

# **GREENLEAF HEALTH**

## **COMPLETE CAPABILITIES**

**OUR EXPERIENCE.**  
**YOUR SUCCESS.**

Greenleaf Health is a leading FDA regulatory consulting firm guiding companies through the changing FDA landscape.

# ABOUT GREENLEAF HEALTH

**300 YEARS**  
OF COMBINED FDA EXPERIENCE



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## WHY GREENLEAF

Founded in 2007, Greenleaf Health is a leading FDA regulatory consulting firm that provides strategic and technical guidance to pharmaceutical, biotechnology, and medical device companies researching, developing, and manufacturing innovative solutions to pressing global public health challenges.

Greenleaf's robust blend of technical skill and FDA institutional knowledge enables the firm to provide reliable, objective guidance to companies developing medical products for the U.S. market.

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## UNMATCHED EXPERTISE

Greenleaf's team brings unmatched expertise that companies need when navigating today's evolving FDA regulatory environment. The firm includes former leaders and regulatory professionals from the FDA, Capitol Hill, top global pharmaceutical and medical device companies, leading law firms, and the U.S. biotechnology trade organization.

Greenleaf experts draw on a combined total of more than 300 years of FDA experience and a network of technical specialists. This wealth of experience informs Greenleaf's understanding of the broad life sciences industry and allows us to deliver valuable insight throughout the product lifecycle.

# COMPREHENSIVE SERVICES



## PRODUCT QUALITY, MANUFACTURING & COMPLIANCE

Greenleaf experts identify and promote practices and procedures that will align a client's approach with the FDA's quality, safety, and compliance expectations.



## MEDICAL DEVICE & COMBINATION PRODUCTS

Greenleaf applies extensive regulatory expertise to guide medical device clients from early-stage development to marketing authorization and throughout the product lifecycle.



## DRUG & BIOLOGICAL PRODUCTS

Greenleaf serves as a trusted regulatory partner, advising companies on the complex process of bringing new therapeutics to market in today's evolving FDA environment.



## COMPLIANCE AUDIT, TRAINING & REMEDIATION

Greenleaf works with a network of independent technical experts who provide comprehensive on-site compliance assessments, remediation, and inspection readiness.



## DIGITAL HEALTH SERVICES

Greenleaf experts provide guidance to clients developing, commercializing, utilizing, and investing in innovative digital health technologies as they navigate the evolving landscape of FDA digital health requirements.



## CELL & GENE THERAPY

Greenleaf assists sponsors of cell and gene therapies by optimizing FDA interactions and submissions to support development, manufacturing, quality, and regulatory review.



## ADVISORY SERVICES

Greenleaf understands the complex environment within which life sciences transactions take place and performs in-depth regulatory risk assessments tailored to investors' needs.



## LITIGATION SUPPORT SERVICES

Greenleaf and our network of experts work closely with litigators representing FDA-regulated clients in disputes related to medical devices, drug and biological products, and product quality, manufacturing, and compliance.



## REGULATORY POLICY SERVICES

Greenleaf supports the needs of small and large clients to understand, implement, and comply with the FDA's regulatory programs and policies and to enhance patient access to products.



# DRUG & BIOLOGICAL PRODUCT SERVICES

# DRUG & BIOLOGICAL PRODUCTS TEAM



Greenleaf's Drug and Biological Products Team has a robust blend of regulatory and policy expertise and FDA institutional knowledge. The team's approach is guided by decades of regulatory experience in drug and biological product development, spanning all therapeutic areas.



## JOHN JENKINS, M.D.

**Principal, Drug & Biological Products**  
Former Director of the Office of New Drugs within the FDA's Center for Drug Evaluation and Research (CDER).



## BOB MEYER, M.D.

**Principal, Drug & Biological Products**  
A leader in drug and biological product lifecycle management with 25+ years of regulatory and academic leadership.



## KAREN MIDTHUN, M.D.

**Principal, Drug & Biological Products**  
28-year career in public service, including as Director of the FDA's Center for Biologics Evaluation and Research (CBER).



## JOSEPH GRIFFIN

**EVP, Drug & Biological Products**  
20+ years of FDA service with a vast knowledge of the drug regulatory process, promotion, and labeling.



## JULIA BARRETT, M.D.

**EVP, Drug & Biological Products**  
23-year career in clinical regulatory consulting for biologics and drugs and 5 years with the FDA's CBER.



## BRIAN CORRIGAN

**EVP, Regulatory Policy**  
10+ years of experience in the biopharmaceutical industry provides in-depth knowledge of the U.S. health care system.



## STEPHEN MASON

**EVP, Regulatory Policy**  
Accomplished and diverse career specializing in regulatory and legislative policy development and analysis.



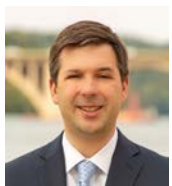
## CHRIS LEPTAK, M.D., Ph.D.

**SVP, Drug & Biological Products**  
14-year FDA tenure, including service as Acting Office Director of CDER's Office of Drug Evaluation Science.



## LISA PARKS

**SVP, Regulatory Policy**  
35+ years of experience includes pharmacy operations, a leading trade association, and the FDA's Office of Generic Drugs.



## SEAN HILSCHER

**VP, Regulatory Policy**  
More than 10 years of experience as a consultant and product manager in the international and U.S. health care markets.



## TANVI MEHTA

**Manager, Regulatory Affairs & Policy**  
Brings analytical approach to regulatory policy from background in financial services and health care business.

## RHONA BANIQUED

Executive Director of Operations,  
Drug & Biological Products

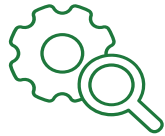
## BECCA HUNT

Associate Director of Operations,  
Drug & Biological Products



# DRUG & BIOLOGICAL PRODUCTS SERVICES

Greenleaf's Drug and Biological Products Team specializes in providing strategic and technical guidance on medical product development, regulatory review, and postmarket requirements, working closely with clients to navigate today's evolving FDA regulatory environment.



## UNMATCHED REGULATORY EXPERIENCE

Greenleaf serves as a trusted regulatory partner, advising clients on the complex process of bringing new therapies to market. The team's multidisciplinary expertise helps companies evaluating and prioritizing their drug development pipeline to understand and effectively manage regulatory risk.



## PREMARKET REVIEW PROCESS

Greenleaf's team of experts provides strategic and technical consultation on: scientific and regulatory practices for clinical programs and regulatory submissions, including endpoint and biomarker selection and development; identification of and eligibility for special designations (e.g., breakthrough therapy designation, fast track, and accelerated approval); use of real-world evidence in regulatory submissions; and preparation for FDA milestone meetings (e.g., EOP2, pre-filing, mid-cycle, and end-of-review meetings).



## REGULATORY POLICY SERVICES

Greenleaf offers strategic regulatory policy insight to support stakeholders' participation in and compliance with FDA programs and improve patient access to innovative medical products. Our team draws on deep expertise and institutional knowledge related to FDA regulatory policy, including novel programs; product designations and access to expedited programs; regulatory issues arising both pre and post market; regulatory intelligence and scientific policy; and building clients' capacity to effectively advance their regulatory policy priorities.



## CELL & GENE THERAPY

The Drug and Biological Products Team assists sponsors of cell and gene therapies with FDA interactions and submissions — including early INTERACT and pre-IND meetings; requests for orphan drug, RMAT, and rare pediatric disease designations; and data comparability questions — and helps to clarify FDA requirements for specific types of cellular products. The team also provides guidance on how to maximize clinical trial design for cell and gene therapies to treat rare and ultra-rare diseases.

# DRUG & BIOLOGICAL PRODUCT PIPELINE REVIEW SERVICES

Greenleaf works with companies to identify valuable portfolio opportunities and to understand and effectively manage regulatory risks. By assessing regulatory risk early in the drug development process, companies can allocate resources more efficiently and plan their development strategy with greater confidence.

The expansive knowledge and diverse perspectives of the collective Greenleaf team enable clients to make timely, informed decisions to optimize and strategically manage their pipelines.

The Drug and Biological Products Team helps reduce regulatory uncertainties by providing the following services:



## PIPELINE REVIEW

Greenleaf experts evaluate the various components critical to a drug development pipeline's clinical and regulatory success. The team's assessments span the drug development continuum from preclinical and clinical milestones through postapproval considerations. With experience across a wide range of therapeutic areas and therapeutic modalities, Greenleaf is able to provide guidance on a variety of clinical indications and drug development issues.



## GAP ANALYSIS

Greenleaf's team helps guide drug development programs forward by working with the client's technical experts to perform a systematic review of factors that may impact the success of a product. Our experts then evaluate the collected data and information, identify missing elements, and help the client develop a plan to prioritize and address programmatic needs for individual therapeutic candidates and across the portfolio. Early identification of gaps allows companies to address issues proactively and make informed decisions about a program's viability, timing, and resources.



## STRATEGY DEVELOPMENT

Greenleaf works with companies to create customized drug development strategies, from early-phase to late-stage development. Greenleaf's advisors provide realistic direction by determining the strengths and weaknesses of the pipeline, highlighting potential catalysts that could impact product development, assessing the competitive landscape, and considering study concept and clinical development plan design alternatives. The result is an actionable strategy that identifies development options and meaningful benchmarks to measure success and optimizes factors such as clinical positioning, product differentiation, and regulatory approval.



# QUALITY & COMPLIANCE SERVICES



# PRODUCT QUALITY, MANUFACTURING & COMPLIANCE TEAM



Greenleaf's Product Quality, Manufacturing, and Compliance Team has a proven track record of achieving success and providing services that are recognized as best in class by companies seeking to strengthen their quality management systems.



## JOHN TAYLOR

### President and Principal, Compliance & Regulatory Affairs

Former FDA senior official held high-profile positions at the Agency, and senior leadership roles within industry.



## CYNTHIA SCHNEDAR

### Principal, Regulatory Compliance

25-year compliance career includes serving as Director of the Office of Compliance for the FDA's Center for Drug Evaluation and Research (CDER).



## DAVID ELDER

### Principal, Regulatory Compliance

23-year veteran of the FDA, with prominent roles in domestic and foreign inspections, recalls and emergencies, and compliance actions.



## KALAH AUCHINCLOSS

### EVP, Regulatory Compliance

15 years of experience on Capitol Hill, in the private sector, and at the FDA, including role as Deputy Chief of Staff.



## KRISTEN GRUMET

### SVP, Regulatory Compliance

25-year compliance career, including role as an FDA field investigator specializing in medical devices.



## GRACE MCNALLY

### SVP, Regulatory Compliance

33-year FDA career, including experience as an investigator and leadership of many pharmaceutical cGMP and quality initiatives.



## LIZ OESTREICH

### SVP, Regulatory Compliance

Diverse background provides critical expertise within legal, public policy, regulatory advocacy, and non-profit sectors.



## TOM BERRY

### SVP, Regulatory Compliance

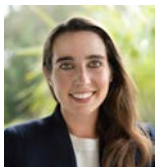
Extensive regulatory experience includes 20 years with the FDA and 10 years as a clinical/hospital pharmacist.



## DAWN WYDNER

### SVP, Regulatory Compliance

10-year global quality and compliance career in the FDA's Office of Regulatory Affairs.



## MARIA BONNER

### VP, Regulatory Compliance

Policy and legal experience in both the public and private sectors provides deep understanding of regulatory policy.



## MADELEINE GIAQUINTO

### Director, Regulatory Affairs

Legal and policy expertise and experience advising on compliance with federal health programs and regulations.

## BRITTANY MILBY

Executive Director of Operations, Regulatory Compliance

## LAURA BARTEE

Executive Director of Operations, Regulatory Compliance

To enhance the firm's robust quality and compliance services, Greenleaf works with an Independent Contractor Network of additional technical experts who can be deployed to provide on-site services at entities that manufacture FDA-regulated products.



# QUALITY & COMPLIANCE SERVICES

Greenleaf offers an enhanced portfolio of services that includes comprehensive on-site compliance assessments, remediation, and inspection readiness, in addition to the firm's core regulatory consulting capabilities.



## COMPLIANCE ASSESSMENTS

Greenleaf works with life science entities to evaluate and strengthen compliance functions with an eye toward optimizing processes, mitigating risks, and creating a culture of compliance, while continuing to meet business objectives.



## FDA COMMUNICATIONS

Greenleaf's best-in-class experts bring value to any communication with the FDA, including formal regulatory communication, in-person meetings, and responses to compliance actions and regulatory correspondence.



## COMPLIANCE REMEDIATION

Greenleaf experts bring an unmatched level of credibility and trust when interacting with the FDA. The team has the experience and insight to successfully guide companies along the remediation pathway.



## CONSULTATION, TRAINING & REGULATORY GUIDANCE

Greenleaf delivers insight and guidance that help clients achieve business and regulatory objectives. The team also develops and delivers training on a variety of regulatory subjects.



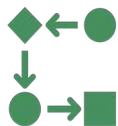
## INSPECTION READINESS

Greenleaf experts strengthen clients' readiness for FDA preapproval and surveillance inspections through consulting, training, audits, and mock inspections.



## GCP SERVICES

Greenleaf specialists use a risk-based methodology to develop and improve clinical quality systems. Because there is no one-size-fits-all approach to GCP compliance, each solution is built to fit the targeted needs of the client.



## SUPPLY CHAIN OPTIMIZATION

Greenleaf uses a systemic approach to help clients strengthen and safeguard the integrity of their supply chain management practices and comply with the regulatory requirements of the Drug Supply Chain Security Act.



## CELL & GENE THERAPY

Greenleaf helps sponsors establish manufacturing and quality controls and engage with the FDA to address potential technical and regulatory challenges related to emerging manufacturing technologies.



# REMOTE COMPLIANCE SERVICES

Entities regulated by the FDA encounter challenges on a regular basis. But no recent challenge has placed as great of a strain on the life sciences industry as COVID-19.

Greenleaf Health recognizes that quality and compliance activities cannot be stalled. Despite global disruptions in surveillance inspections and other regulatory operations, Greenleaf's work on behalf of our clients continues.

While companies face the complexities of navigating today's challenging public health landscape, Greenleaf and our network of independent compliance experts are prepared to assist clients with the following remote quality and compliance services:

## PROCEDURAL & RECORD REVIEW

Comprehensive review of new or revised Standard Operating Procedures (SOPs) for acceptability and compliance with requirements and objective evaluation of selected records (e.g., deviations, nonconformance reports, OOS, complaints) for accuracy, completeness, and compliance with requirements.

## CORRECTIVE ACTION ASSESSMENT

Evaluation of responses, corrective action records, and change control records related to issues identified by the client or identified during previous inspections by the FDA and other health authorities, and determination of whether the actions are appropriate, complete, and effective.

## ISSUE-SPECIFIC INFORMATION

Review of information relating to a specific issue of interest identified by the client to provide an objective assessment and feedback to help with resolution, documentation, and communication.

## DATA & TRENDING REVIEW

Examination of documents and objective feedback on key quality data and metrics, and trending reports prepared for quality or management reviews.

## REGULATORY RESPONSE SUPPORT

Objective review and expert guidance on providing effective responses to FDA 483s, warning letters, requests for additional information, and other critical regulatory correspondence.

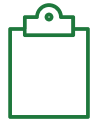
## TRAINING

Live video training on specific topics such as inspection preparedness, design controls, CAPA, etc.



# GOOD CLINICAL PRACTICE (GCP) SERVICES

Greenleaf's team of highly experienced specialists uses a risk-based methodology to develop and improve clinical quality systems. Because there is no one-size-fits-all approach to GCP compliance, each solution is built to fit the targeted needs of the client. The Product Quality, Manufacturing, and Compliance Team provides clinical quality and GCP services in the following areas:



## COMPLIANCE ASSESSMENTS

Greenleaf works with life science entities to evaluate and strengthen clinical quality systems with an eye toward optimizing processes, mitigating risks, and creating a culture of compliance, while continuing to meet business objectives.



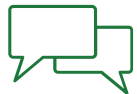
## COMPLIANCE REMEDIATION

Greenleaf experts bring an unmatched level of credibility and trust when interacting with the FDA. The team has the experience and insight to successfully guide companies along the remediation pathway.



## CONSULTATION, TRAINING & REGULATORY GUIDANCE

Greenleaf delivers insight and guidance that help clients achieve business and regulatory objectives. The team also develops and delivers training on a variety of regulatory subjects.



## FDA COMMUNICATIONS

Greenleaf's best-in-class experts bring value to any communication with the FDA, including formal regulatory communications, in-person meetings, and responses to compliance actions and regulatory correspondence.



## AUDITING SERVICES

Greenleaf's skilled professionals provide auditing services that include the review and audit of GCP documents, sponsor and laboratory sites, and vendors for areas of nonconformance.



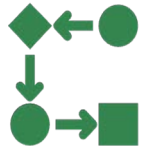
## INSPECTION READINESS

Greenleaf experts strengthen clients' readiness for FDA preapproval and surveillance inspections through consulting, training, audits, and mock inspections.



# SUPPLY CHAIN MANAGEMENT SERVICES

Guided by decades of regulatory experience, Greenleaf consultants use a systemic approach to help clients strengthen and safeguard the integrity of their supply chain management practices and comply with the regulatory requirements of the Drug Supply Chain Security Act.



## GOOD SUPPLY PRACTICES

Greenleaf works with life science entities to evaluate and strengthen good supply practices using a systemic approach to optimizing processes, mitigating risks, and creating a culture of compliance, while continuing to meet business objectives.



## RESPONSIVE SERVICES

Greenleaf experts bring an unmatched level of credibility and trust when interacting with the FDA. The team has the experience and insight to successfully guide companies facing compliance issues and addressing potential and actual supply chain breaches.



## AUDITING SERVICES

Greenleaf's skilled professionals provide auditing services that include the review and audit of good manufacturing, good distribution, good import/export, and product security practices.



## INSPECTION READINESS

Greenleaf experts strengthen clients' readiness for FDA preapproval and surveillance inspections through consulting, training, audits, and mock inspections.



## REGULATORY GUIDANCE

Greenleaf delivers insight and guidance that help companies strengthen their supply chains and comply with regulatory requirements included in the Drug Supply Chain Security Act.

A woman with blonde hair tied back, wearing a light-colored top and a pearl necklace, is sitting at a desk. She is looking towards a large Apple iMac computer monitor. The scene is dimly lit, with light coming from a window with blinds in the background. A green semi-transparent banner is overlaid across the middle of the image, containing the text 'MEDICAL DEVICE SERVICES'.

# MEDICAL DEVICE SERVICES

# MEDICAL DEVICE & COMBINATION PRODUCTS TEAM



Guided by decades of experience, Greenleaf's Medical Device and Combination Products Team provides unmatched knowledge of the life sciences regulatory process and serves as a trusted partner for companies navigating the complexities of product lifecycle management.



## DANIEL SCHULTZ, M.D.

### Principal, Medical Device & Combination Products

Former Director of the FDA's Center for Devices and Radiological Health (CDRH); 35-year career includes service as a physician, senior FDA official, and member of the U.S. Public Health Service.



## HEATHER ROSECRANS

### EVP, Medical Device & Combination Products

One of the nation's leading 510(k) experts, with an FDA career that spanned more than 30 years and included a pivotal role in developing the FDA's 510(k) program.



## MAURA NORDEN

### EVP, Medical Device & Combination Products General Counsel

15 years of experience advising FDA-regulated entities, investors, and public health organizations on a broad range of FDA regulatory matters.



## MARK KRAMER

### EVP, Medical Device & Combination Products

17-year FDA career includes establishing and directing the Office of Combination Products and leading interdisciplinary review teams in CDRH.



## SAMANTHA EAKES

### VP, Regulatory Affairs

Master's in Public Health from the Boston University School of Public Health provides critical public health, advocacy, and regulatory knowledge.



## CATHERINE ROWE

### Executive Director of Operations, Medical Device & Combination Products

More than 20 years of professional experience in marketing, sales, and project management.



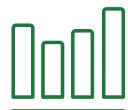
# MEDICAL DEVICE & COMBINATION PRODUCTS SERVICES

Greenleaf's Medical Device and Combination Products Team applies extensive FDA experience to determine the best regulatory approach for a product and develop a comprehensive strategy to achieve a successful result.



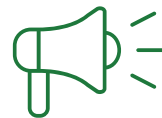
## UNMATCHED REGULATORY EXPERIENCE

Greenleaf guides clients through the complex regulatory process, from the earliest stages of product development, through the FDA review process, to marketing authorization and compliance with postmarket requirements and quality systems.



## PREMARKET REVIEW PROCESS

Greenleaf provides expert direction on scientific and regulatory strategies for clinical programs and regulatory submissions. Experts also provide recommendations and preparation for FDA meetings, including medical device advisory panel meetings, and FDA communications.



## MARKETING & PROMOTIONAL PRACTICES

Greenleaf provides strategic guidance to medical device firms on labeling requirements, promotional materials, direct-to-consumer advertising review processes, and use of social media. Experts also guide companies in remediation of untitled and warning letters.



## LITIGATION SUPPORT SERVICES

Greenleaf's deep bench of experts can offer litigators a high-level institutional knowledge of the FDA as well as more granular expertise regarding FDA regulation of a variety of product types across the product lifecycle. Greenleaf professionals have experience preparing expert declarations, drafting professional expert reports and depositions, and testifying at trial, and have worked with litigators representing FDA-regulated clients in a wide array of disputes involving complex FDA issues.





# CELL & GENE THERAPY SERVICES



# CELL & GENE THERAPY TEAM

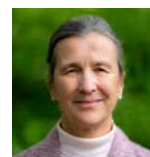
Experts from Greenleaf's Cell and Gene Therapy Team demonstrate unmatched levels of skill in their specialties of drug and biological products and product quality, manufacturing, and compliance. Led by Karen Midthun, M.D., and John Taylor, the team is guided by decades of regulatory experience in senior FDA positions, global public health organizations, academia, and industry.



## JOHN TAYLOR

**President and Principal,  
Compliance & Regulatory Affairs**

Former FDA senior official held high-profile positions at the Agency, and senior leadership roles within industry.



## KAREN MIDTHUN, M.D.

**Principal, Drug & Biological Products**

28-year career in public service, including as Director of the FDA's Center for Biologics Evaluation and Research (CBER).



## CYNTHIA SCHNEDAR

**Principal, Regulatory Compliance**

25-year compliance career includes serving as Director of the Office of Compliance for the FDA's Center for Drugs.



## JOHN JENKINS, M.D.

**Principal, Drug & Biological Products**

Former Director of the Office of New Drugs within the FDA's Center for Drug Evaluation and Research.



## JULIA BARRETT, M.D.

**EVP, Drug & Biological Products**

23-year career in clinical regulatory consulting for biologics and drugs and 5 years with the FDA's CBER.



## BOB MEYER, M.D.

**Principal, Drug & Biological Products**

A leader in drug and biological product lifecycle management with 25+ years of regulatory and academic leadership.



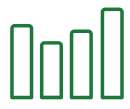
## MADELEINE GIAQUINTO

**Director, Regulatory Affairs**

Legal and policy expertise and experience advising on compliance with federal health programs and regulations.

# CELL & GENE THERAPY SERVICES

Greenleaf's cell and gene therapy services support companies striving to introduce new products to patients. The firm's team of experts has a robust blend of technical skill and FDA institutional knowledge that spans all therapeutic areas and quality, manufacturing, and compliance systems. By working cross-functionally, Greenleaf ensures that clients have the comprehensive, specialized guidance needed to understand and navigate the complex regulatory landscape for cell and gene therapies.



## PRODUCT DEVELOPMENT & REVIEW

Greenleaf's team specializes in strategic communications with the FDA at every stage of product development – early INTERACT meetings, pre-IND and meetings throughout development, correspondence, clinical trial design, submissions, FDA review communications and labeling discussions, and postmarket requirements.



## MANUFACTURING & QUALITY CONTROLS

Greenleaf experts provide strategic and technical support for establishing manufacturing and quality controls; pre- and postapproval inspection readiness; compliance assessments; evaluating and responding to FDA regulatory correspondence; and engaging with CBER's Advanced Technologies Team.



## REGULATORY LANDSCAPE

Greenleaf experts monitor and analyze the regulatory environment for emerging trends in cell and gene therapy regulation – including orphan drug designation and exclusivity, long-term follow-up requirements, companion diagnostics, the development and use of real-world evidence, and other agency policies and actions that could potentially impact current development programs – as well as changes to the competitive landscape for cell and gene therapies.



# REGULATORY POLICY SERVICES



# REGULATORY POLICY SERVICES TEAM

Greenleaf's Regulatory Policy Services Team offers a rare blend of perspectives developed as leaders in both the public and private sectors. This wealth of experience equips clients with a trusted partner when seeking guidance on implementing, complying with, and communicating about FDA regulatory policy.

The team's areas of expertise include:

- Insight into FDA regulatory policy, including novel programs
- Regulatory intelligence and scientific policy
- Effective communication on regulatory policy issues
- Product designations and access to expedited programs
- Regulatory issues arising both pre and post market
- Building client capacity and understanding of regulatory policy issues



## STEPHEN MASON

### Executive Vice President, Regulatory Policy

Accomplished and diverse career of 20+ years specializing in regulatory and legislative policy development and analysis.



## LISA PARKS

### Senior Vice President, Regulatory Policy

35+ years of experience includes pharmacy operations, a leading trade association, and the FDA's Office of Generic Drugs.



## SEAN HILSCHER

### Vice President, Regulatory Policy

10+ years of experience in the international and U.S. health care markets.



## TANVI MEHTA

### Manager, Regulatory Affairs & Policy

Brings analytical approach to regulatory policy from background in financial services and health care business.



## RHONA BANIQUED

### Executive Director of Operations, Drug & Biological Products

More than 18 years of private sector marketing and project management experience.

# REGULATORY POLICY SERVICES



Regulatory policy is an essential component of the FDA regulatory landscape – it helps shape how regulators make decisions about the development, approval, and marketing of drugs, biological products, medical devices, and combination products. These policy decisions determine the feasibility of the development and use of new technologies and directly affect patient access to medical products.

Greenleaf's regulatory policy services are designed to support the needs of large and small clients as they navigate FDA regulations and regulatory policies. The firm's team of experts works cross-functionally to assist pharmaceutical and biotechnology companies, medical device manufacturers, patient groups, trade associations, and other stakeholders in communicating effectively about FDA regulatory policy issues and in understanding, implementing, and complying with the FDA's regulatory programs.



## EXPERT INSIGHT

Greenleaf's well-regarded professionals have each spent decades working in leadership roles at regulatory agencies and within regulated industry. The Regulatory Policy Services Team provides advice and recommendations based on extensive institutional knowledge of the FDA's overarching regulatory approach, as well as deep and granular expertise regarding FDA regulation of medical product types across the product lifecycle.



## TARGETED CAPABILITIES

Greenleaf offers unmatched insight on pre- and postmarket regulatory policy issues, product designations, expedited programs, regulatory intelligence, and scientific policy. Clients utilize our depth and breadth of knowledge to understand regulatory policy issues and build their capacity to implement, comply with, and communicate about FDA regulatory policy.



## COMPREHENSIVE SERVICES

Greenleaf's regulatory policy services address FDA regulations and regulatory policies to support clients' participation in FDA programs and regulatory compliance and to enhance patient access to innovative medical products.

Comprehensive services include:

- Assistance with designing and implementing regulatory policy strategies to effectively advance priorities
- Guidance on policy issues related to development programs, combination products, submissions for marketing authorization, and the postapproval phase
- Stakeholder engagement and alliance development to achieve regulatory policy goals
- User fee negotiation support, impact assessment, and program development
- Strategic regulatory guidance for sponsors seeking access to FDA programs and designations, including orphan drug, breakthrough therapy, RMAT, and other expedited pathways
- Advice on incorporating novel tools and approaches into development programs

A black and white photograph of three business professionals in an office setting. A man in a light-colored shirt is seated on the left, smiling and looking towards the other two people. A woman with blonde hair is seated in the center, also smiling. A woman with glasses and a dark blazer is seated on the right, smiling. They are gathered around a table with various office supplies, including papers, a pen holder, and a notebook. A large green banner is overlaid across the bottom half of the image, containing the text 'ADVISORY SERVICES' in white, bold, uppercase letters.

# ADVISORY SERVICES



# ADVISORY SERVICES TEAM

Greenleaf’s team of advisors offers a rare blend of perspectives developed as leaders in both the public and private sectors. This wealth of experience informs Greenleaf’s understanding of the broad life sciences industry and enables us to deliver valuable insight throughout the product lifecycle.



## BRIAN CORRIGAN

### EVP, Regulatory Policy

More than a decade of experience in the biopharmaceutical industry provides in-depth understanding of U.S. health care system.



## JOHN TAYLOR

### President and Principal, Compliance & Regulatory Affairs

Distinguished FDA career of 20+ years, serving in many high-profile positions, as well as in senior leadership roles within industry.



## JOHN JENKINS, M.D.

### Principal, Drug & Biological Products

Former Director of the Office of New Drugs within the FDA’s Center for Drug Evaluation and Research (CDER).



## DANIEL SCHULTZ, M.D.

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35-year career includes service as Director of the FDA’s Center for Devices and Radiological Health (CDRH).



## BOB MEYER, M.D.

### Principal, Drug & Biological Products

A leader in drug and biological product lifecycle management with over 25 years of regulatory and academic leadership.



## KAREN MIDTHUN, M.D.

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28-year career in public service, including as Director of the FDA’s Center for Biologics Evaluation and Research (CBER).



## CYNTHIA SCHNEDAR

### Principal, Regulatory Compliance

25-year compliance career includes serving as Director of the FDA’s drug compliance office.



## DAVID ELDER

### Principal, Regulatory Compliance

23-year veteran of the FDA with prominent roles in domestic and foreign inspections, recalls and emergencies, and compliance actions.



## MAURA NORDEN

### EVP, Medical Device & Combination Products

15 years of experience advising FDA-regulated entities, investors, and public health organizations on a broad range of FDA regulatory matters.



## MARK KRAMER

### EVP, Medical Device & Combination Products

17-year FDA career includes establishing and directing the Office of Combination Products and leading interdisciplinary review teams in CDRH.





# ADVISORY SERVICES

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Greenleaf's in-depth knowledge and understanding of the FDA equips clients with a trusted partner when considering life sciences transactions. Greenleaf's advisory services are more than a compilation of public data. Greenleaf goes a step further by using the firm's vast institutional knowledge to provide in-depth analyses tailored to our clients' specific needs.

The firm's multidisciplinary team uses its extensive expertise to perform risk assessments that take into account business objectives, transaction timelines, and the industry landscape. The end result is an unbiased analysis identifying a target company's key regulatory risks, likelihood of the risks materializing, potential impact on the business, and opportunities to manage and mitigate risks in order to achieve desired regulatory outcomes. Greenleaf's comprehensive due diligence services evaluate a company's pipeline, or a specific asset, in the following areas:



## PRODUCT DEVELOPMENT & REVIEW

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Analysis of the target company's regulatory filings and product development plans, including approvals and clearances, special designations, advisory committee decisions, labeling review, and investigational products.



## QUALITY MANUFACTURING

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Assessment of the target company's manufacturing practices, compliance with quality system regulations (QSRs), good manufacturing practices (GMPs), and identification of inconsistencies that may affect the regulatory risk of a product or the company.



## IDENTIFICATION OF REGULATORY RISK

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Evaluation of the target company's compliance with FDA regulations and identification of issues that may require attention and resources for remediation.



# DIGITAL HEALTH SERVICES

# DIGITAL HEALTH SERVICES TEAM



Greenleaf Health serves as a trusted partner to both large and small clients developing and commercializing innovative digital health technologies as they navigate the complex landscape of FDA regulations and policies. The firm's team of experts provides guidance to medical device and combination product manufacturers, pharmaceutical and biotechnology companies, trade associations, and other stakeholders implementing and complying with the FDA's digital health requirements.



## DANIEL SCHULTZ, M.D.

### Principal, Medical Device & Combination Products

Distinguished 35-year career includes service as Director of the FDA's Center for Devices and Radiological Health.



## MAURA NORDEN

### EVP, Medical Device & Combination Products

15 years of experience advising leading medical device and drug companies on FDA regulatory matters.



## BRIAN CORRIGAN

### EVP, Regulatory Policy

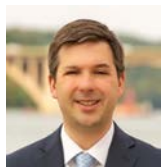
10+ years of experience in the biopharmaceutical industry provides in-depth knowledge of the U.S. health care system.



## KALAH AUCHINCLOSS

### EVP, Regulatory Compliance

15 years of experience on Capitol Hill, in the private sector, and at the FDA, including role as Deputy Chief of Staff.



## SEAN HILSCHER

### VP, Regulatory Policy

More than 10 years of experience as a consultant and product manager in the international and U.S. health care markets.



## MARIA BONNER

### VP, Regulatory Compliance

Policy and legal experience in both the public and private sectors provides deep understanding of regulatory policy.



# DIGITAL HEALTH AREAS OF EXPERTISE

Greenleaf's digital health clients vary greatly in nature, scope, and levels of experience. Because there is no one-size-fits-all approach, each solution is built to fit the targeted needs of the client. Greenleaf regularly provides expertise to the following types of clients:



Start-up and mid-sized software companies developing digital health mobile apps



Drug companies entering the digital health space to enhance the patient or health care provider experience of their products



Diagnostic testing companies developing applications to read diagnostic test results



Consumer product companies entering the digital health space with limited FDA regulatory experience



Health policy and research organizations developing, tracking, and responding to digital health policies, legislation, and initiatives



Investors identifying and evaluating regulatory risks in potential digital health investments



Trade associations and global drug and medical device companies developing digital health policy strategies



Artificial intelligence (AI) program developers seeking FDA regulatory insight and clarity



Telehealth companies partnering with clinical practitioners and life science companies to offer online access to medical products



Drug and device companies using digital tools to conduct decentralized clinical trials

# DIGITAL HEALTH SERVICES



The combined knowledge and substantial qualifications of the Greenleaf team ensure best-in-class insight for companies navigating digital health regulations. Greenleaf offers the following digital health-focused services:



## REGULATORY STRATEGY & COMPLIANCE

Provide insight, clarity, and strategic consultation on digital health topics

- Advise clients on FDA regulatory policies, programs, and procedures, including questions related to jurisdiction to regulate, device classification, and potential pathways to market
- Partner with clients to design strategies for product development and premarket review
- Assist with marketing application preparation and submission
- Provide advice regarding FDA communications, including compliance and regulatory correspondence
- Advise on FDA labeling and postmarket safety requirements



## ADVISORY SERVICES

Assist entities involved in digital health technology investments and transactions

- Perform due diligence and regulatory risk assessments of potential targets
- Advise investors on opportunities to manage and mitigate risks in order to achieve desired regulatory outcomes
- Research and analyze regulatory data sources



## REGULATORY POLICY

Help clients keep pace with developments and navigate the emerging regulatory landscape

- Identify novel regulatory tools and approaches to optimize the development process
- Support clients in structuring their regulatory policy capabilities to effectively advance priorities
- Design and implement strategies that engage stakeholders, leverage alliances, and advance regulatory policy



# LITIGATION SUPPORT SERVICES

# LITIGATION SUPPORT SERVICES NETWORK

The combined capabilities of Greenleaf professionals and our firm's network of FDA experts offer litigators enhanced guidance when grappling with FDA regulatory issues.



## MAURA NORDEN

**EVP, Medical Device & Combo. Products  
General Counsel**

15 years of experience advising FDA-regulated entities, investors, and public health organizations on FDA regulatory matters.



## KALAH AUCHINCLOSS

**EVP, Regulatory Compliance  
Deputy General Counsel**

15 years of experience on Capitol Hill, in the private sector, and at the FDA, including role as Deputy Chief of Staff.



## DANIEL SCHULTZ, M.D.

**Principal, Medical Device  
& Combo. Products**

35-year career includes service as Director of the FDA's Center for Devices and Radiological Health (CDRH).



## CYNTHIA SCHNEDAR

**Principal, Regulatory Compliance**

25-year compliance career includes serving as Director of the Office of Compliance for the FDA's Center for Drug Evaluation and Research (CDER).



## DAVID ELDER

**Principal, Regulatory Compliance**

23-year veteran of the FDA, with prominent roles in domestic and foreign inspections, recalls and emergencies, and compliance actions.



## HEATHER ROSECRANS

**EVP, Medical Device  
& Combo. Products**

One of the nation's leading 510(k) experts, with an FDA career that spanned more than 30 years.



## MARK KRAMER

**EVP, Medical Device & Combo. Products**

17-year FDA career includes establishing and directing the Office of Combination Products and leading interdisciplinary review teams in CDRH.



## KATHERINE MUELLER

**Deputy General Counsel**

10+ years of legal experience in the private sector, including national litigation management and guidance risk mitigation.



## MARIA BONNER

**VP, Regulatory Compliance**

Policy and legal experience in both the public and private sectors provides deep understanding of regulatory policy.



## SAMANTHA EAKES

**VP, Regulatory Affairs**

Master's in Public Health provides critical public health, advocacy, and regulatory knowledge.



## MADELEINE GIAQUINTO

**Director, Regulatory Affairs**

Legal and policy expertise and experience advising on compliance with federal health programs and regulations.

## LITIGATION SUPPORT NETWORK

Greenleaf's litigation support capabilities include an outside network of experienced and knowledgeable FDA experts who were thoughtfully selected by Greenleaf and are adept at advising litigators representing FDA-regulated clients.



# LITIGATION SUPPORT SERVICES

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In legal actions involving FDA-regulated entities, complex FDA regulatory issues are often critical components of disputes.

Greenleaf's deep bench and network of experienced and knowledgeable FDA experts can advise litigators grappling with FDA regulatory issues and provide authoritative, objective expert opinions that may make a difference in how disputes are resolved.

Greenleaf and our network of experts work closely with litigators representing FDA-regulated clients in a wide array of disputes related to medical devices, drug and biological products, and product quality, manufacturing, and compliance.

*Greenleaf is a regulatory consulting firm and does not provide legal advice or legal services.*



## EXTENSIVE KNOWLEDGE

Greenleaf and our network of experts can offer litigators a high-level institutional knowledge of the FDA as well as more granular expertise regarding FDA regulation of a variety of medical product types across the product lifecycle. Greenleaf's well-regarded professionals have spent decades working at the FDA in senior positions, allowing them to render thoughtful advice and authoritative opinions.



## TARGETED EXPERTISE

The Greenleaf team and network have extensive, in-depth expertise regarding medical product development and the premarket review process, as well as manufacturing, product quality and safety, compliance, and enforcement of all FDA-regulated products. Our experts have the knowledge, qualifications, and experience required to explain and clarify these and other issues to our clients, the courts, or juries and are credible, persuasive expert witnesses.



## COMPREHENSIVE SERVICES

Greenleaf and our network have experience advising litigators on the nuances of FDA regulation, preparing expert declarations or reports, and testifying during depositions and at trial. Greenleaf's team has worked with litigators engaged in a variety of disputes, including complex commercial litigation, unfair competition and false advertising cases, intellectual property litigation, product liability class actions, and securities class actions.



**OUR EXPERIENCE.**  
**YOUR SUCCESS.**