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2022 SOURCE GUIDE

A close-up photograph of a young woman with long, wavy brown hair, smiling warmly. She is wearing a white lab coat over blue scrubs and has a blue stethoscope around her neck. The background is softly blurred, showing another person's head and shoulders. The overall tone is professional and caring.

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COVID-19 aftershocks show product, service access, availability require more than shelf help

How might predictive modeling reshape supply chain?

By Rick Dana Barlow

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One of the hallmarks – central tenets even – of managed care is reducing costs within the service to patients and the community.

For its part in that barely evolving four-decade-old process, Healthcare Supply Chain performs five fundamental routines to control the bottom line and assist in generating revenue.

1. Manage/oversee inventory and consumption/usage patterns of products and services.

2. Store less in smaller areas (versus storing way more in larger warehouses).

3. Have products delivered in lower units of measure more frequently (e.g., just-in-time, stockless, modified stockless distribution).

4. Keep online, open-ended communications with suppliers flexible and fluid so that when something happens they can tap into the vast array of emergency stock the suppliers miraculously store in their big warehouses (similar to cost-shifting, this is storage-shifting).

5. Rely on computer software algorithms to predict what happens to demand when a crisis or disaster hits – like a pandemic.

But in light of COVID-19, especially the Delta variant – its deadly reprise – does that model still work?

Many Supply Chain leaders have been reviewing the recent past and are ready to take on big changes for the future. The complex sets of variables involved when global trade and a global pandemic converge, they

say, have revealed that diversity and fluidity are sorely lacking in our system.

Some of those leaders spoke with *Healthcare Purchasing News* and shared their thoughts.

Clinical connections needed

With her extensive background in infection prevention and environmental safety, Janet Pate, JD, R.N., Nurse Consultant and Educator, Ruhof Corp., believes the coronavirus pandemic response should serve as a clarion call for Supply Chain.

“Having experienced the critical shortages and challenges that were caused by COVID-19, the Supply Chain should be re-evaluated at most organizations, and they should respond to the lessons learned during this crisis,” Pate said. “It is important to have an alternate plan for situations when the entire nation is depending on the same set of resources. It may be beneficial for organizations to obtain warehouses for storing additional supplies, but this can be extremely costly. Additionally, supplies may expire or deteriorate so a plan must be in place to address these issues.”

Healthcare organizations need to collaborate more cohesively with government agencies, too, Pate argued.

“A unified approach for organizations with state and local health departments

should be developed,” she indicated. “This should be done in conjunction with the federal government and large manufacturers to develop future strategic planning.”

The current pandemic response should encourage a deeper and more meaningful relationship between Supply Chain and infection preventionists, Pate insists.

“As a previous Director of Infection Prevention I understand the relationship that you need to maintain with the Supply Chain,” she told *HPN*. Many times they have been so helpful obtaining needed supplies and investigating replacement supplies. Our relationship made it seamless when implementing new products and during supply shortages. They trusted me to give them accurate information, and I knew they would work diligently to assist me, if needed. This experience was invaluable.

“In the future, I think it will be realized by leadership and other key departments that a working relationship with the Supply Chain is vital,” Pate continued. “Perhaps in the future, the Supply Chain will be able to get representation from key departments to participate on committees and planning sessions which will give those departments experience and knowledge related to Supply Chains and needed resources. In turn, this may assist supply chains with the support they need to provide essential services for organizations.”

Clearly, Supply Chain must have a strategic vision and plan to address pandemics, according to Mark Campbell, FACHE,



Janet Pate

CMRP, Vice President, Supply Chain, Tampa General Hospital.

"A reactive supply chain will never fully meet the demands of its customers," he said.

Campbell advocates for "a real-time predictive model that helps monitor the burn rate of supplies and projects what will be needed to manage through a time of high demand."

"To be fair, it would be hard to predict such an outlier event that produced so much demand on the supply chain in such a short time. The reliance on off-shore sourcing added to delays and lacked visibility into true product availability.

"Conversely, we should have learned from SARS, Ebola, and other recent events that a global event can happen and we must be prepared. All trauma centers, at all levels, should have pandemic supplies on-hand. How much to keep on-hand will depend on local factors. COVID-19 has reminded all of us of the need to invest in domestic production and supply preparation."

"Certainly, many supply chain operators have a renewed appreciation for contingency planning and risk management," he said.

Think outside the chain



Nancy Pakieser Like many we interviewed, Nancy Pakieser, Digital Health Strategist, CISOM & Supply Chain at HIMSS, believes improvement will rely on taking a broader, more all-encom passing view. I would encourage organizations to expand the participants beyond their own four walls. Include other regional health systems, distributors, manufacturers, solution providers, GPOs, community business leaders, government leadership, analytical teams, insurance providers - and determine the BEST approach for a specific region. We need to look at ALL the 'novel' events that can occur and do risk mitigation and planning to the best of our ability."

In Supply Chain's current state, Pakieser said, "I am not so sure we could have prevented the COVID-related shortages."

"There were too many factors, most beyond any individual organization's control, involved in the domino effect of this event. The true gain will be in what we can

do going forward. There will be reassessment across the board on how we handle our supply chains. Manufacturing organizations will, no doubt, make sure that they have backup plans and expanded sourcing to mitigate a catastrophic hit to their operations. Healthcare will look at alternate ways to manage their supply chains and this will result in transformative change. It has been a long time coming," she said.

Jimmy Chung, MD, MBA, FACS, FABQURP, CMRP, Chief Medical Officer, Advantus Health Partners and Bon Secours Mercy Health, Cincinnati, OH questions Supply Chain's role and resolve in facing something like this head-on.



Jimmy Chung

"Supply Chain is the weakest in overseeing appropriate use and reducing waste at the point of use in the customer's hands," he charged. "Often, Supply Chain doesn't question whether the customer actually needs the product or if they are using it appropriately. Also, we need more emphasis on recycling and reprocessing, as well as Supply Chain involvement in conservation policies," Chung said.

"I think there is a big difference between preparing supply chains for disasters based on actual need versus irrational panic buying (e.g. toilet paper). To some extent, we have to prepare for the waste created by panic, but more importantly, we need to have accurate predictive models that take into account delayed reactions and variations in human behavior, as well as ineffective leadership. We can't take for granted that leaders will always react effectively to data.



Joseph Jackson

Joseph Jackson, Managing Director, Strategic Healthcare Services LLC, suggests that looking at smaller more local businesses may be a vital part of a more comprehensive strategy.

"I think planners likely underestimated an emergency of this magnitude. A step healthcare facilities can take to increase their supply readiness for future disasters is to create relationships in their local market with non-traditional suppliers that have manufacturing capabilities," Jackson said. "A non-traditional supplier in the local market will help hospitals in knowing

exactly what they can expect and when to expect it in term of supplies," he said. "A good example is Sweet Shop USA in Mount Pleasant, TX, making face shields. They are a chocolate shop that changed their production line from making chocolate to making face shields."

Value in technology

David Hargraves, Senior Vice President, Supply Chain, Premier Inc., ponders a more prominent and pervasive role for technology going forward.



David Hargraves

COVID-19 took the strategy of a technology-enabled supply chain to a whole new level," he noted. "Supply chains now must be empowered with software that overlays supply chain data with clinical surveillance. With providers' needs and the health of our supply chain in mind, Premier has created a national surveillance system that enables this process. Our app offers real-time, automated surveillance; is EHR-agnostic; and already accesses the electronic health records of 200,000 physicians and healthcare providers across over 400 hospitals nationally, offering health systems a reliable COVID-19 early-warning system. With this intelligence, providers can see hotspots as they crop up, contain virus transmission, and direct supplies to areas of greatest need. Choosing not to tap into this type of national surveillance technology could hamper providers' ability to alleviate or prevent shortages."

Hargraves promotes predictive modeling and clinical surveillance for managing supply demand but he also sees renewed support for and commitments to domestic manufacturing, citing Premier's investment in Prestige Ameritech as an example.

"Diversification of manufacturing and sourcing will help ensure supply chains are not overly reliant on one region for critical supplies," he said. "Key to this is insight into where raw materials are sourced, and ensuring at least one domestic and three global manufacturers of the final form, ancillary products and raw materials for critical medical supplies and drugs.

"The pandemic also allowed the healthcare supply chain to set up systems and programs that we can easily 'turn on' in the case of a new surge or pandemic, such as the Exchange at Resilinc, which Premier

helped found for providers and industry stakeholders to dynamically trade supplies,” Hargraves continued.

“Supply chain leaders will want to stay tuned in to opportunities like this one to collaborate with peers and across their networks, as they fine-tune their disaster preparedness plans.”

“When technology overlays predictive modeling with clinical surveillance and supply chain data, it creates a powerful projection for a provider’s supply utilization, based on the volume and severity of cases in the area.

“As an example, Premier used its comprehensive hospital data to develop a crisis forecasting and planning tool that predicts the number of disease cases over several days by county, and models the supply levels a healthcare provider will need based on estimated case volume and typical surge demand,” he said.

“This capability is critical to not only preparing for future waves, but also safely maintaining elective procedures – and, ultimately, financial solvency,” Hargraves said. “Armed with this information, decision-makers are better able to plan and allocate supplies, as well as receive an early indication of potential shortages that they may be able to work around.”

“Supply chain leaders are under a tremendous amount of pressure to provide value-added services while reducing overall costs for the organization,”

“The most important thing a Supply Chain leader can do is develop an infrastructure to handle surges in demand to protect the organization from operational and clinical risk. This doesn’t mean a large distribution center that may increase cost for the organization,” he said. “It is developing critical relationships with a broad base of manufacturers (primary, secondary and tertiary) and distributors as well as developing regional plans with other health systems. Having a multiple prong approach may not solve every scenario but it will provide a higher degree of support to enable supply chain resiliency.”



Thad MacKrell

The question of JIT

Thad MacKrell, CEO, PAR Excellence Systems Inc., recommends caution before reinventing logistical processes as a knee-jerk reaction. Instead, look to a

middle ground. He maintains support for more advanced inventory techniques.

“JIT and stockless models are still the best supply management options available to hospitals because the cash, labor and space constraints that made them necessary to begin with remain,” he said. “Going forward, providers need to have better visibility into their distributor’s and supplier’s materials stocking levels and forecasts. Regular reports on supply availability and operations contingencies that incorporate news (hurricanes, pandemics, etc.) will take on more importance. Pre-established contracts with non-traditional suppliers and even co-op type arrangements between manufacturers and other provider organizations, possibly orchestrated by GPOs, seem like another likely industry development to address sudden surges in demand.”

“I believe that what tripped up all of the planning models was the universal applicability of the PPE supplies,” he said. “Anyone can use them and everyone things they need them. The early and widespread requirement for virtually everyone in the hospital and nursing home to wear PPE not only exceeded the planning models but it fed the expectation that family members of hospital staff would also need PPE, which led to diversion and even more consumption.” He said.

Premier’s Hargraves imagines that Supply Chain’s reliance on the JIT inventory process certainly will change, due to federal guidelines, state regulations or more sophisticated supply chains. Much will depend on the nature of future government participation.

“Premier is advocating for enhancements to the Strategic National Stockpile (SNS) process that ensure a minimum 90-day supply of critical medical supplies and drugs, ease of access and better tracking of inventory levels,” Hargraves said. “Our recommendations include that the SNS work to ensure that critical medical supplies and drugs are located as close to the delivery of care as possible, and that health systems or regional buying groups be considered as potential stockpile operators. These organizations would be responsible for managing the stockpile for the providers in a region, allowing an efficient means to rotate inventory and assure accountability for the stockpile.”

Look to other industries

Pakieser says the learning process for Supply Chain leaders moving forward must encompass more than the healthcare industry.

“In the near-term, many organizations will overcompensate with stocking emergency supplies,” she said. “However, this will also be a time of reflection on what did/didn’t work, an analysis of go-forward options and then transformation. Based on where we are today I would anticipate lessons from other industries to provide guidance for healthcare.”

She lists five steps on the road to recovery.

- “Diversification of sourcing, and most likely a blend of a broader international network and a move to more domestic manufacturing to mitigate risk exposure.

- “Health systems will expand storage/warehousing capacity, with broad variation and a portion willing to move to a true Consolidated Service Center. I would anticipate that regional collectives will emerge, perhaps many at a state level, to manage and support pandemic supply needs for a specific population. This would spread the risk over many organizations. This may also include distributors as partners. It is time to be creative in our definitions and relationships!

- “Expansion of focus from acute care to the entire care continuum. This may be very organic as the recovery of COVID-19 patients moves into the home settings. The needs are different and there are various players in the market ready and willing to step in and fill the supply delivery void.

- “Data and analytics will continue to gain importance in preparing for future crisis events and supporting the shifting needs. Visibility of location and trends on usage will provide better management tools and enable a pivot when a novel event occurs.

- “Communication bridges will need to be developed to support the fluid environment. These do not exist today, but need to be mapped out and created. Coordination of strategy, resources, information and logistics will be key to a better response and needs to include all stakeholders – providers, suppliers, business partners, government – both state and federal, analysts, etc. Each constituency brings a critical perspective and skill set that contribute to the solution.” **HPN**

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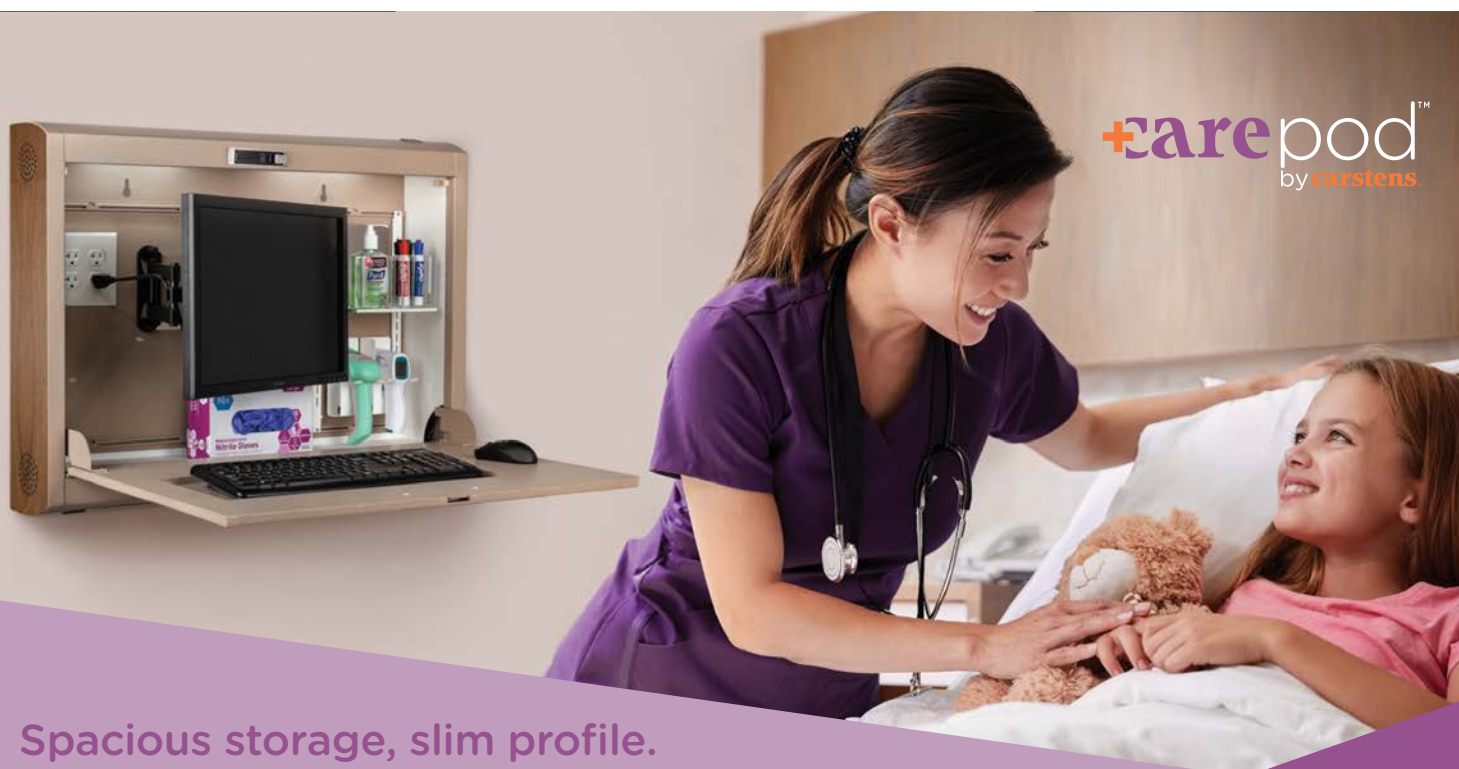
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1. Power, Jan. Two Methods for Turning and Positioning and the Effect on Pressure Ulcer Development A Comparison Cohort Study. J Wound Ostomy Continence Nurs. 2016;43(1):46-50.
2. <https://www.cdc.gov/nora/councils/hcsa/pdfs/17-Zheng-508.pdf>

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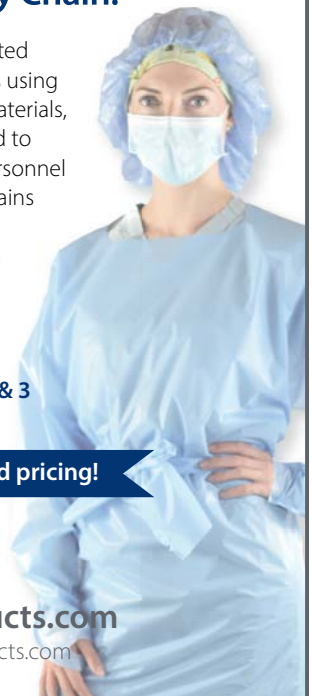
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www.accumen.com

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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)

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 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 (Renaming to Healthcare Sterile Processing Association in 2022), iahcsmm.org
 National Association of Boards of Pharmacy (NABP), www.nabp.pharmacy/
 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), amdis.org
 Association for Supply Chain Management, ascm.org
 The Council of Supply Chain Executives (CSCSE), councilhome.com
 Healthcare Financial Management Association (HFMA), hfma.org
 Healthcare Information and Management Systems Society, himss.org
 Institute for Supply Management (ISM), www.ismworld.org
 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

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 Direct Relief International, directrelief.org
 Doctors without Borders, doctorswithoutborders.org
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 Globus Relief, globusrelief.org

Helping Worldwide/MediSend International, www.helpingworldwide.org/knowledge-base/medisend-international/
 Hire Heroes USA, hireheroesusa.org
 MAP International, map.org
 New Covenant World Outreach, newcovenantworldoutreach.com
 Project HOPE, projecthope.org
 REMEDY, remedyinc.org

GPO Headliners 2021

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 7 based on GPO-reported annual purchasing volume. HPN lists the top independent “parent” GPOs with a minimum annual purchasing volume of \$1 billion in a broad range of product and service categories and that are not shareholders or members in other GPOs. These numbers represent fiscal year 2020 unless otherwise noted.

GPO Name	Location	Web address	APV
1. Vizient	Irving, TX	www.vizientinc.com	\$113B*
2. Premier Inc.	Charlotte, NC	www.premierinc.com	\$69B*
3. HealthTrust	Nashville	www.healthtrustpg.com	\$45B
4. U.S. Department of Veterans Affairs	Washington	www.va.gov/plo/	\$44.4B*
5. PDM Healthcare	Cleveland	www.pdmhealthcare.com	*
6. The Resource Group (Ascension)	St. Louis	theresourcegroup.com/	\$8.4B
7. U.S. Department of Defense/ Defense Logistics Agency	Washington/Fort Belvoir, VA	www.dla.mil/TroopSupport	\$7.4B*

Disclaimers/Full Disclosure

1. Vizient reported fiscal year 2020 results at press time. The figure reported represents actual purchases through its contracts, independent of any distributor fees or any other additional inflationary measurers. Vizient said the “APV reflects true dollar purchases through our GPO contracts.” Following the acquisition of Intalere earlier this year, an updated APV will be reflected in fiscal year 2021 results.

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 DVA's figure represents payments for contracted medical services and products and Community Care payments to third-party medical providers. The total comprises the following: \$18.5 billion in fiscal year 2021 community care (non-VA provider) contracts; \$15 billion in annual VHA contracts; \$8.3 billion in supplemental COVID19 spending (March 2020-May 2021); \$1.4 billion in annual VBA MDE contracts (\$6.8 billion over five years); and \$1.2 billion in fiscal year 2021 EHR contract.

5. PDM Healthcare declined to share its annual purchasing volume for proprietary reasons, 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.

8. This total represents fiscal year 2020 medical spending for the Defense Logistics Agency of the Department of Defense as fiscal year 2021 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.

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 and available online sources and educated estimates where data were not available, September 2021.

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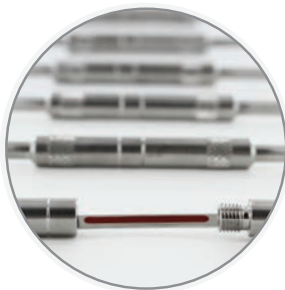
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