

Michael BROOKS

Energy for the Long Run

DRIVEN TO INNOVATE BY INSTINCT

Michael Brooks is a visionary leader who helped create a groundbreaking way for PPD to serve the needs of its biopharmaceutical clients.

Under Mr. Brooks' direction, the company employed several state-of-the-art technologies to help facilitate the process and establish PPD as the industry leader in trial optimization, site identification, and activation.

Through Mr. Brooks' guidance, expertise, focus, motivation, determination, and inspiration, the end result was the Site Intelligence and Activation (SIA) global functional team, launched in 2013, a cohesive unit better equipped to help clients achieve success.

SIA provides core start-up and site-related services for all therapeutic areas across more than 58 countries and includes strategic feasibility, trial optimization, local regulatory, site start-up/activations, investigator contracts and budgets, patient recruitment services, investigator services and strategic site collaborations, and CTMS activation.

As VP, Mr. Brooks oversees PPD's global delivery of project feasibility, clinical site activations, site contracting, related ancillary services across therapeutic areas, and Phase I to IV trials. He leads a global team of about 1,040 clinical trial professionals.

Since joining PPD in 1999, Mr. Brooks has risen through the ranks, holding positions of increasing responsibility in project management, product development, and clinical development before leading the new SIA team. Before leading SIA group, Mr. Brooks was global therapeutic area head of PPD's hematology/oncology group. Within this role, he developed PPD's therapeutic strategy and partnered with clients to accelerate cycle times and decision gates within the oncology setting.

Mr. Brooks is particularly proud of the success of PPD's Critical Care division, which is recognized as an industry leader by customers, key opinion leaders, and investigators alike.

"We planted the seeds for our success in the early 2000s and have continuously evolved and achieved impressive operational success with a large portfolio of trials for challenging indications such as severe sepsis, trauma, VAP,

Getting to Know...

Michael L. Brooks

TITLE: VP, Clinical Development Services
(Site Intelligence & Activation)

COMPANY: PPD

EDUCATION: B.S., Biological Sciences, North Carolina State University

FAMILY: Wife, Jackie; three children, Sean, 9, Leah, 5, and Madison, 2; Chocolate Lab, Kaylee

HOBBIES: Long-distance running and endurance events; landscaping; reading; participating in sports; attending sports events especially N.C. State University football and basketball

AWARDS/HONORS: PPD Global Leadership Program; PPD CEO Award Winner

ASSOCIATIONS: ASCO; SCCM; ASH

SOCIAL MEDIA: [in](#) [f](#)

ARDS, burns, stroke and transplant," he says. "The foundation was established by developing a team of critical care specialists who truly understand the needs of the patients and their families, the expectations of the patient care teams, and the best approach to protocol design and data collection."

Most challenging, he says, was his role as global clinical director when he was responsible for an asset involving multiple rare diseases and accountable directly to PPD's C-suite for achieving operational and financial milestones. Working in the compound partnering division required Mr. Brooks' core team to make decisions without day-to-day sponsor oversight, to develop strategies for achieving extremely aggressive timeline and budget milestones, and to consistently perform at a high level in the eyes of PPD's rightly demanding executive team.

"Ultimately, our team was successful, yet it stretched every team member to the bounds of their skills and stress levels," he says. "In retrospect, it was a pivotal moment in my career for learning to make critical business commitments and achieve those commitments through team work, innovation, and assertive leadership."

Next on his list of goals is an executive level leadership position to directly drive strategy, lead global divisions, and partner with clients to achieve cutting-edge innovations in their business and drug development models.

His energetic and optimistic approach lets him achieve his goals as well as sustain himself and his teams during periods of significant pressure and project risks. He is motivated to work toward a bigger goal, alongside his colleagues, and to make a difference for patients

ENERGETIC. CATALYTIC.



Michael Brooks is motivated daily by the opportunity to achieve something significant and working toward a bigger goal in collaboration with colleagues and friends.

by providing a benefit from the clinical trial experience and delivering new approved products to market.

Mr. Brooks has a knack for breaking through the status quo to help teams and clients find a path forward and maximize their own potential and accelerate change to achieve a better state within teams, projects, divisions, and the company.

He draws inspiration from clients, PPD's leadership, colleagues, the stories of those who have achieved success or made sacrifices in the face of incredible challenges, and personally from his parents, who achieved a lot professionally and personally despite starting out with so little.

Mr. Brooks and his family are committed to St. Jude's Children's Hospital because of its focus on researching and developing treatments to improve the condition and care of children battling life-threatening diseases. St. Jude's holistic approach to caring for patients and their families, as well as their incredible passion for developing cutting-edge therapies, aligns well to both his family's values and his professional values.

By extension, he and his family also contribute to other well-managed organizations specializing in research, treatment, and care of patients with cancer and their families, including Hospice, The Jimmy V Foundation, and Duke Children's Hospital. **PV**

Dr. Susan DALLABRIDA

Orchestrating Science and Technology

A world-class scientist and visionary member of the global research community, Susan Dallabrida, Ph.D., embodies vision and practicality in developing technologies that result in huge improvements in patient-centric study design.

Dr. Dallabrida is passionate about innovating the next generation of technologies used by sponsors, sites, and patients to improve clinical research and drive better outcomes. She makes it her mission to know where the science and practice of patient-reported outcomes (PRO) and electronic clinical outcome assessment (eCOA) technology is headed.

DRIVEN TO INNOVATE BY SHARING

She says everyone involved in the clinical research community shares a responsibility to lead initiatives that will integrate the optimization of administration modes, drive the development and selection of instruments, comprehensively vet patient device usability and preference, elicit the best possible question/response option infrastructure, and determine the most successful way to extend the patient/healthcare provider communication axis.

"My goal is to see these research efforts conducted in parallel for the ultimate goal of accelerating the development and launch of effective and safe therapies and the incorporation of technologies into clinical care to improve healthcare and quality of life for patients around the world," she says.

Science is often about asking questions and some of the best professional advice she ever received was to ask the question "What if it's true?" And then if it is, ask what can be done with the finding, who would it serve, and how many people would be helped by this discovery?

She believes that generating real-time data to determine strategies for maximizing patient compliance within clinical trials and clinical care enables eClinical technologies to be used at home effectively in settings for both chronic and acute care.

Through real-time tracking of symptomatology and biometrics, Dr. Dallabrida believes it will become possible to improve patients' health and quality of life.

At PHT, Dr. Dallabrida focuses on instrument development and validation efforts for ePRO/eCOA, including the establishment of conceptual equivalence and psychometric validation of new instruments. She draws on her significant regulatory experience in biologics and small molecules to provide support for the development and use of PRO-based labeling claims.

Colleagues are inspired by Dr. Dallabrida's enthusiasm, rapid pace, and elaboration of the possibilities within reach. She motivates those

CONCEPTUAL. PERSISTENT.



Dr. Susan Dallabrida is committed to improving clinical trial data quality for better patient outcomes and efficient drug development.

around her by recognizing their accomplishments, propelling them into new frontiers, and making sure that they see and understand the future.

"It is vital that everyone not only plays their instrument, but takes time to hear the music of the orchestra," she says. "It is in those moments of appreciating the quality and loudness of the symphony while simultaneously recognizing one's own role in its existence and triumph, that ownership and the value of supporting team members is fully cultivated."

Throughout her personal and professional life, Dr. Dallabrida has drawn inspiration from her maternal grandfather, who embodied a can-do attitude, persistence, loyalty, thirst for accomplishment, pride and joy in a job well done, fortitude of character, and an absolute zest for life, fun, and family.

On a personal level, Dr. Dallabrida is committed to charities focused on tackling diabetes and kidney disease, and has deep compassion for the hardship and burden of dialysis on patient and family, and poor quality of life for patients on hemodialysis. She has donated a kidney to her mother, who has type 2 diabetes and was in renal failure on hemodialysis. In addition, she has spent three years as an ad hoc reviewer of NIH National Institute of Diabetes, Digestive, and Kidney Diseases, and has done extensive research, and contributed to publications, on diabetes and effective use of ePRO to capture and categorize blood glucose readings and hypoglycemia. **PV**

Getting to Know...

Susan M. Dallabrida, Ph.D.

TITLE: VP, Clinical Science and Consulting Services

COMPANY: PHT Corp.

EDUCATION: Ph.D., Biochemistry and Molecular Biology, Pennsylvania State University; B.S., Biology, cum laude, Bloomsburg University; B.A., Chemistry, cum laude, Bloomsburg University

FAMILY: Married, no children

HOBBIES: Surfing, windsurfing, stand-up paddle boarding

BUCKET LIST: Kayaking in ocean near Iceland; repelling into Hawaii's volcanos and giant waterfalls; swimming and diving in caves; surfing a barrel; ice climbing; learning to kite surf and water ski

AWARDS/HONORS: Fanfare Award, Biogen Idec Hemophilia, 2012; Applause Award, Biogen Idec Hemophilia, 2011; Collaboration Recognition Award, Biogen Idec Hemophilia, 2011; Harvard Catalyst Pilot Award, Harvard Medical School, 2008; David Bray Scholars in Medicine Award, Harvard Medical School, 2004; Equipment Award, Children's Hospital Boston, 2003; Young Investigator's Award, 2nd place, American College of Cardiology, 51st Annual Scientific Sessions, 2002; Basic Science Award, International Society for Vascular Anomalies Annual Meeting, 2002; Young Alumni of the Year, Bloomsburg University, 2001; Basic Science Young Investigator Award, American Heart Association Scientific Sessions, 2001; Young Investigator's Award, Finalist, American College of Cardiology, 49th Annual Scientific Sessions, 2000; Young Investigator's Award, Finalist, American Heart Association Scientific Sessions, 1999

ASSOCIATIONS: International Society for Pharmacoeconomics and Outcomes Research

SOCIAL MEDIA:

RESULTS-ORIENTED.



Julie Ross is a pioneer for change and innovation; she is leading the charge to enhance the industry's approach to conducting clinical trials.

Julie Ross is the energizer bunny of CRO innovation. She started way ahead of the curve implementing new approaches and she is still going. As executive VP of Advanced Clinical, she continually contributes to her employees, to the organization, to the healthcare/pharmaceutical industry, and to the community. Colleagues say she positively — and often dramatically — affects the lives and businesses of those around her on a daily basis. She is a pioneer for change and innovation, and has been leading the charge to enhance the industry's approach to conducting clinical trials for the past 20 years.

As an industry leader in patient recruitment, she has developed offerings for clients, such as specialized apps for both patients and sites, study champion programs within complicated hospital structures, nationwide media campaigns generating thousands of patients, and initiatives encompassing all the cultural and regulatory environments across the globe.

As for CRO development and innovation, Ms. Ross has grown CROs by implementing ahead-of-the-game strategies to help companies fully plan and execute their trials. In the early 2000s, when many CROs were behind the times in their efforts, Ms. Ross adopted a validated CTMS, e-signatures, and other business automation efforts.

Ms. Ross continues to challenge the status quo in both approaches and technologies. She implements value-added initiatives, such as eTMF solutions in a cloud environment, which proactively puts clients in a position to stand behind the quality of their trial information. She guides her teams using a metric-driven, goal-oriented approach that makes it clear where everyone stands in terms of reaching their goals, while always putting the client first.

In the mid-1990s, Ms. Ross was way before

Julie ROSS

Ahead of the CRO Curve

her time as she ran one of the first real Site Management Organizations (Affiliated Research Centers (ARC) and later AmericasDoctor), which she later transformed into the CRO Essential Group with a stand-alone patient recruitment division in the early 2000s. Her patient recruitment approach was one of the first that actually came from a clinical perspective when many media companies were entering the marketplace as experts in advertising.

At ARC, Ms. Ross led a patient recruitment initiative that enrolled 930 patients at 34 sites in 40 days by truly involving the sites as part of the team and understanding what motivated the specific patient population for the trial. This program allowed the drug company to go from IND to NDA in 12 months. She accomplished all this 20 years ago, while today companies continue to miss enrollment timelines.

Her career highlight to date was growing her original SMO position into leading Essential Group, a full-service CRO. Essential was acquired by inVentiv Clinical, now one of the top five CROs.

"As a corporate officer, I led the successful transition of an SMO into a full-service CRO that grew from \$0 to \$50 million in revenue in approximately five years before a successful sale," she says.

The sale of the CRO — certainly a solid business decision — was also one of her biggest challenges.

"The successful transaction came with a great deal of change, such as culture, roles and responsibilities, processes, systems, loss of a few positions, integration hurdles, etc. for many," Ms. Ross says. "Leading through the sale and integration while ensuring client programs were not affected was a critical initiative."

In addition to her leadership qualities and her innovation, Ms. Ross has stimulated the marketplace by helping many biotech/small pharma companies secure funding from venture capital and private equity groups. When the economy took a turn for the worse and the biotech industry was struggling to recruit the funding needed to develop their compounds, Ms. Ross developed presentations and attended meetings and calls with boards of directors and investors or potential investors. She knows how to provide confidence to the in-

DRIVEN TO INNOVATE BY RESPONSIBILITY

Getting to Know...

Julie A. Ross

TITLE: Executive VP

COMPANY: Advanced Clinical LLC

EDUCATION: B.S., University of Wisconsin La Crosse; CNMT

FAMILY: Husband, Steve Ross; children, Steve, Anna, Nick, and Tony; parents, Mike and Judy Roach; mother-in-law, Janet Ross

HOBBIES: Most outdoor activities especially boating, fishing, and spending time in Northern Wisconsin

BUCKET LIST: Times Square on New Year's Eve, a leisure trip to tour Rome

SOCIAL MEDIA: [in](#) [t](#) [g+](#) [You Tube](#) [p](#)

vestors by thoroughly outlining the marketplace, the indication, the plan for executing the clinical programs backed by strategy and real metrics.

Ms. Ross has developed and promoted hundreds of women throughout the past 15 to 20 years. A true mentor and as a working mother, she encourages women to develop and grow in their careers as they also care for their families. She demands excellence in performance from the women on her team, while understanding their needs in the workplace. She recognizes the pressure women feel balancing work and home responsibilities and creates an environment that yields the best results from her team.

In other mentoring duties, she is currently coaching high-performing individuals who have issues with team interactions or other challenges. She supports an internship program of high school and college students, mainly young women, at Advanced Clinical to help develop new talent. She is also a mentor outside of work. She has served for many years as the pre-marital counseling advisor for her church.

Ms. Ross also has a passion for hockey, and was president of the local hockey organization for six years and was very involved in the development of the teams and procuring the funding for an ice arena.

Now that her own children are grown and out of the home, she is foster parenting two young girls, ages 8 and 12.

One of her colleagues summed Ms. Ross up in a nutshell: "She inspires. She innovates. She leads. She performs. She cares. She makes a difference." **PV**

Going Above and Beyond to Deliver a Better Experience



Advanced Clinical provides full service, global CRO and patient recruitment and retention strategies, functional service provider (FSP) models, and flexible staffing solutions. Our mission is to make your day-to-day experience easier by going above and beyond to deliver a truly better clinical experience.

Congratulations Julie Ross, EVP CRO, and Susan Seroskie, EVP Strategic Resourcing, for being named PharmaVoice Top 100 Most Inspiring People in Life Sciences.

To learn more, visit www.advancedclinical.com.



Tara FITZGERALD

Setting the Pace for CROs

DRIVEN TO INNOVATE BY NECESSITY

In a career dominated by data, Tara Fitzgerald, executive VP, biometrics, at INC Research, has the ability to bring a human aspect to the arena, while at the same time bringing a masterful approach to technology and solution implementation. Colleagues credit her group's infinitesimal employee turnover — just a fraction of the industry average — to her incredible people skills and management style. INC Research Chief Operating Officer Alistair Macdonald recently described her as “one of the best business minds in a service group anywhere in the industry.”

One of her more notable accomplishments was doubling the size of the biometrics group and implementing the much-needed position of biometrics project manager. When Ms. Fitzgerald joined INC Research, the biometrics unit employed about 500 employees. Today, the unit has grown to more than 1,000 employees globally and its profitability has reached unprecedented levels.

One of the problems Ms. Fitzgerald first noticed in 2011 when she came on board at INC Research was that the data management group and the clinical project managers — the two groups sharing responsibility for biometrics — did not have the tools necessary to coordinate all the complexities of biometrics, so she created the biometrics project manager role to bridge this gap between the technical and the clinical side. The new model, which started with one sponsor on three projects, has grown to 16 sponsors and more than 50 projects. Not only did this addition differentiate INC from its competition, it has also created revenue streams that didn't exist previously.

An adept multitasker and planner, Ms. Fitzgerald has been able to lead the integration of multiple systems into one efficient business unit following several sizable acquisitions, all the while retaining competency, expertise, and customers. She has expertly managed her team through multiple challenges, including a skills transfer for a significant portion of the department following the departure of a key customer. Rather than allowing a division to

PERSISTENT. CARING.



In just a few short years, Tara Fitzgerald has created new revenue streams, processes, and policies that have put INC Research on pace for success.

with following such a setback, she proactively spearheaded retraining and certification in Medidata Rave and other technologies in the clinical cloud. This helped retain key people and has become an important area of expertise for the company.

While she has brought much success to INC Research, one of her career highlights was building and eventually selling her own specialty CRO, PharmData.

“The most challenging assignment in my career was also the most fulfilling,” she says. “I worked day and night to develop and support a specialty CRO. We grew from a handful of people to more than 80 employees over about a decade. I learned a lot about business, what works and what doesn't work, but what I learned the most about was people. It was difficult for me when we decided to sell as I worried our employees would think I was giving up on them. However, when one chapter closes another one opens. The teams transitioned well and I learned a lot about myself. I am where I want to be today because of the tough decisions of the past.”

Whether she is working on biometrics, organizing a charity event, or heading the social committee for her site, her passion and persistence shine through in everything that she does. Ms. Fitzgerald's ability to engage with her team at every level and take the time to make sure that everyone understands their mission and vision, not only at a corporate level, but at a business unit and partner level as well, is inspiring to all. Caring about the people she works with is a hallmark trait of her leadership.

“There have been many quantifiable events

Getting to Know...

Tara Fitzgerald

TITLE: Executive VP, Biometrics

COMPANY: INC Research

EDUCATION: B.S., M.S., Stetson University

FAMILY: Son, Troy, 6; daughter, Victoria, 4

HOBBIES: Exercising

SOCIAL MEDIA:

throughout my career that can be deemed highlights, but what I am most proud of is my impact on employee development,” she says. “Seeing my team grow professionally has been the best part of my career.”

A big believer in demonstrating full accountability, Ms. Fitzgerald has actually established her own motto for the biometrics group, which is “We set the PACE.” PACE, she explains, stands for persistence, accountability, commitment, and execution. The concept is based on hiring the best individuals, giving them the appropriate tools, and then letting them go do what they do best.

In both her personal and professional lives, she focuses on designing the mold, instead of trying to fit the mold.

“We should be persistent in our actions, if we believe in something we should go after it,” she says. “We have to be accountable for our actions, but only after we have given our employees the tools and training to be accountable. We need to be committed and believe in the mission of our workplace. And we need to execute with precision — quality is non-negotiable in our highly regulated industry.”




: am insightful

It took 10 years to complete my clinical training. Hardly surprising that it can be difficult to get your head around the area if you're not familiar with it. That's why I enjoy working with our team of specialists, because I understand what they need me to. And that makes it easy for me to translate our experience into useful insights for you.

: am INC Research

To see how our global Phase I-IV experience can help you feel more connected, visit [incresearch.com](https://www.incresearch.com)

Ken SHORE

DRIVEN TO INNOVATE BY
IMPROVEMENT


Ken Shore is called one of the most outside-the-box thinkers in the field of clinical trial patient recruitment today.

Taking Patient Recruitment to a New Level

Think outside of the box is a common directive heard in this industry, but Ken Shore, executive VP of business development and innovation at Blue Chip Patient Recruitment, takes creative problem-solving to new levels. Anything but common, he consistently pushes the agency's internal teams, as well as clients, to think outside of the box to deliver success, colleagues say.

As an innovation leader, his ideas aren't always fully understood by the team, but through his passion and tenacity, he encourages others to consider new ideas, which more times than not, end up advancing not only the company's business, but also the clients' business.

Through his revolutionary leadership, his team has helped establish several new service offerings at Blue Chip, including a patient portal that can be accessed through Wi-Fi in a physician's waiting room; a novel approach to reaching patients through direct marketing called lifestyle-based analytics; and leveraging insurance databases. He is constantly looking for ways to connect clients and their business objectives, whether marketing- or patient-recruitment-related, to innovative solutions.

Mr. Shore says his passion stems from the exciting possibility of helping people live healthier lives. As a pioneer in behavior-based health and wellness coaching, his insights have been instrumental in consistently helping companies accelerate enrollment in clinical research studies, ultimately bringing FDA approved life-saving, life-enriching therapies to market ahead of schedule.

"I thoroughly enjoy what I do; we spend a lot of time mapping out the task for trial participation and whenever I see our plan materialize, I find it very, very exciting," he says.

His biggest challenge is continually trying to bust the industry myth that patient recruitment sites are self-sufficient and there's no need for additional patient recruitment improvements. He does believe that the industry has made tremendous strides in the last three to five years largely due to the introduction of new and interesting and measurable digital tactics.

"I still think there is a long way to go before the industry as a whole truly embraces the idea of the need for new patient recruitment techniques," he says. "The idea of digital marketing or using the Internet to communicate with patients is still, to a large degree, in its infancy but over the coming years, we expect a number of tactics and opportunities to emerge that will make it more possible for us to pinpoint and target messaging, which we expect will lead to more efficient patient recruitment."

Mr. Shore is particularly focused on a new model called the path to participation. Getting patients all the way through the screening and enrollment process can be very challenging and Blue Chip has identified ways to fill in the gaps along the way to improve enrollment and retention. The model breaks down the process that begins with patient diagnosis, and takes patients through to randomization and retention.

"This model has enabled us to identify points of aperture where we could deliver effective communications that will motivate patients to engage in a clinical trial," he says. "We have found this to be effective in helping our clients understand the opportunities that exist through patient recruitment and specifically the results."

The path to participation model can be

Getting to Know...

Ken Shore

TITLE: Executive VP, Business Development and Innovation

COMPANY: Blue Chip Patient Recruitment

EDUCATION: MBA, J.L. Kellogg School of Management at Northwestern; B.A., University of Michigan

FAMILY: Wife; three children


HOBBIES: Fitness activities, watching his kids play sports, field hockey, ice hockey, cross country

BUCKET LIST: Travel to India; visit the sites of Lord of the Rings

SOCIAL MEDIA:       

used for common chronic as well as rare diseases and can help identify how to have a measurable and meaningful impact on a trial.

Along with his business and innovative ideas leadership, Mr. Shore also brings a positive attitude and motivational direction to Blue Chip. No matter the size of the opportunity, big or small, he assesses the needs of the potential client along with the pulse of the department to ensure a good fit before moving forward. His dedicated efforts and encouraging leadership have helped Blue Chip Patient Recruitment continually win work and meet goals. Colleagues say he brings a wealth of knowledge and passion to every conversation, brainstorm meeting, proposal, and campaign. His dedication to the industry is so authentic that it is contagious to the rest of the team.

Every morning, he looks forward to achieving the potential that exists within the intersection of healthcare and patient recruitment. 

Badhri SRINIVASAN

Breathing New Life into Services

DRIVEN TO INNOVATE BY
CHANGE

An accomplished statistician, an industry expert, a visionary, a thought leader, and a dynamic business leader with a strong execution focus and razor-sharp financial acumen — these characteristics summarize Badhri Srinivasan, whose flair for numbers and their complex patterns extend to both clinical research data and financial spreadsheets.

Mr. Srinivasan leads the Global Data and Safety Monitoring (GDSM) services business at Quintiles as senior VP and head, and is responsible for crafting and delivering the strategy for data monitoring services, leading teams based in the United States, Europe, Africa, and Asia.

He has helped to transform Quintiles Biometrics into a highly competitive and active industry player.

He is relentless in pursuit of seeking out the best from his team for his customers and for the organization. As a result, year after year his teams have always outperformed on every aspect of the balanced scorecard — a business process-improvement approach similar to lean sigma and six sigma.

Under his leadership, the traditional data management and pharmacovigilance businesses at Quintiles have been integrated and transformed into delivering data and safety monitoring services leveraging data integration, technology, and analytics. He helped establish the first scaled delivery in risk-based monitoring under the Quintiles Data-driven Trial Execution (DTE) initiative.

When Mr. Srinivasan took over GDSM two years ago, the CRO industry was facing a threat from the IT and BPO sector, a new competitive environment that had strong process management methods and was winning full-service provider deals.

Over the last two years, his GDSM team has standardized metrics, created online dashboards, built a global delivery organization, implemented lean and six sigma for continuous process improvement, and deployed workflow tools and other automations to create a best-in-class operation.

PREPAREDNESS. ADAPTIVENESS.



Badhri Srinivasan is in relentless pursuit of seeking out the best — from his team, for his customers, and for the organization.

The essence of this change has been building a delivery model ready for the future of risk-based monitoring by bringing data, traditionally a marginal service, to the center of trial execution.

While many organizations have been talking about it, Mr. Srinivasan's focus on execution has ensured that Quintiles has walked the talk by operationizing its DTE initiatives, delivering in the process the largest and proven delivery footprint in the industry. As a result, Quintiles has seen a return of customers who see in GDSM the advantage of domain expertise and experience along with operations excellence.

The experience of innovating and creating a new business model that has started to gain good traction, set benchmarks in the industry, and is regarded as industry leading, has been a true highlight for Mr. Srinivasan.

"The amount of personal discovery, personal satisfaction, and the lives that I have touched and changed and the joy it has brought to the entire team, not to mention my own immense professional and personal learnings, have been tremendous," he says.

Next on his list of accomplishments is to create, imbed, and pivot the company to a new and cost-effective way of working that is a significant departure from the current model.

Mr. Srinivasan is a hands-on leader and knows every aspect of his business, yet allows room for his reports to experiment and try out innovative approaches. He paints a compelling vision and goes after it with unwavering commitment.

Under his guidance, the GDSM teams have been encouraged to design initiatives that have changed the way they work and to develop unique approaches to delivery management, traditional areas of SOP management, transi-

Getting to Know...

Badhri Srinivasan

TITLE: Senior VP and Head, Global Data & Safety Monitoring

COMPANY: Quintiles

EDUCATION: ABD, Biostatistics, University of North Carolina, Chapel Hill; M.S., Mathematical Statistics, University of Bangalore; Bachelor's degree, Economics, Mathematics, Statistics, University of Bangalore

FAMILY: Wife

HOBBIES: Woodworking and gardening

ASSOCIATIONS: DIA, MIT-Harvard NEWDIGS consortium

SOCIAL MEDIA: [in](#) [You Tube](#)

tion management, and alter IT implementation plans to accommodate inclusion of ground-level micro innovations.

A polymath, he adds value to every meeting or initiative that he is part of and brings a fresh insight that others have missed. He constantly challenges the status quo, and is always looking out for new ideas, striving for continual improvements in processes and results.

He loves what he does and the impact it has to change lives, saying that for him the journey is the reward.

Before joining the GDSM team, Mr. Srinivasan was VP of enterprise analytics and business process management at Quintiles and the head of the Enterprise Transformation Unit (ETU), a group dedicated to strategizing efficient clinical trial execution. Additionally, he led a partnership with MIT's new drug development initiative in Singapore.

In addition to process re-engineering, his work has involved development of mathematical algorithms to reduce cost and speed assets through the clinic as well as new models of clinical development.

Mr. Srinivasan's passion for clinical research is infectious and he is always willing to share his past work on innovations with the industry.

His direct and crisp communication style along with timely feedback and quick decisions help his team members to achieve what is often seen as impossible.

His integrity and willingness to stand up for what is right also make him a highly respected leader in the organization.

Mr. Srinivasan motivates his team through leading by example, being there for them no matter what the situation is, and truly caring for them.

On a philanthropic level, Mr. Srinivasan supports Habitat for Humanity because it's not just about giving money, it offers real and tangible gains through hard work where one is actually involved in creating something for the needy. **PV**