

# PAUL ALPER

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**PATIENT SAFETY INNOVATION STRATEGIST, COMMERCIAL GROWTH ACCELERATOR,  
INVENTOR, RESEARCHER, AUTHOR, LECTURER, PRIVATE EQUITY INVESTMENT  
ADVISOR**

Passionate commercial growth accelerator and patient safety innovation strategist in the healthcare technology and products sector with global scope and perspective. Demonstrated ability to lead the successful commercialization of innovative, disruptive, and evidence-based technologies from concept through successful market adoption. Highly skilled in both upstream and downstream marketing. Success in leveraging experience, connections and intimate knowledge of complex healthcare market dynamics to drive commercial results. Subject matter expert in hand hygiene compliance, HAI prevention and overall patient safety strategies.

High learning agility with sharp regulatory and scientific literacy. Co-investigator of multiple peer-reviewed published studies and scientific abstracts accepted for presentation at major conferences as well as an invited lecturer at scientific conferences both domestic and international.

## KEY ACCOMPLISHMENTS SNAPSHOT

- Acting as VP Patient Safety Innovation for Medline's ReadyCare Division, I helped drive accelerated growth of Medline's healthcare hand hygiene business from #3 ranked in the US to a strong #2 ranked (6.9 share points ahead of #3) with their market share more than doubling from August, 2019 to December, 2022 based on GHX and DRG data.
- I created and led the design, development, patenting, validation, and commercialization of the DebMed® Hand Hygiene Electronic Monitoring System. This was the first electronic monitoring system proven through peer reviewed research to drive improved hand hygiene behavior, a reduction in healthcare-associated infections, the elimination of significant costs associated with those infections and a positive impact on patient safety culture.
- Globally pioneered the Electronic Hand Hygiene Compliance Monitoring technology category through my work with hospital systems, academic researchers and front-line infection preventionists. Have been an invited lecturer on the category at conferences in the US, UK, Canada and Switzerland and have over 100 studies, articles and conference presentations on the topic to my credit.
- Led the launch of the alcohol-based hand sanitizer category for GOJO®, making PURELL® the generic category identifier (think Kleenex®) in both the hospital and consumer markets in North America. Established National Distribution in the mass, food and drug classes of trade pre-national TV campaign launch.
- Led the launch of GOJO's PROVON® Medical Group, the healthcare division of GOJO. Drove consistent growth and market leadership: number two in overall category sales to the institutional healthcare market. Consistently exceeded sales and profit goals annually.

## PROFILE

**Commercial Leadership:** Able to bring together sales, marketing, and commercialization teams, infusing them with a shared vision of success to drive the creation of a sound road map and detailed process to achieve commercial objectives. Proven ability to engage with and influence healthcare end-user C-Suite decision makers (clinical and financial) as well as key opinion leaders, influential and regulatory organizations, and the research community.

**Strategic Leadership:** Disciplined and creative strategic thinker. A proven ability to conceive, articulate, and oversee execution of innovative strategic and tactical plans by teams that are cohesive and highly motivated due to the shared vision that has been created and adopted by all. Success in building strategic private/public sector collaborations. Demonstrated ability to effectively deliver the key messages to both internal and external stakeholder audiences at the highest levels. Brought all major electronic hand hygiene monitoring industry players together forming a 501C6 non-profit organization with the common purpose and vision to change regulations, guidelines, and standards in the interest of patient safety and public health at accreditation organizations, government agencies, and hospital systems.

**Proven Performance: Innovation, and Category Creation:** A history of success in bringing innovative and disruptive technologies to market and creating new categories. Keen ability to find, engage, and motivate early adopters as beta partners that evolve into commercial contracts. Build sound relationships with key opinion and thought leaders and can make the data-driven case to propel them to advocate adoption. Able to create and tell a powerful, compelling, and evidence-based story that drives stakeholders to action.

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## P R O F E S S I O N A L   E X P E R I E N C E

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[The Leapfrog Group](#), Washington D.C.

August 2022 to Present

- Acting as **Senior Advisor** via exclusive arrangement with Next Level Strategies, LLC

Responsible for creating enhanced awareness of the Leapfrog Group Partners Advisory Committee (PAC) and enrolling new partners. The Partners Advisory Committee was established in 2009 to give health care companies a structured interactive forum for dialogue between the industry and Leapfrog's Management and Board of Directors. Any organization with a product, service or technology designed to enhance patient safety and eliminate risk of avoidable harm should consider membership.

Also responsible for helping design and launch the Innovators for Leapfrog or IFL Program in 2023 to bring true innovative solutions to hospitals and ASCs seeking to solve essential challenges to patient safety, infection control and overall healthcare quality.

- Recruited 9 new sponsors and exhibitors for the Leapfrog Annual Meeting in 2022
- Recruited 16 new members for the Leapfrog Partners Advisory Committee or PAC
- Co-led the launch of the Innovators for Leapfrog Program (IFL) with over 20 members
- Co-led the redesign of the PAC Program Member Benefits Program
- Co-led the design of the IFL Member Benefits Program

[NEXT LEVEL STRATEGIES, LLC](#), Savannah, GA (formerly Alper Associates, Inc.)

October 1997 – Present

### Founder and CEO

Founded in 1997 and re-branded Next Level Strategies, LLC in 2018, I lead this strategic consulting practice focused on innovative healthcare technology and products, winning assignments with major healthcare companies and organizations such as GOJO, Kimberly-Clarke Corporation, J&J, SC Johnson Professional, Smith and Nephew, Abbot Labs, Mead Johnson Nutrition, McKesson Corporation, Sage Products, Nozin, (Global Life Technologies), Medline Industries, LP, SureWash and Splashblocker as well as early – mid stage innovators and non-profits such as The Leapfrog Group, NAHQ (The National Association for Healthcare Quality) and CHPA (The Consumer Health Products Association).

**Other current Clients Include:** [Splashblocker](#) and [SureWash](#)

[Arrowsight, Inc.](#), Katonah, NY

January 2023 to October 2023

- Acted as **Chief Innovation Patient Safety Innovation Officer** via exclusive arrangement with Next Level Strategies, LLC

Responsible for:

- Creating awareness of the company's innovative video cart technology for monitoring critical processes such as terminal cleaning of C Diff rooms and ORs, re-processing of scopes and more.
- Leading outcome studies with hospital partners

- Lecturing at conferences, APIC chapters and other scientific events on this novel approach to patient safety and infection control
- Creating an innovation pipeline of new services and applications

Medline Industries, LP, Northfield, IL

August, 2019 to December, 2022

- Acted as **Vice President Patient Safety Innovation** for Medline's ReadyCare Division via an exclusive consulting arrangement with Next Level Strategies, LLC.
  - Helped drive accelerated growth of Medline's healthcare related hand hygiene business from #3 ranked in US to #2 ranked; with market share more than doubling from August, 2019 through December, 2022 based on GHX and DRG data. Exceeded both growth and share targets earning 100% of Long-Term Incentive Plan Potential.
  - Designed, developed and executed a Hand Hygiene Dashboard and Data Digest to create actionable reports for sales teams in order to optimize growth acceleration.
  - Furthered the growth of Medline's the Spectrum™ Brand and its Value Proposition, consolidated multiple sub brands under this single, healthcare focused brand.
  - Created, trademarked and published a strategic framework for how healthcare organizations can optimize hand hygiene - The Six Essential Elements of Hand Hygiene™ the latest version of which was published in Healthcare Hygiene Magazine in November of 2021.
  - Personally created hundreds of pages of original content on hand hygiene, patient safety and infection control including a monthly column in Healthcare Hygiene Magazine, social media postings and content for the Medline Hand Hygiene and Infection Prevention Web Site designed to position Medline as a credible, leading player in US healthcare infection prevention and patient safety.
  - Serve as Medline's liaison on the Leapfrog Group's Partners Advisory Committee; became a subject matter expert on Leapfrog's Hand Hygiene Standard. Also served on the Leapfrog Infection Prevention Work Group.
  - Led the formation of an Expert Advisory Board with Elaine Larson and leading health system IPs, IDs, Nursing Leaders, Behavioral Scientists, High Reliability and Patient Safety Leaders and more from leading organizations such as Columbia University School of Nursing, Jefferson Health, Tufts University Medical Center, HCA, Mercy Bon Secours, Prisma Health Upstate (formerly Greenville Health System) and more to gather valuable insights into unmet needs and unsolved problems and then vet innovative solutions created to meet those needs.
  - Used insights from the Expert Advisory Board and other market research initiatives to create a long-term Strategic Innovation Road Map with innovation pathways for hand hygiene products, dispensing and delivery systems, electronic monitoring technology, training and education and other value-added services focused on driving improved clinical and economic outcomes for today's value driven healthcare ecosystem.
  - Led the negotiation of a strategic sales relationship with Intelligent Observation, a provider of innovative electronic hand hygiene compliance monitoring technology, for North America.
  - I have mentored hand hygiene and patient hygiene product managers along with clinical projects staff in best practices to help improve their performance and efficiency.

SC Johnson Professional (formerly DEBMED® USA, LLC,) Charlotte, NC

April 2008 – June 2018

*The healthcare division of The Deb Group, Now SC Johnson Professional (SCJ).*

**VP Business Development; Vice President Patient Safety Strategy,**

- Conceived, created, and led the design, development, patenting, validation, and commercialization of the DebMed® Hand Hygiene Electronic Monitoring System. This was the world's first evidence-based hand hygiene monitoring technology proven to improve compliance while reducing infections and costs in peer reviewed research. Grew acute care beds monitored and subscription revenue by over 260% with a 100% client renewal rate since the acquisition of DebMed by SC Johnson in 2015 as of end of tenure in 2018.
- Developed a beta site relationship with the Greenville, SC, Healthcare System in 2009 that led to a full-scale deployment of the technology in 2013 in all GHS facilities with over 1300 beds. Helped negotiate a multi-year commercial contract for the technology signed effective January 2018 upon expiration of the beta site agreement.

- Provided strategic direction and oversight of the Greenville research team that led to multiple peer-reviewed and scientific conference-accepted papers validating the technology's accuracy and reliability along with its clinical and financial efficacy (also a world's first achievement). Key publications in the American Journal of Infection Control (AJIC) in 2011, 2014, 2015, and 2016 established leadership in published evidence supporting commercial adoption of electronic monitoring.
- Drove North American Business Development including personal selling of all early adopter commercial accounts.
- Recruited sales and marketing leadership once category concept was proven and first commercial accounts signed.
- Developed thought leadership and influential organization engagement to drive advocacy of the emerging category of electronic monitoring of hand hygiene compliance.
- Invited speaker and lecturer at scientific conferences such as the Population Health Colloquium, The Patient Safety Movement Foundation Annual Science and Technology Summit, The International Consortium on Prevention and Infection Control (ICPIC), The Infection Prevention Society (IPS) of the UK, and many Association of Professionals in Infection Control and Epidemiology (APIC) Chapters and Annual Statewide Meetings.
- Led the effort to be selected as the exclusive and paid technology supplier for a multi-site study at five acute care Ontario, CA based hospitals designed to fuel the change in the standard for the Province of Ontario for how hand hygiene compliance is measured and publicly reported from human direct observation to electronic monitoring.
- Teamed with Operations and Senior Leadership to drive the development of a commercial, royalty-based, relationship with Maruishi Pharmaceutical resulting in its licensing Deb Foam Technology and registering an alcohol foam sanitizer for the Japanese Market in the drug category.

GOJO INDUSTRIES, INC., Akron, OH

1988 – 1997

*Responsible for creating and managing institutional skin care portfolio (PROVON® and PURELL Brands) along with the retail launch of PURELL® hand sanitizer. PURELL was the first instant hand sanitizer available to consumers nationwide through traditional retail channels.*

**Vice President and General Manager, PURELL® Consumer Products Division (1995 – 1997)**

- Led all aspects of division startup with the primary goal being the successful launch of PURELL Instant Hand Sanitizer to the US and Canadian consumer markets. Created strategic and financial plans, led sales and marketing, created and led cross functional teams with R&D, operations, finance and administration and planned as well as executed an integrated national media and public relations launch.
- Established National Distribution in Mass and Drug Classes of Trade pre-media launch (including 100% distribution at Wal-Mart, Target, Walgreens, Revco, CVS, Thrifty Payless, and Rite Aid). Received 1997 REX Award for Personal Care Antimicrobial Products, September 1997 (Winners are selected by the Chain Drug Industry).

**Vice President and General Manager, PROVON Medical Group (1988 – 1997)**

*PROVON is a comprehensive portfolio of hand washing and skin care products for caregivers and their patients for use in institutional and home care settings.*

- Led the division to consistent growth and market leadership. GOJO was number two in overall category sales to the institutional health care market and number one in the Long-Term Care (nursing home) Market. Consistently exceeded sales and profit goals annually with 1997 results through three quarters (last quarter there) significantly ahead of plan (sales 111.6% of plan; profitability 234.9% of plan).
- Achieved sole source supply agreements with major US health care chains including Beverly Enterprises, Health Care and Retirement Corporation (HCR), Manor Health Care and Tenet Health Care.
- Established strategic distribution partnerships with Red Line Health Care and General Medical Corporation (both since acquired by McKesson Corporation), Gulf South, and others. Division received multiple vendor and trade awards including Vendor of the Year for Red Line Health Care four consecutive times.

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**E D U C A T I O N   A N D   P R O F E S S I O N A L   E X P E R I E N C E**

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**Master of Business Administration Coursework**, Healthcare Management, BOSTON UNIVERSITY, Boston, MA

**Patient Safety Course Graduate**, INSTITUTE FOR HEALTHCARE IMPROVEMENT (IHI), Cambridge, MA

**Bachelor of Arts, Biology, *Cum Laude***, BOSTON UNIVERSITY, Boston, MA

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### P A T E N T S

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**US Patent 8,427,323 (“Monitoring System”)**, Alper, Matthews, issued April 2013

**US Patent 10,277,868 (“Method for Determining Hand Hygiene Compliance”)**, Alper, Hines, Limbert, issued April 2019.

**US Patent 10,484,650 (“Method for Determining Hand Hygiene Compliance”)**, Alper, Hines, Limbert, issued November, 2019.

**US Patent 10,467,718 (“Method for Determining Benchmarks for Hand Product Use and Compliance”)**, Alper, Hines, Limbert, Anderson, issued November, 2019.

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### O T H E R C R E D E N T I A L S

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**Member**, Association of Professionals in Infection Control and Epidemiology (APIC)

**Former Chair**, Patient Safety Movement Foundation Hand Hygiene Actionable Patient Safety Solution (APSS) Workgroup

**Former Co-Chair**, Patient Safety Movement Foundation HAI APSS Workgroup

**Founder and Inaugural Chairman**, The Electronic Hand Hygiene Compliance Organization, Inc. A 501 C-6 Organization (EHCO)

**Member, SAM**, The Society of American Magicians

**Member, IBM**, The International Brotherhood of Magicians

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### S E L E C T E D S T U D I E S , P A P E R S A N D S P E A K I N G E N G A G E M E N T S

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#### **Select Publications:**

- **Alper, Paul** - Monthly Column on Hand Hygiene in [Healthcare Hygiene Magazine](#) October, 2019 through December 2021:
  - “Hand Hygiene: The Problem We Only Think We Solved” (October, 2019)
  - “A Checklist to Drive Higher Compliance: Using Actionable Feedback to Drive Meaningful Change” (November, 2019)
  - “A Self-Assessment Tool: How Do Your Units Compare?” (December, 2019)
  - “Electronic Monitoring Systems: Essential Considerations” (January, 2020)
  - “Gloves: An Essential Component of Proper Hand Hygiene” (February, 2020)
  - “Direct Observation: A Robust Approach for the WHO 5 Moments” (March, 2020)
  - “Moisturizers: An Essential Component of Proper Hand Hygiene and Skin Health” (April, 2020)
  - “Hand Hygiene at Home During the Covid-19 Pandemic: A Practical Guide for Healthcare Professionals” (May, 2020)
  - “Hand Hygiene During the Covid-19 Pandemic: A Practical Guide for Long- Term Care Facilities” (June, 2020)
  - “Performance Measurement, Feedback and Teamwork: Keeping the Foot on the Gas” (July, 2020)
  - “Self-Assessment in COVID-19: Know Your Baseline, Measure Your Progress” (August, 2020)
  - “Electronic Monitoring Systems – The Next Generation Technology Is Here: A Strategic Approach to System Selection (January, 2021)
  - “Direct Observation vs. Electronic Monitoring: The Essential Evidence and Facts to Consider” (February, 2021)

- “Calculating the True Cost of 200 Direct Observations Per Unit per Month in 7 Steps” (March, 2021)
- “Making the Business Case for Infection Control Technology” (April, 2021)
- “Hand Hygiene Best Practices for Dental Offices in Light of Covid-19” (May, 2021)
- “Conducting an Objective Hand Hygiene Product Evaluation: A Best Practice Guide for Evaluating Products in Your Facility” (June, 2021)
- “Creating A Safety Culture - A Check List for Success” (July, 2021)
- “Major Historical Milestones in Healthcare Hand Hygiene” (August, 2021)
- “Is the Juice Worth the Squeeze?” (September, 2021)
- “October 15 is Global Handwashing Day - How Will you Celebrate and Accelerate?” (October, 2021)
- “The 6 Essential Elements of Hand Hygiene - A Refined Strategic Framework for Healthcare Organizations (November, 2021)
- **Alper, Paul** “Hand Hygiene Best Practices for Dental Offices in Light of Covid-19” - White Paper Published by Medline Industries, Inc. June, 2021
- Hines, JD, **Alper, Paul**. “Letter to the editor regarding ‘Foam soap is not as effective as liquid soap in eliminating hand microbial flora’.” *American Journal of Infection Control*, (Dec, 2017).
- **Alper, Paul**. “To Do No Harm, Rethink How to Measure Hands Hygiene.” *Patient Safety & Quality Healthcare* (2016).
- **Alper, Paul**, Allison McGeer, Dawn Blackhurst, Sue Boeker, Christine Moore. “Canadian Four Moments Versus the WHO Five Moments of Hand Hygiene - What is the Actual Difference?” *Accepted for Presentation at IPAC (Infection Prevention and Control) Canada* (2015).
- **Alper, Paul**. “Letter in response to ‘Automated and electronically assisted hand hygiene monitoring systems: A systematic review’.” *American Journal of Infection Control* (Feb, 2015).
- Conway LJ, Riley L, Saiman L, Cohen B, **Alper P**, Larson EL. “Implementation and impact of an automated group monitoring and feedback system to promote hand hygiene among health care personnel.” *Joint Commission Journal on Quality and Patient Safety* (Sept, 2014).
- Thomas Diller, J. William Kelly, Connie Steed, **Alper P**. “Electronic Monitoring for the WHO 5 Moments Method.” *Antimicrobial Resistance and Infection Control* (June, 2013).
- Buet A, Cohen B, Marine M, Scully F, **Alper P**, Simpser E, Saiman L, Larson E. “Hand hygiene opportunities in pediatric extended care facilities.” *Journal of Pediatric Nursing* (Jan, 2013).
- Steed C, Kelly JW, Blackhurst D, Boeker S, Diller T, **Alper P**, Larson E. “Hospital hand hygiene opportunities: where and when (HOW2)? The HOW2 Benchmark Study.” *American Journal of Infection Control* (Feb, 2011).

#### **Select Speaking Engagements:**

- Designer and panelist (along with Elaine Larson and Seth Freedman) of the webcast, “Lessons Learned from Covid-19 and Next Generation Solutions”, Webcast (2021)
- Designer and Moderator, “Medline Hand Hygiene Innovation Summit”, Northfield, IL (2020)
- Designer and Moderator of the APIC Symposium “An Emerging Standard of Care to Mitigate MSSA/MRSA Infection Risk – Challenging Status Quo with Strategic Universal Nasal Decolonization”, Philadelphia, PA (2019)
- Leapfrog Hospital Advisory Committee Technology Panel, Orlando, FL (2019)
- State of Illinois APIC Annual HAI Conference, Chicago, IL (2018)
- Hospital and Health Systems (HAP) of Pennsylvania Annual Symposium on Patient Safety and Quality, Harrisburg, PA (2017)
- New Hampshire Infection Control and Epidemiology Professionals (NHCEP) Annual Meeting, Concord, NH (2017)
- CMS/CMMI Partnership for Patients Pacing Event, “Hand Hygiene and HAI Reductions” Online with Connie Steed, Greenville Health System (2017)

- Hospital Infection Transmission Systems (HITS) Consortium Conference, Ann Arbor, MI (2017)
- State of Indiana APIC Annual Conference, Indianapolis, IN (2017)
- Population Health Colloquium, Philadelphia, PA (2017)
- Paper Selected for Oral Presentation at the IPAC (Infection Prevention and Control) Conference, Victoria, BC, Canada (2015)
- International Consortium on Infection Prevention and Control (ICPIC) Conference, Geneva, Switzerland (2013)
- IPS Conference (Infection Prevention Society) of the UK, Liverpool, England (2013)