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# GREG SMETHELLS

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## BOARD ADVISOR PROFILE

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Former CTO and Technology Director with 20+ years building and scaling an FDA-approved medical imaging platform that served over 25% of US orthopedic practices and reached \$10M ARR before acquisition by a Fortune 500 enterprise. Advises boards and founders on technology strategy, regulatory compliance, and organizational scaling in MedTech.

**Core Expertise:** Technology Strategy | Regulatory Compliance (FDA/ISO) | Medical Imaging & PACS | M&A Advisory | AI Adoption | Cybersecurity | Team Building & Mentorship

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## SKILLS AND ACHIEVEMENTS

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### Strategic Growth & Scaling

Shaped technology and go-to-market strategy that turned an early-stage MedTech startup into the dominant platform in its category, delivering measurable value to stakeholders at every stage.

- Grew a medical imaging platform from near-zero to 25%+ US orthopedic market share and \$10M ARR, positioning the company for a successful Fortune 500 acquisition.
- Drove post-acquisition revenue growth from \$10M to over \$16M ARR within two years by expanding the product portfolio and guiding cloud transformation strategy.
- Eliminated significant infrastructure costs and improved service resilience by leading a multi-year transformation from on-premise servers to a fully cloud-based SaaS model, migrating over 4 PB of mission-critical medical data without disruption to customers.

### Regulatory & Risk Governance

Advises boards and founders on building regulatory readiness into company strategy, reducing compliance risk, and protecting market access in highly regulated environments.

- Built a culture of continuous regulatory improvement that reduced FDA 483 observations audit over audit, achieving zero observations by the fourth inspection — demonstrating sustained commitment to compliance governance.
- Secured regulatory continuity post-acquisition by remediating Design History Files and achieving compliance with ISO 62304, ISO 14971, and IEC 81001-5-1, protecting the product's market position.
- Prepared a catch-up 510(k) submission for FDA approval, safeguarding the company's ability to sell its core product in the US market.

### M&A & Transaction Readiness

Brings firsthand experience navigating both sides of a strategic acquisition, from preparing a company for due diligence through post-merger integration and value delivery.

- Negotiated and closed the acquisition of Medstrat by Zimmer Biomet (Fortune 500), delivering a successful exit for the founding team and a seamless transition for customers.
- Ensured operational continuity through post-acquisition integration, preserving service levels for one of the largest orthopedic PACS installations in the US while delivering growth targets.

### **AI Adoption & Innovation Strategy**

Helps founders and boards understand where AI creates genuine competitive advantage versus hype, and guides practical adoption that delivers measurable productivity gains.

- Accelerated engineering delivery by introducing agentic AI workflows and tools across development teams, demonstrating ROI to an Engineering Advisory Review Board.
- Reduced compliance overhead by designing automated tooling that eliminated manual regulatory processes, freeing engineering capacity for product innovation.

### **Leadership Mentoring & Governance**

Acts as a trusted sounding board for founders and senior leaders, strengthening decision-making, building leadership pipelines, and fostering cultures that retain top talent through growth and transition.

- Built and retained a high-performing team where senior engineers stayed 10+ years and key leaders remained through nearly two decades of growth, a Fortune 500 acquisition, and post-merger integration.
- Mentored staff from individual contributors into management roles, creating the leadership bench that allowed the company to scale from under 10 employees to 50+ without losing its culture.
- Participated in annual board meetings over a 17-year tenure, contributing to strategic planning, financial oversight, and governance of a growing MedTech company.
- Championed a people-first leadership approach that colleagues credit with bringing out the best in their teams — balancing technical ambition with customer focus and product stability.

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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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<b>Medstrat Technology Director, Zimmer Biomet</b>	Nov 2023 - Feb 2026
<b>Chief Technology Officer, Medstrat, Inc.</b>	Feb 2006 - Nov 2023
<b>Computer Scientist / Project Leader, LLNL</b>	Jun 2002 - Sep 2005

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## **E D U C A T I O N   A N D   Q U A L I F I C A T I O N S**

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**M.S., Computer Sciences - University of Wisconsin-Madison**  
**B.S., Physics and Mathematics - University of Wisconsin-Eau Claire**  
**Board Advisor CPD - Connectd (In Progress, 94% Complete)**  
**Sigma Pi Sigma, Physics Honor Society - Member since 1996**  
**Kappa Mu Epsilon, Mathematics Honor Society - Member since 1997**