More Bang for Your Buck: The Avera Corporate Supply Chain

Kevin Goos, Director of Procurement & Strategic Sourcing

Ryan Schaefer, Director MMIS - Supply Chain

Michelle Barthel, Premier Region Director
Agenda

- What is NPPC?
- Avera Supply Chain (structure)
- Best Practices of the Leading Healthcare Supply Chains
- Vendor Management
- New Policies & Procedures
- New product introduction
- New analytical tools
- PREMIER Update
- Q&A
NPPC
Northern Plains PREMIER Collaborative

- Created 3 + years
- Collaborative between Avera Health and Regional Health
- LLC has been created
- Benefits:
  - Volume Aggregation
  - Enhance Tier Optimization
  - Leverage pricing
  - Joint Value Analysis Teams
  - Stronger Negotiation Power
Avera Health Corporate Supply Chain Team

- Allen Caudle - VP Supply Chain
- Kevin Goos - Director, Procurement & Strategic Sourcing
- Ryan Schaefer - Director MMIS
- Ryan Rotar - Purchasing Manager
- Becky Severson - Clinical Resource Manager
- Cindy Heckel - Clinical Resource Manager
- Deb Ovre – Contract Analyst
- Shelly Clemens – Administrative Assistant
Health systems’ potential advantage are their benefits of scale

- Purchasing power reduces unit costs
- Selling power drives better reimbursement
- Capital aggregated for investment
- Infrastructure shared to spread fixed costs
  - Supply chain
  - Information technology
  - Financial management
- Best-practice processes enhance operating performance
- Clinical resources optimize patient care and outcomes
  - Provide for the continuum of healthcare needs
  - Aggregate volume to create centers of excellence
The Realities

- Size matters, but size alone is not enough
- Differences in supply expense are related to
  - Characteristics of member facilities (e.g., tertiary vs. community)
  - How leverage is created and used to advantage
  - Physician collaboration
  - Rationalizing utilization and demand
  - Effective procurement processes
  - Use of information technology
- Supply chains investment make a difference
Special challenges for large hospitals and “IDNs”

- Tertiary care drives higher consumption - especially of costly new technologies
- Standardizing products is more challenging
- Managing compliance is more challenging
- Large, busy ER’s, with high waste
- Smaller rural facilities lack volumes to drive economies of scale
- Large geographic footprints require investment in time and resources
- Academic and clinical leadership – supply chain may compete with teaching and research priorities
- Affiliated facilities in the IDN may be loosely connected, without shared infrastructure, systems and commitment
Special challenges for multi-geographic healthcare systems

- Standardizing products, especially preference items and purchased services across distant locations
  - Managing Value Analysis on regional scale can be costly
  - Regional preference variations are significant
- Driving contract compliance across multiple locations
- Standardizing purchasing processes and policies
  - Lack of consistent policy - difficult to control rogue buying
  - Lack of AP integration – suppliers see separate buyers
- Integrating disparate information systems and item masters
- Difficult to consolidate distribution and logistics – too many “ship to” locations
- Alignment of incentives for local managers
Health system supply chain best practices

- Strategic sourcing
  - High-commitment contracting for commodities (60% of spend)
  - Custom strategic sourcing for preference items (40% of spend)
- Value analysis
- Physician engagement
- Utilization management
- Centralized purchasing
- Integrated data management
Supply chain functions

Clinical Alignment

Value Analysis

Sourcing
- Cost & Market Analysis
- Sourcing Strategy
- Contracting and Negotiation

Utilization Management
- Product Implementation
- Demand Management
- Tier & Rebate Management

Purchasing Management
- Requisition
- Purchase Order
- Invoice
- Payment

Inventory Management
- Receiving
- Inventory Management

Logistics and Distribution
- Logistics Management
- Distribution Management

Data Management
- Contract Item & Price Management
- E-Sourcing, E-Procurement, E-Commerce, E-Enrollment
- Integration: Clinical, Inventory, Billing
- Data Warehousing & Reporting
Supply chain management cost

ROI

- Rebate Mgmt. (0.5%)
- Technology (0.6%)
- Value Analysis (0.7%)
- LOC Mgmt. (1.0%)
- Inventory Mgmt. (1.2%)
- Data Loading & Scrubbing (1.7%)
- Analysis & Reporting (5.7%)
- Custom Contracting (6.4%)
- Shipping (9.8%)
- GPO (10.4%)
- Purchasing (11.3%)
- AP Processing (18.6%)
- Distribution (32.2%)

100% Breakdown of Costs

Supply Spend

Supply Chain Management Cost

$ + $

Save Here

Invest Here

4.3%
Relative impact of supply chain functions if optimized

Contracting: 6% Savings
Utilization Management: 3% Savings
Purchasing: 3.5% Savings
Logistics & Distribution: 1% Savings
Inventory: 5% Gain Working Cap.

Data management: 1-3% Savings

~15% Total Impact
Sourcing for Health Systems –
Basic principles that drive savings

- Clinician input and buy-in
- Cost analysis, by category and facility
- Customizing sourcing strategy to category
- Commitment, with credible threat to move share
- Competitive process that is transparent and data driven
- Contract implementation and conversion
- Compliance
## Special category challenges

<table>
<thead>
<tr>
<th>Category</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commodities</td>
<td>Obtaining volume commitments across entities</td>
</tr>
<tr>
<td>Clinical preference items</td>
<td>Clinician consensus, Compliance</td>
</tr>
<tr>
<td>Capital equipment</td>
<td>Identifying planned purchases, Obtaining volume commitments across entities, Clinician consensus on product and vendor, Controlling hidden costs, Compliance</td>
</tr>
<tr>
<td>Purchased services</td>
<td>Cost analysis, Obtaining volume commitments across entities, User consensus</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>Utilization, tier and rebate mgmt.</td>
</tr>
</tbody>
</table>
Approaches for sourcing strategies vary by category

<table>
<thead>
<tr>
<th>Sourcing Method</th>
<th>Group Purchasing</th>
<th>Custom Strategic Sourcing</th>
<th>Spot Sourcing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Category Characteristics</strong></td>
<td>Products interchangeable</td>
<td>High preference</td>
<td>Unique items</td>
</tr>
<tr>
<td></td>
<td>Differentiation on price</td>
<td>High strategic importance</td>
<td>Small category spend</td>
</tr>
<tr>
<td><strong>Approaches</strong></td>
<td>Standardize product</td>
<td>Local contracts</td>
<td>Product substitution</td>
</tr>
<tr>
<td></td>
<td>Leverage volume</td>
<td>Multi-source</td>
<td>Leverage GPO pricing, if available</td>
</tr>
<tr>
<td></td>
<td>High commitment</td>
<td>Capped or tiered pricing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Deconstruct total costs</td>
<td>Collaborative vendor relationships</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Transaction sourcing</td>
<td>Bulk and forward buys</td>
<td></td>
</tr>
<tr>
<td><strong>Keys to Success</strong></td>
<td>Compliance management</td>
<td>Utilization management</td>
<td>Purchasing management</td>
</tr>
</tbody>
</table>
Value Analysis best practices

- Organize and manage Value Analysis Teams – cross functional, multi-geographic committees (by category)
- Analyzes category economics and target savings opportunities
- Develops cost-savings strategies
- Sets formularies
- Sets product standards
- Evaluates new technologies
- Evaluate vendors and products
- Approve strategies and awards
- Sets implementation strategies
- Track results

Success Factors

- Executive leadership and charter
- Including the right people
- Defined roles and responsibilities
- Detailed, quality data
- Time commitment
- Communication
- Clinical expertise
- Ownership and accountability
NPPC Value Analysis Teams

- EXECUTIVE STEERING COMMITTEE
- Med/Surg
  - Skin/Wound Care
  - Incontinent Care
  - Mattress
  - PT
- Surgical
- IT
- Biomed
- EVS
- Radiology/Cardiology
- Food Service
- Lab
- Pharmacy
- Marketing

* Co-Chaired by Avera Health & Regional Health
Utilization Management best practices

- Target high cost / high consumption categories
  - Cardiac devices
  - Surgical implants
  - Medication use
  - O.R., Cath, E.R.
  - Nurse supplies (IV’s, therapy beds, wound care)
- Clinician engagement
- Data driven
- Strategy tailored to category
  - Formulary approach
  - Strategic sourcing (standardize, cap, tier, strategic vendor, unbundling / bundling)
- Market share tier and rebate management
- Waste reduction
Purchasing best practices

- Centralized purchasing
  - Uniform processes, standards and policies
  - Elimination of off-contract ("rogue") buying
  - Price verification
  - Spot sourcing for non-contract items
  - Bulk and forward buying
- High level of automation
  - Paper/phone/fax → electronic transactions
  - Rules-based processing of PO’s
  - Humans manage exceptions only
- Integration with Receiving and AP processing
- Real-time spend tracking and analysis
Centralized purchasing drives cost savings

$200m

$193m

$7m Savings (-3.53%)

Increased Compliance (46%)

Off-Contract Price Reduction (42%)

Elimination of Overpayment (4%)

Accelerated Implementation (8%)

Baseline

Centralized Purchasing

Supply Spend $
Integrated data management best practices

- Common ERP system
- Centralized item master (with clean data)
- Connectivity with suppliers
- Electronic PO processing, scrubbing, verification, data capture
- Integration with other systems:
  - Inventory
  - Clinical systems
  - Billing systems
- Spend analysis and reporting

Supply Chain Reporting
- How much are you spending, and on what?
- What is your compliance with contracts?
- What is driving cost increases?
- Are you paying the right price?
- Where can you reduce consumption?
- Where can you substitute lower cost products?
- Are your rebates optimized and accurate?
- What are your costs by procedure and DRG?
Key practices that make a difference for health system supply chain costs

- **Strategic sourcing**
  - High-commitment contracting for commodities (60% of spend)
  - Custom strategic sourcing for preference items (40% of spend)

- **Value analysis**

- **Physician engagement**

- **Utilization management**

- **Centralized purchasing**

- **Integrated data management**
Policies & Procedures

Need to evaluate all Avera Policies and Procedures to see that they are relevant, complete, standardized and up to date and enforced.

1. Purchasing Policy
2. Contracting Policy
3. Value Analysis Policy
4. Item Master Policy
We believe that new streamlined processes, the value analysis program, measurement, and future improvements will enable Avera to achieve the best value for supplies and services.

Process screens and value analysis program ensure that Avera gets
Traditional Supply Chain Sourcing Model

Transactions
- Admin. Fees (2-4%)
- Patronage rebates (9-12%)

National GPO Contracting
- Loyalty, New Business and Volume Rebates (.5-2+%)
- Distribution (3-12%)
- Additional Markup (4-8%)
- Payment Terms Discount (up to 2%)
- Trace Fees (3-4%)
- Channel Fees (4-6%)

Membership Dues
- Admin Fees (1-4%)
- (1-2%) Rebates
- Patronage rebates (9-12%)

Manufacturer

Distributor

Provider

Loyalty, New Business and Volume Rebates (.5-2+%)
STRATEGIC SUPPLY CHAIN MODEL

Internet based End-to-End Technology

Reporting: Clinical Content and Benchmarking Information

Manufacturers

E Comm. Process

RFP & Direct Contracting Process

Orders

Direct Distribution

Payment Cycle

Service Center

Transaction Hub Business Process Standard Rules

• Procurement
• Distribution
• A/P

Point of Service Replenishment Orders

LUM Distribution

Provider Services

• Hospitals
• Physician Practices
• Ambulatory Centers
• Home Health

Direct Distribution to Point of Use
## Supply Chain Projects by Quarter

<table>
<thead>
<tr>
<th>1st Qtr. 7-1-10 to 9-30-10</th>
<th>2nd Qtr. 10-1-10 to 12-31-10</th>
<th>3rd Qtr. 1-1-11 to 3-31-11</th>
<th>4th Qtr. 4-1-11 to 6-30-11</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transition out of Navient</strong></td>
<td><strong>Finalize Corp. P&amp;P's/begin communication plan</strong></td>
<td><strong>Communicate P&amp;P's</strong></td>
<td><strong>Monitor compliance of P&amp;P's</strong></td>
</tr>
<tr>
<td>** Hire/Orient/Transition Staff**</td>
<td><strong>Finalize SC staff</strong></td>
<td><strong>Implement Corp. P&amp;P's</strong></td>
<td><strong>Monitor New Product Process</strong></td>
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<tr>
<td><strong>Finalize SC Metrics</strong></td>
<td><strong>Finalize and Communicate SC Metrics</strong></td>
<td><strong>Use Myspend to create 2012 VAT Targets</strong></td>
<td><strong>Communicate 2012 VAT targets</strong></td>
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<tr>
<td><strong>Begin developing Strategic Relationships</strong></td>
<td><strong>Develop New Product Input Process</strong></td>
<td><strong>Communicate New Product input Device</strong></td>
<td><strong>Maintain Item files</strong></td>
</tr>
<tr>
<td><strong>Install/Train Myspend</strong></td>
<td><strong>Use Myspend for VAT Opyt</strong></td>
<td><strong>Install Item File Tool</strong></td>
<td><strong>Implement Capital Process</strong></td>
</tr>
<tr>
<td><strong>Identify Item file cleanse</strong></td>
<td><strong>Begin implementing Item file Tool</strong></td>
<td><strong>Improve Capital Process</strong></td>
<td><strong>Inventory Mgmt</strong></td>
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<tr>
<td><strong>NPPC LLC</strong></td>
<td><strong>VAT Enhancement</strong></td>
<td><strong>Inventory Mgmt</strong></td>
<td><strong>Incorporate Capital tool into budget process</strong></td>
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<tr>
<td><strong>Trauma</strong></td>
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<td><strong>Continue to communicate capital process</strong></td>
<td><strong>Strategic Relations</strong></td>
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<td><strong>Spine</strong></td>
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<td><strong>Print Management RFP</strong></td>
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<td><strong>Endo</strong></td>
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<td><strong>NPPC cont'd interface w/ Avara initiatives</strong></td>
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<td><strong>Paper/Office Supplies</strong></td>
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<td><strong>Stericycle</strong></td>
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<td><strong>Inventory Mgmt</strong></td>
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<tr>
<td><strong>Communicate</strong></td>
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<td><strong>Identity Stakeholders</strong></td>
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<tr>
<td><strong>NPPC LLC finalized</strong></td>
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**Dynamic Model**
Vendor Management
(Implementation June 2011)
Vendor Management

**Facility Benefits**
- Eliminates hospital's administrative costs associated with vendor credentialing
- Controls and monitors vendor access with the Reptrax Visitor Log and Badge System
- Assurance that hospital, industry and regulatory standards are met
- Allows immediate access to vendor status and regulatory documentation

**Vendor Benefits**
- Centralized online storage of all compliance documentation
- Share your profile, compliance documents and company information with all hospitals in your territory
- Membership immediately conveys a commitment to compliance and safety
- Safe and secure online enrollment process
Avera Health Supply Chain Policies & Procedures

- Vendor Access Policy
  * Vendor Registration
  * Vendor Credentialing
- Purchase Order Policy
- Contract Review & Signature Authority
- Purchase Order Signature Authority
- VAT Policy
New Product Justification Form

- Physician or staff member desire new product to evaluate, trial, or implement.
- Product Justification Form completed and discussed with department mgr/director.
- Mgr/director determines if product provides clinical benefit and approves request.
- Form forwarded to Materials Management who completes a financial analysis, including evaluation of current contracts. (Request may be denied at this point due to contracts.)
- MM Director sends to Supply Chain where it is assigned to appropriate VA team.
  - MM Director provides Product Evaluation Worksheet to vendor.
- Requestor will present product request at VAT meeting.
- Decision of VA T reported to requestor.
- Product request rejections may be appealed to the NPPC Steering Committee.
Product Evaluation Worksheet

- To be completed by Vendor prior to introducing product into facility
- Presented to VAT
Analytical Tools

Ryan Schaefer
Director of MMIS, Supply Chain
- ECRI is a non-profit organization
- 40 years experience
- Independent 3rd Party
- Evidence Based Research Company
<table>
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<tr>
<th>Cust #</th>
<th>Vendor #</th>
<th>Vendor Name</th>
<th>Part Number 1</th>
<th>Part Number 2</th>
<th>Description</th>
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<td>MEDTRONIC XOMED</td>
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<td>8550810</td>
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<td>5126015140</td>
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<td>6126016146</td>
<td>5126015140</td>
<td>Burr Egg AggDevtr Stng 4mm</td>
</tr>
</tbody>
</table>

Displaying 1 - 20 of 430
MediClick

- Central Contract Repository
- Data Analytics
- Rebate Tracking
- Automatic Price Updates
- RFP Templates
- Contract Versioning
MediClick – C&A Screen Shot

Contract & Analysis

- **Search**
  - One place to search across the most common elements in the system.

- **Supply Contracts**
  - Load, Activate, and work with local and GPO supply contracts.

- **Services Contract Workbench**
  - Work with the Services Contracts.

- **Analysis Workbench**
  - Identify potential savings using MediClick's Dynamic Analysis Groups.

- **Projects**
  - Create bids and work with your projects.

- **Statistics**
  - View YTD spend for GPO's, Distributors and Manufacturers.

- **Reports**
  - Utilize MediClick standard reports or create custom reports to fit your needs.

- **Administration**
  - Administration of users, security, scheduled jobs and more.
POTENTIAL SAVINGS OPPORTUNITIES

Dashboard Summary

Top Savings Opportunities
- Pricing Opportunities: $46,554 - $574,000
- Negotiation Opportunities: $616,228 - $1,400,252
- Conversion Opportunities: $77,212

Supply Chain Performance
- Supply Cost Change (Quarterly): $70,616,828

Contract Utilization
- Contract Penetration - Total Spend: 61%
- Contract Penetration - Contractable Spend: 95%
- Contract Expirations within 30 days ($): $1,349,017

Conversion Opportunities (Off Contract Items)

Negotiation Opportunities (Non Contract Items)

Pricing Opportunities

- Address Contract Discrepancy: $107,289
- Activate Contracts
  - Access Tier: $59,300 - $275,414
  - Best Tier: $102,517 - $180,987

Modify Tier Selection
- Recommended Tier: 
- Stretch Tier: 

Savings to Benchmark Low

Savings to Benchmark Med
PREMIER UPDATE

Michelle Barthel
Premier Region Director
The Premier Healthcare Alliance

- Over 2,200 hospitals, 70,000 non-acute sites
- Collect, analyze and share knowledge nationwide to improve the health of communities
- Organization of national hospital collaboratives to improve quality and safety reduce costs
- Nation’s largest clinical/operational/supply chain comparative databases
- 2009 member validated savings of $1+ billion
- Safety, Diversity and Environmentally Preferred Purchasing programs
  - “Gold standard” code of conduct
- $35 billion in annual group purchasing volume
- 2006 recipient of Malcolm Baldrige National Quality Award

Premier Consulting Solutions
Comprehensive, accelerated approach to improving financial, operational and clinical performance.
Premier’s vision

VISION STATEMENT:
Through the collaborative power of the Premier alliance, we will lead the transformation to high quality, cost effective healthcare.
Market Basket Pricing Advantage

- Premier maintains a 7.25% overall pricing advantage over the market place as conducted by an independent 3rd party.

<table>
<thead>
<tr>
<th>Line of Business</th>
<th>% Pricing Advantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dietary</td>
<td>18.35%</td>
</tr>
<tr>
<td>Imaging</td>
<td>24.91%</td>
</tr>
<tr>
<td>Laboratory</td>
<td>16.88%</td>
</tr>
<tr>
<td>Med / Surg</td>
<td>6.87%</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>5.75%</td>
</tr>
<tr>
<td>Specialty Products</td>
<td>4.97%</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td><strong>7.25%</strong></td>
</tr>
</tbody>
</table>

Data as of Q4 2010
Partnering for Performance Excellence
The Premier Teams supporting NPPC

Core Field Team

Don Hancock, Zone VP
Pat Bell, Sr. Region Director
Michelle Barthel, Region Director
Nancy Rydland, Continuum of Care Region Director
Tracy Quinn, Affiliate Region Director
Debbi Clark, Informatics Region Director

Subject Matter Experts

Lab Field Specialist – Susan Helms: MA, MHA, MT (ASCP), SLS (ASCP)
Physician Preference Ortho/Spine – Donna Jansen: RN, BS
Physician Preference Cardiovascular – Chris Lindahl: RN, MS
Nursing Field Specialist – Mary Kaye Van Huis: RN, MS
Imaging – Josh Hilton: CNMT, PET, RT(N), CT
IT Field Specialist – Jacques Lahaie
Construction Field Specialist – Mark Kearschner: ASHE member, GC
Alliance Relationships

**PREMIER**
- National contracting
- Stakeholder support
- Regional contact support
- Supplier and interface support
- Supplier interface & promotions
- Standardized marketing materials
- Contract uptake

**SPONSOR**
- New member recruitment
- Customer service
- Minimum service standards
- Regional contracts
- Customized programs
- Program promotion
- Contract uptake

**MEMBERS**
- Commitment to programs & contracts
- Share information
Supply Chain Advisor (SCA)

Welcome to Supply Chain Advisor!
If you have not already received training, you are encouraged to sign up for training using the links below.

Contract Resources
- Contract Calendar
- Contract Launch
- Contract Launch Update
- New Contracts
- Weekly Pharmacy Updates
- Economic Outlook and Inflation Estimates
- Supplier Financing Programs
- Inflationary Indices Calculator (Med-Surg)

Support
- Training and Documentation
  - Course Descriptions
  - Instructor Led Training
  - Computer-Based Training
  - Personalized Training
- Documentation
  - For further assistance, please contact the Solution Center at (877) 777-1552 or solutioncenter@premierinc.com
- Planned System Outages

General Premier Information
- 2009 Premier Annual Breakthroughs Conference and Exhibition
- Premier News
- Member Successes
- Tools & Services
- Events, Education & Newsletters
- QUEST: High Performing Hospitals
Welcome to Supply Chain Advisor!

If you have not already received training, you are encouraged to sign up for training using the links below.

Supply Chain Advisor Update

Premier unveils the new Supply Chain Advisor Catalog

Take a 5-minute tutorial. Start tour

March 27, 2009 SCA Enhancements Update
View Demo

Contract Resources

Contract Calendar
Contract Launch
Contract Launch Update
New Contracts
Weekly Pharmacy Updates
Economic Outlook and Inflation Estimates
Supplier Financing Programs
Inflationary Indices Calculator (Med-Surg.)
Connect
To access additional news, resources, and contract launch information, click on the News/Resources tab above

Support

Training and Documentation
Course Descriptions
Instructor Led Training
Computer-Based Training

General Premier Information
<table>
<thead>
<tr>
<th>Fav</th>
<th>Contract</th>
<th>Contract Name</th>
<th>Contract Type</th>
<th>Price Activated</th>
<th>Contracted Supplier</th>
<th>Contract Effective</th>
<th>Contract Expiration</th>
<th>Contract Status</th>
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<td>PP-DI-415</td>
<td>Colored Napkins, Tray, and Tab</td>
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<td>PP-IT-216</td>
<td>Telecommunications Equipment</td>
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<td>NEC Unified Solutions</td>
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## Tier Detail

### Tier Description
TIER 2 $20,000 - <$60,000

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<th>Contract Number</th>
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<td>Suction Canisters, Yankauers a</td>
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<th>Tier Expiration</th>
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<td>Ascend Pricing</td>
<td>Marketing Program</td>
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### DSH Pricing
No

### Tier Tier Price Information

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<tr>
<th>Fav</th>
<th>Product/NDC</th>
<th>Product Description</th>
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<th>Manufacturer Name</th>
<th>UOM / Package</th>
<th>Qty / UOM</th>
<th>Contract Price</th>
<th>Each Price</th>
<th>Alt Equiv Gen</th>
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<td>CANISTER SUCTION 1000ML POUR SPOUT LTS 1200ML W/9FT TUBING FLEX ADV</td>
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Acquisition Method
Purchase

Attachments
Participating Member Designation Form Distributor List Returned Goods Policy Ordering Instructions

Available For
This agreement is available for alternate site use per the terms and conditions of the applicable alternate site program.

Commitment Requirements
This agreement contains tiered pricing under which members have the ability to access more favorable pricing for higher commitment levels. To the extent supplier does not have sufficient information to determine which tier applies to a particular Premier member, it may ask the member to complete a Member Designation Form to indicate the member’s applicable tier and whether the member wishes to aggregate purchasing activity within its multi-facility system and/or among other affiliated facilities to the extent the member can influence the purchasing decisions of such facilities. Attached is a copy of the standard Member Designation Form that should be returned to Cardinal Health Medical Products and Services.

Contract Title
Suction Canisters, Yankauers and Tubing

Distribution
Products are available only through Authorized Distributors (see “Distributor List” in Supply Chain Advisor).

Freight Management Program
## 216 News/Resources

<table>
<thead>
<tr>
<th>Title</th>
<th>Published</th>
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<tr>
<td>Physiological Monitoring Systems Launch Effective 02.06.09</td>
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<td>Laparoscopic Adjustable Gastric Band Products Launch Effective 06.01.09</td>
<td>03/27/09</td>
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<td>Frozen Pizza Launch Effective 01.01.09 and 03.01.09</td>
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<td><a href="#">Cross Reference Laparoscopic B...</a></td>
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<td>Laundry Products and Services Launch Effective 01.01.07</td>
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<td><a href="#">Summary frozen pizza</a></td>
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<td>Clinical Headwalls Launch Effective 04.01.09</td>
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*Customize View*
All customers receive personalized individual attention and we are committed to provide regular status updates every 48 hours for those questions which cannot be resolved on first contact.
Questions?
Comments?
THANK YOU

Avera Health Supply Chain