

J. BENNET WATERS

B.A. (HONS), MPH, DHA

CONTACT INFORMATION

OFFICE:

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EDUCATION / HONORS & AWARDS

- **Doctor of Health Administration**, *Medical University of South Carolina*, Charleston, SC (2003)
 - Honor Society inductee and recipient of Outstanding Student Award (GPA = 4.0)
 - Dissertation on intergovernmental issues in biodefense preparedness and response
- **Master of Public Health**, *Boston University School of Public Health*, Boston, MA (1996)
 - Concentration in health law with emphasis on health policy, management and integrated delivery systems
- **Bachelor of Arts with Honors in Medical Ethics**, *Davidson College*, Davidson, NC (1994)
 - Interdisciplinary focus on ethics, law and public policy
 - Frontis W. Johnson Award for Outstanding Honors Thesis

PROFESSIONAL EXPERIENCE

2020 – pres

OPERATING PRINCIPAL / CHIEF EXECUTIVE OFFICER

TempusDurham, Durham, NC / *Amplicare*, New York, NY

Senior operating executive in strategic advisory and private equity investment firm that accelerates growth in early-stage ventures; assists with mergers, acquisitions, divestitures and capital formation; and provides general financial and operating leadership to emerging companies.

- Currently serving as embedded Chief Executive Officer for \$10mm healthcare SaaS company, leading all aspects of operational realignment, financial optimization and analysis of strategic options for organic and inorganic growth

2019

ENTERPRISE VICE PRESIDENT, INTEGRATION

Laboratory Corporation of America Holdings, Burlington, NC

Enterprise-wide responsibility for acquisition integration activities in \$12bn Fortune 500 global life sciences company (NYSE: LH). Actively involved in corporate M&A activities, integration implications and

synergy acceleration for acquired companies across the organization's international Diagnostics and Drug Development segments.

- Leading integration of \$485mm acquisition of Envigo early development business
- Building integration plans for an additional \$500mm in acquisition targets
- Developing organizational models for new approach to enterprise integration

2016 – 2019
2009 – 2015

PRINCIPAL & GLOBAL HEAD, STRATEGIC ADVISORY SERVICES

The Chertoff Group, Washington, DC

Provide complex industry analysis and strategic advice to C-suite executives and senior government officials on intelligence, counterterrorism and homeland/national security matters. Subject-matter expert for mergers, acquisitions and private equity investments in aerospace and defense, intelligence and homeland security industries. Served as founding Chief Operating Officer (2009 – 2012).

- Served as founding COO and led 800% growth in net revenues over first three years
- Led buy-side industry advisory team for Safran's \$1.1B acquisition of L-1 Identity Solutions
- Closed sell-side transaction for privately-held security technology company
- Assumed primary responsibility for the firm's Business Strategy and Security Services practices in mid-2017; led strategic review, new product development and recruited additional senior personnel resulting in 15% year-over-year increase in revenues; currently the firm's most profitable practice and 75% of total annual revenues

2005 – pres

CLINICAL ASSISTANT PROFESSOR

University of North Carolina at Chapel Hill, Chapel Hill, NC

Faculty appointment in the Gillings School of Global Public Health, Department of Health Policy and Management, with active courses in the Doctoral Program in Public Health Leadership. Founding faculty member in the Community Preparedness and Disaster Management Certificate Program and MBA@UNC cooperative offering with Kenan-Flagler School of Business. Develop and lead courses for undergraduate, graduate and terminal degree curriculum in core concepts of public health risk analysis, mitigation, preparedness and response; crisis management; and sustainable organizational change.

- Served as Co-Investigator of \$20M+ cooperative agreement with Department on Homeland Security for the development and ultimate commercialization of technology supporting the National Collaborative for Bio-Preparedness
- Served as Deputy Director, Executive Programs (2005) prior to Intergovernmental Personnel Assignment to U.S. Department of Homeland Security
- *Dissertation Committees:*
 - Alyson Rose-Wood: *How can HIV care transition be improved when U.S. Immigration and Customs Enforcement repatriates detained aliens to Mexico?* 2019
 - Angela Nelson: *Institutional Evaluation in Graduate Medical Education*; 2018
 - Stacy Sterling: *Screening, Brief Intervention & Referral to Treatment for Risky Substance Use for Adolescents in a Health System: Barriers to and Facilitators of Implementation*; 2016
 - Angelo Mojica: *How Can Food Service Leaders Develop Service Models that Increase Patient Satisfaction While Decreasing Costs*; 2015
 - Randi Kaufman: *Prosocial Rule-breaking in Public Health Practice*; 2013
 - Mary Kincaid: *Gender Integration in Health: Policy Implementation Analysis*; 2011
 - Dianne Dunning: *Preparedness and Disaster Response Training for Veterinary Students: A Model for Academic Change Through Partnership, Collaboration, and Innovation*; 2011
 - Amy Kircher: *Use of Early Biological Detection Data by Decision Makers to Minimize the Consequences of No-Notice Infectious Disease Outbreaks*; 2010

2015

VICE PRESIDENT, STRATEGIC RESOURCE GROUP

LifePoint Health, Brentwood, TN

Senior executive in \$5bn Fortune 500 healthcare company (NASDAQ: LPNT). Led five divisional teams providing strategic growth and quantitative analytical support for acquisitions, integration and ongoing operations. Responsible for enterprise-wide strategic planning; cost accounting, profitability analyses and decision support; physician relations, industry sales and marketing; and operations optimization. Directed the organization's Integration Management Office, coordinating enterprise-wide efforts to expedite financial, operational and quality improvement in newly-acquired facilities and health systems. Actively engaged in corporate development activities, including strategy formulation, due diligence/reverse due diligence and growth modeling.

- Primary responsibility for post-acquisition integration of \$1.275 billion in new revenue
- Oversaw development of customized strategic growth plans for 67 facilities to enhance service line expansion and drive top-line organic growth

2013 – 2015

PRESIDENT & CHIEF EXECUTIVE OFFICER

VIGILINT Protective Health Solutions, Chapel Hill, NC

Served as transitional CEO for channel partner of The Chertoff Group, with primary responsibility for the strategy, finance and operations of recapitalized protective medicine company. Led development and execution of business plan and capital strategy; stabilized financial performance; optimized product life cycle; enhanced marketing and business development; and developed new strategic relationships. Subject-matter expert for medical intelligence and health protection.

- Created channel partnerships and grew year-over-year revenues by 240%
- Positioned company for debt and equity recapitalization and hired successor management

2005 – 2009

COUNSELOR TO THE SECRETARY**COUNSELOR TO THE DEPUTY SECRETARY****CHIEF OF STAFF, OFFICE OF HEALTH AFFAIRS**

US Department of Homeland Security, Washington, DC

Senior advisor to Department and Administration officials on classified intelligence, policy and operations in \$65 billion, 250,000-employee Cabinet-level department. Engaged frequently with White House, Congressional and other government leaders on policy, regulatory, fiscal and intelligence-driven matters.

- Developed and executed strategic business plan to create the Office of Health Affairs; responsible for fiscal, personnel and capital resource requirements of \$160M enterprise; secured appropriations funding; developed quantitative performance metrics; aligned strategy, financial objectives and internal performance controls
- Secretary's representative for myriad complex, multi-billion-dollar technical projects including Southwest Border Initiative; FEMA Transformation; TSA Checkpoint Evolution; 2008 Secret Service protective projects; and classified cybersecurity and current operations initiatives.

2002 – 2005

PRESIDENT & CHIEF OPERATING OFFICER

Piedmont Healthcare Management Group, Charlotte, NC

Developed long-range objectives and strategies; led investment and major capital expenditures. Responsible for financial planning, cost control, and budget development. Established strategic alliances and led new business development.

- Led successful spin-out of \$1.2M business unit; completed seed investment round and secured preferred debt to catalyze transformation into \$25M clinical business intelligence company
- Implemented financial controls to align performance, fiscal objectives and investor value
- Executed multiple joint ventures resulting in highly successful cash-and-stock exit reflecting 57x cash-on-cash return for founding investors

1999 – 2005

PROFESSIONAL AFFILIATE (PART-TIME), MASTER OF HEALTH ADMINISTRATION PROGRAM

University of North Carolina at Charlotte, Charlotte, NC

Masters Courses: Healthcare Law & Ethics; Human Resources Management; Leadership in Healthcare; Managed Care Systems; Operations Management

- 1999 – 2002 **VICE PRESIDENT & DIRECTOR OF BUSINESS OPERATIONS**, *Metrolina Health Initiative*, Charlotte, NC
- 1998 – 1999 **ADMINISTRATIVE DIRECTOR**, *Carolinas Medical Center Emergency Department*, Charlotte, NC
- 1996 – 1998 **EMT-PARAMEDIC & OPERATIONS CONSULTANT**, *Simsbury Volunteer Ambulance Association*, Simsbury, CT
- 1994 – 1996 **CLINICAL RESEARCH COORDINATOR**, *Boston Medical Center*, Boston, MA

COMMUNITY & BOARD INVOLVEMENT

- **Board of Trustees**, *Durham Academy*, Durham, NC 2011 – 2015
 - Buildings and Grounds Committee
 - Development Committee
 - Learning Environment Committee
 - Security Committee (Chair)
- **National Advisory Committee**, *Boca Raton Community Hospital*, Boca Raton, FL 2006 – 2009
- **Board of Directors**, *Piedmont Healthcare Management Group*, Charlotte, NC 2005 – 2008
- **Board of Directors**, *Community Health Services*, Charlotte, NC 2005
- **Board of Directors**, *Metrolina Health Initiative*, Charlotte, NC 2003 – 2005

PUBLICATIONS AND PRESENTATIONS

- **Refereed Books, Chapters and Articles**

Waters JB; Rosenzweig, P. (2012) "Advanced Imaging Technology." Chapter in The Journalists' Guide to National Security Law. Chicago: American Bar Association Press.

Waters JB; Zanker M. (2010) "US Federal Resources and Response." Chapter in International Disaster Nursing. New York: Cambridge University Press.

Waters JB. (2007) "Pandemic Influenza: When Mother Nature Calls, Will We be Prepared to Answer?" *Healthcare Papers* 8, no. 1: 44-48.

Waters JB. (2005) "Local, state and federal intergovernment relations and their effects on emergency preparedness: Lessons from Charlotte-Mecklenburg, North Carolina." Chapter in Community Preparedness and Response to Terrorism, Volume 1: The Terrorist Threat and Community Response. G. R. Ledlow, J. A. Johnson and W. J. Jones, Editors. Chapter 4 (pp. 31-58).

Wolff RS; Waters JB; Blansfield J; LaMorte WW; Millham FH; Hirsch EF. (1999) "Development and Implementation of Clinical Pathways in Trauma Care." *Journal for Healthcare Quality* 23, no. 3:4-11.

Waters JB and Young GJ. (1997) "Fast Flexible and Fluid: The Continuing Success of the Charlotte-Mecklenburg Hospital Authority in an Era of Public Hospital Crisis." *Journal of Health Care Finance* 23, no. 4:51-59.

- **Refereed Presentations**

Rie Aihara; Sandy L Schoepfel; Adrienne R Curtis; J. Bennet Waters; Joseph S Blansfield; Peter A Burke; Frederick H Millham; Erwin F Hirsch. (2000). "Nutritional Program Guidelines in the ICU: Steps to Improve Delivery." Poster, Society of Critical Care Medicine 29th Educational and Scientific Symposium; Orlando, FL.

Flaherty SJ; Waters JB; Cachecho R; Grindlinger GA; LaMorte WW; Manning KM. (1997) "Trends in the Evolution of DNR Orders in the Surgical ICU." Poster, Society of Critical Care Medicine 26th Educational and Scientific Symposium; San Diego, CA.

- **Non-refereed Publications**

J. Bennet Waters and Steven G. Justus. (2006) "Health Visitors and Public Health: A U.S. Perspective." Commentary in *Longwoods Review* 3, no. 4:6-7.

Waters JB. (2003) Review of the book *Business Ethics in Healthcare: Beyond Compliance*. *Social Science and Medicine* 56, no.2:434.

Cachecho R; Dennis RC; Grindlinger GA; Waters JB. (1996) Letter to the Editor. *Hastings Center Report* 26, no. 3:2.

- **Non-refereed Presentations**

Registered Traveler – The Transportation Security Administration’s Perspective. National Business Travelers Association Annual Meeting, Los Angeles, CA, July 2008.

Coordinating National Biodefense Strategies: The Role of the Department of Homeland Security. Medical University of South Carolina Executive Doctoral Program in Health Leadership, Washington, DC, May 2007.

Medical Professionals’ Role in Disaster Management. AmSol Medical Directors’ Annual Meeting, Greensboro, NC, March 2007.

Medical Planning and Preparedness for High-Consequence Events. Executive Masters Program in Business Administration, Fuqua School of Business, Duke University, Durham, NC, September 2006.

Coordinating National Biodefense Strategies: The Role of the Department of Homeland Security’s Chief Medical Officer. The White House, Washington, DC, June 2006.

The Federal Perspective on Pandemic Influenza: Comments from the Department of Homeland Security. Louisiana State Pandemic Summit, State Capitol, Baton Rouge, LA, April 2006.

The Federal Perspective on Pandemic Influenza: Comments from the Department of Homeland Security. Indiana State Pandemic Summit, Purdue University, West Lafayette, IN, April 2006.

Bioethics in Pre-hospital Emergency Medicine. EMS Management Institute, University of North Carolina at Charlotte, Charlotte, NC, February 2001; March 2002, 2003, 2004, 2005 and 2006.

Healthcare Law and Ethics: An Introduction. Masters in Health Administration Program, University of North Carolina at Charlotte, Charlotte, NC, July 2002.

The Metrolina Health Initiative: A Business Model for Community Health Cost Control. Bioethics Resource Group Annual Symposium, Charlotte, NC, October 2001.

Healthcare Law and Ethics: An Introduction. Masters in Public Administration Program, University of North Carolina at Pembroke, Lumberton, NC, March 2001.

Clinical Ethical Grand Rounds: Case Presentation and Analysis. Surgical Intensive Care Unit, Boston City Hospital, Boston, MA, March 1996.

Ethical Principles of Critical Care. Surgical Critical Care Weekly Conference, Boston University Medical Center Hospital, Boston, MA, January 1996.

Patient Confidentiality and Competence for Decision-Making. Surgical Critical Care Weekly Conference, Boston University Medical Center Hospital, Boston, MA, November 1995.

Differentiating Brain Death and the Persistent Vegetative State. Boston University Medical Center Hospital, Boston, MA, August 1995.

Ethical Issues in Pediatric Intensive Care. Pediatric Intensive Care Unit Nursing Grand Rounds, Boston City Hospital, Boston, MA, May 1995.

- **Unpublished Research**

Air versus ground transportation of the critically injured: an outcomes study. Division of Trauma Surgery, Boston Medical Center, Boston, MA and The Boston MedFlight, Boston, MA. Co-Investigator and data manager, 1995-1996.

Nutrition in the ICU. Division of Trauma Surgery, Boston Medical Center, Boston, MA. Task force member and data manager, 1995-1996.

Safety and efficacy of PEG-hemoglobin in the pre-hospital setting. Division of Trauma Surgery, Boston Medical Center, Boston, MA. Study design participant and data manager, 1995-1996.

Efficacy of DVT prophylaxis in long-term surgical ICU patients. Division of Trauma Surgery, Boston Medical Center, Boston, MA. Co-investigator and data manager, 1995.

NORASEPT: A randomized, double-blind, placebo-controlled phase III clinical trial of the safety and efficacy of murine-derived, monoclonal antibody to tumor necrosis factor in the treatment of acute septic shock. Funded by the Bayer Pharmaceutical Corporation (San Diego, CA) and conducted at Boston University Medical Center Hospital, Boston, MA. Clinical trials coordinator, 1994-1995.