

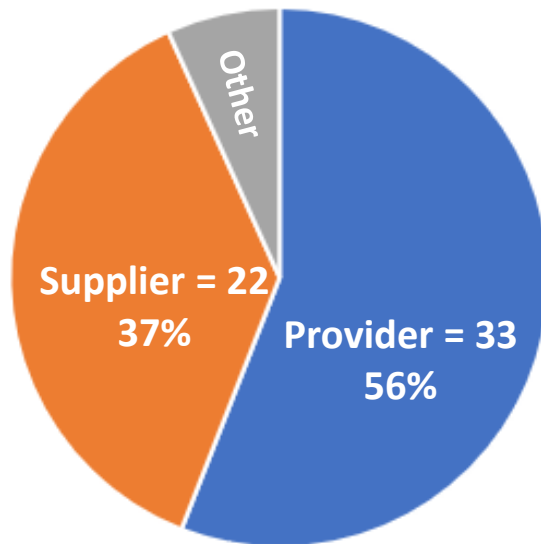


January 9, 2023 Quick Quiz Results

Budget Priorities for 2023 with 2022 and 2021 Comparison

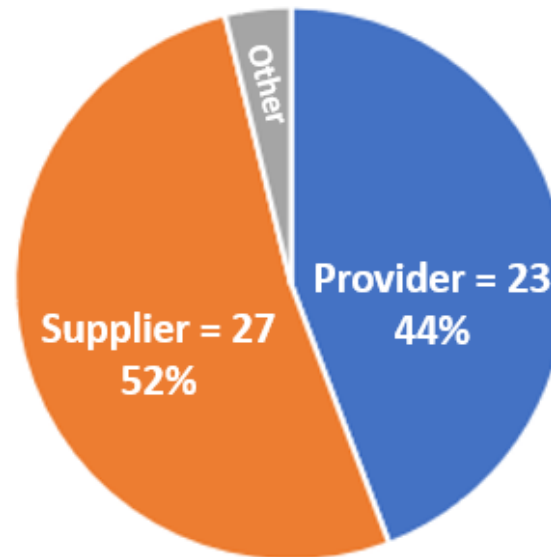
2023

Total Responses = 59



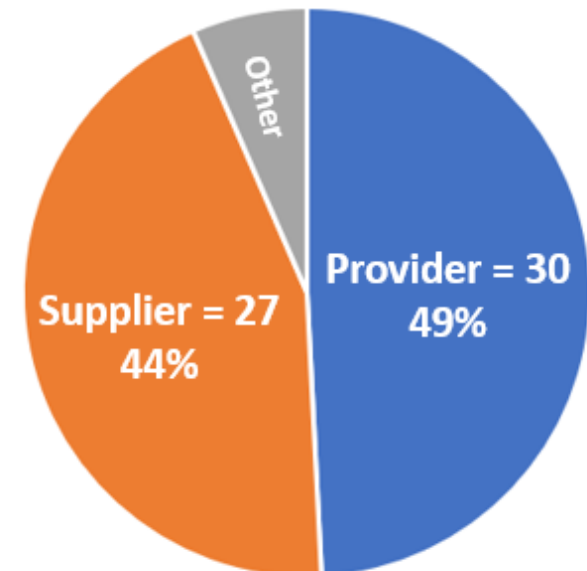
2022

Total Responses = 52



2021

Total Responses = 61

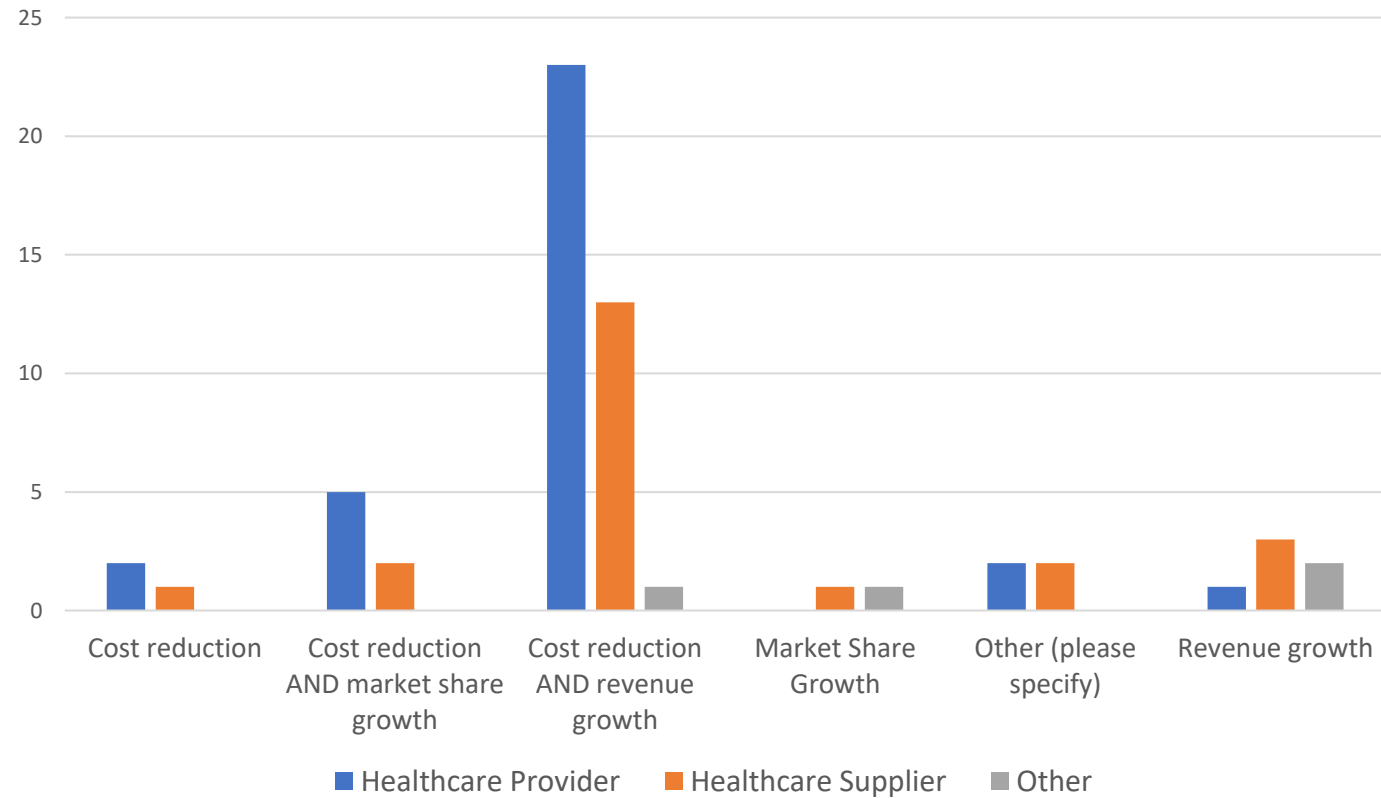




January 9, 2023 Quick Quiz Results

2023

What is your organization's top budget priority?

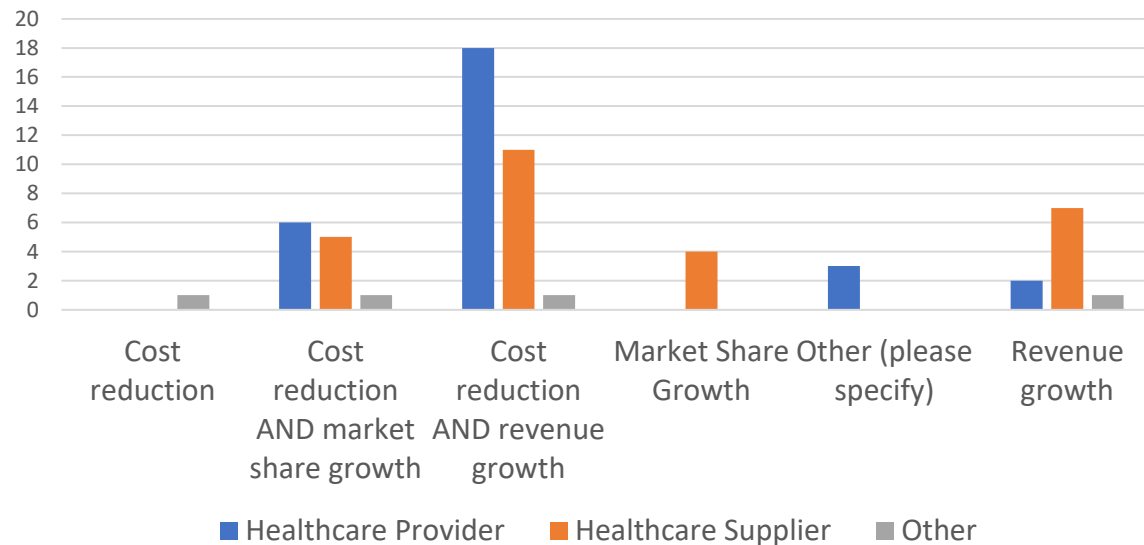




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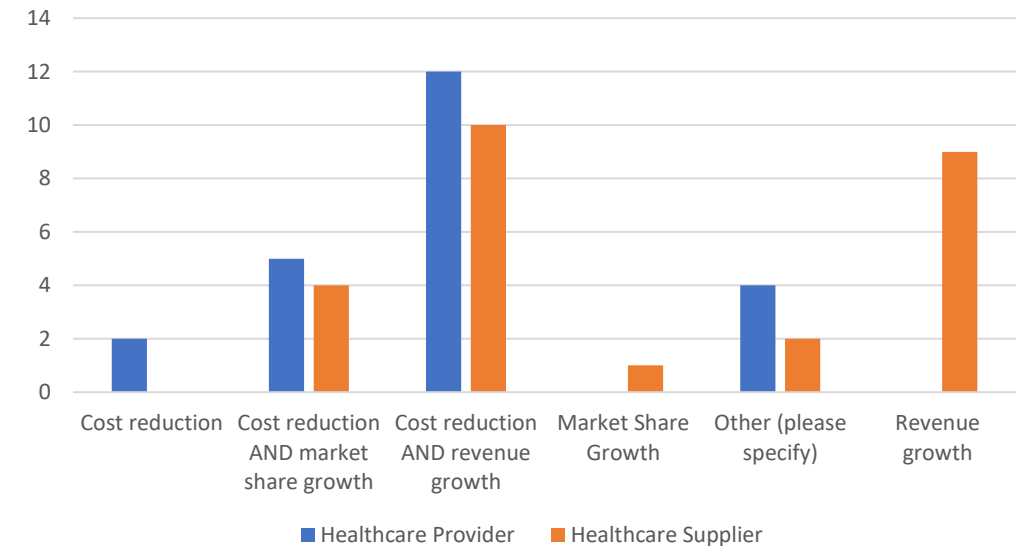
2021

What is your organization's top budget priority?



2022

What is your organization's top budget priority?

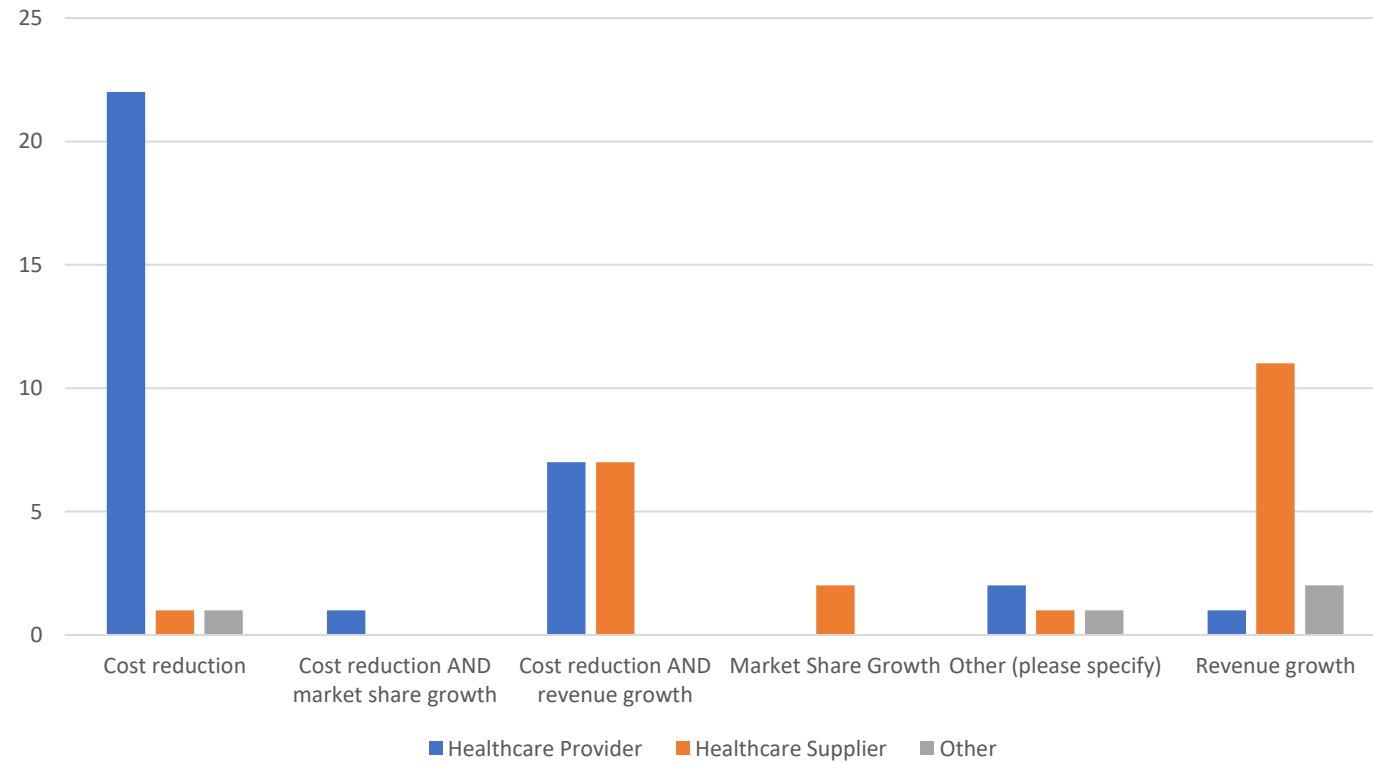




January 9, 2023 Quick Quiz Results

2023

What is your department's top budget priority?

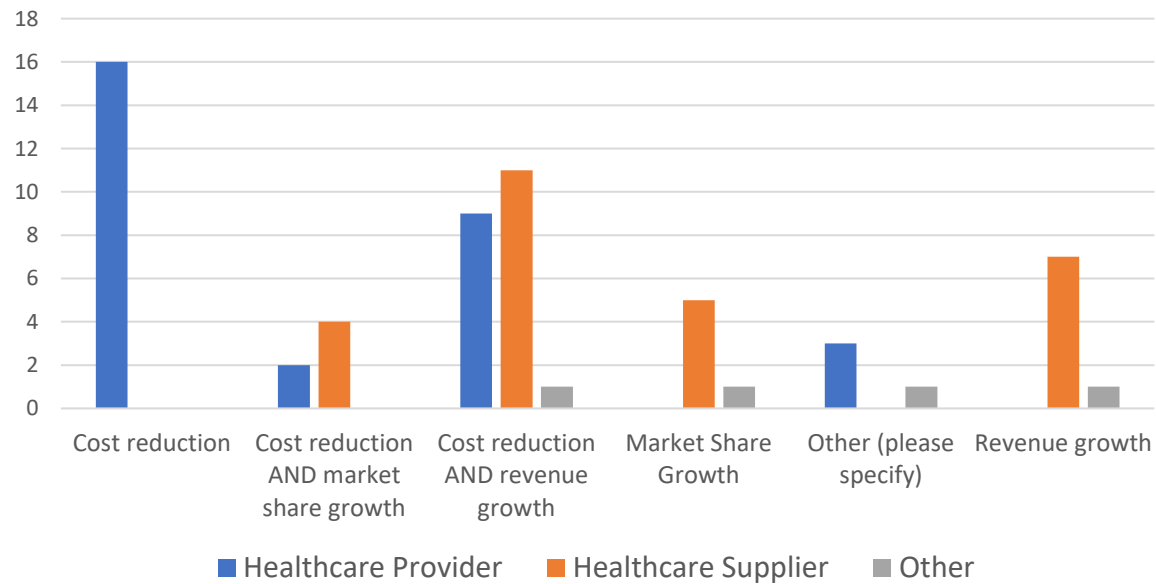




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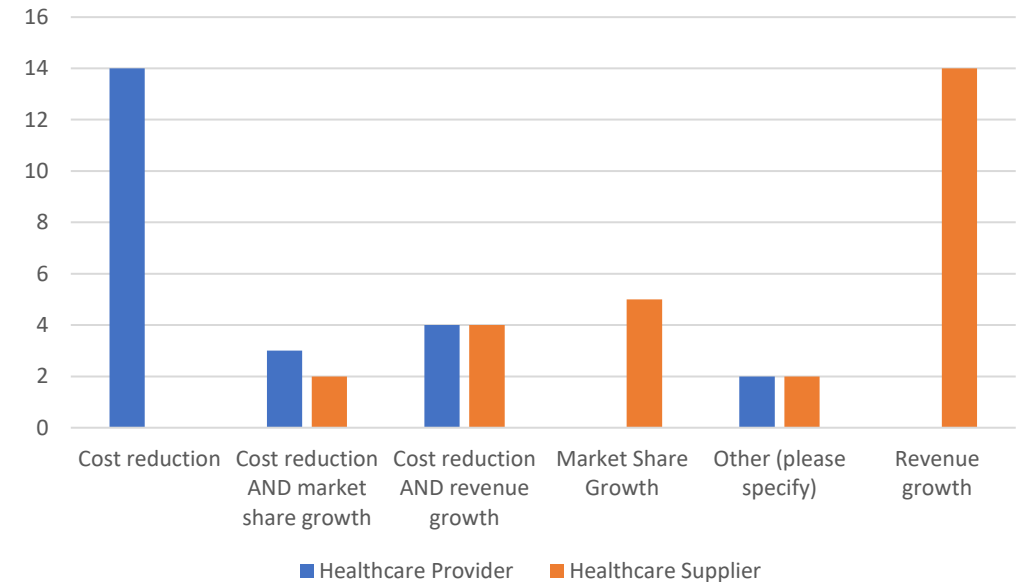
2021

What is your department's top budget priority?



2022

What is your department's top budget priority?





January 9, 2023 Quick Quiz Results

2023

Comments from Providers

A lot of pressure to reduce expense
Tighter.
Our budgets are much tighter as the margin has shrunk. We continue to struggle with increasing expenses, which have outpaced increased revenue.
Direct budgetary impacts to my budget are FTEs. There is a larger gap in open FTE positions now than in 2020.
Are being asked to look at reducing FTEs and to reduce non-necessary expenses.
Overall, the goal is to exceed 2022 performance and anticipated 2023 plan. In general, 2023 is anticipated to be a more difficult year than 2022.
EBITDA is very low and revenues have been significantly impacted related to workforce challenges.
2023 struggle to breakeven vs. expectation of small operating margin of 3% in 2020. Revenue growth NOT matching expense growth.

Inflation much higher than anticipated.
Increase in labor spend without increases in reimbursement. Inflation.
Staying flat
Greater functional dept alignment to sc with labor and resources necessary to support it.
higher labor budgets drive demand for lower non-labor spend
~25% higher expense reduction goals than 2022
The budget this year is more aligned across the board on initiatives, including margin improvement.
This year, it's all about saving money, but oddly at the same time focusing on expanding our market share by acquiring three new delivery networks.
Grim

more aggressive and dependent upon reducing variation
cost reductions are 2x that of prior years
Total supply chain budget is up slightly from 2020
Patient revenues are down considerably, supply chain will be budget constrained by the systems response to missing Opex
Will be very challenging year(s) for us as a provider
Much more aggressive on cost reduction and growth of virtual services
The system supply chain budget for 2023 was mandated to be the same as prior year with no net new increases.



January 9, 2023 Quick Quiz Results

2022 Comments from Providers

Exact same top level total spend - had to absorb merit increases, no new funding
Flat but higher expectations of cost reduction
Increased FTEs to address increased roles and responsibilities
increases for transportation and key categorical areas, inflationary increases, similar run rate given pandemic supply impacts utilization patterns and demand patterns unmet by market.
Inflation and freight charges are our biggest concerns.
More focus on automation, robotics and advanced diagnostics
More labor intensive with the additional responsibilities of our logistics and operations including expansion of non-labor expense control
Operating budgets are comparable; budgeted for slight increase in volume, but COVID will really determine that.
Same as prior year, plus 3% for inflation
Slightly reduced but expect a substantial percentage increase heading into 2023.

The 2022 budget is more similar to the 2019 budget
The budget is higher. We recognized the supply chain realities and adjusted our organizational supply budgets accordingly.
This year will be more focused on a move forward plan, without the illusion that things will be back to normal. We are planning for increased long term capacity and technology advancements.
tighter budget due to the unknowns / high costs
Very challenging, labor rate increases have destroyed operating margin. No ability to pass cost on to Government or commercial payers
Wage and benefits much higher due to market adjustments and need to remain competitive to retain associates.
We are expanding our reach into strategic opportunities to create revenue centers.
Working on realized savings tracking



January 9, 2023 Quick Quiz Results

2021 Comments from Providers

2021 will try to bring the priorities of 2020 (pre-Covid) mixed with the new strategy of a more resilient chain for the future.
'21 scaled back due to anticipated year over year decrease in patient volume due to COVID
Besides cost reduction, department budget is also focused on talent management, clinical value transformation, supplier resiliency, work force engagement and inventory management\distribution strategies for the future.
budget is the same as pre covid
Capital and OPEX budget lower
Capital project funds are very limited

The 2021 budget is more conservative than the budget was for 2020, but 2020 didn't exactly go as budgeted anyways!
Tighter controls on capital dollars
Trimmed expenses by \$100m, 47m of which is Supply Chain driven
We have moved to Dynamic Planning this year.
Well, COVID hit and we are all over the financial board. CARES Act helps but still have challenges.

Continue to review the PPE usage & expense
Continued cost reduction pressures to achieve 2030 strategic plan.
Decrease in expenses and cost of capital are planned
Flat
Higher cost for PPE items - on a monthly basis we are "scrubbing" the incremental increase to a COVID expense account so we can readily track/document the difference
Holding to 2020 expenses

Increase in cost structure to support Pandemic needs
Largely the same but more conservative and with cuts to capital spending
Must increase resources
Operating expenses have been reduced.
reduced margins
Similar to 2020, but changes are expected due to the resurgence of COVID and its impact on elective procedures
Supply chain budget has increased over prior year to ensure proper staffing and support levels and including increase in supply expense cost for stockpile



January 9, 2023 Quick Quiz Results

2023 Comments from Suppliers

We continue to invest in innovation to better serve our customers in this labor-constrained and cost-focused environment.	Our cost of goods have risen by almost \$500M. A big chunk of that is tied to cost of raw materials however over 30% of that is tied to us making pre-purchases in bulk to ensure consistent supply for customers and their patients.
Significant increases in labor, benefits, supply, and third-party costs	We are being tasked with maintaining OPEX below 2020 and are looking at every opportunity to take costs out.
2023 revenue budget is comparable to 2020 but our costs are killing us and we are looking at every option to improve our margins and COG's	Costs are becoming more controllable but still challenging.
Expressed in dollars the budget has increased, as a percentage of revenue overall budget has decreased.	After several challenging years, expectations are to grow business.
Our COGS continue to be impacted by inflationary pressures and increased labor costs.	Our budget is substantially tighter in 2023 than 2020. Monitoring and reducing expenses is one of our top priorities.
2023 is flat with 2020	Focus on price preservation to offset inflationary impact
Revenue growth 20+% from 2020	Need profitable sales; not just revenue.
Budget will continue to be challenged by market inflationary pressures in 2023	



January 9, 2023 Quick Quiz Results

2022 Comments from Suppliers

2022 budget goal is similar to 2021.
Budget increased 8% over prior year.
Consistent revenue and profitability levels as 2021
Continued emphasis on controlling expenses through hiring freezes as positions vacate. Hiring in geographies where clinician access is more open, not hiring where it is restrictive.
Continuing to monitor overall headcount numbers, maximizing efficiencies with our team.
Costs have gone up considerably, both labor and raw materials
Growth over 2021 budget
Hopefully have a year with minimal elective surgery interruptions
In line
Larger budget Covid continues to impact.

Looking to keep costs flat
Margin improvement is key focus with the unprecedented economic pressures we faced the last 18-24 months
New budget and function. Higher priority for growth.
Pre-pandemic expectations.
pretty much the same
Same
Similar approach focused on improving market share and profitability
TBD
We have much more modest growth ambitions and a much reduced cost budget
With margins being squeezed our budgeting process includes new metrics concerning margin improvement goals



January 9, 2023 Quick Quiz Results

2021 Comments from Suppliers

Assuming travel expense in 2021 will not exceed 2020. We will see...
Budget is roughly the same as 2020 actual... scaled back from the 2020 budget because of Covid.
Budgets are net flat but shifting money to support new programs to better support our sales/marketing approach and improve our customer's experience.
COVID has taught us we can do more with less. We are in the process of evaluating human capital adjustments if needed. All that said we can not afford to reduce our Customer touch points as strategic partnerships and engagements will increase based on providers priority to increase standardization, reduce suppliers, and narrow choice and access.
Fiscal 2021 budget launched in January 21, with clear direction to tighten operational expenses while improving customer experience as high priority. Budget 21, had COVID transparency, Budget 20 was KAOS.

Realistic expectations coming off of a Pandemic year is hard to gauge.
Reduced expense budget for travel
Significant growth expectations to make up for areas where we were down in 2020.
Significantly reduced budget for business related Travel & Living expenses as we anticipate most business to be conducted virtually this year, again.
Significantly reduced in area of headcount and T/E

High expectations for accomplishing our objectives
Maintain expense control in 2021 with sales targets at 2019 levels.
Marginally higher
need double digit growth on both sales and margin \$\$
Our company has gone through a significant reorganization with the elimination of positions including senior leaders in an effort to reduce our operating expenses in 2021. Budgets are appreciably below 2020.

Smaller
Still unknown. Need to make a calculate guesstimate
We are a SaaS based SCM technology company. Top line revenue and market share growth are the focus.
We are expecting growth as a public company.
We experienced a tremendous loss of revenue due to Covid and elective surgery cancellations. Not only do we need to have a revenue recovery we need to focus on back-up plans to ensure this doesn't happen again



January 9, 2023 Quick Quiz Results

Categories are listed in rank order.

2023

Professional Goal Categories:

1. Talent Management
2. Leadership
3. Operations Improvement
4. Personal Development
5. Business Growth
6. Partnership Enhancement

2022

Professional Goal Categories:

1. Business Growth
2. Clinical Improvement
3. Leadership
4. Talent Management
5. Operations Improvement
6. Partnership enhancement
7. Personal Development

2021

Professional Goal Categories:

1. Leadership
2. Talent Management
3. Operations Improvement
4. Partnership enhancement
5. Personal Development



January 9, 2023 Quick Quiz Results

2023

Professional Goals: Leadership

Advance our top 9 strategic imperatives
Becoming more strategic - the team has been very reactive since the pandemic hit.
Getting our new organization off the ground.
Help lead organizational change around operating as a true system
Leadership development
Raising awareness about new ways of solving problems; finding ways to help folks reframe problems in such a way that allows for new approaches.

Speed to action/results.
Succession planning
Succession Planning
succession planning
To continue to grow, learn and be a resource to help better supply chain in 2023
To grow as an influencer



January 9, 2023 Quick Quiz Results

2021

Professional Goals: Leadership

Expanding Market Share	Maximize resources through evolving processes and and realignment of work/resources
Continue to foster a complete healthcare supply chain and not just focused on price	More Strategic Relationships at Higher Levels in IDNs
Continue to move the bar up even with all these challenges	Organizational Development
Driving innovation	
Focus on advancing supply chain resiliency efforts	To be an empathic, inspiring leader for my team
Improve channel transparency, implement post covid improvements	To become a more flexible leader and develop numerous contingency plans
Improved customer experience	Utilize learnings of 2020, to challenge the pre-COVID way and advance industry.
lead	Implement value-based opportunities

2022

Professional Goals: Leadership

Create a different way of looking at supply chain in the healthcare industry.
Leadership skills
More focus on long-term strategy vs. day-to-day fire fighting
Reduce risk and build resiliency capabilities - stabilize Supply Chain
Resetting the new supply chain vision for my organization with my senior administration.
Think Bigger
Though it has taken me nearly 4 years...I have the leadership team in place to now be able to elevate the talent of our team and provide the organization with a more effective succession plan.



January 9, 2023 Quick Quiz Results

2023

Professional Goals: Talent Management

Addressing burn out on my team
Bring our teams together to work as seamlessly as possible across multiple business units internally.
Development and implementation of Supplier Diversity Program.
Employee engagement + ownership of tasks.
Get to full staffing for the first time in years and to prime myself for greater career growth in my second year in my current role.
Growing the skill sets of the SCM staff

grow talent
Improve skills and presentations for elevating/marketing all of the good work our team does.
Maintain a high-performing and motivated team.
Maintaining top talent
staff retention
Team development.
Team engagement



January 9, 2023 Quick Quiz Results

2021

Professional Goals: Talent Management

Deeper engagement with team
Develop my new team into a more visible status as trusted advisors.
Developing future leaders
Development in human capital (training and skills sets).
development of staff
Ensuring our sales teams have the skill sets and tools to be effective in this new virtual selling environment.
Lead an organization where associate feel ownership of the business, are proud of the services they are providing, and love to get up every morning to come to work.
Leaving a strong team for another supply
People development
Staff Development
Support and Coach the Supply Chain leadership team to proactively respond to any/all supply availability issues (so that our customers feel little to no impact)
Talent Development
Talent Management build out

2022

Professional Goals: Talent Management

At the moment, trying to run Supply Chain with staff challenges due to Covid.
Building the supply chain team while continuing to advance supply chain concepts and influence in the organization.
Continue building a culture of "owning the business" and 360 leadership
Developing people
Explore methods to enhance my teams engagement in a continuing virtual environment.
Have been doing more with less for a long time, need to right size our workforce to provide sustainable workload.
Industry learning and Development for my team that will translate into innovation.
Retaining people
Retention of top talent
successfully adopt new role and stabilize labor pool.
Talent development
To develop my team
Training young SCM professionals for future leadership and growth



January 9, 2023 Quick Quiz Results

2021

Professional Goals: Partnership

Become a greater resource, trusted advisor to IDN partners vs contract position.
Continue to assist Health Systems with asset management and total cost of ownership.
Learning how to become a better partner with my accounts...even the smaller ones.
physically connect with more key supply chain decision makers
To get back out working with our customers and seeing them in person.
To make the Healthcare Provider Supply Chain more efficient and to add value to clients every day.

2022

Professional Goals: Partnership

Continue to bring value to my customers
create stronger customer partnerships with improved communication and increased transparency

2023

Professional Goals: Partnership

Key vendor alignment



January 9, 2023 Quick Quiz Results

2023

Professional Goals: Operations

Ambulatory/Clinic supply standardization
Become leaner and more efficient in our contracting processes.
Continue to drive clinical & financial outcomes
ERP launch and path to best practice
Improve the buying experience
Integration
inventory automation
review processes/policies for revision
Simplicity, organization, integrations
We have several very large initiatives in key purchases services areas, significant reductions in unnecessary variation in supply use, and deployment of buying/invoicing, supplier lifecycle & performance, and business network solutions.



January 9, 2023 Quick Quiz Results

2021

Professional Goals: Operations

Securing enough supply to satisfy the needs of our customers
Getting back to somewhat the old "norm" of seeing customers, traveling and selling.
post mergers and supply chain integration
Service Quality Improvement
Standardization and interoperability.
Standardization, collaboration
Successful ERP and EHR replacement projects
data and analytics for supply usage and expenses
Enhancing tools to monitor KPI's, leveraging technology and launching a communication center.
Leading an industry trade group initiative related to data standards that I was recently elected to, completing a certification and launching a Block Chain pilot

2022

Professional Goals: Operations

Create a sustainable steady-state for the department.
Implementation of new ERP system
Margin and EBITDA improvement
Successful Workday (ERP) implementation
To resume regular face to face meetings
Workday stabilization and optimization



January 9, 2023 Quick Quiz Results

2021

Professional Goals: Personal and Career Development

Career advancement
Get more involved in professional organizations mentoring in the healthcare supply chain profession.
Become SC Certified.
Go for FAHRMM and cert for FACHE.
Have fun
Health, safety and personal development
Start a book project
Writing a book.

2022

Professional Goals: Personal and Career Development

Advancement
Continued optimization of virtual presenting style and technique.
develop a new 3-year plan
Education
Get the appropriate title change to reflect my current role and responsibilities
Personally, I plan to renew my AHRMM CMRP certificate (I let it lapse!) and refresh my public speaking skills. At work, I'm going to push for an updated title (Chief SC Officer) and continue with the restructuring work I'm doing with my team.
To obtain the FAHRMM and recertify my FACHE.

2023

Professional Goals: Personal and Career Development

Continue to focus on family and to keep a positive focus
Either improve my status at my current company or find a new employment opportunity.
Possible retirement:)
Read more books.



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2022

Professional Goals:

**Business Growth and Clinical Improvement
(note: no comparative comments for 2021)**

Bringing innovative products to the market.
Client Retention and Same store (client) revenue growth.
Get back to normal (pre-covid) customer sales and education cadence. Push stalled new business opportunities forward by shouldering customer burden to convert with our own resources were possible.
Improving outcomes for considerably more patients and caregivers.

2023

Professional Goals:

Business Growth and Clinical Improvement

Develop strategies to execute on the rapid expansion of home-care and hospital-at-home
Successful ERP conversion; Revenue growth by on- boarding new customers.



January 9, 2023 Quick Quiz Results

IN 2023

The top words members selected for the year were

Peace and Stability

And members had lots of other words to share, too:

Anti-COVID
Calm
Clarity
consistency
Delegate.
Extraterrestrials
Focused
Fulfillment
Fun

Good economy, good health, family fun, and a NY Yankee World Series championship.
Growth
Happiness
Harmony
Healthy
improvement
Less
Margin (both professionally and personally)
Optimism
predictability

Retirement
Sanity
Simplification
Strength
stressless
Survival
Tenacity
Transformation
TRAVEL!
Wisdom



January 9, 2023 Quick Quiz Results

IN 2021

The word members selected most to be their ONE WORD for the year?

HOPE

Members had other hopeful words for 2021:

Anticipation
Balance
Better
Change
Covidless
Create
Defining the "next normal"
Experienced
finally
forward
Freedom
improvement
Journey
Maskless
Normalcy
Onward

Opportunities
Optimistic
Recovery!
Redemption
Relief
Reset
Resilience
Retirement!
stronger
Success
Thrive
Travel
Turn the corner
Vacation
Vaccinated!
Welcome!

And some members were still a bit uncertain:

Disaster
Dramatic
It is starting out like 2020's twin
Repeat.
any word without COVID attached
Re-inventing the concept of"Kaizen."



January 9, 2023 Quick Quiz Results

IN 2022

The words of the year for members still included Hope,
but many other words were mentioned just as often:

a year without the Covid handcuffs!
Are we there yet?
Better!
Finally
Frantic
Harmony
Hope
I already picked my word for 2022 - connection
Innovation
Inspiration
Just do it!
New normal

Next
No where to go but up...
Normalcy
Onward.
Optimism
Peace
Predictability
Real-covery
Refreshing
Rollercoaster
Simplify together - these are my two theme words for my team.
Supply Chain Maturity

Sustainability
Teams me
the new not normal! :)
The ride isn't over
This is the new normal.....
Travel
Unpredictable
When life gives you lemons, squeeze into your vodka & tonic.
Would like to eliminate the word "allocation" from our supplier's vocabulary.
you're on mute