



Introductory Biography

Dr Jack Shevel



www.netcare.co.za

1996 – 2006



www.ghis.us

2007 →

SECTION 1	BACKGROUND & IDENTIFICATION
------------------	--

Date of birth: 8 April 1957

Marital status: Married to Monique

Children:

Daniella	(17)
Jessica	(16)
Gabriella	(14)
Sean	(10)

Sporting achievements:

Provincial Hockey Player 1971 to 1973
 Represented SA Schools Hockey 1973
 Provincial under 21 Hockey 1973

Primary Hobby: Golf

SECTION 2	QUALIFICATIONS & MEMBERSHIPS
------------------	---

Qualifications

1973	Matriculation Certificate (Christian Brothers College, Bloemfontein)
1979	MBBCh (University of the Witwatersrand Medical School)
1981	ECFMG (Education Commission for Foreign Medical Graduates)

Memberships

- Health Professionals Council of South Africa since 1981
- SA Medical Association since 1981
- Deloitte CEO Roundtable
- Hospital Association of South Africa
- Young Presidents Organisation ("YPO") 2000

SECTION 3 SELECTED EXPERIENCE

- 1974 to 1979 Medical School (University of the Witwatersrand (WITS))
- 1980 to 1981 Internship and senior medical officer.
(Baragwanath Hospital – Soweto, South Africa)
- 1982 Medical Professional Locum work at Whittington Hospital.
(London, United Kingdom)
- 1983 to 1985 Military service – Full Lieutenant.
(South Africa)
- 1985 Inception of health services business strategy through acquisition of Bagleyston Day Clinic (“BDC”) in Johannesburg, South Africa with a R10 000 overdraft [+/-US\$1,500].
- 1985 to 1989 Practiced as a General Practitioner at BDC.
- 1989 Left private practice and established Clin-Run CC (Hospital Management and Investment Company with 4 employees) Given limited financial resources. Strategy entailed identification of financially distressed medical facilities to re-structure and re-engineer in partnership with supporting Doctors.
- 1990 Assumed management control of financially distressed Vaal Park Hospital (24 beds).
- 1990 Restructured and re-capitalised Brakenhurst Day Clinic (16 beds) and Clinton Clinic (40 beds) - later sold.
- 1990 Acquired debt burdened Randburg Day Clinic (8 beds) and converted into same day surgery ophthalmic centre.
- 1991 Developed Ferncrest Hospital (120 beds / Now 205 beds).
- 1992 Developed The Bay Hospital (76 beds / Now 185 beds).

- 1993 Acquired control of Sunninghill Hospital from liquidators (230 beds).
- 1994 Acquired control of Femina Clinic from liquidators (120 beds).
- 1996 Following gearing and strategic expansion constraints, next phase of development culminated in an IPO and the formation of Network Healthcare Holdings Limited ("Netcare") which was listed on the JSE Limited ("Johannesburg Stock Exchange" or "JSE" on 4 December 1996
- Market capitalization - R286 million(US\$ 40 million)
 - 6 Hospitals 650 Beds and 1,185 Staff.
- 1996 to 2005 Chief Executive Officer: Netcare ("CEO")

Fiduciary duty as CEO entailed at a macro level the sole responsibility for strategic management and development of the Netcare Group both locally and internationally.

Implemented a unique strategy to become the lowest cost producer of quality care via an integrated, Doctor centric delivery model where all the parties interests are aligned.

In addition, Dr Shevel played an advisory role in the development of healthcare strategies for the industry in South Africa, as well as in providing consulting services and tendering for healthcare contracts both in South Africa and selected global markets.

Served on the Netcare Board and the following sub- committees:

- Board Audit Committee
- Remuneration Committee
- Risk Committee
- Clinical Governance Committee
- Transformation Committee
- Investment Committee

Dr Shevel was also a director of 140 companies associated within the Netcare Group.

Netcare at a glance	Upon listing	Current
Number of hospitals	6	120
Number of beds	650	> 11,500
Countries	1	>5
Ancillary healthcare businesses & specialised healthcare divisions	N/A	>25
Employees	1,185	+/-25,000
Market capitalization-US\$	\$46 million	>\$2.3 billion

SECTION 4	ACHIEVEMENTS AT NETCARE'S HELM
------------------	---------------------------------------

Strategic & Entrepreneurial

- 1996 Established and listed Netcare on the Johannesburg Stock Exchange, the leading equity exchange in Africa ("JSE") with six hospitals (four of which had been in receivership).
- Recapitalised Group and settled aggregate debt of R100 million.
- 1997 In a strategic initiative to acquire critical mass with a national geographical footprint, and as the largest private hospital M&A transaction in South African history, Netcare acquired the largest JSE-listed hospital group – Clinic Holdings Limited – as well as an affiliated group in a transaction worth R1.4 billion (25 hospitals).
- 1998 In order to further compliment the Group's national presence, Netcare acquired the JSE-listed Excel Medical Holdings (9 hospitals) in a R650 million transaction; plus the Pretoria East Group of Hospitals and St Anne's Hospital (valued at R280 million).
- The Group's maiden significant ancillary healthcare investment was the acquisition of a 37% interest (subsequently increased to 50%) in the Ampath Holdings Trust, a management and administration business providing exclusive services to the largest providers of pathology services in South Africa.
- Netcare formed Netcare 911, an emergency medical services business which has developed into one of the largest emergency services providers globally with a client membership of approximately 9 million members.
- Established:
- Clinical Partners, a Greenfield business initiative developed to create a physician-driven managed care solution for South Africa (and later in other markets) with new reimbursement methods; and
 - Netcare Health Solutions (NHS) to complement the Group's managed care strategy.
- 1999 In line with the Group's core strategy of maximising utilisation of the core hospital network, opened offices in 6 African countries to sell Netcare health insurance products to support the core business in South Africa. Projects and consultancy services included the management of hospitals and primary care clinics as well as consultancy on healthcare systems for developing markets.
- Launched the GoldCare Winners Programme and the Netpartner Excellence programme, both world-first behaviour modification programmes designed to enhance the quality of care delivered at Netcare hospitals. These programmes resulted, without limitation, in improved patient care, doctor satisfaction and received international acclaim.

- 1999 Established the Netcare Medical Scheme with 23 000 members to pilot a unique healthcare delivery model. Results far exceeded performance of top medical aid schemes in South Africa.
- Netcare received full accreditation for its 6 Nursing Colleges operating as the Netcare Training Academies.
- (Enrol over 2000 students per annum)
- 2000 Awarded four consultancy contracts from the United Arab Emirates Government, as well as some other minor contracts in the region.
- (Subsequently all work in the Middle East has either been curtailed or discontinued).
- Explored various international opportunities and acquisitions in selected countries of interest, including, but not limited to Thailand and Australia.
- 2001 Netcare acquired 100% of Medicross Healthcare Group, a nationwide network of 53 Primary Care Family Medical and Dental Centres.
- As part of an enterprise development initiative in a transforming South Africa, Netcare assisted with the re establishment of Community Hospital Group by, inter alia, subscribing for a 43% equity stake in the newly formed black owned company (this company emanated from a high profile receivership process on the Macmed Group (which included 5 hospitals) and entailed an innovative structured finance transaction.
- Netcare also acquired Umhlanga Hospital (160 beds).
- 2002 Netcare concluded and signed the largest hospital based Public-Private Partnership ("PPP") agreement of its kind in South Africa with the Free State Health Department for Bloemfontein's Universitas and Pelonomi Hospitals.
- Netcare UK was formally established which was followed by the business unit being awarded two waiting list initiatives from the UK NHS (Operation Cataract and Operation Joint Initiative).
- Netcare acquired Margate Hospital (56 beds).
- 2003 Netcare UK was awarded two further contracts (London Choice and Operation Portsmouth).
- Netcare International concluded a strategic partnership with Hospitais Privados de Portugal (the largest private hospital group in Portugal). Following changes to the Government in the region this venture did not proceed.
- Netcare was invited to present its strategy to the Ministerial Healthcare Authorities of Poland, Hungary, Romania and Bulgaria with a view to long term consultancy and investment possibilities.
- In a ground breaking healthcare initiative, Netcare launched Netpartner Investments Limited, South Africa's first multi-disciplinary managed care provider network to become a physician led HMO with more than 10 500 healthcare professionals and raised R450 million.

- 2004 Netcare UK competed against 158 international healthcare companies and was awarded two NHS ISTC contracts with a total value of £114 million (Ophthalmic Chains ("OC") and Manchester Hospital) to treat in excess of 93 000 patients over a 5 year period. The OC chain contract is the largest of its kind world wide and entailed the provision of more than 45 000 cataract procedures to patients.
- 2005 Netcare launched Health Partners For Life, an economic empowerment scheme that provides more than 55 000 healthcare workers with the opportunity to create wealth through a self funded equity investment in the Netcare Group at a historic deal valued at R1 billion.
- Following the introduction of misinformed drug regulations, Netcare was part of a group of South African businesses and interest groups that challenged the Government's proposed Medicines and Related Substances Act, with regards to medicine pricing. This action led successfully to the Constitutional Court of South Africa ordering a review of the Act and its associated regulations, in consultation with industry.
- Netcare successfully supported a doctors challenge against Government regarding pending punitive legislation which was prejudicial to their constitutional rights.
- Initiated the acquisition of Prime Cure, a business which has an integrated range of primary healthcare services primarily for the emerging market with a network of 45 medi-centres and 2 000 contracted service providers.
- Initiated the acquisition of General Healthcare Group, the largest private healthcare provider in the UK with 49 hospitals comprising 2,496 beds for an enterprise value of £2.2 billion.

Financial

The compound annual growth rates for the 10 year period ending 2006 during which Dr Shevel was the founder and CEO of Netcare were as follows:

Revenue	30.3%
Earnings before interest, tax, depreciation & amortization	34.8%
Headline Earnings	61.4%
Fully diluted headline earnings per share	32.7%
Cash generated from operating activities	33.6%

Notably, these figures are prior to the acquisition of a controlling interest in GHG in the UK in May 2006, which significantly increase the aforementioned rates.

SECTION 5 PROFESSIONAL REPUTATION & INDUSTRY PARTICIPATION

Dr Shevel is known in the healthcare industry as the “turn-around doctor”, having a proven track record of restoring several financially and operationally distressed hospitals back to profitability and operational efficiency through innovative transaction structuring and entrepreneurial business principles and people skills. He has also been actively involved with the building/planning/refurbishment of all of Netcare’s Hospitals.

Dr Shevel is reputed for his clear vision and astute appreciation of healthcare economics, and is recognised both nationally and internationally for his leadership and innovative wisdom. He led the South African private hospital industry paradigm shift of consolidation and rationalisation, prompting Netcare’s competitors to follow. Dr Shevel’s success is partly attributable to a steadfast loyalty to his medical colleagues: and given his innate understanding of the medical profession he has talent of understanding and communicating to their professional and commercial interests in all endeavours.

He is regularly invited to speak at conferences and is frequently heard on radio / television and in the media. He has attended local and international emerging market conferences for, amongst others, Merrill Lynch, Deutsche Bank, Investec and UBS.

Dr Shevel was also a member of the Government Task Team for two years on public sector healthcare issues and has consulted with numerous multi-nationals on healthcare macro economics and strategy.

During 2006/07 he has served on the steering committee of a joint initiative of the World Bank and Bill/Melinda Gates Foundation aimed at promoting private healthcare in Sub-Saharan Africa. He also works closely with the International Finance Corporation.

SECTION 6 CURRENT DEVELOPMENTS

Following the decision to make some family lifestyle changes arising from, amongst other reasons, the high crime rate in South Africa, Dr Shevel resigned as CEO of Netcare and emigrated to San Diego, California in 2006 on an O1 visa which is granted on an extremely limited basis and, in Dr Shevel’s case, was for his extraordinary ability in business and exceptional track record.

In 2006, Dr Shevel formed Global Healthcare Investments & Solutions, LLC (“GHIS”) together with Darren Youngleson (Corporate Finance and Investor Relations Executive), with whom he worked at Netcare for 12 years. GHIS is expected to be fully operational during 2007.

SECTION 7 OTHER AVAILABLE DOCUMENTS ON REQUEST

- Company Profile on Netcare
- List of Awards
- Financial successes
- Turnarounds
- Goldcare / Netpartner Master Series
- Testimonial letters