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TABLE OF CONTENTS

RESOURCES/INDEXES

Pandemic should motivate Supply Chain to think like 'scrappy start-up'.....	6	Associations and Trade Groups	10
What drives Supply Chain costs in healthcare facilities?.....	8	Manufacturers Index	73
		Advertisers Index	76

ADMINISTRATIVE PRODUCTS & SERVICES

Apps/Mobile Tech	12	Education/Training Programs.....	15	Patient Tracking Systems	19
Asset Management Products/Services	12	EHR/EMR Integration Software/Systems	15	Performance Measurement Tools.....	19
Associations & Trade Organizations.....	12	Electronic Commerce/EDI Systems.....	16	Pest Management	20
Badges/Name Tags	12	Enterprise Resource Management (ERP)	16	Pharmaceutical Distribution	20
Barcoding Equipment/Readers/Labelers	13	Environmental Services Management Software.....	16	Point-Of-Use Systems	20
Certification Programs	13	Environmental/Cleaning Services.....	16	Recycling/Recyclables.....	20
Charge Master Solutions	13	Equipment Maintenance/Service	16	Staffing Services	20
Cloud Computing.....	13	Floor Care Products.....	16	Storage, Kan Ban.....	20
Coding & Labeling Systems.....	13	Food Service/Catering	16	Storage, High-Density Systems	20
Communication Equipment.....	13	Freight Management/Shipping Services.....	16	Storage, Open Systems.....	20
Computerized Maintenance Management System (CMMS).....	13	Group Purchasing Services	16	Supply Chain Management Systems/Services	21
Computers & Peripherals	13	Hospital Franchising Opportunities.....	17	Supply Distribution	23
Consulting Services	13	IDN Contracting.....	17	Surgical Scheduling Software	23
Contract Management Systems.....	14	Instrument Management/Tracking Systems	17	Sustainable Products & Services.....	23
Credentialing, Supplier/Vendor	14	Inventory Control/Management Services	17	Third-Party Logistics.....	23
Custom Product Imprinting/Modifications.....	14	Kit/Tray Tracking Solutions	18	Tissue/Implant Tracking Systems	24
Data Cleansing Products/Services	14	Logistics Operations Assessments	18	Transportation Services.....	24
Data Storage/Warehousing.....	14	Mailing-Postage Equipment/Services.....	18	Value Analysis Programs/Systems.....	24
Decision Support/Predictive Analytics Software/Systems.....	15	Materials Management Information Systems.....	18	Warehouse Management Software/Systems	24
Disaster/Emergency Crisis Mgmt/Planning Systems	15	Outsource/Contract/Purchased Services	18	Waste Management, Biohazardous	24
Distribution	15	Patient Engagement/Disease Management Devices	19	Waste Management, General	25
Document Management.....	15	Patient Identification Products/Systems.....	19	Waste Management, Pharmaceutical.....	25
		Patient Satisfaction Products	19	Workflow Management Systems	25
				Workforce Management.....	25

CAPITAL EQUIPMENT

Automated Medication Dispenser Systems.....	26	Environmental Containment Units/Expansion Modules.....	29	OR Design Systems.....	30
Batteries	26	Environmental/Refrigeration Temperature Monitoring	29	OR Suites	30
Cabinets	26	Exam Room Furniture	29	Power Supplies/Surge Protectors.....	30
Cabinets, Auto Dispensing	26	Flooring	29	Refrigerators/Freezers	30
Camera/Video Systems.....	26	Furniture, Waiting Areas.....	29	Refurbished/Used Equipment	31
Carts, Cleaning.....	26	HVAC	29	RFID/RTLS Solutions.....	31
Carts, Computer Workstation.....	26	Imaging - MRI	29	Scales/Stadiometers.....	31
Carts, Customized	26	Imaging - Ultrasound	29	Security Systems.....	31
Carts, Med/Surg Supply	28	Imaging - Xray/CAT Scan/Mammography	29	Surgical Displays/Monitors.....	31
Carts, Medication	28	Laboratory Equipment.....	30	Surplus Equipment Removal	31
Carts, Procedure	28	Laundry Equipment/Services.....	30	Telemedicine Solutions	31
Carts, Storage	28	Mounting Equipment.....	30	Treatment Recliners	31
Chairs, Power Recliner	29	Nurse Call Systems	30	Wayfinding/Kiosks	31
Displays/In-Room Entertainment	29			Workstations, Wall Mount	31
Energy Management	29				

MEDICAL/SURGICAL/OR EQUIPMENT

Anesthesia Equipment/Accessories.....	32	Instruments, Bariatric.....	34	Retained Surgical Item/Sponge Counting System.....	38
Anti-Fatigue Mats/Floor Matting.....	32	Instruments, ENT	34	Retraction Systems/Graspers.....	38
Bariatric Equipment.....	32	Instruments, General Surgical	35	Smoke Evacuators	40
Beds	32	Instruments, Ophthalmic.....	35	Stents	40
Bedside Fall Protection	32	Instruments, Orthopedic.....	36	Stretchers	40
Bladder Volume Scanner	32	Isolation Beds/Rooms	36	Suction Regulators	40
Blanket & Fluid Warmers	32	IV Poles	36	Surgical Illuminators	40
Cath Lab Supplies/Devices	32	IV/Infusion Systems/Pumps	36	Surgical Imaging Systems.....	40
Cubicle Curtains/Privacy Screens	33	Lights/Lamps/Bulbs	36	Surgical Lighting Systems.....	40
Defibrillators/Pacemakers.....	33	Mask Fit Testers	36	Surgical Procedures Packs.....	40
Diagnostic & Therapeutic Lenses	33	Medical Device Cables & Sensors.....	36	Surgical Slush Machines/Containers	40
Diagnostic Equipment.....	33	Medical Replacement Parts.....	36	Surgical Tables	40
Diagnostic Membranes.....	33	Minimally Invasive Surgical Tools.....	36	Surgical Videoscopes.....	40
Disability Assistance Products.....	33	Mobile Medical/Surgery Unit.....	37	Tables/Table Accessories	40
Electrosurgical Equipment/Generators	33	Monitors, Patient	37	Tourniquet System	41
Endoscope Leak Testers.....	33	Patient Temperature Management Products	37	Vein Detection	41
Endoscope Maintenance & Repair Services.....	33	Patient Transport/Lift Products	38	Ventilators	41
Endoscopes/Endoscopic Accessories.....	33	Positioning Equipment.....	38	Video Laryngoscope	41
Fluid Management Systems	34	Pulse Oximeters/Sensors.....	38	Wheelchairs.....	41
Instrument Maintenance/Repair	34	Respiratory Products & Equipment	38		
Instruments, Arthroscopy	34	Restraint Products.....	38		

MEDICAL/SURGICAL/OR SUPPLIES

Adhesives & Adhesive Removers.....	42	Bandages/Wraps	42	Bone Graft Material (Natural & Synthetic)	42
Apparel, Disposable	42	Biopsy Devices	42	Bronchoscopes.....	42
Apparel, Patient.....	42	Blood Pressure Equipment & Accessories	42	Catheters/Catheter Kits	42



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1. European Heart Journal, Volume 34, Issue 37, 1 October 2013, Pages 2862–2872, <https://academic.oup.com/eurheartj/article/34/37/2862/503604>.

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MEDICAL/SURGICAL/OR SUPPLIES, continued...

Custom Procedure Trays/Kits/Packs	42
Dispensers	43
Disposable Medical Supplies	43
Disposable Patient-Room Products	44
Dressings	44
Drug Delivery Systems	44
Enteral Nutrition Products	44
Eyewear, Protective	44
Gels, Lubricating	44
Gels, Ultrasound	44
GI Products/Services/Solutions	45
Grafting Material/Tissue Products	45
Headwear, Protective	45
Hemostatic Matrix	45
Incontinence - Catheters & Drainage Bags	45
IV/Catheters - Securement/Dressings	45
Labels/Labeling Systems	46
Linens/Bedding/Pillows	46
Mattresses/Support Surfaces	46
Medical Gases	46
Needles & Syringes	46
Neonate Products	46
Orthopedic Products & Services	46
Ostomy Products	47
Pain Management	47
Patient Transfer Devices	47
Positioning Pads/Devices	47
Post-Surgery Binder	47
Probes	47
Safety Knives & Blades	47
Scrubs	47
Sharps Safety Disposal Products	47
Spirometers	48
SPO2 Sensors	48
Surgical Gowns	48
Surgical Mesh	48
Surgical Scaffolds	48
Surgical Skin Markers/Prep Supplies	48
Sutures	48
Test Kits	48
Thermometers	48
Transmission Gel Warmer	48
Tray Assembly	48
Trays, Procedure	48
Uniforms	48
Wearable Cooling/Heating Products	48

INFECTION PREVENTION

Air Cleaners/Purification Systems	50
Air Filters/Filtration Systems	50
Antimicrobial Fabrics/Textiles	50
Antimicrobial Products & Finishes/Paint	50
Antimicrobial Technology/Devices	50
Antiseptic	51
Assay Tests	51
ATP (Adenosine Triphosphate) Cleaning Verification System	51
Automated Hand Washing/Surveillance Systems	51
Biohazard/Waste Containment Systems	51
Chemotherapy Disinfectants & Cleaners	51
Chemotherapy Products/Accessories/PPE	51
Cleaning Equipment & Supplies	51
COVID-19 Resources	52
Disinfectants & Cleaners	52
Disinfectants, List N	53
Dispensing Systems, Hand Cleaners	53
Dispensing Systems, Touchless	53
Drapes & Barrier Products/Fabrics	53
Eco-Friendly Cleaners	53
Electrostatic Disinfection	53
Face Shields	54
Gloves, Decontam	54
Gloves, Exam	54
Gloves, Surgical	54
Gowns	54
Hand Hygiene Products	54
Hand Scrub, Surgical	55
Infection Prevention Solutions	55
Infection Reporting Systems	57
Infection Surveillance Systems	57
Isolation Gowns	57
Keyboards, Antimicrobial/Washable/Covers	57
Laboratory Tests & Supplies	58
Masks	58
Microfiber Products	58
Mobile Device Disinfection	58
N95 Masks	58
Needlestick Safety Products	58
Negative Pressure Wound Care Products	60
Oral Care/VAP Prevention Products	60
Patient Hygiene/Bathing Products & Systems	60
Patient Isolation Systems	60
PCR/Molecular Diagnostics	60
PPE Dispensing Systems/Organizers	60
PPE, Ebola/Emerging Disease Protection	60
Pressure Management Products	61
Rapid Screening /Point-of-Care (POC) Diagnostics	61
Respirators	61
Room Decontamination/Sterilization Equipment	61
Safety I.V. Catheters/Connectors	62
Skin Prep, Preoperative	62
Soft Surface Sanitizers	62
Spill Kits	62
UV/UV-C Disinfection	62
Water Filtration/Purification	63
Wipes, Disinfectant	63
Wound Care Products	63

STERILE PROCESSING

Autoclaves/Steam Sterilizers	64
Automated Endoscope Reprocessors	64
Biological Indicators	64
Brushes, Instrument Cleaning	64
Chemical Indicators	64
Cleaning Process Testers	64
Container Systems	64
Decontamination Equipment & Supplies	64
Endoscope Transport	66
Endoscopic Cleaning Kits	66
Enzymatic Cleaners	66
Enzymatic Indicators	67
EtO Safety Programs	67
Fluid Waste Collection Systems	67
Gas Monitoring Systems	67
H2O2 Safety Programs	67
High-Level Disinfectants	67
Hydrogen Peroxide Sterilizers	68
IFU & PM Documentation Resource	68
Instrument Accessories	68
Instrument Inspection Tools & Equipment	68
Instrument Pre-Soak/Humectant	68
Instrument Reprocessors	69
Instrument Rinse/Flush Systems	69
Instrument Transport Containers/Tags/Labels	69
Loaner Instrument Management/Service	69
Medical Device Drying Cabinets	69
Medical Device Heat Sealing Equipment	69
Mobile Sterile Processing Unit	69
Peracetic Acid Test Kits	69
Reprocessing	69
Reprocessing Efficacy Testing	70
Sponges, Instrument Cleaning	70
Sterile Processing Sinks	70
Sterility Assurance Products	70
Sterilization Containers	70
Sterilization Trays	72
Sterilization Wraps	72
Sterilizers	72
Tray Liners	72
Ultrasonic Cleaners	72
Washer-Disinfectors	72
Water Filtration Systems/Heaters	72

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Pandemic should motivate Supply Chain to think like 'scrappy start-up'

The emergence of the novel coronavirus COVID-19 in 2020 and its rapid spread throughout the world not only raised the specter of human mortality while showcasing compassionate care and ingenuity, but it also revealed considerable shortcomings in the global supply chain.

Healthcare Purchasing News surveyed its readers earlier this year to learn how the COVID-19 pandemic impacted their organizations; whether they implemented new policies, products, services or other changes in response; and whether their organizations have a preparation plan in place for any future pandemics or crises. See charts 1, 2 and 3.

HPN Senior Editor Rick Dana Barlow reached out to Amazon Business for an over-arching perspective on the results and what they might indicate for the industry for the remainder of 2020 and through 2021. Bill Kopitke, Amazon Business' Head of Healthcare, offered some key insights.

HPN: Based on your knowledge and experience and from an Amazon Business perspective, when you look at the findings displayed in the three COVID-19 pandemic-related charts/graphs, what

sounds the loudest alarm to you and why?

KOPITKE: It is alarming if and when healthcare organizations and government agencies serving patients on the pandemic front lines do not have enough supplies to protect their community or provide care to their patients (PPE).

What we encountered, though, was a rapid adjustment from their traditional purchasing behavior to Amazon Business for PPE and other types of medical equipment and supplies. Though nobody has a crystal ball, if organizations are able to plan ahead, they can be prepared with Amazon Business to gain access to hundreds of thousands of sellers worldwide with millions of products that they might need. The ability to look around corners is in the fabric of our company and we are constantly looking for ways that we can take action today so that it will benefit our customers down the road. Ultimately, right now, it's important that healthcare providers are aware and remember that Amazon Business can be a step in their pandemic response process.



Bill Kopitke

What are some short-term tips to change attitudes and behaviors rather quickly that can lead to long-term solutions?

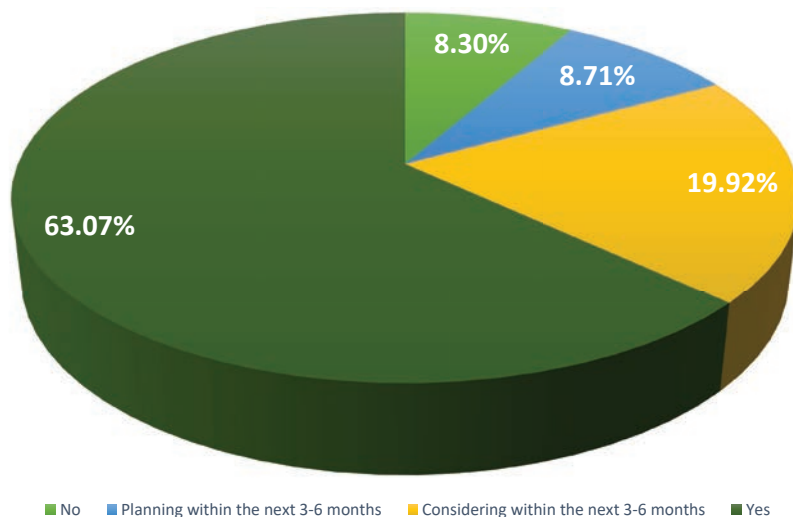
Too often in healthcare – and many other industries – business decision makers can be hesitant to take action or embrace a new direction, which leads to unnecessary delays when trying to do the right thing for customers/patients. At Amazon, we listen to our customers' feedback and use data to innovate and implement a business decision. We also identify "two way doors" during decisions, which are decisions that can be adjusted or reversed based on customer feedback and data. If it turns out that a decision needs an adjustment, we will take the necessary action to improve it. This keeps our mentality of a scrappy start-up. We also continue to incrementally improve a feature or capability after it's launched: again continually listening to our customers' feedback and studying data.

If healthcare organizations embrace the status quo, circa February 2020, and do little to address the issues affecting the supply chain within the ensuing months, how will that impact future performance (beyond the obvious, of course)?

For those organizations that have not implemented change, future performance could look like the graph stating the negative impacts from COVID: Supply shortage, freight and shipping delays, space problems, price increases, staffing shortage, etc.

For organizations that have adopted innovative supply chain solutions, such as Amazon Business, they were able to supplement supply needs on backorder, save money and time on shipping, and use Amazon Business for just-in-time inventory replacement to help with space, and minimize staff time with sourcing and procuring. Organizations are learning that Amazon Business has regularly introduced new features that help with both efficiency and spend control. For example, we can integrate with over 90 of the top industry ERP and purchasing systems as a punch-

Does your organization have a preparation plan in place for any future pandemics or crises?



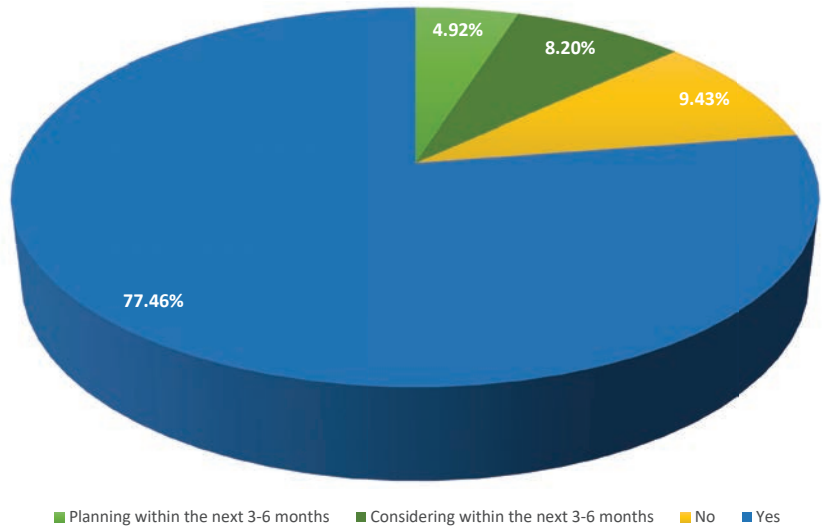
out solution. We also have Guided Buying features to digitally direct or restrict buyers when sourcing on our online store.

This is why 84 of the top 100 healthcare systems in the U.S. use Amazon Business.

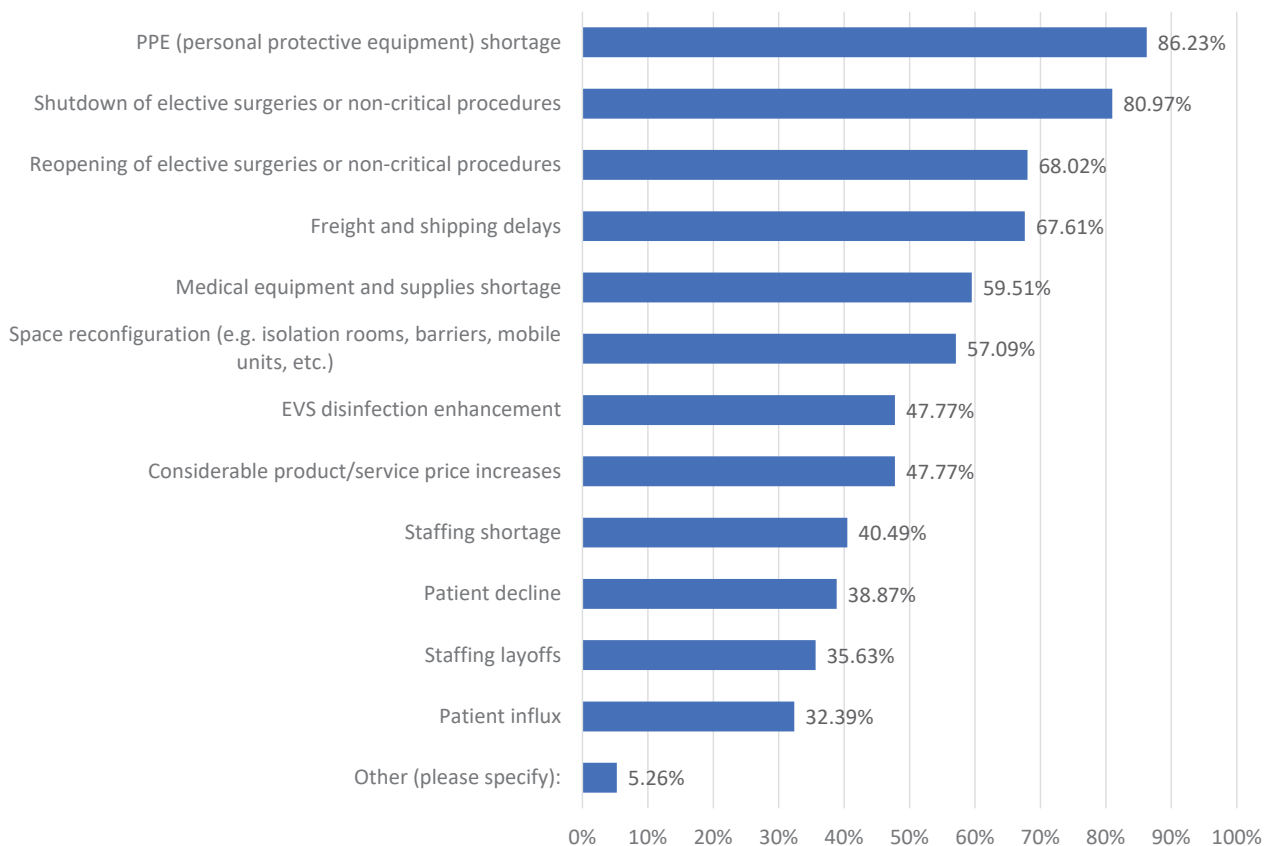
The two pie charts show that a healthy majority of respondents believe they have addressed the situation and implemented solutions in reaction to the current pandemic but also have procedures in place to address future crises – including pandemics. Deep down, do you truly think people are prepared and ready for almost every contingency? And how much value do you place in over-preparing for perhaps the most unrealistic scenario anyone can imagine?

A leading forefather of biology and health-care, Louis Pasteur, once said, “Chance comes to the prepared mind.” There is value to prepare for events that would significantly and negatively impact an organization. While preparing for all scenarios is impossible, we can certainly learn that history may repeat itself. [HPN](#)

Has your organization implemented new policies, processes, products, or services in response to the COVID-19 pandemic?



How has the COVID-19 pandemic impacted your organization?



What drives Supply Chain costs in healthcare facilities?

To identify the top cost drivers in your healthcare facility should be obvious once you run the numbers. Not surprisingly, a global, supply chain-straining pandemic tends to usher certain elements higher up the list at the expense of others that linger.

Healthcare Purchasing News annually surveys its readers about a variety of topics and one of the questions posed each year since 2017 involves perceived top cost drivers. See chart 1.

HPN Senior Editor Rick Dana Barlow reached out to Amazon Business for comment on the results and what they might say about the industry. Bill Kopitke, Amazon Business' Head of Healthcare, briefly shared his interpretations.

HPN: What surprised you the most about the responses and the trending over the four-year period and why?

KOPITKE: It is a little surprising to find the high percent of organizations [that] recognize the negative cost impact when supplies have inventory shortage. Prior to the pandemic, we began to focus more on our role as an important source for backordered supplies. We realized healthcare providers conducting the same practices for sourcing supplies were not effective to secure scarce supplies.

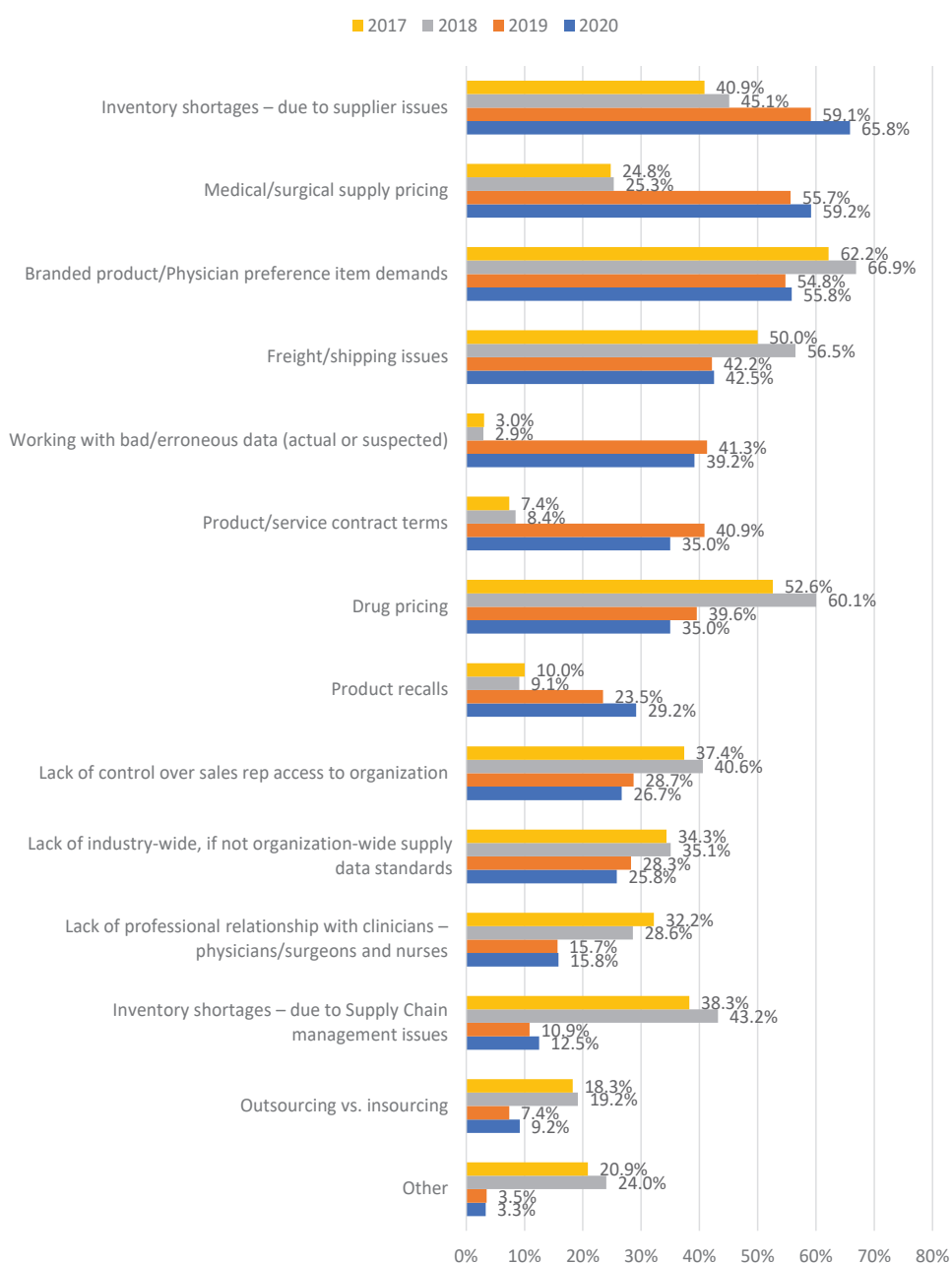
What issues may be missing from this list about which the healthcare supply chain should be concerned and why?

We find the process for when employees outside of the supply chain department need to make their own purchases to be inefficient, distracting and ultimately costly for organizations. This involves hundreds

to thousands of employees when make orders through "Specials," "X-types," P-cards, or cash with reimbursement all have their faults with process. When you aggregate the experience

for each employee, the cost is significant! Yet, it doesn't show on this graph or other studies. Amazon Business continues to drive awareness on non-contracted spend. [HPN](#)

What are among Supply Chain's top cost drivers?



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Associations and Trade Groups

They provide advocacy, continuing education, lobbying, product marketing and, perhaps most of all, networking opportunities for you to share friendships and ideas. Here's a compilation of noteworthy professional organizations that fuel the industry's intellect and performance.

ASSOCIATIONS (CLINICALLY- AND OPERATIONALLY-ORIENTED)

Academy of Managed Care Pharmacy (AMCP), amcp.org
 American Academy/Association of Orthopaedic Surgeons (AAOS), aaos.org
 American Association for Clinical Chemistry (AACC), aacc.org
 American Association of Colleges of Pharmacy (AACP), aaccp.org
 American Association of Critical-Care Nurses (AACN), aacn.org
 American Association of Healthcare Administrative Management, aaham.org
 American Association for Respiratory Care (AARC), aarc.org
 American College of Clinical Pharmacy (ACCP), accp.com
 American College of Surgeons (ACS), facs.org
 American Medical Association (AMA), ama-assn.org
 American Nurses Association (ANA), nursingworld.org/ana/
 American Pharmacists Association (APhA), pharmacist.com
 American Society for Therapeutic and Radiation Oncology (ASTRO), astro.org
 American Society of Consultant Pharmacists (ASCP), ascp.com
 American Society for Parenteral and Enteral Nutrition (ASPEN), nutritioncare.org
 Association for Professionals in Infection Control and Epidemiology (APIC), apic.org
 Association for the Advancement of Wound Care (AAWC), aawonline.org
 Association of American Physicians & Surgeons (AAPS), aapsonline.org
 Association of periOperative Registered Nurses (AORN), aorn.org
 Association of Surgical Technologists (AST), ast.org
 The Certification Board for Sterile Processing and Distribution Inc. (CBSPD), sterileprocessing.org/cbspd.htm
 Emergency Nurses Association (ENA), ena.org
 International Association of Healthcare Central Service Materiel Management (IAHCMM), iahcmm.org
 National Association of Boards of Pharmacy (NABP), nabp.net
 Population Health Alliance (PHA), populationhealthalliance.org
 Radiological Society of North America (RSNA), rsna.org
 The Society for Healthcare Epidemiology of America Inc. (SHEA), shea-online.org
 Society of American Gastrointestinal and Endoscopic Surgeons (SAGES), sages.org
 Society of Gastroenterology Nurses and Associates Inc. (SGNA), sgna.org
 Society of Hospital Medicine (SHM), hospitalmedicine.com
 Society of Laparoendoscopic Surgeons (SLS), sls.org
 Wound Healing Society (WHS), woundheal.org

ASSOCIATIONS (ADMINISTRATIVE- AND BUSINESS-ORIENTED)

Alliance for Health Policy, allhealth.org
 Ambulatory Surgery Center Association (ASC), ascassociation.org
 America's Essential Hospitals, essentialhospitals.org
 America's Health Insurance Plans (AHIP), ahip.org
 American Bar Association (ABA) – The Health Law Section, americanbar.org/groups/health_law/
 American College of Healthcare Executives (ACHE), ache.org
 American Health Information Management Association (AHIMA), ahima.org
 American Health Care Association (AHCA), ahcancal.org
 American Health Law Association, americanhealthlaw.org
 American Hospital Association (AHA), aha.org
 American Medical Informatics Association (AMIA), amia.org
 American Society for Healthcare Risk Management (ASHRM), ashrm.org
 American Society of Health-System Pharmacists (ASHP), ashp.org
 America's Blood Centers, americasblood.org
 Association for the Healthcare Environment (AHE), ahe.org
 Association for Healthcare Resource and Material Management (AHRMM), ahrmm.org
 Association of Healthcare Value Analysis Professionals (AHVAP), ahvap.org
 Association of Medical Directors of Information Systems (AMDIS), amdiss.org
 Association for Supply Chain Management, ascm.org
 The Council of Supply Chain Executives (CSCPE), councilhome.com
 Healthcare Financial Management Association (HFMA), hfma.org
 Healthcare Information and Management Systems Society, himss.org
 Institute for Supply Management (ISM), ism.ws
 Institute of Healthcare Executives and Suppliers (IHES), ihesllc.com
 International Association for Ambulatory Surgery (IAAS), iaas-med.com
 International Association for Healthcare Security & Safety (IAHSS), iahss.org
 The Laser Institute of America (LIA), laserinstitute.org
 Medical Group Management Association (MGMA), mgma.com
 National Society of Certified Healthcare Business Consultants, nschbc.org
 Physician Hospitals of America (PHA), physicianhospitals.org
 Urgent Care Association of America, ucaoa.org

TRADE GROUPS, ACTIVIST/ADVOCACY GROUPS AND ONLINE INFORMATION SOURCES

Advanced Medical Technology Association (ADVAMED), AdvaMed.org
 Advanced Precautions for Today's OR, orprecautions.com
 American Association For Physician Leadership, physicianleaders.org
 American Latex Allergy Association, allergyhome.org/blogger/the-american-latex-allergy-association-and-latex-allergy/
 American Reusable Textile Association (ARTA), arta1.com
 Association for the Advancement of Medical Instrumentation (AAMI), aami.org
 Association of Medical Device Reprocessors (AMDR), amdr.org
 Bellwether League Foundation, bellwetherleague.org
 C. Diff Foundation, cdiffoundation.org
 Consumer Healthcare Products Association, chpa.org
 Convenient Care Association (CCA), ccadlinics.org
 Council of Supply Chain Management Professionals (CSCMP), cscmp.org
 ECRI Institute, ecri.org
 Federation of American Hospitals (FAH), fah.org
 GS1 Healthcare US, gs1us.org/industries/healthcare
 Healthcare Business Management Association, hbma.org
 Healthcare Leadership Council (HLC), hlc.org
 Healthcare Supply Chain Association (HSCA), supplychainassociation.org
 Health Care Without Harm (HCWH), noharm.org
 Health Industry Distributors Association (HIDA), hida.org
 Institute for Healthcare Improvement (IHI), ihi.org
 The Institute for Safe Medication Practices (ISMP), ismp.org
 International Association of Medical Equipment Remarketers & Servicers (IAMERS), iamers.org
 International Safety Center, internationalsafetycenter.org
 International Sharps Injury Prevention Society (ISIPS), isips.org
 The Joint Commission, jointcommission.org
 The Leapfrog Group, leapfroggroup.org
 Medical Device Manufacturers Association (MDMA), medicaldevices.org
 Medical Device Supply Chain Council, medsc.org
 National Association of Health Data Organizations (NAHDO), nahdo.org
 National Committee for Quality Assurance (NCQA), ncqa.org
 National Recall Alert Center (NRAC), recallalert.org
 Organization for Safety & Asepsis Procedures (OSAP), osap.org
 Physician-Patient Alliance for Health & Safety (PPAHS), ppahs.org
 Premier Safety Institute, premierinc.com/safety
 Service Employees International Union (SEIU), seiu.org
 The Strategic Marketplace Initiative (SMI), smisupplychain.com
 The TDICT Project, tdict.org
 The United States Pharmacopeial Convention Inc. (USP), usp.org

Regulatory Agencies

Agency for Health Care Research and Quality (AHRQ), ahrq.gov
 The Association of State and Territorial Health Officials, astho.org
 Bureau of Labor Statistics (BLS), stats.bls.gov
 Centers for Disease Control and Prevention (CDC), cdc.gov
 Centers for Medicare and Medicaid Services (CMS), cms.gov
 Congressional Budget Office (CBO), cbo.gov
 Council of the Inspectors General on Integrity and Efficiency (CIGIE), ignet.gov
 Department of Commerce, commerce.gov
 Department of Health and Human Services (HHS), hhs.gov
 Department of Justice (DOJ), usdoj.gov
 Department of Veterans Affairs (VA), va.gov
 Environmental Protection Agency (EPA), epa.gov
 Federal Register, federalregister.gov
 Food and Drug Administration (FDA), fda.gov
 Internal Revenue Service (IRS), irs.gov
 The Joint Commission, jointcommission.org

Library of Congress, lcweb.loc.gov
 Medicare Payment Advisory Commission (MedPAC), medpac.gov
 National Center for Emerging and Zoonotic Infectious Diseases (NCEZID), cdc.gov/ncezid
 National Center for Health Statistics (NCHS), cdc.gov/nchs
 The National Institute for Occupational Safety and Health, cdc.gov/niosh/homepage.html
 National Institutes of Health (NIH), nih.gov
 Occupational Safety and Health Administration (OSHA), osha.gov
 United States House of Representatives, house.gov
 United States Senate, senate.gov
 U.S. Government Accountability Office (GAO), gao.gov
 U.S. Government Publishing Office (GPO), gpo.gov
 The U.S. National Archives & Records Administration, archives.gov
 U.S. National Library of Medicine (NLM), nlm.nih.gov
 USA.gov, usa.gov and usa.gov/statistics
 White House, whitehouse.gov
 World Health Organization (WHO), who.int/en/

Charitable Organizations

Charity Navigator, charitynavigator.org
 Direct Relief International, directrelief.org
 Doctors without Borders, doctorswithoutborders.org
 Feed My Starving Children, fmssc.org
 Feed the Children, feedthechildren.org
 Global Hand, globalhand.org
 Globus Relief, globusrelief.org

Hire Heroes USA, hireheroesusa.org
 MAP International, map.org
 MediSend International, medisend.org/humanitarian-initiatives
 New Covenant World Outreach, newcovenantworldoutreach.com
 Project HOPE, projecthope.org
 REMEDY, remedyinc.org

Educational Supply Chain Programs

Arizona State University, Tempe, AZ, <http://wpcarey.asu.edu/research/health-supply-chain>
 Ashford University, San Diego, <http://onlinedegrees.ashford.edu/online-degrees/ba-supply-chain-management.php>
 Auburn University, Auburn, AL, <http://harbert.auburn.edu/degrees-programs/undergraduate/majors/supply-chain-management.html>
 California State University, San Marcos, <http://www.csusm.edu/oscm/index.html>
 College of Lake County, Grayslake, IL, <http://www.clcillinois.edu/ads/supply-chain-management>
 Elmhurst (IL) College, <http://www.elmhurst.edu/academics/departments/business/programs/ms-supply-chain-management/>
 Florida State College at Jacksonville, <http://www.fscj.edu/academics/areas-of-study/transportation-logistics/supply-chain-management-as>
 Florida State University College of Business, <http://business.fsu.edu/departments/baissc>
 East Carolina University, Greenville, NC, <http://www.ecu.edu/cs-bus/mscm/>
 Georgia Institute of Technology, Atlanta, <http://www.scheller.gatech.edu/degree-programs/undergraduate/courses-curriculum/curriculum-operations.html>
 Georgia Southern University, Statesboro, GA, <http://cob.georgiasouthern.edu/lscm/>
 The Georgia Tech Supply Chain & Logistics Institute, Atlanta, <http://www.scl.gatech.edu/professional-education/>
 Howard University, Washington, DC, <http://www.hucescm.com/>
 Iowa State University, Ames, IA, <http://www.business.iastate.edu/undergraduate/majors-minors/supply-chain-management/>
 Keiser University, <http://keiser-education.com/programs/business/undergrad/business-admin-transportation-logistics>
 Lewis University, Romeoville, IL, <http://lewisu.edu/academics/aviation/transportation-admin/index.htm>
 Marquette University, Milwaukee, <http://business.marquette.edu/centers-and-programs/center-for-supply-chain-management>
 Medisend College of Biomedical Engineering Technology, <http://medisend.org/>
 Medline University, <http://www.medlineuniversity.com/home>
 Miami University, Oxford, OH, <http://miamioh.edu/fsb/academics/supply-chain/index.html>
 Michigan State University, East Lansing, MI, <http://supplychain.broad.msu.edu/> and <http://www.michiganstateuniversityonline.com/programs/masters-degree/ms-supply-chain-management/>
 Niagara College, Welland, Ontario, Canada, <http://www.niagaracollege.ca/partimestudies/programs/explore/supply-chain-and-logistics-management/>
 North Carolina State University, Raleigh, NC, <http://scm.ncsu.edu/>
 Northeastern University, <http://damore-mckim.northeastern.edu/programs/supply-chain-management-concentration/> and <http://damore-mckim.northeastern.edu/programs/supply-chain-management-mba/>
 Northern Kentucky University, Highland Heights, KY, <http://www.nku.edu/academics/cob/programs/undergraduate/global-supply-chain-management.html>
 Oakton Community College, Des Plaines, IL, http://www.oakton.edu/academics/degree/mfg_supply.php
 The Ohio State University, Athens, OH, <http://business.ohio.edu/academics/certificates/supply-chain-management/>
 Pennsylvania State University, University Park, PA, <http://supplychain.smeal.psu.edu/> and <http://www.worldcampus.psu.edu/degrees-and-certificates/supply-chain-management-masters/overview> and <http://www.smeal.psu.edu/scis>
 Quinnipiac University, <http://www.qu.edu/schools/business/programs/bs-supply-chain-management.html>
 Rider University, Lawrenceville, NJ, <http://www.rider.edu/academics/colleges-schools/college-business-administration/undergraduate-majors-programs-0/global-su>
 Rutgers University Business School, Newark, NJ, <http://www.business.rutgers.edu/faculty-research/supply-chain-management>
 South Florida State College, <http://www.southflorida.edu/current-students/degrees-programs/academics/business/supply-chain-management>
 STERIS University, <http://university.steris.com/>

Educational Supply Chain Programs, continued...

Stonehill College, Easton, MA, <https://www.stonehill.edu/programs/healthcare-administration/healthcare-supply-chain-management-initiative/>
 Syracuse University, Syracuse, NY, <https://www.syracuse.edu/academics/undergraduate-majors-minors/supply-chain-management/>
 Texas A&M University, College Station, TX, <https://mays.tamu.edu/bba-supply-chain-management/>
 Texas Christian University, Fort Worth, TX, http://www.neeley.tcu.edu/Academic_Departments/Info_Sys_Supply_Chain_Mgt/Supply_Chain_Mgt.aspx
 University of Arkansas, Fayetteville, AR, <https://scmr.uark.edu/>
 University of Cincinnati, https://www.uc.edu/ces/what-can-you/major_product_infor_supply_mgt.html
 University of Dallas, Satish & Yasmin Gupta College of Business, <https://udallas.edu/cob/academics/mba/supply-chain.php>
 University of Houston, <https://www.bauer.uh.edu/undergraduate/supply-chain-management/>
 University of Minnesota, Minneapolis, <https://carlsonschool.umn.edu/departments/supply-chain-operations-department>
 University of North Texas, Dallas, <https://www.unt.edu/pais/insert/ulogi.htm>
 University of Oklahoma, Norman, http://www.ou.edu/price/marketing_supplychainmanagement
 University of Pennsylvania-The Wharton School, Philadelphia, <http://hcmg.wharton.upenn.edu/>
 University of San Diego, <https://www.sandiego.edu/business/graduate/ms-supply-chain-management/>
 University of South Carolina, https://sc.edu/study/majors_and_degrees/management_science.php
 University of South Florida, Tampa, https://catalog.usf.edu/preview_program.php?catoid=13&poid=4653
 University of Tennessee, Knoxville, TN, (Global Supply Chain Institute at the Haslam College of Business) <http://gsci.utk.edu/>
 The University of Texas at Austin, <https://www.mcombs.utexas.edu/Departments/IROM/Degree-Programs/BBA/SCM>
 University of Texas at Dallas, <https://jindal.utdallas.edu/isom/operations-scm-programs/>
 University of Wisconsin-Madison, <https://bus.wisc.edu/centers/granger-center-for-supply-chain-management>
 University of Wisconsin-Milwaukee, Lubar School of Business, <https://uwm.edu/business/academics/undergrad/supply-chain-operations-management/>
 Western Michigan University, <https://www.wmich.edu/supplychain/>

The Institute for Supply Management comprehensive state-by-state list: ism.ws/membership/content.cfm?itemNumber=4742

GPO Headliners 2019

Most of the nation's hospitals and a growing number of non-acute care facilities use the services of group purchasing organizations (GPOs) to some degree. While hundreds of GPOs and integrated delivery networks (IDNs) conduct business for their various members – including owners, shareholders and affiliates – many of them actually belong to one of the larger “parent” organizations, which represent a small percentage of the total number of GPOs in operation today. Here's a glimpse at the top 9 based on GPO-reported annual purchasing volume. HPN lists the top independent “parent” GPOs with a minimum annual purchasing volume of \$500 million in a broad range of product and service categories and that are not shareholders or members in other GPOs. These numbers represent fiscal year 2019 unless otherwise noted.

GPO Name	Location	Web address	APV
1. Vizient	Irving, TX	vizientinc.com	\$111B*
2. Premier Inc.	Charlotte, NC	premierinc.com	\$67B*
3. HealthTrust	Nashville	healthtrustpg.com	45B*
4. U.S. Department of Veterans Affairs	Washington	va.gov/plo/	\$32.7B*
5. PDM Healthcare	Cleveland	pdmhealthcare.com	*
6. Intalere	St. Louis	theresourcegroup.com/	*
7. The Resource Group (Ascension)	St. Louis	intalere.com	\$8.4B
8. U.S. Department of Defense/Defense Logistics Agency	Washington	dla.mil/TroopSupport	\$7.6B*
9. MAGNET Group	Mechanicsburg, PA	magnetgroup.com	*

Disclaimers/Full Disclosure

2. Premier re-emphasized its conservatism in reporting its APV as it “uses members’ actual spend data related to Premier contracts and not their total non-labor expense spend, which would be a much larger number.” Premier reiterated that it does not “believe that historically all GPOs used a similar or similarly conservative methodology.” Consequently, Premier shared the most recent number Premier executives use in presentations to current and prospective members.

4. The VA's figure represents payments for contracted medical services and products and Community Care payments to third-party medical providers.

5. PDM Healthcare chose not share its annual purchasing volume, due to its proprietary nature, but assisted HPN in ranking itself based on an unaudited analysis of member facilities’ actual dollars in aggregate for budgeted-for goods and services through manufacturers.

6. Intalere declined to disclose its annual purchasing volume, due to its proprietary nature, but assisted HPN in ranking itself based on an estimated, unaudited analysis of the aggregate member facilities budgeted-for goods and services.

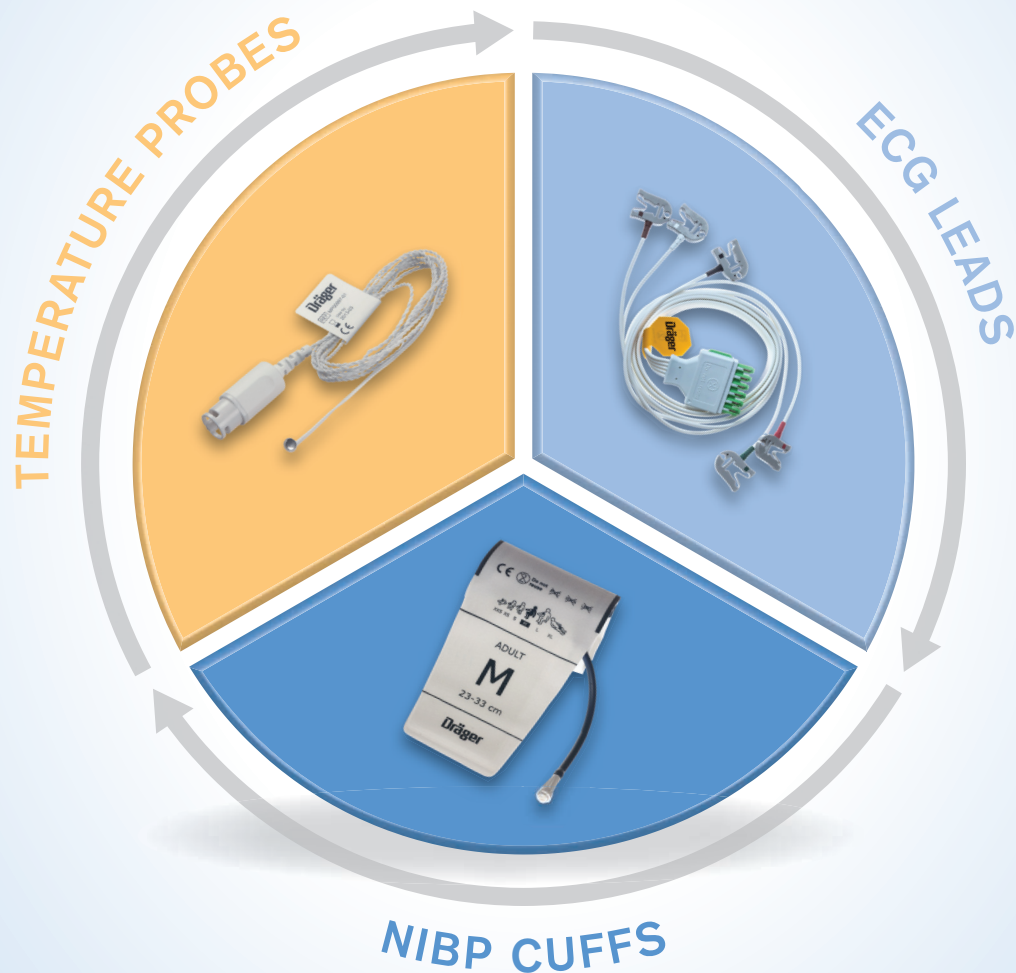
8. This total represents FY2018 medical spending for the Defense Logistics Agency of the Department of Defense as FY2019 data would not be available for several weeks at press time. The DLA is a subset of the DoD that handles medical logistics. DLA medical spending comprises pharmaceuticals – including vaccines, medical/surgical items, high-dollar capital equipment, hospital equipment, medical assemblies/kits and medical supplies that span laboratory, dental, optical, sports medicine and surgical implants.

9. MAGNET Group did not respond to HPN requests for comment. In past years, the GPO declined to disclose its annual purchasing volume, due to its proprietary nature, but HPN was able to list the GPO based on its relative position to the purchasing volume of the nearest competitors.

Please note that HPN strives to be as accurate as possible with these numbers that the GPOs report. Further, HPN acknowledges that historically some GPOs have derived their totals by such tactics as double-counting product purchases through manufacturers and distributors, as well as including purchasing volumes of facilities where they provide consulting services but do not provide direct contractual purchasing activity, and by counting a hospital's entire purchasing volume even though the hospital funnels only a percentage through that GPO, among other strategies and tactics. HPN brings these caveats to readers’ attention to show that it strives to provide these numbers in good faith as a service and must trust the ethics of the responders in answering as truthfully as possible.

Source: Healthcare Purchasing News research via GPO self-reported data through interviews

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www.olympusamerica.com

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www.aacn.org

AHRMM

Association for Healthcare Resource & Materials Management
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www.ahrmm.org

AORN - Association of periOperative Registered Nurses

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APIC

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www.apic.org

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www.bellwetherleague.org

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www.livedata.com

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www.brother.com

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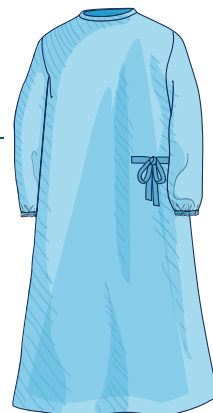
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1. KCP Onvation Study, 2017/Altavita Village, Dispenser, Smart Technology. Smart Service. Altavita Case Study: How Hand Hygiene Dispense Data can Impact Productivity, Waste, and Satisfaction, 17 March 2017.

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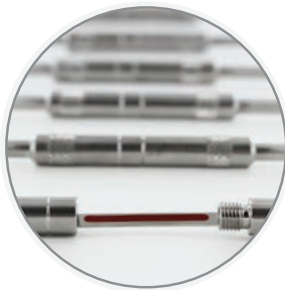
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PAGE 70 ►

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1. Altimier, L., & Phillips, R. (2016). The neonatal integrative developmental care model: Advanced clinical applications of the seven core measures for neuroprotective family-centered developmental care. *Newborn And Infant Nursing Reviews*, 16, 230-244. doi:10.1053/j.nainr.2016.09.030

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MANUFACTURERS INDEX

3M Commercial Solutions Division 16, 52, 58
 3M Medical Solutions 64, 70
 (IPA) 26, 43

A

AACN
 American Association of Critical-Care Nurses... 12
 Abbott Laboratories..... 30, 58, 61
 Accumen 19, 21, 24, 48, 52, 58
 Accuride International..... 28, 31
 AccuVein 41
 Action Products, Inc..... 38, 46, 47
 Active Innovations LLC 13, 17, 18
 activTek Health Solutions
 50, 53, 55, 58, 60, 61, 64, 68
 Acuity Medical, Inc. 19, 28, 31
 Acute Care Pharmaceuticals..... 51, 52, 57
 Advanced Input Systems..... 13, 50, 57
 Advanced Medical Innovations..... 47, 48
 Advanced Optisurgical, Inc..... 34, 69
 Advanced Sterilization Products 64, 67, 68
 Advanced Ultra-Violet Systems
 (AUVS)..... 51, 58, 62
 Advance Medical Designs, Inc..... 43, 47, 53
 Aesculap..... 34, 35, 70
 AFC Industries 26, 30
 Ahlstrom-Munksjo..... 42, 48, 53, 54, 55, 60
 AHRMM
 Association for Healthcare Resource & Materials
 Management 12
 AirClean Systems 29, 50, 66
 AiRISTA Flow 12, 19, 55
 AirPal, Inc. 38
 Akro-Mils 17, 18, 20, 21
 Alco Sales and Service Co 36, 40, 41
 Alimed, Inc. 32, 38
 Allscripts..... 23, 25
 Altapure 53, 61, 62
 Altus, Inc. 26, 31
 Ambu USA 33, 38, 42
 American Regent 20
 American Ultraviolet 61, 62, 63
 AMT Datasouth 19
 Angelini Pharma 52, 54, 55, 63
 Ansell 38, 54
 AORN - Association of periOperative Registered
 Nurses 12
 Aorta Medical, Inc. 13, 15
 APIC
 Association for Professionals in Infection Control
 and Epidemiology..... 12
 Aptitude 17, 21
 AquaGuard 44, 60, 63
 Aquamedix 55, 63, 72
 Arjo 32, 61
 Armstrong Medical Industries, Inc..... 28
 Artemis Bio-Solutions Healthcare..... 52, 53, 55
 Aspen Surgical..... 36, 46, 47
 Assay Technology, Inc..... 67, 69
 Attainia 12, 13, 14
 Augustine Surgical, Inc 37
 Avadim Health, Inc. 54, 60, 62
 Avidcare AB 30, 50, 55

B

Baxter Healthcare Corporation..... 36, 45, 58
 B. Braun Interventional Systems, Inc. .. 32, 34, 51
 B. Braun Medical, Inc. 36, 44, 58
 BD 17, 35, 61, 70
 Beckman-Coulter..... 30, 58, 61
 Beekley Medical..... 29
 Belimed 66, 72
 Belintra 17, 20, 21, 26, 28

Bellwether Foundation..... 12
 Best Sanitizers, Inc. 53, 54, 55
 Bioderm, Inc. 42, 45
 Biodes Medical 40
 BioHitech America 25
 Biolife LLC..... 44, 45
 Bioquell, Inc. 55, 61, 66
 Bio-Rad Laboratories 30, 58
 Bioseal Corp. 55
 Bioventus LLC 42
 Blickman, Inc. 26, 36
 BLOXR Solutions 32, 44, 60
 Blue.Point LLC 19, 21, 24
 BlueBin 17, 21, 23
 Boca Terry..... 42
 Boehringer Laboratories LLC 32, 40, 48
 Boppy Company, The..... 46, 47
 Boss Instruments 34, 35, 36, 38, 40
 Boston Scientific 33, 40, 42
 Brewer Company, The..... 29, 41
 BroadJump 13, 21, 24
 Brother International Corporation 13
 BSN Medical, Inc. 44, 63
 Burgess..... 14, 15, 25

C

Cables and Sensors..... 36
 Capital Medical Resources, LLC 33, 35, 68
 Capsa Healthcare..... 26, 28
 Cardinal Health 20, 23, 43
 Cardinal Health - Optifreight 16
 Cardno Chemrisk 13, 15, 55
 Care + Wear 19, 42, 50
 Carstens 26, 28, 31
 Case Medical
 18, 23, 63, 64, 66, 68, 69, 70, 72
 C Change Surgical LLC 30, 37, 40
 Cenorin 69, 72
 Censis Technologies..... 17, 18, 25
 Centrak..... 51
 Cepheid..... 51, 55, 60
 Certol International, LLC 52, 66
 Champion Medical Seating 29, 31, 32
 CHAMPS Group Purchasing 16, 21
 Cheetah Medical, Inc. 32, 34, 37
 ChemDAQ, Inc. 67
 Chestnut Ridge Foam, Inc. 46
 Choice Medical Systems, Inc. 33, 44, 47
 Christie Medical Holdings, Inc. 30, 36, 41
 Cincinnati Surgical 43, 46, 47
 CIVCO Medical Solutions 26, 51, 69
 CKMHealthcare, Inc. 51, 55, 57
 Claflin Company, The..... 17, 21, 23
 Clean Hands Safe Hands..... 51, 54, 55
 Clean Harbors, Inc. 24, 25
 Cleanit 54, 55, 62
 Clean Safety, Inc. 54
 Cleanspace Technology
 Pty Ltd..... 30, 38, 45, 55, 60, 61
 Clean Waste Systems 24
 Clinical Choice LLC 66, 68, 70, 72
 ClorDiSys Solutions 62, 66, 67
 Clorox Healthcare 52, 62
 CME Corp. 16, 17, 33
 Cobblestone Software 14, 17, 21
 Cogentix Medical..... 33, 40
 Coloplast 42, 47, 63
 Comfort Line 42, 50, 56
 CompuCaddy..... 26, 28, 31
 Concordance Healthcare..... 15
 Conductiv 17, 19, 21

Conni USA 16, 30, 46
 Construction Specialties 33, 50, 53
 Contec, Inc. 51, 52, 58
 ConvaTec 63
 Cook Medical..... 32, 36, 40
 COOLSHIRT Systems 36, 46, 48
 Cooper-Atkins Corporation..... 29, 56, 61
 CooperSurgical 38, 40
 Covalon Technologies 44, 45
 Crosstex..... 64, 67, 70
 CS Medical 33, 51, 66
 Cubicle Curtain Factory..... 43, 53
 Cupron 50, 56
 CuSalus by Colonial Bronze..... 50, 56
 Cygnus Medical 56, 58, 63

D

Dale Medical Products 44, 45, 47
 Darco International..... 46, 63
 D.A. Surgical..... 38, 47
 Datalogic USA, Inc. 13
 Data Solutions Corp. (DSC)..... 13, 17
 Detecto..... 31
 DGSHPA Corporation 12, 13, 17
 Dial Corp. A Henkel Company 20, 53, 55
 Digital Housekeeper..... 13, 16
 Distribution Systems International 20, 28
 Diversey, Inc. 52, 55, 62
 Dräger Medical Systems, Inc. ... 32, 37, 38, 41, 58
 dReiniger LLC..... 50, 56
 DuPont 54, 60
 Durable Superior Casters..... 26, 28

E

EarlySense, Inc. 56
 Ecolab..... 52, 55, 56
 ECRI Institute 13, 21, 24
 Edgeco America..... 28, 30, 32
 EDM Facilities..... 61, 62
 Edwards Lifesciences..... 32, 34, 37
 Elcam Medical, Inc. 34, 44
 Electronic Healthcare Systems 16, 18, 21
 Eloquest Healthcare 42, 44, 50
 EMSL Analytical, Inc. 48, 58, 61
 Enthermics Medical Systems 32
 Entrotech Life Sciences 44, 63
 EQ2, LLC 12, 13
 ErgoCare..... 38, 47
 Ergotron 26, 30, 31
 Essity 16, 55, 63
 eSutures 15, 46
 Ethicon 35, 48, 50
 EvaClean by EarthSafe 53, 56
 Excel Dryer..... 55, 60
 Exergen 48

F

Far-UV Sterilray 56, 58, 61
 Fastaff Travel Nursing..... 25
 Fine Surgical Instruments 35, 36
 Finsen Technologies, Inc. 58, 62
 First Databank, Inc. 15
 Flagship Surgical LLC..... 32, 34, 43
 Fluke Biomedical 33
 Fresh-Aire UV 61, 62
 FSN Medical Technologies..... 26, 31, 34

MANUFACTURERS INDEX

G

GCX Corp	26, 28, 30
Geepres	51
GE Healthcare	29, 32
General Hospital Supply Corp.	72
Genesis Automation	12, 15, 17
Genicon	33, 35, 36
Gentherm	38
Georgia-Pacific Professional	53, 55
Getinge	30, 32, 40, 41, 72
GHX	13, 14, 16, 21, 24
GOJO Industries	12, 16, 19, 51, 55, 56
Gordian	12, 13, 18
Grainger	17, 29, 36
Greenhealth Exchange	16, 20, 23
Green Security LLC	12, 14, 21
GS1 Healthcare US	12
gSource LLC	34, 35, 36, 40, 64, 69, 70, 72

H

H+H SYSTEM, Inc.	18, 20, 21, 28, 30
HAIGuard	33, 50, 62
Halosil	52, 53, 56, 61
Hänel Storage Systems	15, 17, 20, 21, 24
Healthcare IQ	19, 21, 24
Healthmark Industries	64, 66, 70
HealthTrust Purchasing Group	13, 16, 21
Heine USA	32, 34, 35
Henry Schein Medical	15, 20, 23
Highpower Validation Testing & Lab Services	64, 68, 70
Hill-Rom	30, 32, 38
HLP Kleerfold	54
Hologic, Inc.	29, 40, 42
Hospital IQ	25
Hospital Safety Solutions	50, 58, 61, 62, 64, 66
HoverTech International	32, 38, 43, 45, 47
HR Pharmaceuticals	44, 45, 55
HSP USA LLC	52, 53, 63
HUBSCRUB Co. The	51, 56, 62
Hygie Canada	34, 45, 60
Hygiena	51, 56, 66
Hygienically Clean Linens and Uniforms	13, 30, 46,
Hy-Tape International	42, 45

I

IAHCSSM	
International Association of Healthcare Central Service Materiel Management	12
ICP Medical	50, 53, 60
ICU Medical	42, 60, 62
Image Diagnostics	40
Indigo-Clean	61
Infor Healthcare	17, 20, 22
Innovative Sterilization Technologies	70, 72
Intalere	17, 22, 24
IntelliCentrics	14, 18
International Council on Surgical Plume	13, 15
Intuitive Surgical	31, 36
Inventory Optimization Solutions (IOS)	18, 22, 24
InVita Healthcare Technologies	18, 22, 24
Inuity	40
IQPC	12
Isolation Door Caddy	56, 60
ITD Corporation	26, 28

J

Jac-cell Medic, Inc.	35, 43, 45
Jackson Medical	34, 35, 40
Jaggaer	12, 14, 22

Jeron Electronic Systems	13, 25, 30
JMS North America Corp	51, 60, 62
Jump Technologies, Inc.	13, 18, 22
JUNE MEDICAL USA, INC.	35, 43, 47

K

KARL STORZ Endoscopy - America	30, 34, 36
Katena Products, Inc.	33, 35, 45
Kem Medical Products	46, 62, 67
Kenall Manufacturing	36, 52, 56
Kerecis	45, 48, 63
Kestrel Software LLC	13, 18, 22
Key Surgical	54, 64, 72
Kimberly-Clark Professional	53, 55, 63
Kinnos, Inc.	52, 56
Kitex USA	42, 54, 60
Kleenedge	33
Knight LLC	66, 69, 70
KTW Group	26, 29
Kwalu	29, 50
Kyra Medical	38

L

Laser Institute of America	12
LeanTaas	19
LG Electronics USA, Inc.	29
Liebherr USA, Co	30
Linet Americas	32, 40, 46
LiveData, Inc.	13, 23, 25
Logihedron, Inc.	14, 15, 18, 23
LogiQuip LLC	26, 28, 29

M

Malaysian Rubber Council	43, 54
Mallinckrodt Pharmaceuticals	20
Manage Resource Group	12, 18, 31
Masimo Corporation	38
MASS Medical Storage	26, 28
McKesson Medical-Surgical	15, 20, 22
Medegen Medical Products	42, 43, 47
Medela	43, 44, 60, 63
Medgluv, Inc.	43
Medical Resources Group Limited	33, 34, 72
Medical Staffing Solutions, Inc.	20
Medical Strategies International	14, 17
Medicus Health	26, 56
MediPurpose, Inc.	43, 44, 47
Medivators	34, 64, 68
Medline	46, 56, 70
Medspeed	24
Medtronic	37, 43, 47
MedVantage, Inc.	18, 46, 69
Meiko	56, 72
Messe Dusseldorf North America/ MEDICA 2020	12
Metrex	18, 52, 56
Metro	26, 28, 29
MHI (Material Handling Industry)	22, 24, 31
Microline Surgical	33, 34, 37
Micro-Scientific	52, 68
Midmark Corp.	31, 33, 41
Miele, Inc.	30, 72
Millennium Surgical Corp.	34, 35, 36
Mindray North America	32, 37
mmic™ Medical Systems	37, 63, 69
Moab Healthcare	14, 15, 20
Mobile Instrument Service & Repair	31, 33, 34
Mölnlycke Health Care	32, 38, 46, 47, 51, 54, 60, 63
Multisorb Technologies	24
MYCO Medical	42, 46, 47

N

Nanosonics, Inc.	56, 68, 70
National Advanced Endoscopy Devices, Inc.	34, 35
National Recall Alert Center	13, 14
NeoGen	51
NeoMed, Inc.	44
Nestle HealthCare Nutrition, Inc.	44
NewGen Surgical	23, 40, 42, 43, 44, 47, 48
Next Level Strategies LLC	14, 56
NEXT Medical Products Company	38, 43, 45
Nexspan Healthcare LLC	30, 46
Nilfisk	16, 52
nora by Interface	16, 29
Northfield Medical	16, 33, 34
Nova Biomedical	30, 58, 61
Novo Surgical, Inc.	34, 35, 36
Nozin	62

O

O2COOL	19
Oakworks Medical	29
Office Depot	29, 52
Olympus America, Inc.	12, 34, 64
O&M Halyard	53, 60, 72
Omniceil	22, 26, 28
oneSOURCE Document Management Services	15, 16, 68
Onsite Management Group	15, 18, 23
On the Right Track Systems, Inc.	33, 53
Open Markets	31
Orkin Commercial Services	20
OSRAM	36, 62, 63
Owen Mumford	46, 60
Owens & Minor	14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 28, 29, 31, 32, 36, 40, 42, 43, 44, 45, 47, 48, 51, 53, 54, 57, 58, 61, 62, 63, 64, 66, 67, 69, 72,

P

Pain Care Labs	46, 47, 48
Paladin Healthcare LLC	18, 30, 38
Pall Medical	13, 33, 72
Palmero Health Care	44, 52, 63
Parametrik	64, 68, 70
PAR Excellence Systems	20, 21, 22
Parker Laboratories, Inc.	44, 45, 48, 52, 63
PartsSource	16, 36
Paxxo, Inc.	24
PDI	51, 52, 56
PDI Communication Systems	13, 29, 50
Pedigo Products	28, 36, 41
Peel Away Labs, Inc.	44, 46
Pegasus Medical Concepts	18, 28, 70
Pensiamo, Inc.	14, 18, 22
PENTAX Medical	33, 34, 45
Pharma Logistics	25
Philips Healthcare	44, 47, 48
Poiesis Medical	42
Post Medical, Inc.	24, 47, 60
Praxair	46
Precept Medical Products	54, 57, 58
Premier, Inc.	13, 17, 22
PriMed Instruments, Inc.	34, 42, 64
Prime Medical	33, 48, 50
Procell	26
Procter & Gamble	30, 52
Prodigo Solutions	14, 18, 22
Propper Manufacturing Company, Inc.	64, 70
Protection Products, Inc.	34, 44, 53
Pryme Radio Products	12, 13, 31
Pure Processing	66, 70

MANUFACTURERS INDEX

Q

Q-Centrix	56, 57
QC Storage LLC	26, 28, 29
QHR	22
Qosina Corp.	44, 46, 48
Quality Processing Resource Group, LLC	64, 68, 70

R

RapidRecalling.com	13, 15, 56
ReadyList	19, 25, 56
ReadySet Surgical	17, 18, 69
Reed Tech	19, 20, 24
Rehrig Pacific Company	24, 48
Remi	12, 16
RENOVO Solutions	12, 16, 34
RepScrubs	47
Resilinc Corporation	22
Retractable Technologies, Inc.	46, 60, 62
RMPS Publishing LLC	15, 68
Roche	30, 58, 61
Rockwell Automation	13, 16
Roi - Resource Optimization & Innovation ..	14, 22
Rousseau Metal	26, 29
RST Automation	17, 48, 69
Rubbermaid Commercial Products	16, 56, 58
Ruhof Corporation	15, 34, 42, 45, 51, 52, 54, 56, 57, 64, 66, 67, 68, 69, 70
R-Water, LLC	51, 52, 53
Ryder System, Inc.	22, 23, 24

S

Safepole	36, 56
Samarit Medical	38, 47
Sandoz	20
Sanuvox Technologies	50, 62
Sargent Healthcare Strategies	14, 15, 22
SARSTEDT	30, 44, 60
Scanlan International, Inc.	35, 37, 46, 48, 68, 72
Schneider Electric North America	29
SC Johnson Professional	51, 52, 55, 62, 63
Scott-Clark Medical	26, 28, 30
Seal Shield LLC	50, 57
Sedlak Supply Chain Solutions	14, 22, 23
SelectFlex by ADDG	33, 46, 48
Sempermed	54, 55
Senseon Secure	31
Seqirus	20
Serim Research Corp.	64, 67, 70
Serres, Inc.	40, 51, 67
Sharps Assure	24, 51, 60
Sherwin-Williams	50
Siemens Healthcare Diagnostics	30, 58
Siemens Healthineers	30, 33
Silver Lining Apparel	42, 48
SizeWise	32, 41
Skytron	40, 41, 62
Smart Facility Software	19, 25
SMI - Strategic Marketplace Initiative	12
Smith and Nephew	42, 44, 63
Smiths Medical	36, 45, 62
SolutionWells	14
SONY	31
Spacelabs Healthcare	32, 37, 42
Spartan Chemical Company	52, 55, 63
SPD Rentals	72
SpecialMade Goods & Services	14, 15, 16
SpecialtyCare	23
Standard Textile	33, 46, 47, 48, 57
Stanley Healthcare	12, 31
Staples Business Advantage	13, 29

Starboard Medical	33, 45, 63
STARC Systems	29, 36, 60
Steelco USA, Inc.	69, 72
Stericycle, Inc.	24, 25, 48
Steril-Aire, Inc.	50, 61, 62
Sterilis LLC	24, 48, 64
Steriliz UV Disinfection	56, 58, 62
STERIS	39-A, 64, 66
STERIS Instrument Management Services	14, 15, 16, 17, 18, 20
St. Onge Company	22, 23, 24
Stryker Communications	15, 30, 40
Stryker Medical	32, 36, 38
Stryker Sage	38, 60
Subway	16, 17, 19
Summit Medical, an Innovia Medical Company	66, 69, 72
Supply Chain Solutions developed by Mayo Clinic	16, 23, 24
SupplyCopia, Inc.	23
Supplymind, LLC	18, 23
Surfacide	56, 61, 62
Surgical Solutions LLC	33, 70
Surgmed Group	32, 64, 66
Syft	18, 20, 23
Symmetric Health Solutions LLC	18, 23
sympplr	14, 15
Synexis, LLC	50, 51, 61
Sysmex America	30, 58

T

TBJ, Inc.	26, 28, 66
Technicuff	32, 42, 46
Tecsys, Inc.	18, 20, 23, 24
TELA Bio	45, 48
Teleflex Medical	34, 35, 36
TeleHealth Services	19, 29, 31, 38
TeleTracking Technologies	12, 14
Terso Solutions	15, 23, 31
Terumo Medical Systems	46, 56, 60
TG3 Electronics	58
TIDI Products	44, 47, 53
TOMI Environmental Solutions, Inc.	53, 61, 66
TouchPoint Medical, Inc.	26, 28, 31
TrackCore, Inc.	24
Trinity Guardian	53, 56, 70
TRIOSE	16, 23
Tronex Healthcare	42, 54, 58
Tru-D SmartUVC	61, 62
TRUMPF Medical, a division of Hill-Rom	38, 40, 41
TSI, Inc.	50
TSO3	70
Tuttner USA	64, 72

U

U Deliver Medical LLC	46
UDI/Clarion Group	12
Uline	54, 58
Ultra Clean Systems, Inc.	29, 64, 72
Ultraviolet Devices, Inc. (UVDI)	51, 52, 53, 56, 61, 62
Ushio America, Inc.	36, 62, 63
UV Partners, Inc. (dba UV Angel)	50, 63

V

Valify Solutions Group 14, 17, 19, 20, 23, 24, 25	
Vantage Point Logistics	16
Vascular Technology	34, 37
VBM Medical, Inc.	32, 41
Veinlite	41
Vemed, Inc.	57, 68, 72
Verathon	32, 41
Verrix	70
VidaShield	36, 50
VIE Healthcare	14, 23, 24
Virtual Mgr	16
Viscot Medical LLC	44, 46, 48
Vitalacy	51
Vizient, Inc.	14, 15, 17
V. Mueller Instruments from BD	17, 35, 72
Vocera Communications	12, 13, 25
Vortek Surgical	38, 45, 53
VUEMED	18, 20, 23

W

Welch Allyn, a brand of Hill-Rom	33, 42, 48
WellAir	50
WellSense	61
WestCMR, LLC	23, 44
Wetkeys Washable Keyboards	51, 52, 55, 57, 58, 61
Whitney Medical Solutions	36, 53, 58
Winco Mfg LLC	29, 31, 40

X

Xenex Disinfection Services	57, 62, 63
Xstream Infection Control	50, 57

Y

Yankee Alliance	17, 23, 24
Young Innovations	58, 61

Z

Zebra Technologies	12, 13, 31
Z-Medica	45, 63
Zoll Medical	33, 37
ZRG Medical	12, 31

ADVERTISERS INDEX

Advertiser	Page	RS#	Web
Accumen	21	87	www.accumen.com
activTek Health Solutions	57	84	www.activtekhealthsolutions.com
Ahlstrom Nonwovens.....	27	6	www.ahlstrom-munksjo.com
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GOJO Industries, Inc.	59	18	www.gojo.com/hpn8
Hanel Storage Systems.....	69	47	www.sterilestorage.com/hpn
Healthmark Industries	65	3	www.hmark.com
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HR Pharmaceuticals	67	7	www.ecovue.com
Kitex USA	43	59	www.kitexmedical.com
Malaysian Rubber Council.....	49	8	www.myrubbercouncil.com
Molnlycke Health Care	71	52	www.molnlycke.us
NewGen Surgical	22	81	www.newgensurgical.com/catalog
Parker Labs Inc.....	5	9	parkerlabs.com/ultradrape
PartsSource.....	9	30	www.partssource.com/OnSiteService
Ruhof Corporation	IFC	4	www.ruhof.com
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Tecsys	19	34	www.tecsys.com
Trinity Guardian	BC	104	www.trinityguardian.com
Ultraviolet Devices, Inc. (UVDI)	IBC	37	www.uvdi.com
Wetkeys.....	35	40	wetkeys.com/hpn

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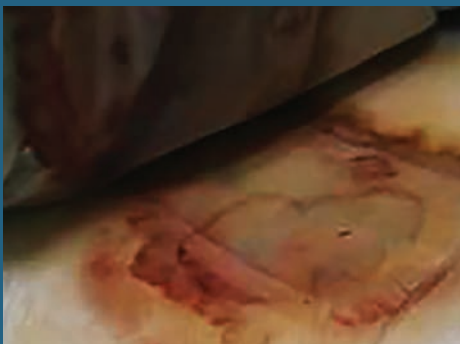
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1 FDA - Reprocessing Medical Devices in Healthcare Settings, March, 2015

2 ECRI - 2019 Top Ten Health Technology Hazards: "Clean Mattresses Can Ooze Bodily Fluids Onto Patients"

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