the needs of our customers. Similar to the Vascular division, MedSurg has call points based on specific disease states and physician needs. Vice president of MedSurg **DJ Sirota's** goal for MedSurg is to take a "team-of-teams" approach with the division. This approach will allow us to work together across functions, specialties, and regions to find areas where we can learn from one another in order to be able to provide the best possible outcomes.

Through the team-of-teams approach, MedSurg has been able to uncover areas where we can better collaborate and align our resources to improve the way we do business and meet customer needs.

We would like to share these success stories with you.

- **Greg Adams** (*Greg.Adams@CookMedical.com*) is the written content manager for the MedSurg division.
- **Matt Crum** (*Matt.Crum@CookMedical.com*) is a written content specialist for the MedSurg division.
- **Tori Lawhorn** (*Tori.Lawhorn@CookMedical.com*) is a written content specialist for the MedSurg division.
- **Giusi Monterisi** (*Giusi.Monterisi@CookMedical.com*) is EMEA brand marketing specialist for Critical Care.
- **Lauren Manges** (*Lauren.Manges@CookMedical.com*) is a global brand marketing manager for Surgery.

Cross-specialty training across MedSurg

At the 2019 MedSurg Business Meeting, members of the BusinessCare Integration (BCI) team and MedSurg account executives (AEs) gathered together to share best practices for managing their existing accounts and identifying opportunities for alignment with these customers.

The AEs put together breakout sessions during the meeting where each AE acted as a host for a roundtable discussion. District managers (DMs) and regional managers (RMs) attended these roundtables in which the AEs discussed their accounts and addressed additional initiatives that they were focusing on.

Each AE had a handful of accounts they selected and prepped for in advance. These accounts were published for the MedSurg specialty teams before the meeting, and attendees were able to identify and select the roundtables that they wanted to attend on the basis of the accounts they wanted to prioritize.

"Together, the AE, DM, and RM created an action plan specific to those accounts to move forward with after the business meeting ended," said **Harry Bragg**, MedSurg account executive manager.

"The event allowed the MedSurg AEs to open up lines of communication more easily, and in some cases, it was an opportunity for the AEs and DMs to meet in person and lay a foundation for future collaborative efforts together for those accounts," Harry continued.

Another cross-divisional effort involving all of the MedSurg training managers has been implemented. In 2018 and 2019, the MedSurg training managers gathered together to share training materials, methods, and experiences to make a consistent training program across the division.

"These meetings have been extremely valuable in building a team that now actively communicates across specialties, shares knowledge and content, and helps support each other," said **Jason Spittle**, global director of training for MedSurg.

Cross-specialty training has also been occurring at the specialty level. In 2018, a group of sales representatives from Critical Care (CC) and Surgery met in Birmingham, UK, to start a new, collaborative effort for the MedSurg division in Europe. **Karen Denise**, CC EMEA training manager, and **Julie Fitzgerald**, Manager, MedSurg training programs-EMEA, organized two weeks of cross-specialty educational events in which each specialty had the opportunity to share their products and procedures with each other.

"Collaboration has been a driving factor for Cook's transformation," Julie said. "In order to maximize efficiency, we adopted a collaborative, all-encompassing MedSurg approach in order to get more of these lifesaving products into the hands of our customers. Cross-specialty training has been the key for this."

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“In order to maximize efficiency, we adopted a collaborative, all-encompassing MedSurg approach in order to get more of these lifesaving products into the hands of our customers. Cross-specialty training has been the key for this.”

– Julie Fitzgerald, Manager, MedSurg training programs-EMEA



and enhance employee training. It covers not only products, but also anatomy, procedures, medical terminology, and selling techniques. The textbook chapters are delivered to learners via a platform called Inkling. RH now has more than 300 Inkling users, and although the textbook is a work in progress, the existing content has been successfully used to train Cook employees and associates worldwide, from a new hire in Mongolia to distributors in Spain.

Other specialties and departments at Cook were quick to see the value in providing accurate, interactive content that is available in a searchable format through employees’ phones and tablets, so the textbook is now being adapted for use by others.

“All the MedSurg specialties want to use the generic chapters we created,” said Jason.

The chapters cover topics such as anatomical planes and positions, medical terminology, the use of

clinical journal articles, and an introduction to sales.

Sharing product management resources

One of the main goals for the MedSurg division is to continue to break down silos between specialties. The division’s product management (PM) teams are working to accomplish this goal through a series of summits that bring together PMs, engineers, and regulatory affairs specialists to get to know one another, leverage and share resources, streamline processes, and better align the division’s product development goals moving forward.

Alex Broderick, a PM for Urology, and his peers have been searching for ways to collaborate—and sharing product ideas just made sense.

“There’s a lot of value when multiple specialties can use the same products,” Alex said.

One product of interest is a disposable scope. Alex is currently

working on such a scope project for Urology, and he’s received a lot of buzz from the other specialties with regard to using a similar scope for different applications.

And thus, the topic for a recent PM summit was decided. During the meeting, each interested specialty shared the procedures and vision needs in their markets.

“Regulatory got a lot out of the conversation and have stressed a desire to keep the summits going,” said Alex. “For them to be able to properly submit to the Food and Drug Administration (FDA) in the US, and to other countries’ regulatory bodies, they need to identify where the gaps are in terms of capital and disposable, vision, electronics, optics, and lenses.”

“I think it was good for them, because they feel involved as well, and they can learn, collaborate, and be on the same page,” Alex continued. “We’re also not just going to throw this over the fence to them when we get our projects done.”

Cross-selling to meet customer needs

The Surgery specialty aims to meet the needs of minimally invasive surgeons, and many of those surgeons are taking part in the growing trend of endoscopic surgery. This results in a valuable alignment opportunity for our MedSurg sales teams.

In the summer of 2018, Surgery sales representatives in the US were cross-trained on a portfolio of Endoscopy’s

“Even though our collaboration has just begun, I have already seen how we have truly enhanced the way we do business and improved how we serve our customers.”

– Rob Faulkner, MedSurg executive sponsor for sales and global director of Urology

devices. These products are used by surgeons in advanced therapeutic endoscopy cases. In late 2018, as the FDA approved the Hemospray® Endoscopic Hemostat in the US, Surgery sales representatives were trained to carry and support it as well. The team has already seen many successes since the cross-training more than a year ago.

This approach is seeing success outside of the US, too. Soon after the US team was trained, training began in Canada, the Nordic countries, and the UK. Sales representatives in regions around the globe are now partnering with minimally invasive surgeons to learn about the newest procedures, and they’re learning that the endoscopic surgery trend is growing. **Sue Sutton**, a sales representative in southeast England, interviewed **Abrie Botha**, MD, a consultant surgeon at St. Thomas’ Hospital in London.

“Any operation that can be done through a natural orifice, the mouth, is better than doing it laparoscopically, through the abdominal wall,” said Botha. “And the patients also prefer it that way.”

In August 2019, the Surgery-Endoscopy collaboration continued in Australia. Surgery sales representatives completed training and are carrying select Endoscopy products now. This collaboration may expand into new regions in the near future.

Looking forward

Rob Faulkner, MedSurg executive sponsor for sales and global director of Urology, said he looks forward to continuing these collaborative efforts across the division in 2019 and beyond.

“As the executive sponsor for sales, I get to interact with a lot of different aspects of our business,” he said. “Even though our collaboration has just begun, I have already seen how we have truly enhanced the way we do business and improved how we serve our customers. It’s important that we continue to work to break down our silos so that we can find additional areas where we can become more efficient.”

“There’s a lot of value when multiple specialties can use the same products.”

– Alex Broderick, a PM for the Urology specialty

Glossary

Call points: physicians and hospital departments of interest to a particular specialty

Difficult airway: situations in which a patient has difficulty breathing on their own

Doppler blood flow monitoring: a system that uses a tiny probe that attaches to blood vessels to make sure newly attached vessels stay intact and a skin flap gets the blood it needs

Flap reconstruction: a procedure in which a surgeon transplants healthy skin tissue from somewhere else on the body to replace a defect

Lifetime of service

Colleen Tennyson celebrates 35 years at MED Institute

When Neal Fearnot started MED Institute in 1983, he began with pencils, paper, and a dream. He needed help, and in 1984 he hired someone who would be involved in almost every aspect of building MED into the company it is today.

Colleen Tennyson joined MED during its first year, and her energy and ability quickly led to her assuming roles in every aspect of the business. She was a bookkeeper, purchaser, administrative assistant, catheter manufacturer, software tester, and more. Colleen said yes to every role she was asked to perform, and she executed those roles with loyalty, skill, and devotion. She famously cleaned a messy bathroom minutes before Cook Group officers visited MED's first new building—then put on a dress and hosted the guests. And equally famously, Colleen could add a column of numbers on an adding machine while carrying on a separate conversation. Before long Colleen was responsible for all finances and Human Resources at MED. As well, she helped lead the team that developed an initial quality system that earned MED its first accreditation to an international standard. As a result of this, the Quality role that she holds today was launched, and she is unmatched in her grasp of that system. Colleen became MED's treasurer in 1997, and in 2015 she became part of the group that formed "new MED."

This year, Colleen is being recognized for her 35 years of loyalty and integrity, her many excellent skills, and her dedication beyond measure to Cook. They represent a lifetime of service for which we are most grateful. Please join us in congratulating Colleen on this remarkable milestone.

• **Brooke Corcoran** (bcorcoran@medinstitute.com) is the Marketing Communications manager at MED Institute.



▲ Colleen Tennyson throughout her years at MED Institute.



▶ Pictured are some employees from Cook Korea's Corporate Social Responsibility Team (CSR) at the Eastern Social Welfare Society. From left: **Kate Kim** (Finance), **Ji-Eun Byon** (Regulatory Affairs), **Jeong-Mi Moon** (Customer Support & Delivery), **Hee-Kyeong Joo** (Regulatory Affairs), and **Yun-Jung Song** (Customer Support & Delivery).

A drive to give back

Cook Korea's CSR team volunteers to take care of orphaned children

One fine spring day, I had a chance to visit the Eastern Social Welfare Society, a temporary shelter for babies under six months old whose parents couldn't care for them for various reasons. I had this opportunity as a member of Cook Korea's Corporate Social Responsibility (CSR) team.

The CSR team was voluntarily formed in 2017 after a transformation session in which employees at Cook Korea expressed interest in participating in meaningful activities for their neighbors and aligning with the company value of giving back. The team started with seven employees and has now grown to include 26 members. Once a month, four or five members visit the Eastern Social Welfare Society to take care of the babies.

"I am so proud to work for a company like Cook that values and supports giving back to our community," **So-Jin Park** (SC manager) said. "It is difficult to express how lucky I feel to participate in this volunteer work and to care for the orphaned babies."

At the facility, there is only one teacher for about 15 babies, so the children are always in need of love and care from adults. While at the center, we help care for the children by playing with them, lulling crying babies to sleep, feeding them milk, washing bottles, changing diapers, etc. Even though we only stay for half a day, we love caring for the babies.

"I can't stop thinking of the babies smiling. I hope they meet good parents soon," said **KyungHwa Park** (CS leader).

We want to thank Cook Korea for providing such an invaluable opportunity, and we hope this volunteer work will be continued and even expanded in various ways moving forward.

• **Hyo-Jeong Lee** (Hyo-Jeong.Lee@CookMedical.com), RA specialist in Cook Medical Korea.

Keen on kindness

A small company making a big difference

As little, frozen snowflakes slowly drift down towards the ground, blanketing the parking lot in white, the smell of hot chocolate and the sound of laughter fills the air at Cook Canada.

Inside, in the warmth of the office, everyone gathers together for the annual holiday photo. While some reminisce about the many years they've gathered in this same spot, newcomers excitedly join in on the familial feeling of the tradition.

An extra special time of year

For the folks at Cook Canada, the winter season is an extra special time of year that is full of traditions, like the holiday photo, that the company began embracing many years ago. The most prominent of these is helping people in need.

"I've worked with Cook for almost 25 years, and it just feels engrained in everything we do," said **Elaine McNeil**, a Regulatory Affairs associate at Cook Canada.

"For the whole month of December, we try to get everyone in the office involved in charity-related activities," explained **Sherri Redshaw**, the HR manager at Cook Canada.

Cook Canada dedicates the season to different activities with the purposes of supporting the local foodbank and the annual Christmas hamper program, which helps local families in need.

Throughout the winter season, employees donate food, clothes,



▲ Employees at Cook Canada participated in an ugly sweater contest during the 2017 holiday season. Pictured to the right is the hot chocolate bar Cook Canada organized in 2017 to raise money for charity.



toys, and winter gear, among other items, to these causes. They also raise money by organizing bake sales, raffles, and other activities and events for the employees to participate in, like a hot chocolate bar and ugly sweater celebrations.

"I think we started off with the idea that making donations and giving back were normal things that companies could and should do for their communities," said **Bill Bobbie**, president of Cook Canada.

"Then people started coming in with their ideas of how we could make a difference and really help people in more ways, and it just took off from that point," he continued.

Coming together as a company

However, it's not only during wintertime that Cook Canada embraces their charitable spirit. In fact, volunteering and giving back are part of their everyday mentality.

Throughout the rest of the year, the company regularly participates in

local fundraisers, charity events, and in other volunteering opportunities. Some of the causes that they have supported in the past include:

- ▶ Raising funds for breast cancer research and awareness
- ▶ Riding bikes for the Heart and Stroke Foundation of Ontario
- ▶ Collecting donations for an Alzheimer's society
- ▶ Supporting the training of guide dogs for the visually impaired
- ▶ Organizing a community-wide garage sale to raise money for families in Alberta, Canada, so that they could rebuild after a forest fire

"We want to try and do different and new things to keep everyone engaged and encourage them to participate in these new ideas and causes," said **Krystyna Szymanski**, an HR office assistant.

Cook Canada also designates funds to set aside to help support

local galleries, sports associations, and other community and cultural needs throughout the year.

The snowball effect

Not only do the employees at Cook Canada adamantly participate in the act of giving back, but they are also huge advocates for this idea as well.

"If you pick one small thing that is near and dear to your heart, it turns out that just giving a little bit of time, or whatever it is, can make a really big impact," said Elaine. "And if everyone gives a little bit, there is this snowball effect, and it can really make a difference."

"We hope to share that the idea of helping people however you are able to is important," said Bill. "It's about setting a cultural stage for all of it, it's about encouraging individuals, and making it a communally and generationally inspiring idea."

Even though there may not be many employees working within the walls of Cook Canada, they strive to make a difference in the lives and communities that they care for deeply.

"It's part of what makes working here pretty terrific," said Sherri. "A lot of the time, you go to work, and you've got your job, and you do what you're supposed to do, and that's great. But to be able to do something as a company and to help people like this, is so special."

Krystyna has been helping organize the charity events since joining the company four years ago.

"It's touching to know that everyone can come together as a company and support others the way that we do."

"Volunteering, giving back, and charity have always been a part of what we do at Cook Canada," said Elaine. "And it just feels like it's what we do as one big, global Cook family. It's the Cook way."

• **Ally Stanfield** (Alexandria.Stanfield@CookMedical.com) is an editorial content generalist for Corporate Marketing & Communications at Park 48.



▲ May 2013 breast cancer fundraiser



▲ Guinness World Record initiative that happened in Stouffville for the longest concert by multiple artists that took place at an establishment in Stouffville in April 2017



▲ 2013 Becel Heart & Stroke Ride for Heart fundraiser



► Some of the fellows from the 2019 Mandela Washington Fellowship's visit to Bloomington, Indiana. They are pictured on the CFC President Jim Murphy (center) and Angie McGregor (second from right).

Gaining a new perspective

Mandela Washington Fellowship provides learning opportunities

When Emmanuel Agunze learned that he had been accepted to the Mandela Washington Fellowship, he felt like he had hit the jackpot.

"I had applied one time before and was not selected, so this time it was an amazing experience to get that congratulatory email," Emmanuel said. "I felt so happy that I shed some tears in my room. Well, tears of joy."

The Mandela Washington Fellowship for Young African Leaders, which began in 2014, is a program that is meant to empower its participants through academic coursework, leadership training, and networking. The fellows come from various backgrounds, including medicine, law, youth development, philanthropy, public education, journalism, musical performance and recording, social work, and career counseling.

For several weeks during the summer, the group visits various universities throughout the US. Indiana University (IU) is one of



▲ Some of this year's fellows during a panel discussion in the council chambers at Bloomington City Hall.



▲ Emmanuel Agunze

their stops. While on their journey through the States, they get to spend time in classrooms and with businesses and organizations in the communities that they visit. Cook is one of these businesses.

"Their visit with us is never short of exciting and full of enlightenment," said **Angie McGregor**, an executive assistant for CFC Properties.

During their time in the US, the fellows gain knowledge about community development, volunteerism, corporate philanthropy, civic leadership, and community challenges, such as poverty, safety, and security.

It is Cook's goal to help them learn more about these topics during their time together. This summer was Cook's third year hosting the fellows.

"CFC Properties and I are honored to be part of making this program

enriched with success," Angie said. "We never fall short on participation from others within our community, and we have all become passionate about this program."

This year's fellows represented 17 countries with a wide array of interests ranging from the environment and health to community organizations and leadership.

During their visit with Cook, the fellows were welcomed by **Bruce Gingles**, Cook vice president of Global Technology & Healthcare Policy. **Steve Ferguson**, chairman of the board, led a presentation and discussion on topics such as the history of Cook and community involvement. He then posed questions to the fellows

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"At first, I did not know much about Cook Medical, but on the first day of meeting with Cook Medical staff, I was thrilled with the various opportunities and services."

– **Emmanuel Agunze**, a 2018 Mandela Washington Fellow

regarding similar problems that their communities have faced and possible solutions.

The fellows also took part in a walking tour of downtown Bloomington. The three tour groups were led by CFC Properties employees **Jim Murphy**, president; **Ron Walker**, vice president of Operations; and **Rebecca Ellison**, marketing specialist.

The second half of the day was dedicated to panel discussions. The first was moderated by **Ron Mobley**, vice president for Diversity and Inclusion. Panelists included **Dan Peterson**, vice president of Industry & Government Affairs; **Davis Payton**, field support manager for the Critical Care specialty; **Francie Hurst**, vice president of Wellness; and **Talisha Coppock**, executive director for Bloomington Convention Center. They discussed topics such as industry, government affairs, strategic implementation and innovation, health and wellness, community development, and diversity and inclusion with the fellows.

The visit ended with a second panel discussion in the council chambers at Bloomington City Hall, which was moderated by Jim. The panelists were **Mick Renneisen**, deputy mayor of Bloomington; **Jen Pearl**, president of Bloomington Economic Development Corp.; **Meagan Niese**, development director for Community Foundations of Bloomington & Monroe County; and **Vanessa McClary**, founder and



▲ **Helen Odega** was part of the 2019 Mandela Washington Fellowship program. She is pictured during a recent project she concluded in a rural community in Nigeria. Thanks to funding she received while in Indiana, she was able to provide 27 delivery kits to women who cannot afford hospital-based delivery; she also provided free medical outreach to 359 people.

president for the Kiwanis Club of South Central Indiana and a former district governor. This discussion gave the fellows the opportunity to learn from experiences the mayor's office has had in addressing community challenges.

"At first, I did not know much about Cook Medical, but on the first day of meeting with Cook Medical staff, I was thrilled with the various opportunities and services," said Emmanuel.

Emmanuel, who lives in Nigeria, was part of the fellowship in 2018. He is the founder of a youth development organization called, The Makoko Dream. The organization opened a tuition-free nursery and primary school in 2016, serving children living in the slums in Nigeria.

Before participating in the Mandela Washington Fellowship program, Emmanuel had been responsible for advocating for the placement of 200 out-of-school children in Makoko in good schools. Now he has placed over 267 more, making a total of over 467 children so far.

"This was made possible based on



▲ **Helen** is pictured with **Bruce Gingles**, vice president of Global Technology Assessment and Healthcare Policy.



▲ The fellows were able to participate in panel discussions during their visit with Cook.



"We hope our contribution will help leave them with the motivation and inspiration to become great leaders and to make a positive impact on our world."

– **Angie McGregor**, an executive assistance for CFC Properties

the things learned in the Mandela Washington Fellowship," Emmanuel said.

Since his visit to Cook and Bloomington in August of 2018, Emmanuel's organization was also able to provide the children they serve with school uniforms and backpacks. The school also hosted a Christmas party, reaching out to 3,000 youth in their community.

Helen Odega, who is also from Nigeria, was part of this year's program, one of 17 fellows from different countries within Africa.

She had applied for the program four times since 2014 and finally got accepted for the 2019 program. Needless to say she was excited

when she got the news.

"My joy knew no bounds when I realized that my perseverance eventually paid off," Helen said.

"The Mandela Washington Fellowship offers unique opportunity for professional development and capacity building to effectively manage community development efforts," Helen said. "For me, when I first learned about the opportunity, I knew it was a great program where I would build my skills on organizational management, team building, and networking."

Helen's focus is in public health and advocacy for maternal, newborn, and child health. She is also the founder of and program director at the Centre for Women's Health and Adolescent's Development, which is an organization that works to prevent maternal mortality and promote adolescent health.

"I also applied because it would afford me the opportunity of learning about interventions in the US that have helped improve their maternal health indices, which is the goal of my work as a maternal health advocate," said Helen.

According to Helen, she had a great learning experience during her day with Cook and was inspired by the company's story.

"I learned how staying focused, communicating your vision as a leader, and working with the right team leads to business success," Helen said. "Above all, I met people at Cook whose personal stories and journey to Cook were inspirational."

Since Helen's visit to the States, she was able to take funding she received while in Indiana and provide 27 delivery kits to women who can't afford a hospital-based delivery, as well as medical outreach to 359 people in a small rural community in Nigeria.

"We hope our contribution will help leave them with the motivation and inspiration to become great leaders and to make a positive impact on our world," said Angie.

• **Ashley McGuire** (Ashley.McGuire@CookMedical.com) is an editorial content generalist for Corporate Marketing and Communications at Park 48.

Aviation education

Rex Hinkle shares his love for aviation with students

What sparked Rex Hinkle's love for flight? It was the vast and awe-inspiring Goodyear Blimp. Born and raised in Indianapolis, Rex was all too familiar with the Indianapolis 500 festivities. The Blimp makes its debut at the Indianapolis International Airport every year in preparation for race day.

In the '70s, when he was a young boy, Rex would make sure he got to the airport every year to witness the docile giant prepare for flight over the racetrack.

"I loved how it flew, so slowly," Rex said. "I was amazed by it."

One day when Rex was 17, he was peering over a fence watching the Blimp. The public relations manager for Goodyear saw him, and said, "Come back in an hour and you can ride in the Blimp," and Rex said, "I'm not moving from this spot!" He was awestruck.

The next year, that same PR manager remembered Rex and gave him another ride.

Those rides were incredible experiences for Rex and inspired him to research a career in aviation, particularly flying airships. He loved the slow-moving aircraft and thought he would learn to fly the great airships until he discovered through his research that some pilots, including airship pilots, are away from their homes six to nine months out of the year.

"That just wasn't for me," he said.

He decided to pursue aviation administration. His 34-year career at Cook Aviation has allowed him to be near planes and flying without the long-distance travel.

Since 2007, Rex, president of Cook Aviation, has been sharing his love for aviation with local students by volunteering for the Franklin Initiative, a program of the Greater Bloomington Chamber of Commerce. The initiative fosters career awareness through partnerships between the education and business communities. The goal is to engage students and to help them achieve by providing real-world connections to businesses in the community.



▶ Rex Hinkle, president of Cook Aviation, talks to students at a school in Mitchell, Indiana.

The Chamber recruits members to voluntarily serve in the Franklin Initiative's Career Speakers Bureau. The speakers on this panel travel to schools to discuss their careers with students, answer questions, and provide advice about college planning. Rex, as a panel member with a focus on STEM careers, visits Monroe County schools during the school day when the program is offered to educate students about aviation careers.

"I find it very rewarding to help guide the younger generation to opportunities in the field of aviation," said Rex.

Aviation for every grade level

Rex maintains a captivated audience of students as he visits schools six to eight times a year. He explains the nuances of a career in aviation and takes care to engage the students at their level of learning.

"For the elementary schools, I have a wooden plane I'll take with me that shows the fuselage, wings, and basic elements of the aircraft," Rex said. "I'll explain a higher view of the plane and ask them questions like, 'What makes an airplane fly?' or I show them pictures of airplanes."

At one Monroe County elementary school, Rex remembered an amusing moment when a student asked,

"Why don't planes just fall out of the sky?"

"I chuckled at that," said Rex, "but I took the opportunity to explain the science of flight and how planes rely on their wings to create lift."

Rex uses a PowerPoint presentation for the junior high and high school students and shares information about careers as a fixed base operation (FBO) administrator, airplane pilot, flight instructor, and other aviation careers. He communicates helpful facts about colleges and universities that have exceptional aviation programs. The wooden airplane surprisingly captures the interest of older students, too, as he explains in more detail about the number of engines planes can have, the low and high pressure around wings, and more details about propulsion.

"It takes me aback when the middle school and high school students know more than I think they do!" added Rex.

It's the satisfaction of teaching that has kept Rex participating for over a decade on the panel and visiting schools during career fairs. He was honored for his outstanding dedication to the Franklin Initiative program in 2017. The Chamber awarded him the Golden Key award for volunteerism within the Monroe County school system.

• **Teresa Nicodemus** (Teresa.Nicodemus@CookMedical.com) is a written content specialist for Corporate Marketing & Communications at Park 48.



▲ Rex with the Golden Key award for volunteerism he received for his work in the Monroe County school system.

Putting values into practice

We emphasize the importance of putting our values into practice. The Cook Values are the core of our culture, yet reflecting these values in our daily work can sometimes be a challenge. It may seem redundant, but putting our values into practice takes practice. Think of values as speaking a new language. Although you know what you want to say, and you may even know the words to express your thoughts, it takes time and repetition to get comfortable speaking the language without having to think about it. As with a new language, discussion is an invaluable tool in practicing our values.

The word "discuss" comes from a Latin word meaning "to shake out." And that's what we need to do in practicing our values through discussion. We can shake out how we honestly feel about our values, how our colleagues feel about them, and how those differences might inform our approach to putting values into practice in our everyday lives. These values-based discussions help us minimize what can get lost in translation when people from differing backgrounds around the globe with different perspectives are interpreting our values.

The author C.S Lewis wrote, "In a story it is terribly easy just to forget that you have not told the reader something that he needs to know—the whole picture is so clear in your own mind that you forget that it isn't the same in his."

Our values are our story. They are the message that we, as a company, have agreed represent what we want to be. It's important that we know how to express those values without losing sight of what they mean.

So, use discussion to practice our values, and when the time comes to put them into practice, we'll be ready to tell our story.

• **Logan Mumma** (Logan.Mumma@CookGroup.com) is a global Ethics & Compliance generalist at Park 48.



▲ Members of the Global Distribution Channel Management (DCM) team gathered at Park 48 in October. Pictured are, first row, from left: **Christina Anné**, **Cristina Santamaria**, **Teresa Marnane**, **Vivian Chan** (who is holding a photo of **Sinead Quaid**), **Enya Ouyang**, **Joann Zhang**, **Cherry Hou**, and **Helen McGrath**, **Nina Hourigan Smith**, **Mandy Horne**, and **Deirdre Fitzgerald**. Second row, from left: **Maribel Morean-Anzola**, **Gurumoorthy Murugesan**, **Gavin Seyler**, **Olivia Fang**, **Michael Lui**, and **Peter Franklin**. Third row, from left: **Arup Bose**, **Jayesh Zaveri**, **Alphie Moran**, **Jason Sleath**, **Aleksander Ciesielski**, **Yong-Kwan Kim**, **Philip Deeney**, **Eric Siu**, **Mark Gobitas**, **Piotr Klopotoski**, **Marsha Junkins**, **Brian Covert**, **Stephen Stackpoole**, and **Ross Anderson**. Not pictured: **Imelda Enright**, **Louise Ryan**, **Jenny Andersen**, and **Sonia Moreno Perez**. Photo by **Doug Wright** (Doug.Wright@CookMedical.com). Doug is an archival specialist for Corporate Marketing & Communications at Park 48.

We are Distribution Channel Management

• All DCM stories were written by **Ashley McGuire** (Ashley.McGuire@CookMedical.com), an editorial content generalist for Corporate Marketing and Communications at Park 48.

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Raising the bar

When **Christina Anné** thinks back on her time at Cook, one of the things she has really loved is helping chart new paths for the company. She helped do this during her time with the Reproductive Health specialty, and now she is doing it in Distribution Channel Management (DCM).

"Building great teams. Watching really talented coworkers shine with new challenges," said Christina. "That has been, and continues to be, such a rewarding part of what I get to do here at Cook."

In 2017, Christina was named vice president of the then newly formed DCM operational unit. However, her time with Cook goes all the way back to 1990, when she started as a sales rep for the In Vitro fertilization (IVF) and Critical Care products in Belgium and Luxemburg. Over the years, she was able to advance in a number of positions and was eventually named VP for Reproductive Health in 2008. She held that position until she moved to DCM in 2017.

"I've always loved a challenge, so stepping away from Reproductive Health was a real departure from an area I feel like I knew very well," Christina said. "In Reproductive Health, there are many distributors who help families get access to Cook's amazing line of fertility products. That experience with distributors on a global scale that really gave me direct insight into the indirect market. I feel like that was a great head start."

This experience caused her to think about the potential for Cook in the distribution channel for all of the specialties, not just RH, and gave her ideas on what was possible.

"As I considered what we could do with DCM, I really got fired up about this great group of people—all just as dedicated to patients as we are—and I wondered if we could raise the bar on our relationship with each of them," said Christina.

Christina thinks about the future, she sees raising the bar on these relationships as a really important next step in Cook's dedication to these markets and the indirect business model (considering that distributors make up nearly a quarter of Cook's annual revenue).

"Imagine what those relationships could become with a little bit of care and attention," Christina said.

According to Christina, how Cook aims to build relationships with its distributors is inspired by Bill Cook—building a culture that really feels like family.

"I like to think about our distributors as close friends of the family, really," Christina said. "They are in the same business as Cook: helping patients. They are 100% dedicated to the best products, just like we are."

"I think we will never stop learning from these relationships, which only helps make us all stronger—together," Christina said.



What is DCM?

"In many ways, I see DCM as the connector between the world of Cook and the world of the distributors. Our team is really built around three guiding principles: Safety, structure, and experience."

– **Christina Anné**,
vice president of DCM

Did you know?

Cook has been working with distributors for decades. However, DCM as an operational unit was formed in 2017 as part of transformation and the overall restructuring of Cook. This team manages the infrastructure involved in how Cook works with its distributors.

What is a distributor?

A third-party company that distributes Cook products in areas where Cook does not have direct sales teams.

Mitigating risks

Nina Hourigan Smith is still relatively new to Cook, having joined the company in March 2018. As a newcomer, she really liked the ethos of the company.

"People work very hard, but there is very much a focus on being transparent, fair, and doing the right thing," Nina said.

"So from my point of view, that is all extremely positive."

All of these things are important aspects in the day-to-day work that Nina does as legal counsel for global contracts within DCM. Her focus is on legal issues for distribution and Cook's relationships with distributors globally. She manages the governance and contracts managers who are responsible for conducting due diligence on Cook's distributors as well as drafting and negotiating their agreements with Cook.

Due diligence is essentially a process that the team goes through to get to know Cook's distributors better and ensure that they are aligned with Cook's values.

"We are also looking at previous business conduct and practices to determine if the distributors adhere to the high standards Cook expects. Previous conduct or practices may be an indicator for Cook of future risk," Nina said.

This research is done through a third-party risk management platform. This secure platform stores all the information that has been collected on Cook's distributors. They also check these companies against global databases for any red flags, including a history of bribery or corruption, in addition to sending them a questionnaire.

Once the team has gathered all of this information, they review it and the distributor is given a customized risk rating of either high, medium, or low. Depending on the score, further action such as additional background checks may be completed.

"We are identifying any potential risk for Cook and looking to mitigate that risk," Nina said. "That is really important because Cook could be held responsible for the actions of a third party within a market that is selling Cook products, and we want to ensure that we minimize our risk as much as possible."



What is DCM?

"It is essentially a function that manages Cook's relationships with third parties who are distributing Cook products. As a unit, we look at the full life cycle of Cook's relationship with distributors. It is managing the end-to-end relationship with distributors in collaboration with the divisions and other functional teams."

– Nina Hourigan Smith,
legal counsel for global contracts

Did you know?

DCM is broken down into five teams:

- ▶ Governance, contracts, and auditing: Manages the entire portfolio of distributor agreements for Cook. They are mandated to carry out governance and quality distributor audits on behalf of Cook.
- ▶ Business development: Focuses on coordinating the structured Cook approach with distributors in the distribution market.
- ▶ Customer experience: Focuses on the overall experience of the distribution channel via programs, training, marketing, and communication.
- ▶ Regulatory affairs: Ensures that the regulatory requirements of the government agencies worldwide are being met within all of Cook's distribution markets.
- ▶ Finance: Develops and delivers financial and other business information required by DCM. They work to enhance Cook's distribution channel models.

Providing market expertise

When Teresa Marnane decided to join DCM, she was drawn in by the chance to further her knowledge of Cook's Global Business.

"I liked the opportunity to learn and understand the challenges that markets are facing," Teresa said. "This role allows me to more clearly understand the divisions commercial needs and to support them in growing their business. I am very lucky working with a great team to identify the right markets and the right channels to focus our efforts."

As global director of Business Development for DCM, Teresa and her team are working to create an aligned Cook approach to distribution markets.

"It is very much collaborating with the divisions and the functions on identifying which markets are most important to Cook from a distribution perspective and ensuring the business capabilities of our distributors are a good fit to meet Cook's needs within the market," Teresa said.

Teresa gained quite a lot of experience, both direct and in distribution, working in different markets prior to joining DCM. She came to Cook in 2006 as the director of the EMEA Shared Service Centre team providing customer service, query management, inventory management, and tenders and pricing support for the region. She later added distribution channel management for EMEA to her role before moving to DCM after its formation.

"I'm taking that learning and joining teams around the globe now involved in trying to further how we develop our relationships with distributors and creating tools and structure to allow us to run the business across those markets."

According to Teresa, what DCM has to offer to Cook is market expertise, which she defines as being able to really understand the dynamics of the business environment. This involves working with an array of people in government affairs, with distributors, with on-the-ground organizations, and with Cook employees and tapping into their combined expertise and knowledge.

"We develop the profile of what the opportunities and challenges are within the market and how to create the best business environment and channel for Cook within that marketplace."



What is DCM?

"It is a group of advisors, collaborators, and consultants that work across the business to develop the structures and tools that we need to help Cook really be successful and tap into the huge opportunities that exist across the distribution space. Because we are a small team, we can't be all things to all people, but what we can do is bring in that focus and expertise to enhance the distribution channel."

– Teresa Marnane,
global director of Business Development

Why distributors?

These are just a few of the reasons that Cook chooses to use distributors in some markets over direct sales staff.

- ▶ They provide local expertise of the culture, customs, laws, and language.
- ▶ They have existing relationships with healthcare providers, hospitals, and doctors.
- ▶ They promote the local economy with local business relationships.
- ▶ The complexity of the Cook entity across over 100 countries isn't smart business.

The beginnings of DCM

Although DCM as an operational unit is fairly new, having been formed in 2017, **Arup Bose**, global Marketing manager for the operational unit, is no stranger to working with distributors.



Arup began his career with Cook in 2005 in Singapore doing marketing for the Asia Pacific (APAC) region and later moved to Cook Japan, where he became the Marketing manager. Then in 2009, he moved to Bloomington to take the role of Distribution Marketing manager.

"When I joined there was no DCM; it was just a concept," Arup said. "So I was probably the first employee with 'distribution' in their designation, but it didn't really have any framework. So I started literally with a blank slate."

Shortly after he started, Arup began working with **Jerry French** to create what was then known as the Preferred Partners program. This program chose a handful of Cook's top distributors and began to work with them to build a framework for how these business relationships should work.

According to Arup, it became apparent through this program that, at the time, they did not have the bandwidth to support the handful of Preferred Partners, much less the hundreds of others distributors.

"I think that was the need that was recognized because of what we did, and I think you can see the DCM that took shape in 2017 come into existence."

Arup said the role of DCM is going to grow due to the fact that our distribution markets are quickly growing.

"It is going to be much more complex," Arup said. "There are going to be greater expectations, and we need to put in place some really strong systems and processes that link into Cook's systems and processes."

What is DCM?

"DCM manages the logistics and infrastructure on how Cook works with the distributor. We are between Cook and the distributor. In many ways, to the distributor we are Cook because we represent all those major functions."

– Arup Bose, global Marketing manager

Did you know?

The DCM Customer Experience team was created to directly support a strong focus on the experience Cook provides for distributors and the end-customers they support around the world. The team develops and manages capabilities and programs to deliver a consistent experience working with Cook, and to ensure distributors have what they need to effectively represent Cook in their markets. To do this the team is focused on:

- ▶ **Collecting feedback to understand what the experience is across the distribution channel.**
 - Developing and managing channels to collect feedback from distributors through targeted surveys, feedback collected during distributor meetings, and business planning reviews.
- ▶ **Processing and responding to feedback from distributors and end customers.**
 - Working across internal Cook teams to respond to and escalate feedback when needed.
 - Monitoring feedback for trends and identifying opportunities for improvement.
- ▶ **Driving consistent support experiences through distributor programs.**
 - Developing and managing standards for distributor support activity across the distribution channel lifecycle.
 - Driving ongoing development and targeted program improvements.

Last year we collected feedback from over 180 distributors. Some of the key take-aways were:

- Distributors are, in general, satisfied with Cook with an overall satisfaction of 8 out of 10.
- They feel Cook could do better in the areas of product availability, product support for distributor reps, communication, customer support, and regulatory affairs support.
- Over 90% of distributors who attend Cook's Distributor Integration Program (DIP) feel more confident about working with Cook after the program.

Maintaining the bridge

Eric Siu likens DCM to a bridge. This bridge brings alignment and integration to the business relationships Cook has with its distributors.

Eric is the distribution channel development manager for Greater China and is based at Cook Hong Kong. Part of his responsibilities are to maintain that bridge.

According to Eric, his role is to build and maintain a professional and positive working relationship with distributors, gain a strong commercial understanding of the current distributor market and Cook's distributors, and create the best possible business environment through proactively coordinating performance management with business planning and implementation.

Having these positive relationships can be mutually beneficial to both Cook and the distributors.

"DCM plays an important part in the distribution network," said Eric. "It helps Cook and their distribution partners to continuously grow their business with structure, alignment, and safety. Distributors enjoy a long-term working relationship with Cook, which is willing to invest and drive the business in the market."

According to Eric, one important part of maintaining this bridge is to have frequent communication with distributors. This allows DCM to understand their market needs and provide them with the support they need to be successful. The success of these third-party companies then ensures that Cook's products are being provided to physicians.

"Distributors are like the spokespeople of our company: take good care of them and they will carry our products and values to more physicians, which benefits patients eventually," Eric said.



What is DCM?

"DCM is like a bridge that brings alignment and integration between Cook Medical and distributors. It also collaborates with sales divisions to drive a safe, structured, and excellent experience to support the distribution market."

– Eric Siu, channel development manager for Greater China

A word from our distributors

Tamussino - Brazil

Tamussino has been a distributor for Cook products for over 40 years. The company's relationship with Cook started when Mr. Tamussino met Bill Cook at a Radiological Society of North America meeting in Chicago.

"In my perspective, DCM was created to reinforce the relationship between dealers and Cook," said **Tatiana Tamussino Ferreira**, vice president commercial for Tamussino.

According to Tatiana, their partnership with Cook has given them a better understanding of their business.

Honest Medical - China

Honest Medical can trace its history with Cook back to 1990, before the formation of DCM. By 1995-1996, they were the sole distributor of Cook products in China.

According to **Wen Li**, chairman of the board for Honest Medical, one thing they have noted during their relationship with Cook is its focus on Compliance and doing the right thing.

Since the formation of DCM, Wen Li said that Honest Medical has been able to gain some valuable management experience. He also hopes that, going forward, the two companies can work together to create a clear target for the future.

Setting the table

Working as a regional manager in Urology, **Aleksander Ciesielski** noticed a huge opportunity for Cook to provide better service and better support to its distributors. This was part of his motivation for joining the distribution team.



"There is a huge space for improvement regarding the business models and also the market knowledge from distribution markets," Aleksander said.

Aleksander joined distribution channel operations about seven years ago, before DCM had formed. He now serves as a channel development manager for EMEA.

Aleksander's major goal is to provide the optimal environment for doing business within Cook's distribution markets and provide the structure and additional support for distributors, the divisions, and the functions.

"We are connecting the functions and divisions, and we help them to build the optimal business model," Aleksander said.

According to Aleksander, the challenges that DCM faces are twofold. The first challenge is to understand the distribution markets and to support distributors in the best way.

He explained that it is sometimes more cost-effective and efficient to have a trustworthy distributor representing Cook in certain markets rather than have direct Cook employees. This is because they have a better idea of the local market and the challenges it faces.

"We need to develop really good relationships with distributors," said Aleksander. "We need to show them that they can trust us the same as we can trust them. So then based on this trust we can build long-term relationships and we can help them to become the Cook extension in their markets."

The second challenge that Aleksander sees for DCM is connecting teams internally, such as business divisions and functions, to ensure that they are on the same page when it comes to understanding the major corporate goals regarding distribution markets.

"This means moving from a fragmented approach and really diverse solutions to one corporate business strategy that is the best for Cook," Aleksander said.

What is DCM?

"I really prefer the comparison to a table. If you want to have a nice meal, we as DCM set up the table. We prepare the table. We put the chairs around the table and then we set up a nice environment, and we give you the opportunity to be able to have this meal. We set up the guidelines, we suggest strategy, and we also provide tools. So we give you a platform and all the necessary information to run the business."

— Aleksander Ciesielski,
channel development manager for EMEA

A word from our distributors

OBEX Medical - New Zealand

OBEX Medical has been a distributor for Cook Medical since its inception in 1983. According to **Pieter Wijnhoud**, CEO and director of OBEX Medical, it has been a mutually beneficial business relationship and has determined how OBEX has evolved over the years.

"It feels like a family," said Pieter. "It has always felt like a special culture and I have never seen that anywhere else with any of our other partners."

According to Pieter, he has noticed a more structured approach in how Cook works with distributors since DCM formed as opposed to the formerly more fragmented approach.

"We see it as our objective to continue to grow the business and do well for each other and work together," said Pieter. "I don't really see it as any different than in the past other than DCM is providing a stronger framework around how we communicate and interact."

ACRONYMS

Acronyms always seem to come up in conversations at Cook, and it can be difficult to keep up at times. Here is a short list of a few common acronyms that it could be helpful to understand.

CPT

Cook Polymer Technology

CPT is a Cook Medical company located in Bloomington, Indiana, and Canton, Illinois, that specializes in plastic manufacturing, such as device components and subassemblies.

CBI

Cook Biotech Incorporated

CBI is a Cook Group company located in West Lafayette, Indiana, that specializes in manufacturing and providing advanced tissue-repair products for patients.

CRI

Cook Research Incorporated

CRI is a Cook Medical company located in West Lafayette, Indiana, that focuses on the identification, development, testing, and regulatory approval of innovative medical products.

QAC

Quality Assurance Control

QAC is responsible for product testing and the environmental monitoring of Cook's controlled manufacturing areas (CMAs) to ensure a clean work environment. QAC is often used to refer to Cook's QAC lab where product testing is conducted.

Helping our environment

► The flower meadow at the EMEA Delivery Centre this spring as plants were starting to bloom. Pictured to the right are some employees at the delivery center during the initial planting process.



When I first heard about the Customer Support and Delivery (CSD) Giving Back Globally initiative, I had the idea of planting a flower meadow on the site.

You may ask why planting a meadow would be giving back to the community. Let me explain our intentions.

Every day we hear about bees and insects that can no longer survive in our environment and that die. When I thought about this, my childhood family holidays came to my mind.

When I was a young boy and we went on holiday to the south of Germany or Austria, we had to stop three or four times to clean our windshield, since it was covered with insects.

When you make the same trip today, you do not need to clean the windshield, because there are only a few insects.

Today, farmers in our region rent beehives to pollinate plants in their fields. The decline in insects has also led to a decline in bird populations. This was what motivated me to suggest doing something for our bees and other insects. It is good for all of us if our environment is healthy and thriving.

Following my suggestion for this initiative, a group came together to plant a flower meadow.

We all met one day after work and started planting. After getting the ground ready, we sowed special seeds for bees and other insects, providing them with a lot of food. This next month we will closely monitor the area and see how the flowers do.

Our team really enjoyed working together on this project, which overall took about 50 hours to complete. Our hope is to help outdoor life and the overall environment we live in.

• **Michael Boving** (Michael.Boving@CookMedical.com) is a distribution supervisor at the EMEA Delivery Centre.



A glimpse inside the renovations at Cook Profile Park

► Photo by [Doug Wright](mailto:Doug.Wright@CookMedical.com) (Doug.Wright@CookMedical.com). Doug is an archival specialist for Corporate Marketing & Communications at Park 48.



▲ Adina Cloud, director of sales for French Lick Resort, practices with her black powder shotgun. Photos by Ian McSpadden Photography.



French Lick Resort's shooting star

Adina Cloud mixes passion for shooting sporting clays with work

Maybe it shouldn't be a surprise that Adina Cloud went from a shooting novice to a national shooting champion in less than a decade. Making major moves is kind of her thing.

She's done it professionally—starting at French Lick Springs Hotel as a teenager when she organized games and activities for young kids and rising through the ranks to become French Lick Resort's director of sales in 2008. And she's done it recreationally—with nearly 200 top-three medals earned from shooting competitions nationwide.

Back in 2010, Adina had never really shot a gun before. Well, she shot cans with a BB gun with her cousin when she was a kid, but nothing more.

One evening while visiting friends who were serious shooters, one of them handed Adina a black powder shotgun and urged her to take a shot.

"And I said, 'No. No way. I don't know how to shoot. No way am I going to get up there and shoot,'" Adina recalls with a laugh. "I had no idea what was going on, and I was a bit intimidated, to say the least. But I got up there, and as soon as I got a smell of that black powder and I broke that target I was like, 'This is kind of fun.'

"I was hooked that day."

For months afterward, Adina borrowed a friend's gun to shoot. Then she realized she needed some firepower of her own since this hobby was growing into an obsession. Now, she owns a pair of custom-made flintlock guns, along with 14 black powder shotguns—all from England, and all from the 1800s (the oldest of which was made in 1831).

She played volleyball for a bit growing up, was a cheerleader in high school, and never really latched onto golf no matter how many lessons she took. But with a gun in her hand, Adina was a big shot pretty much instantly. She's snagged the Women's National Sporting Clays Championship four times, including twice in 2019, earning her most recent title on September 20. She's traveled to Tennessee, Missouri, and Alabama for their state shoots



▲ Adina (center) interacts with visitors at the resort's shooting range during the sporting clays experience.

and captured state titles in all of them, still holding the women's record in Alabama for their black powder shoot.

She's shooting against the best of the best—one of her competitors is a professional hunting guide from Maine—and while the others are out shooting six or seven days a week, Adina maybe gets one. That'll happen when your day job keeps you busy.

Adina leads a 13-member sales staff that booked 71,000 room nights at the resort in 2019—more than double the amount from 2008 when she took over as director of sales. A few years ago, she pushed to have a shooting range added at the resort; not just because it was a personal passion, but because she saw an opportunity to add a unique activity for guests. Plus, it's a year-round sport that's friendly to both the beginner and advanced shooter.

And when it comes to professional networking, maybe sporting clays

is the new golf? At least, it was for Adina one recent Sunday. She had the day off, but came in to volunteer at the resort shooting range for a large business group that had booked the sporting clays experience.

"Any time I get notifications from clients that are having a fundraiser, then I always attend, always wearing a French Lick Resort hat and French Lick Resort shirt," Adina said. "I've had the opportunity to mix pleasure with business and meet some new clients. It's an opportunity for you to not sit in someone's office and try to sell them on the resort—you get to spend two hours walking a course and shooting and having small talk, understanding more about that person and their organization. It's definitely an opportunity to mix the two."

• **Brendan Perkins** (bperkins@frenchlick.com) is a copy writer at French Lick Resort.

“ What's your story? ”

What are your hobbies? Are you involved in a cool group? Do you do volunteer work or donate your time to helping your community? Or maybe somebody in your department, clinical division, or company does?

We are always looking for stories like these.



Where products become reality

A look at Manufacturing Engineering

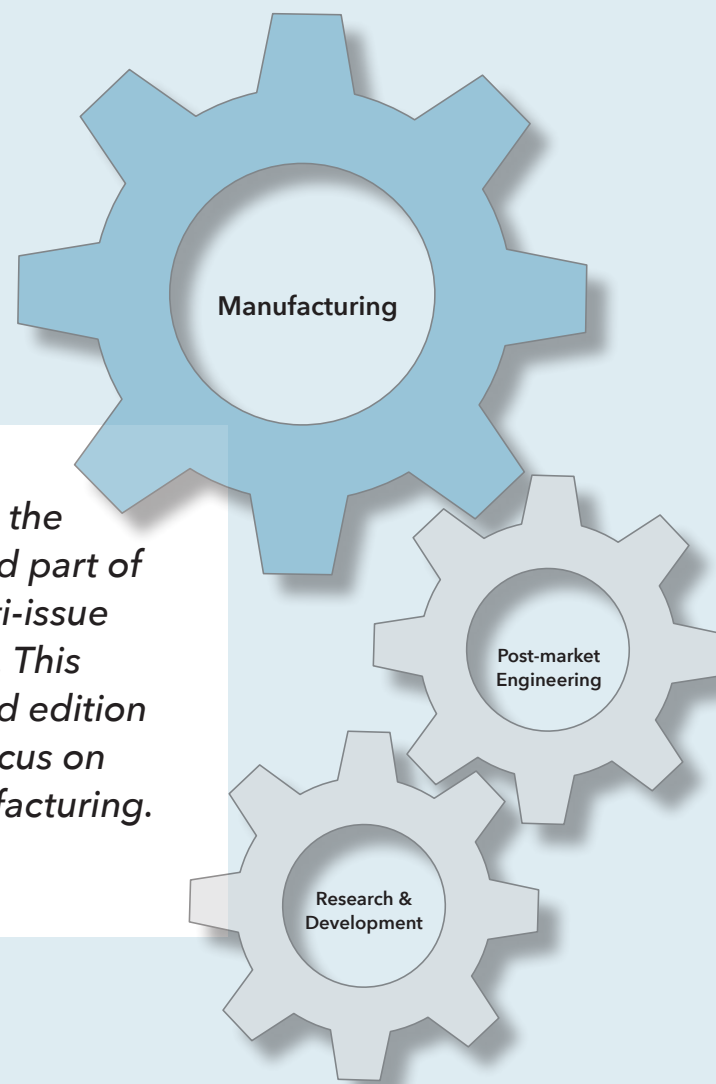
In the last issue of the Angiogram, we left our discussion of a Cook product's life cycle in the Research & Development (R&D) stage where a product idea is born, designed, and tested. Now, we follow the product to Manufacturing Engineering, where the product becomes a reality. This is the production phase of the life cycle when the product is mass produced for our market.

Asking new questions

After our Bloomington manufacturing facility received a warning letter from the US Food and Drug Administration (FDA) almost five years ago, we were inspired to transform.

"Historically, the way **Bill Cook** envisioned manufacturing was to configure every manufacturing desk with all the tools necessary to create

This is the second part of a multi-issue series. This second edition will focus on Manufacturing.



▲ Illustration by **Ashley McGuire** (Ashley.McGuire@CookMedical.com). Ashley is an editorial content generalist for Corporate Marketing & Communications at Park 48.

a product," explained **Scott Eells**, executive vice president, chief operation officer, Cook Medical. "Our growth has been so phenomenal that every time we had a growth spurt, we would add more manufacturing desks to expand our capacity."

According to Scott, with transformation goals in mind, they began to take a detailed look at every stage of the manufacturing process and the equipment used. They asked critical questions, such as, "Is this a state-of-the-art method of production? Does it produce nonconformances? Is this process capable of producing our expected outcomes?"

Working more efficiently

"It became apparent, as we sought answers to some of our questions, that the old way of manufacturing that we were accustomed to would not be productive with the controls in place due to the warning letter," said Scott.

The Manufacturing team decided to look at product inventory from a new angle, breaking down products by category and examining product demand over production.

"We found that with some products we might only sell 100 per year;

Continued on next page



▶ A look at a continuous flow line in Balloon Catheters at Park 48. Photo by **Doug Wright** (Doug.Wright@CookMedical.com). Doug is an archival specialist for Corporate Marketing & Communications at Park 48.

Medical devices and manufacturing locations

Here is a list of Cook's manufacturing locations and some of the devices they produce or the role they play in device production. Some locations produce additional devices not listed here and may also produce a variety but not all varieties of a specific product.



Park 48, Bloomington, Indiana: drainage catheters, wire guides, needles, endovascular devices, angiographic catheters, vascular introducers, and balloon catheters



Ellettsville West, Ellettsville, Indiana: a Cook machine shop supporting manufacturing by creating tooling, modifying parts, and preparing materials for manufacturing



Ellettsville North, Ellettsville, Indiana: critical care catheters, antimicrobial coatings, hydrophilic coatings, and sterilization and post-sterilization services



Spencer, Indiana: urological snares, baskets, polymer stents, metallic stents, and critical care catheters



Canton, Illinois: angiographic catheters and vascular introducers

Continued from previous page

we were spending a lot of time on very little. As a result, we wanted to begin our focus on transforming our processes on the 80% of our products that are in high demand," stated Scott.

When examining inefficiencies in process, the team made an additional discovery. Shelves were slowing down the manufacturing process. For example, an employee would finish one step of the process and place the product on a shelf. Then another employee would take it from the shelf, complete an additional manufacturing step, and place the product on another shelf. In a continuous loop of completing steps and shelving the product, the entire manufacturing process for one product could take up to 28 days. By simply removing shelving in manufacturing areas and developing new strategies for product lines, production times could be cut down to three or four days.

Determining ideal manufacturing methods

The manufacturing team began to evaluate all product lines in terms of three specific categories of manufacturing, viewing product demand and process holistically to establish the best manufacturing method.



How has the continuous flow line improved your work?

"We are now able to create more products in a shorter amount of time."

– Casey Calvert, assembler, Balloon Catheters, Park 48

▲ Photo by Doug Wright (Doug.Wright@CookMedical.com). Doug is an archival specialist for Corporate Marketing & Communications at Park 48.

Handcrafted manufacturing

The unique design of some products, such as baskets, still requires a human touch. The low inventory of this type of product and its intricate design support the handcrafted approach that has been a hallmark of our manufacturing efforts in the past and will continue to be in the future.

Continuous flow manufacturing

Wire guides and balloon catheters are examples of higher-volume products that must have a quick and efficient manufacturing process. These types of products have excellent results in a continuous flow production line where manufacturing employees work together in a start-to-finish process.

In October, at the Bloomington manufacturing site in Building C, in the Balloon Catheters department, employees used the continuous flow method for balloon catheter production for the first time.

Automated manufacturing

Our highest-volume products that must meet consistent and exact production specifications are the types of products that will be manufactured from start to finish by a custom-designed machine facilitated by an operator.

There are currently some automated systems in place, including needle production, at Cook Polymer Technology and automated catheter production as well as automated production of two different wire guides at Cook Denmark.

The digital future of manufacturing

With innovative production line solutions, a willingness to welcome change, and dedication, Manufacturing continues to work toward its goal to transform into a state-of-the-art environment with integrated systems that capitalize on a culture of continuous improvement.

Paperless

In the past, manufacturing employees used a paper-based documentation system in which

employees would sign off on a document that followed the product through each phase of production. With the electronic work order (EWO) system, data is at employee's fingertips. The computerized system allows employees to use electronic signatures and to track the product through each phase of building. The use of EWOs is beneficial to demonstrate compliance and quickly access information, and the system eliminates good documentation practices (GDP) errors.

According to Scott, they are also implementing Camstar, a software that is specifically designed for medical device manufacturing compliance.

"Camstar is similar to EWO in the fact that it does provide paperless manufacturing. It also includes sophisticated capabilities to build quality into the process and added lock-out features to prevent out-of-specification scenarios," Scott said.

The software allows for electronic signatures and can be configured to be process specific so that it will not let an employee move on in the production process until the employee completes the required step with any applicable signatures.

The first rollout of this software was with the balloon continuous flow line

that began in October. "We want to begin using this software at Profile Park as well," added Scott.

Data and predictive analytics

As manufacturing employees continue to capture data through the EWO and Camstar systems, employees will be able to tie raw materials to finished goods and predict failure scenarios and potential nonconformances. Employees will be able to access data like never before. Specific data points will even help manufacturing staff make order predictions and can enable a new level of transformation.

"The software will help us build a digital history for every product, tracking each step of production and documenting nonconformance rates, etc. We can gather some digital history now through product lot numbers, but the history is not as detailed. We plan to integrate this data-driven system globally," said Scott.

• Teresa Nicodemus (Teresa.Nicodemus@CookMedical.com) is a written content specialist for Corporate Marketing & Communications at Park 48.



Cook Winston-Salem: wire guides, metal stents, plastic stents, sclerotherapy needles, diagnostic catheters, snares, baskets, forceps, and clips



Cook Vandergrift: reproductive health products, pipettes, series of pacemaker lead extractors, and doppler probes



Cook Ireland: urological plastic stents, endoscopic polymer stents, Zilver® PTX® metal vascular stents, and esophageal stents



Cook Denmark: thoracic endovascular devices, wire guides, and vena cava filters



Cook Australia: custom-made endovascular devices and in vitro fertilization needles



Cook Polymer Technology (From left: Canton and Bloomington): plastic compounding, injection molding, insert molding, extrusion molding, and supplying about 80% of components to Cook's medical device companies

Think different, think reimbursement

What is reimbursement? Who is the reimbursement team and how did it get started? We are here to tell you our story: who we are, what we do, and how you can contact us. Most of all, we want you to know why we love our jobs.

• **Vanessa Marengo** (*Vanessa.Marengo@CookMedical.com*) is the Reimbursement manager for Italy. **Maria Andrews** (*Maria.Andrews@CookMedical.com*) is a Reimbursement specialist in the US.

The beginning

For most of its first thirty years of existence, Cook Medical didn't really concern itself with how its customers were paid when they used our devices. We developed the best tools we could for them to use, and that "reimbursement" thing was their issue to deal with.

That all changed in 2000 when the Medicare health insurance system in the US created some new reimbursement rules. These new rules required manufacturers of medical devices to be involved in a certain reimbursement process, and the Cook Reimbursement function was born.

We quickly figured out there was a lot more to this than we had assumed, and that it was important that we get more engaged. If we didn't, our customers might end up in a situation where they didn't get reimbursed for services involving our newer devices, and that might result in a barrier to patients being treated with those devices. We also quickly figured out that this wasn't just an issue in the US. In Europe, the reimbursement systems were changing dramatically, and the same issues were popping up there. So, about 15 years ago, we started building the team in Europe. Then we figured out this wasn't just a US and Europe issue. We faced similar issues in the major APAC countries and so we added people in Australia, Japan, Taiwan, South Korea, and China.

Now, almost 20 years after it was started, the global Reimbursement team is sitting at 19 members, with experts for most of the major countries in which we sell devices.

– **Jim Gardner**, vice president of Medical Affairs and Reimbursement, and founder of the function



"Now, almost 20 years after it was started, the global Reimbursement team is sitting at 19 members, with experts for most of the major countries in which we sell devices."

– **Jim Gardner**, vice president of Medical Affairs and Reimbursement

Reimbursement people and where to find them

So, who is part of the Reimbursement function now, and where are they based?

Together, we work with both Vascular and MedSurg divisions. While some of us are field based, others work from our plants and offices around the world: Bloomington, Bjæverskov, Tokyo, or in Hong Kong.

"One of the things our group enjoys most is training others about reimbursement," said **Susan White**, the US Reimbursement manager. "Reimbursement systems can be very confusing, as they all vary from country to country. In the US, we get frequent requests for training, especially at regional and national meetings. We really like it when we can share our knowledge and expertise with others."

The US team is developing a formal reimbursement training program. This program is for any person in the company who desires a better understanding of (or a refresher on) coverage, coding, and payment essentials in the US.

"We believe reimbursement knowledge is important in facilitating access to Cook's broad portfolio of products. While we are creating content and materials with customer-facing teams in mind, we think everyone can benefit from our 'Reimbursement 101' and 'Reimbursement 201' curriculum," said Susan.

Members of the team are available for in-person conversations in the field. They have presentations and training that can be tailored to divisions, sales teams, or even to specific devices.

United States

- Vice President, Medical Affairs & Reimbursement: James Gardner
- Director of Global Reimbursement: Jens Kjaer Johannesen
- Reimbursement Manager, US: Susan White
- Senior Reimbursement Specialist: Amanda Foust
- Reimbursement Specialist: Emily Messmacher
- Reimbursement Specialist: Maria Andrews

Europe

- Senior Reimbursement Manager, Europe: Mette Agerkvist Hansen
- Reimbursement Manager, Germany, Austria and Switzerland: Jasmin Wahl-Gravsen
- Reimbursement Manager, Germany, Austria and Switzerland: Anne Gaiser
- Reimbursement Manager, France and Belgium: Marion Chantegret
- Reimbursement Manager, France and Belgium: Frédérique Mison
- Reimbursement Manager, Italy: Vanessa Marengo
- Reimbursement Manager, UK: Azid Gungah

Asia Pacific

- Reimbursement Manager, APAC: Maggie Dowrick
- Reimbursement Manager, Japan: Tatsuya Kawai
- Reimbursement Specialist, Japan: Mayuko Hashimoto
- Reimbursement Specialist, Korea: Yun-Dong Lee
- Reimbursement Specialist, Taiwan: Erica Hung
- Reimbursement Specialist, Taiwan: Lila Lin



"We believe reimbursement knowledge is important in facilitating access to Cook's broad portfolio of products."

– **Susan White**, US Reimbursement manager



The importance of being reimbursed (and the struggle of getting there)

"You work with Concur, right? You look after our professional travel expenses!"

"You work in Finance!"

"I know what your team does! You look after the reimbursement of our healthcare professionals' expenses, right?"

These are some of the comments and questions we get from time to time. But, sorry, folks. We are here to tell you that we don't do any of the things listed above. So, what exactly does Reimbursement do?

Our team looks after the processes by which healthcare providers (such as hospitals, physicians, and office-based labs) are compensated for the procedures and the services performed that use our devices.

Payers are the primary source of compensation for medical services. Payers vary from country to country, and sometimes even within the same country. Payers can include private insurance, government-sponsored insurance, sickness funds, government or regional health authorities, and, of course, patients.

While the reimbursement process is complex, the basic principle is simple: if our customers cannot get reimbursed or paid, patients will lose their access to new and existing technologies. If no adequate reimbursement exists, procedures will not be performed, and providers may be reluctant to provide a new therapy, which not only affects the sale of Cook products, but also the lives of patients who might benefit from that therapy.

Continued on next page

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However, our work is not just limited to ensuring healthcare providers are compensated for services that use our products. We also have to work with our respective government agencies to establish access—and sometimes codes—for our technologies.

“For the Reimbursement Function in Japan, the most important responsibility is the right and timely submissions to have our products registered as devices that can be used for the National Health Insurance (NHI) covered medical care—whether the cost of each is separately reimbursed or absorbed in the procedure fees,” said **Tatsuya Kawai**, or Tat as he likes to be called.

According to Tat, who is the Reimbursement manager for Japan, all prescription drugs and medical devices, with only a few exceptions, need to be registered with the Ministry of Health, Labour, and Welfare (MHLW) for use within the NHI-covered care.

There are several submission categories for medical devices that are already in place. This makes submissions for products where similar ones already exist pretty straightforward. However, it is a different story when it comes to submissions for creating a new reimbursement category or a new procedure code.

“It is like a journey to Treasure Island,” said Tat. “It’s challenging, and there is no guarantee whether it ends up being rewarded or not, until the very end.”

Tat also clarified that once the more complex submissions are accepted by the MHLW, they need to be on-call 24/7 to address any questions that may arise.

“Critical inquiries often come unannounced late at night or during weekends and our responses to them are typically due the next morning or first thing on the coming Monday morning,” Tat explained.

As with many of the Reimbursement



▶ A group photo of Cook Reimbursement managers from across the globe. From left: Susan White (US), Tat Kawai (Japan), and Jasmin Wahl-Gravsen (Germany, Austria, and Switzerland).

function’s projects, cooperation between different facets of the company is key. These facets typically include the relevant division, Finance, and Regulatory Affairs, as well as academic societies and subject-matter experts.

To date, the team has achieved six successful complex submissions and had nine new reimbursement categories created, which ranks them in the top 10 in the industry in Japan.

While not all complex submissions obtain the desired outcomes, Tat emphasized that their efforts and dedication are appreciated.

“That is what our real goal is all about—pulling together division team members and all others on our side, having them feel the same way, with a sense of achievement regardless of the result at the end of the journey. That is what I always bear in mind when working on complicated submissions because I know there is no guarantee of success.”

“It is like a journey to Treasure Island. It’s challenging and there is no guarantee whether it ends up being rewarded or not, until the very end.”

– **Tat Kawai**, Reimbursement manager for Cook Japan



Innovation + Cooperation = Value

To ensure adequate reimbursement, a procedure must be covered, and to obtain coverage, solid clinical evidence is required. However, demonstrating economic value, and thereby health economics, is becoming increasingly important too, especially in some countries.

For **Jasmin Wahl-Gravsen**, Reimbursement manager in Germany, Austria, and Switzerland, her favorite area is developing and providing input to business cases or value tools. These can then be used by the team or the divisions when talking to customers.

“We all know that Cook products are developed because they are meant to improve the treatment of a patient,” said Jasmin.

According to Jasmin, the benefits of these products are illustrated in marketing materials. However, the value tools that Reimbursement is working on are created in order to translate the features and benefits of a product into an economic value for hospitals, the payer (sickness fund), or the society.

Hospitals and the healthcare system in general are under a huge economic pressure, and the focus is no longer only on the clinical benefit for their patients, but also how and when to

distribute the scarce resources within the hospital’s and society’s economy.

An example of a value tool is a case-mix calculator that Reimbursement created for German AI customers. This tool showed the relation between income (reimbursement that the hospital gets per case) and costs (stent grafts and accessory material).

Jasmin said that, in some cases, a hospital has a loss for single-patient cases due to a rather low reimbursement tariff, or a complicated case that may require an expensive custom-made stent graft solution, for example. However, in some cases, they may make a surplus and the costs of the devices are more than covered.

“In the calculator, we show what the total balance looks like across the case-mix of positive and negative cases within aortic aneurysm repair,” said Jasmin. “As long as the amount of financially positive cases prevail, the hospital still can work cost-covering, despite some few expensive cases.”

The development of this value tool was a joint effort between the German Vascular Commercial Business manager and Jasmin, merging their expertise of sales and reimbursement knowledge. It can be used in discussions with purchasers or other non-clinical hospital staff to shed

“My favorite area is developing and providing input to business cases or value tools, as they can be used by us and/or our colleagues from the divisions when talking to customers.”

– **Jasmin Wahl-Gravsen**, Reimbursement manager for Germany, Austria, and Switzerland



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Additional resources

Our contact details and various training resources developed by our teams in the US and in Europe can be found on our two internal websites:

- <https://reimbursement.cookmedical.com/emea/>
- <https://reimbursement.cookmedical.com/amer/>

We are currently working on an internal APAC platform and look forward to providing more details in the future.

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light on the total financial picture when using our stent grafts. It not only helps with price negotiations, but also opens opportunities to discuss the Cook portfolio for this customer. These are discussions we would not have had otherwise.

The challenge of a tool like this is that it is honest and therefore can be a blessing and a curse. Jasmin finds that, "Customers appreciate the total picture and that we show the figures with great transparency. We got great feedback that this was something that they never had seen before. But the user of the tool really needs to consider that the total balance can be negative—for example, when reimbursement tariffs drop due to system developments, or when a lot of expensive cases prevail because the department attracts complicated cases. In this case, Reimbursement and the hospital personnel have to find a solution together so that patients still can have access to the technology."

A global force

"Today we are seeing very positive changes where more and more people recognize that reimbursement and health economics are important aspects during the entire product life cycle. Right from the first product idea, through the development of the product, product launch and sales, to the day where the device is taken off the market again. During that time, we will work on various projects with a lot of different teams across the organization, including Research & Development, Clinical, Regulatory, and the Divisions. A project can be about understanding how a product, still in development, will be reimbursed when it comes to market and how we might be able to improve the situation. Around the time of launch, it can be a project about getting the product on a reimbursement list or getting a new procedure code established. Finally, years after the launch, a typical project can be about improving reimbursement levels, giving reimbursement trainings, or developing a value tool to support sales. As we move forward developing as a company, I am sure we will all become even better at working together and reimbursement and health economics will become an even more integrated part of the business."

– Jens Johannesen, director of Global Reimbursement at Cook

"Today we are seeing very positive changes where more and more people recognize that reimbursement and health economics are important aspects during the entire product lifecycle."

– Jens Johannesen, director of Global Reimbursement



Glossary

Coverage: When a medical procedure, item, or service is payable by a health insurance plan.

Coding: Alphanumeric descriptors (codes) that describe what kind of procedure a patient has received or describe the disease, illness, or injury a patient may have, or describe the device itself.

Payment: The amount received by medical providers and/or facilities for services rendered.

Sickness fund: Non-profit, non-governmental health insurance for German citizens.

Health economics: Branch of economics concerned with the application of economic theory, models, and techniques to the analysis of decision-making by individuals, healthcare providers and governments with respect to health and healthcare.

Business case: Health economic conversation used to demonstrate the value of our products considering cost and outcomes in conjunction with a value tool.

Value tool: Economic models used in businesses cases that aid and inform decision-making related to health and healthcare.

PEOPLE NEWS

Customer Support & Delivery (CSD)

Ryan Provines has been named customer support team lead for CSD. He joined Cook in August 2017 as a product specialist.

Mike Martin has been named project manager for CSD. He joined Cook in July 2010 as an assembler.

Tanner Phelps has been named customer support coordinator for CSD. He originally joined Cook as a temp and then was hired in January 2017 as a full-time customer support clerk.

Matt Glaser has been named project coordinator for CSD. He joined Cook in February 2016 as a stock associate.

Jake Freeman has been named warehouse management system (WMS) coordinator for CSD. He worked at Cook as a summer hire from 2011-2014 and was hired in June 2017 as a stock associate.

Bryan Delos Santos has been named project manager for CSD. He joined Cook in November 2016 as a coordinator within Cook Inc.'s Quality Systems department.

Post-Market Subsystem

Jennifer Canada has been named manager of Post-Market-Regulatory for Cook Inc. She joined Cook Inc. in 2018 as a clinical reviewer.

Operational Support

Kevin Buckles has been named senior specialist for Maintenance at Cook Inc. He began working with Cook Pharmica (now Catalent) in 2006 and joined Cook Inc. in July 2019.

Ian Wildridge has been named a Facility Engineering specialist for Cook Inc. He began his career at Cook in 2012, as an inspector in Balloons.

Corporate Marketing & Communications

Toru Segawa has been named corporate communications manager for Japan. He has more than 20 years' experience in sales, marketing, HR, and communications roles in international pharmaceutical companies.

William Cook Europe (WCE) Manufacturing

Anna Bjerg Jessen has been named general manager for the WCE Manufacturing entity. She joined Cook Medical in 2002 as clinical project leader.

MedSurg

Edel Clancy has been named global marketing manager for the OHNS specialty. She began her Cook career in the summer of 2018 as a marketing manager supporting the OHNS specialty in Ireland.

Greg Adams has been named written content manager for MedSurg. He began his Cook career as an editing services manager, and later moved into the Reproductive Health specialty as the global clinical content manager.



▲ Ryan Provines



▲ Mike Martin



▲ Tanner Phelps



▲ Matt Glaser



▲ Jake Freeman



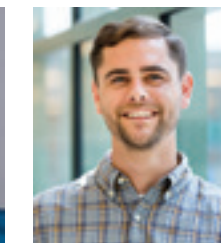
▲ Bryan Delos Santos



▲ Jennifer Canada



▲ Kevin Buckles



▲ Ian Wildridge



▲ Toru Segawa



▲ Anna Bjerg Jessen



▲ Edel Clancy



▲ Greg Adams

MedSurg

Neil Robinson has been named visual content manager for MedSurg. He started at Cook as a graphic and interactive design specialist supporting the legacy Interventional Radiology specialty and most recently has served as a global creative manager for the Critical Care specialty.

Michelle Rodgers has been named visual content manager for MedSurg. She started her Cook career as a graphic design specialist, and later as a global creative manager, supporting the Surgery specialty.

Jamie Tuttle has been named visual content manager and Winston-Salem team lead for MedSurg. He joined Cook as a graphic designer in Winston-Salem supporting the Endoscopy specialty and later became a senior graphic designer.

Julie Tuttle has been named Global Marketing Operations manager for MedSurg. She began her Cook career in 1989 as a marketing communications coordinator in Winston-Salem supporting the Endoscopy specialty. She was later promoted to the marketing communications manager for that team.

Quality Assurance

Kara Delaney has been named manager for Quality Engineering Operations Support. She has been with Cook for 6 years, and worked in both Development and Production Engineering before joining the Quality Engineering department in 2016.

Jeff Fender has been named manager for Quality Engineering Premarket. He began his career with Cook in April of 2016, where he worked in both the Supplier and Production Engineering departments before joining the Quality Engineering department in 2018.

Nick Kappas has been named team lead for Quality Systems. He began working with Cook Pharmica (now Catalent) in 2014, and joined Cook Inc. in November 2016.

Cook Inc. Manufacturing leadership

Renee Morrison has been named a group leader for Packaging.

Carolyn Holler has been named a group leader for Post-Sterilization Services (PSS) at Cook Ellettsville.

Randy Kinder has been named a group leader for ABRM Coating.

Trent Higgins has been named a group leader for PSS second shift at Cook Ellettsville.

Security

Kenny Barnes has been named a security specialist at Park 48. He returns to Cook from Catalent (formerly Cook Pharmica) where he held a similar role. He was with Cook Pharmica for three years prior.

Vascular

Megan Boddan, Global Digital Solutions Manager for Vascular, has taken on additional responsibility as Americas Marketing manager for Vascular.



▲ Neil Robinson



▲ Michelle Rodgers



▲ Jamie Tuttle



▲ Julie Tuttle



▲ Kara Delaney



▲ Jeff Fender



▲ Nick Kappas



▲ Renee Morrison



▲ Carolyn Holler



▲ Randy Kinder



▲ Trent Higgins



▲ Kenny Barnes



▲ Megan Boddan

Christian Hedeager has taken on expanded responsibilities in his role as Brand Impact manager for Vascular in EMEA. He will now manage a team in EMEA and help with regional alignment around regional priorities.

Jeremy Lowe has taken on expanded responsibilities in his role as Global Market Outlook manager. He will now manage a team in APAC and help with regional alignment around regional priorities.

Molly Cunningham has joined Cook as a written content specialist for the Vascular Global Communications team.

Karin Thousgaard Damborg has been named Global Meetings and Events manager for Vascular.

Jeremy Peterson has been named regional business manager for the Rocky Mountain region for Vascular. He has been with Cook since 2012. He started with the START team and served as a district manager in Utah.

Cook Inc. Document Control

Katie Mueller has been named team lead for the Records Control Center for Cook Inc. She began her Cook career in 2012, working in both Dilators and Wire Guides. She transferred to Document Control in 2015.

Crystal Selburg has been named team lead for Document Control for Cook Inc. She has been with Cook for 8 years and began working in Balloon Catheters before joining Radiology Sets as group leader in 2015. In 2016, she was named supervisor for this area.



▲ Christian Hedeager



▲ Jeremy Lowe



▲ Molly Cunningham



▲ Karin Thousgaard Damborg



▲ Jeremy Peterson



▲ Katie Mueller



▲ Crystal Selburg

APAC leadership

Jean-Marc Creissel has been named vice president, Cook Medical, director for Asia-Pacific. In his new role, Jean-Marc will assume leadership over the remainder of the APAC region, including the offices and teams in greater China, Singapore, India, South Korea, Thailand, and Malaysia along with those team members who support the regional efforts in APAC. Jean-Marc will be focused on developing the vision for the next five years in APAC, aligning and creating coordinated communication and programs across the region, and with the global functions and entities. Jean-Marc joined Cook in 1990 and has served in several leadership roles, including as SBU leader for Urology and as a vice president of operations, greater China and Southeast Asia. Jean-Marc will remain based in Hong Kong.



▲ Jean-Marc Creissel

Finding a new home

The story of the China Delivery Centre's relocation project

► Employees from the China Delivery Centre (CNDC) working hard during the relocation of their warehouse.

How long does it take to move into a new house? The answer may vary since a lot of work goes into moving: locating the new house, packing, moving, unpacking, and getting settled. These processes require different levels of planning, experience, skills, and efficiency.

Now raise the bar a little bit. How long does it take to move into a big house, one that is 2,800 square meters (about 30,139 square feet), for example? Again, the answer will vary, but for the China Delivery Centre (CNDC) the answer is two and half months. Yes, two and a half months to complete all the above-mentioned steps as well as become fully operational just two days later.

This project story dates back to the end of April when CNDC was notified that the warehousing model in the pilot free trade zone would not be supported by the government's new customs policies, and it needed to be relocated out of the bonded area of Shanghai Free-Trade Zone before August 1.

According to **Tony Chu**, Supply Chain manager for Cook China, they decided to downsize and retain the old warehouse as the labeling center while finding a new one outside of the bonded area to function as the future CNDC warehouse.

Finding a new home

In order to find a warehouse for CNDC as soon as possible and minimize any chances of negative impact on the business, a project team and work groups were formed to tackle this pressing mission.

Seven warehouse sites were considered before the one leased was nailed down at the end of May. Preparations, including air conditioning, temperature mapping, and power setup started immediately once the location was decided. IT infrastructures and office facilities were ordered. In the meantime, quality assurance activities were conducted so that the onsite good supplying practice (GSP) auditing from the Shanghai Medical Product Administration in July could be

passed and the warehouse's operation would be seamlessly switched into a new environment.

Forming a plan

Challenges were met in order to complete this project on time and with quality. The project team worked closely with the cross-functional and regional teams, the management team, and the vendors in order to expedite the conceptualization, sourcing, and implementation processes. Almost all of the action items for this project were finished ahead of schedule. For example, it took the project team only seven days to complete the air conditioning installation process, while the usual lead time for a vendor to complete this project, from setting up the contract to installation, is about one month.

The move-in dates were set for July 11-12, and CNDC temporarily shut down business to accommodate this process. They had to pack 300,000 units of products into 242 pallets and get them onto 23 container

trucks. The CNDC team worked together to complete this process.

"I was very impressed when, despite the heavy and unabated rain, our people were never intimidated. Instead they worked together to weather these difficult situations," **Isabel Jiao**, Quality Supervisor of Cook China said.

Moving in

Without time to pause and reflect, the focus was then shifted to the new warehouse. Employees worked over the weekend of July 13-14 to finish unpacking and handle the urgent orders that had been put on hold so that the whole business could become operational at the start of the new week. During the relocation process, 100% inventory accuracy was achieved, and by July 19, all the unfilled orders that were put on hold during the two days the warehouse was closed were cleared.

"There were many factors that led this project to succeed, but in my

opinion the key was the urgency applied by the staff during the initial planning phase of the project," said **Steve Lloyd**, Senior Manager of Supply Chain in Cook Australia.

According to Steve, this planning phase involved the use of a project management framework along with years of warehouse relocation experience. Once the framework was in place, the project was managed locally by **Tony Chu** alongside the project team consisting of **Baofei Han**, **Yanming Zhu**, and **Jill Ji**. The team also received support from functions including Quality Assurance, Sales Operations, IT and Finance. We can't include the names of every person and team that helped, but thank you all for the hard work!

"This project was an excellent example of cross-functional teamwork, and it is amazing what can be achieved when faced with such a deadline," Steve said.

"Because we had a very well-drafted project plan in place, everyone on the team knew just what to execute and prepare for at what phase," added **Baofei**, supervisor of Supply Chain Labeling team at Cook China.

For the CNDC team, this project was about more than just moving to a different space. It was also an opportunity for them to better leverage the new space and the existing facilities.

"We had a lot of improvement ideas coming up when we made the initial plan," said **Yanming**, Supply Chain supervisor of Cook China.

Some of these improvements included adjusting various aspects of the racks in the warehouse in order to make it easier for employees to pick and place items. For example, they changed the height of the pallet racks so they could hold three boxes instead of four. This made it easier for employees to pick or place the long catheter boxes.

In the end, the relocation project was finished 15 days ahead of the deadline. The new location allows goods to be shipped without a customs inspection, which allows customers to pick up the products from the warehouse directly on urgent orders. In addition, the warehouse can now run 24/7 if needed. From a daily operations point of view, products can now be delivered to customers across China within a shorter time span.

Together, we can do great things. Congratulations to the CNDC team, and thank you everyone for your hard work on this project. We wish you all the best in settling into your new home.

• **Joy Zhang** (Joy.Zhang@CookMedical.com) is a Corporate Communications specialist for Cook China.



▲ From left: **Gareth Orley** (IT Network and Security engineer, Cook Australia); **Steve Lloyd** (Senior Supply Chain manager, Cook Australia); **Yanming Zhu** (Supply Chain supervisor, Line Operations team, Cook China); **Jill Ji** (Supply Chain supervisor, Customs team, Cook China); **Tony Chu** (Supply Chain manager, Cook China); **Isabell Jiao** (Quality supervisor, Cook China); and **Baofei Han** (Supply Chain supervisor, Labeling team, Cook China).



A well-oiled machine

A look at Vandergrift's Engineering department

► Pictured are the Cook Vandergrift employees who make up the Engineering department. Front row, from left: **Richard Horne**, **Andrew Caffas**, **Elizabeth Gaughan**, **Elaine Ruminski**, **Sara Bonanni**, **CK Lui**, and **Cory Coffey**. Back row, from left: **Dustin Arabia**, **Robert Booker**, **Jeffrey Painter**, **Christopher Magalich**, **Stephen Kustra**, **Nathan Bean**, **Eric Boring**, **Gary Singleton**, and **Nicholas Giori**.

The Engineering department at Cook Vandergrift is a group of 16 technical professionals who help keep our operations running like a well-oiled machine.

Employees in this department have been with Cook Vandergrift for as long as 37 years to less than a year. The team is largely made up of mechanical engineers with other specialties, such as biomedical and electrical engineering. They live as close to the facility as a slingshot's distance away, to as far as over 30 miles away.

The department is broken into the standard six functions or subgroups within Engineering: Continuous Improvement, Process Validation, Production Support, CAPA, Sustaining Engineering, and Supplier Engineering. Those functions help support the three product lines, In vitro fertilization (IVF) Pipettes, Lead Extraction, and Doppler Blood Flow Monitoring, that

are manufactured in Vandergrift. The biggest of those functions, both in terms of projects and responsibilities, is the Sustaining Engineering group. Their tasks include all of the paperwork for specifications, drawings, design history, and risk management files. Their latest challenge is to make sure that post-market surveillance data are analyzed and integrated into the design files.

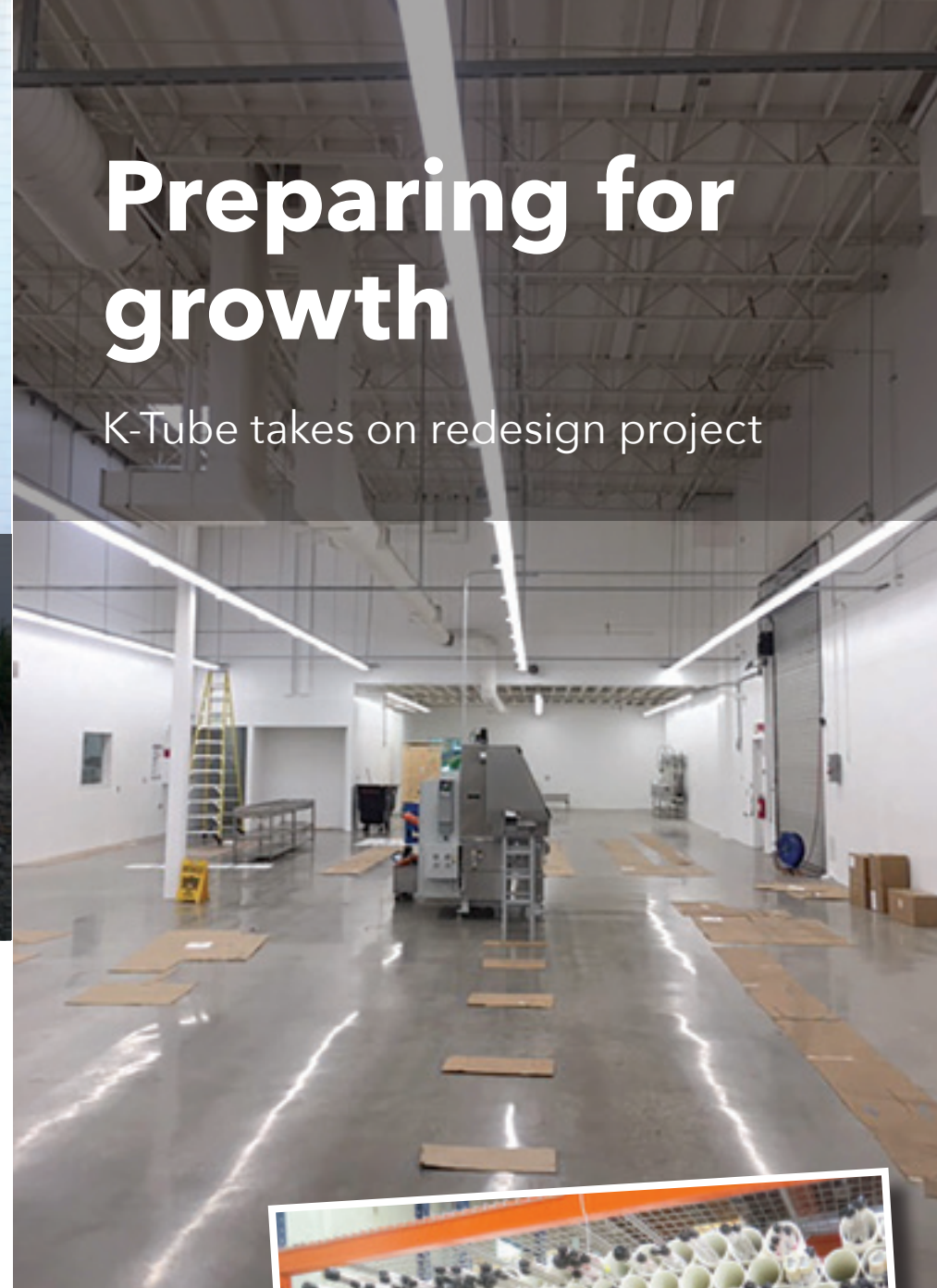
Even with the sub-functions, the department largely employs an all-hands-on-deck approach. "I think we're unique that way," said **C.K. Lui**, senior manager for Engineering at Cook Vandergrift. "We expect anyone to be called on to assist in any one of these areas. Typically, any of our people could work in any one of these functions but usually are called upon based on need and overall priorities of the company."

For the entire department, the highest priority is to support production operations, ensuring their responsibilities are taken care of on a routine basis to avoid any major production issues that could delay getting products to patients. Currently, some of the department's top projects include the EU MDR project that is being headed by the Sustaining Engineering team, adding shelf boxes to products that are currently sold in China, and improving the production efficiency of pipettes.

• **Eric Bowser** (*Eric.Bowser@CookMedical.com*) is a Global Program Marketing manager for Cook Vandergrift. **C.K. Lui** (*Chun.Lui@CookMedical.com*) is a senior manager for Engineering at Cook Vandergrift.

Preparing for growth

K-Tube takes on redesign project



▲ The area vacated by the shipping department is prepped for the new cutting and cleaning area.

▲ Pictured are members of K-Tube's Shipping department, from left: **Greg Sweet**, **John Younts**, and **Vic Paulson**.

Last year, K-Tube began redesigning the entire plant layout in order to optimize operational efficiency and expand manufacturing capacity. This multi-year project requires collaboration between Production, Maintenance, Shipping, and Facility Management.

To kick off the redesign project, old equipment and pallets of miscellaneous items in general storage had to be cleaned out of an underutilized warehouse in preparation for floor grinding and polishing. Once the concrete floors had been refinished and raw materials moved, shipping began to move their processes and focused on optimizing material flow paths. Many new systems were installed to improve safety and maximize efficiencies.

The repurposed warehouse became the new home of a more efficient shipping department, and the space vacated by shipping was converted into an expanded cutting and cleaning operation. Phase one of this project could not have happened without the hardworking crew in the Shipping department, who had to navigate a major move without negatively impacting shipments for customers. They took the challenge in stride, even hitting a record number of shipments along the way.

Moving into a new space created an opportunity to rethink layout and work flow. Square footage is a limited resource, and as the company expands, departments are being tasked to do more with less square footage. The successful completion of phase one of the new plant redesign owes its success to the collaborative efforts of the folks in Shipping and we sincerely appreciate all of their contributions to K-Tube.

• **Amanda Breneman** (*aboeldt@k-tube.com*) is the operations manager at K-Tube Technologies.



▲ The Machine Development team, a group within the Production Engineering department at Cook Winston-Salem, consists of (from left): Jon Hoglen, Barry Chilton, Jerry Shelton, and Daryl Hazelwood.

Developing our machines

A century of experience in creating the tools for manufacturing

The Machine Development team, part of the Production Engineering department at Cook Winston-Salem, like all of us here at Cook, specializes in finding inventive solutions to complex problems. The Machine Development team's 100 combined years of experience serves them well in their mission to develop the machines and tooling that are key in the manufacturing process.

When the team develops machines, they must ensure that the process is effective. But that is only a small piece of the puzzle. The team must also ensure that the machines meet minimum requirements, such as: ease of use, durability, cost effectiveness, ability to be calibrated, and safety of operation.

While many external companies are willing to provide this service, typically they are not capable of offering the flexibility and quality of

an internal group like our Machine Development team. Over the years, they have become familiar with the processes and have developed a loyalty to Cook that only a dedicated employee can have—a century of loyalty and finely honed skills. Combined, the four members of this team have served the company for exactly 100 years.

As technologies continue to change, the Machine Development group has adapted every step of the way by improving their knowledge and skills to support manufacturing.

• **Bill Golightly** was a written content specialist at Cook Winston-Salem. He passed away on January 2nd after a long battle with cancer. He worked at Cook Winston-Salem for over two decades, supporting the Endoscopy team and all of the employees at the manufacturing facility. He was a talented writer and believed in Cook's mission to serve patients.

A drive to do more

Chassie Horton juggles work, school, and her personal life

Driven. Just a few minutes into my interview with Chassie Horton during a visit to Cook Winston-Salem and I've decided this is one of the words I would use to describe her. Some of the others are full-time employee, full-time student, wife, and mother.

Chassie spends her days working at Cook Winston-Salem as a production engineer tech. Then, during the fall and spring semesters, she adds five to six full-time college courses into the mix.

"I have a special room in my house that is dedicated to all of my school work, and I have to take usually about four to five hours a night to cover my full-time school load."

Chassie is currently working toward getting her associate's degree in supply chain management through an online program at Forsyth Technical Community College. She is projected to graduate in May 2020. During her time at Cook Winston-Salem, Chassie has worked in several different areas, including manufacturing, incoming, and shipping. Her experience in these different areas was part of her decision to study supply chain management.

► Chassie Horton. Photo by Ally Stanfield (Alexandria.Stanfield@CookMedical.com), an editorial content generalist at Park 48.

"This pathway has really encouraged me to grow within the company and grow within myself."

— Chassie Horton, production engineer tech at Cook Winston-Salem

"I knew that there was more that I could do with it," Chassie said. "One of the big things is logistics. We have seen it evolve over the years, and as part of supply chain management. It is a huge benefit with lean manufacturing, logistics, and procurement. We have all of that at Cook."

Chassie described supply chain management as an overarching function that includes people from several roles, such as inventory management, warehouse management, and logistics.

"It helps us keep the flow running. All the way from the raw materials aspect, to shipping and delivery to our warehouses, and then our customers."

In her current role as production engineer tech, Chassie summed up her everyday job as helping production keep up and move forward. She is on the validation team, which ensures that the equipment and the tools that are used in production are constantly running. They also validate any new equipment and tools that are brought in.

"This pathway has really encouraged me to grow within the company and grow just within myself," Chassie said. "Since I do have some experience in a lot of areas, I have been able to take the knowledge that I have gained and it really helps

Continued on next page

Continued from previous page

A drive to do more

me understand a lot of why we are doing what we are doing and see the changes that we are making.”

Of all the courses she has taken thus far, Chassie said business management has been her favorite and that business law has been the most challenging.

“I know there are laws and I know as a corporation we have to follow those, but I did not realize how impacted we are,” Chassie said.

Eventually, Chassie is hoping that her career allows her to do something with the management team at Cook Winston-Salem.

“I really love working with people, and so I am hoping that these skills will help me in that direction.”

According to Chassie, juggling the various aspects of her life has been tough, but worth it, and having support at home has been helpful.

“My husband is the biggest supporter of me. He encourages me,” Chassie said. “He makes sure that everything is done at the house, and he takes care of our son.”

For anyone who is contemplating taking advantage of the My Cook Pathway program, Chassie recommends taking the next step.

“Do it. Know your limits. That is really important. I know that I can do this full-time work and school. But don’t overdo it. Take your time, that is what it is there for so it can be a really enjoyable process.”

“I am super grateful for the opportunities that have been provided because of this and I really look forward to seeing other people that can be successful too.”

• **Ashley McGuire** (*Ashley.McGuire@CookMedical.com*) is an Editorial Content generalist at Park 48.



▶ Bruno Gagnon

The pursuit of knowledge

Following the My Cook Pathway with Bruno Gagnon

For some people, learning is a pastime, and studying facts and gaining new skill sets is an empowering and exciting venture. This is true for **Bruno Gagnon**. The pursuit of knowledge and self-improvement motivates and inspires Bruno every day.

For the last nine years, Bruno has worked at Cook Winston Salem, first as an intern, then as a product specialist, and currently as a product manager. Before his career at Cook, he underwent a whirlwind of work and educational pursuits.

The early years

Bruno grew up in Quebec City, Canada, and later decided to pursue his bachelor’s degree in microbiology at Université Laval in his hometown. While working towards this degree, he obtained a certificate in biotechnology. After graduation, he tried his hand at working for a few different startup companies, but eventually decided to go back to school for his master’s degree in physiology-endocrinology while working as a research assistant at an academic research institute. .

After that, Bruno worked in Montreal Canada at a internationally recognized research center on infectious disease and focused on immunology, or the study of immune systems. He then moved from Montreal, Canada, to Durham, North Carolina, to continue his work on cancer research.

“I was working to help cancer patients,” Bruno said. “But for me, those patients were only little tubes with 10 cc (mL) of blood in them.”

“When I worked or looked at these tubes, they weren’t mothers or fathers, men or women, or sisters or anything. They were just blood samples,” he said. “Then I found out my mom had been diagnosed with breast cancer, and it just changed everything.”

Not too long after his mother’s diagnosis, Bruno decided that it was time for a career change. Instead

“When I worked or looked at these tubes, they weren’t mothers or fathers, males or females, or sisters or anything. They were just blood samples. Then I found out my mom had been diagnosed with breast cancer, and it just changed everything.”

– **Bruno Gagnon**, product manager at Cook Winston-Salem

of helping patients from a distance, he wanted to be able to work more closely with them and their needs, as well as with the doctors and nurses. And so, Bruno went back to school again.

He started working on a one-year master’s degree program in global innovation management at North Carolina State University. For a portion of his studies, he traveled abroad to France, studied at the Université Paul Cézanne, and then returned to the United States where he fulfilled the internship requirement for the program. After speaking with some of his classmates, Bruno was inspired to pursue the medical device industry in order to help patients more closely. At a school career fair, he found the Cook Medical booth and applied for an internship position.

“I really enjoyed my internship,” Bruno said. “Working at Cook Endoscopy, I realized how Cook Medical’s culture is about the patient and innovation. Two things that I think are essential to make a difference and advance healthcare.”

Years at Cook

At the end of his internship, Bruno applied for a full-time position at Cook Winston-Salem as a product specialist. A few years later, he took on the role of product manager.

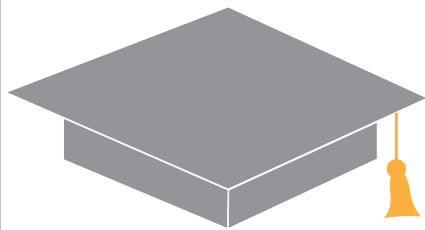
“Working at Cook during transformation allowed me to see how

the company is modernizing itself, and creating better processes and structures,” Bruno said. “It has inspired me to ask ‘How can I modernize myself? How can I be better?’”

After learning about the My Cook Pathway program, Bruno decided to pursue education once more to obtain a Master of Business Administration degree (MBA). He is studying at East Carolina University, and is considering different options for his degree focus. Some of his potential leads include Business Analytics, Marketing, and Healthcare Management.

“I am really excited to have this opportunity to learn and modernize myself, while also supporting Cook,” Bruno said. “The tuition assistance program is helping me to achieve some of my unfinished dreams.”

• **Ally Stanfield** (*Alexandria.Stanfield@CookMedical.com*) is an editorial content generalist for Corporate Marketing & Communications at Park 48.



Want to learn more about the My Cook Pathway program?

Contact your local HR department for more information.

Why eat local?

The benefits of eating food grown close to home

Many nutrients found within fruits and vegetables are formed as the food ripens. Produce is at its peak, nutritionally speaking, when it is ripe and still attached to its source. Food that is grown hundreds, sometimes thousands, of miles away is usually harvested prematurely in order for it to survive the long journey to your supermarket. Not only is this produce picked before its nutritional prime, the significant amount of time between its harvest and consumption leads to a potential decrease in certain vitamins. Suboptimal conditions related to temperature, humidity, and light during transport can also contribute to further degradation. Since local farms avoid a lengthy transport process, produce is able to ripen naturally and achieve its optimal nutritional potential before being picked. The time and environmental exposure is also lessened with local foods, promoting a fresher, more nutrient-packed product.

• **Kayla King** (Kayla.King@CookGroup.com) is the nutritionist at the Cook Family Health Center.

Local food Tastes better

All the factors that can negatively impact the nutritional profile of produce, can also adversely impact taste. Harvesting food before it is ripe results in a bland product that is then made more appealing through artificial means. Consider the flavor and color difference of a homegrown garden tomato during the summer months versus a variety bought from the grocery mid-winter.

Eating local promotes variety and encourages creativity

Instead of consuming the same product year round, challenge yourself by creating new and exciting meals from seasonal fruits and vegetables. Visiting your local farmer's market can be a good way to expose yourself to new types and varieties of food.

Local food can be cheaper

Eating seasonally will save you money. It takes more effort and a longer distance to deliver out-of-season products, and this extra effort is reflected in the price tag. If you're looking to reduce your grocery bill, look into which produce options are in season for your specific area. SeasonalFoodGuide.org allows you to search by state to determine which fruits and vegetables are in season on a bimonthly basis.

Local food helps the environment

Food mileage is a term that describes the distance your food travels from the place of harvest to your plate. Keeping it local helps reduce greenhouse gas emissions and your carbon footprint by decreasing energy needed for transport.

Local food supports the farmer and builds community

Knowing where your food comes from connects you to the people who raise and grow it. Instead of having a single relationship to a big supermarket, eating local allows you to develop smaller connections to more food sources. Take advantage of this intimate opportunity and get to know your farmers. Ask questions about growing and production processes. Many producers avoid bio-engineering, synthetic ingredients, and common pesticide and hormone use, but are not profitable enough to pay for USDA organic certification. Use this information to find producers that practice your values and use your dollar to vote on what you deem important. The money that is spent with local farmers stays closer to home and is reinvested in businesses and services within your community.

Tips for eating closer to home

- 🌱 Visit your local farmer's market.
- 🌱 Shop local farms and produce stands.
- 🌱 Look for local labels within your grocery store.
- 🌱 Support restaurants and cafes that utilize locally produced foods on their menu.
- 🌱 Experiment with producing your own food by creating a small garden or even growing your favorites in pots or small beds.



► Photo by **Ally Stanfield** (Alexandria.Stanfield@CookMedical.com), an editorial content generalist at Park 48.

A change of route

How a trip to Morocco impacted Jorge Rodriguez's family

Lightweight traveling and a free schedule. Allowing the opportunity to savor experiences slowly and discovering new spheres. Allowing for surprise and perceiving with all senses. Getting lost in the mountains or exploring the city if you prefer. You follow the path, moment by moment, and slowly you permeate places and their everydayness.

You take this, you live that, and you allow yourself the time and space to breath other latitudes. You learn and grow all the time about the world and about humanity.

This is how we always conceived traveling. This is the reason why, after our children were born, we decided to buy a motorhome. We felt it was the perfect way to tour around Europe with young children, without ties and allowing full flexibility that was adaptable to our rhythm as a family.

What's on your mind? Let us know by sending us a message at Angiogram@CookMedical.com.



Although this decision came at first from the desire to continue traveling "our way" with young kids, we also understood this would be a valuable gift for them. It would give them the opportunity to grow up being conscious of other landscapes, languages, and ways of functioning. It would provide them the occasion to embrace different experiences that would allow them to get to know different layers of the world and human beings.

After four years touring all over Europe with our children, up and down green mountains, dreamlike lakes, and post card villages full of comfort, we suddenly felt like changing our route.

The temptation to explore the African continent grew every day. It was partly motivated by the continent's magic and exoticism, but also moved by our wish to show **Liam** and **Carla**, ages 5 and 7, another face of the planet.

Furthermore, we felt like taking the chance to make this trip an experience that could also generate a positive socioeconomic impact in our destination.

We had read the stories of many travelers who simply went across Morocco handing out clothes and toys to the children that stand by the road waiting in hunt of tourists instead of going to school. We felt this was a mistake that we didn't want to make as it promotes mendicancy (begging) and disrupts the children's development.

Therefore, we decided to plan in advance, ensuring a positive contribution, which would respond to a real need and avoid causing any damage.

That is how we came across www.trip-drop.com, a social project that publishes documented and updated needs in different parts of the world, ensuring that help is given to the correct place without causing disruption of the local development and dynamics.

One of the spots included in www.trip-drop.com, was the Hassi Labiad School, the only school located in the small village of Merzouga and the main gateway to the majestic and burning desert of Erg Chebbi.

We decided this would be our final destination. Aware it was 1,500 km away from home, we were ready to set out knowing it would be a long, heavy drive on board our dear motorhome. But we were also eager to experience the adventure.

We took with us clothes that we had collected from family and friends and a good number of notebooks and pens generously donated by the Endoscopy specialty and the Vista department of Cook Medical for local children.

Driving through the arteries of Morocco, brought us closer. Without filters, one becomes part of the landscape. It provides a totally different perspective compared to the teleport mode of traveling on a plane.

It allows for full consciousness of time and space as you move along. That is how we made it all the way to the Erg Chebbi.

It was a great adventure full of funny episodes that we will never forget. But most of all it gave us a great lesson of humbleness, a broader view of reality, and the chance to grow. In 2019, we repeated the experience.

This time, we visited Fiers & Forts, a place of refuge created by **Dorothea Eijkman Severiens** in 2004, to protect disadvantaged children. It is located in Tamesloht, a small village near Marrakesh, Morocco. The center currently accommodates several children of all ages and seven educators. It aims to:

- ▶ Give children back their confidence.
- ▶ Put them on track for a secure life away from the streets.
- ▶ Develop their social skills and independence.
- ▶ Prepare them for entering the traditional education system.
- ▶ Help them obtain a legal existence.
- ▶ Offer vocational training to teenagers.
- ▶ Provide all medical and dental care.

The center is a haven of peace where children find education, training, happiness, and a safe home.

It was a real pleasure to visit Fiers & Forts and it was inspiring to hear the work and affection that goes into this program to give these children a second chance.

I would like to express my gratitude once again to Cook Medical, the Endoscopy specialty, and to the Vista department, who became part of this adventure by providing useful school materials that will contribute to the development and education and well-being of these children.

• **Jorge Rodriguez** (Jorge.Rodriguez@CookMedical.com) is a local product specialist in Spain & Portugal for the Endoscopy specialty in the MedSurg division.



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How are we doing? We want to hear from you!

What are your favorite parts of the Angiogram? What would you like to see more of? Send your comments and suggestions to Angiogram@CookMedical.com.

Where is

Global Reimbursement?

► To find out more about the Global Reimbursement team, read the full story starting on page 38. Graphic by Ashley McGuire (Ashley.McGuire@CookMedical.com. Ashley is an Editorial Content generalist at Park 48.