



# **Leadership Lessons from the Supply Chain Hall of Famers**

**Patrick Carroll**

**Jean Sargent**

**Mary Starr**

# Leadership



“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

**John Quincy Adams**



# Leadership



"We're here for a reason.  
I believe a bit of the  
reason is to throw little  
torches out to lead  
people through the  
dark."

**Whoopi Goldberg**



# The Challenges of Healthcare Reform for Providers



- ❑ Improve operational performance
- ❑ Changing decision-makers and influencers
- ❑ Physician consolidation and integration
- ❑ IDN/Hospitals mergers and consolidations
- ❑ Significant changes in the Care Model to create value
- ❑ Capital/Cash investments redirected
- ❑ Elevate role, responsibility and expectations of Supply Chain Management

# The Challenges of Healthcare Reform for Suppliers



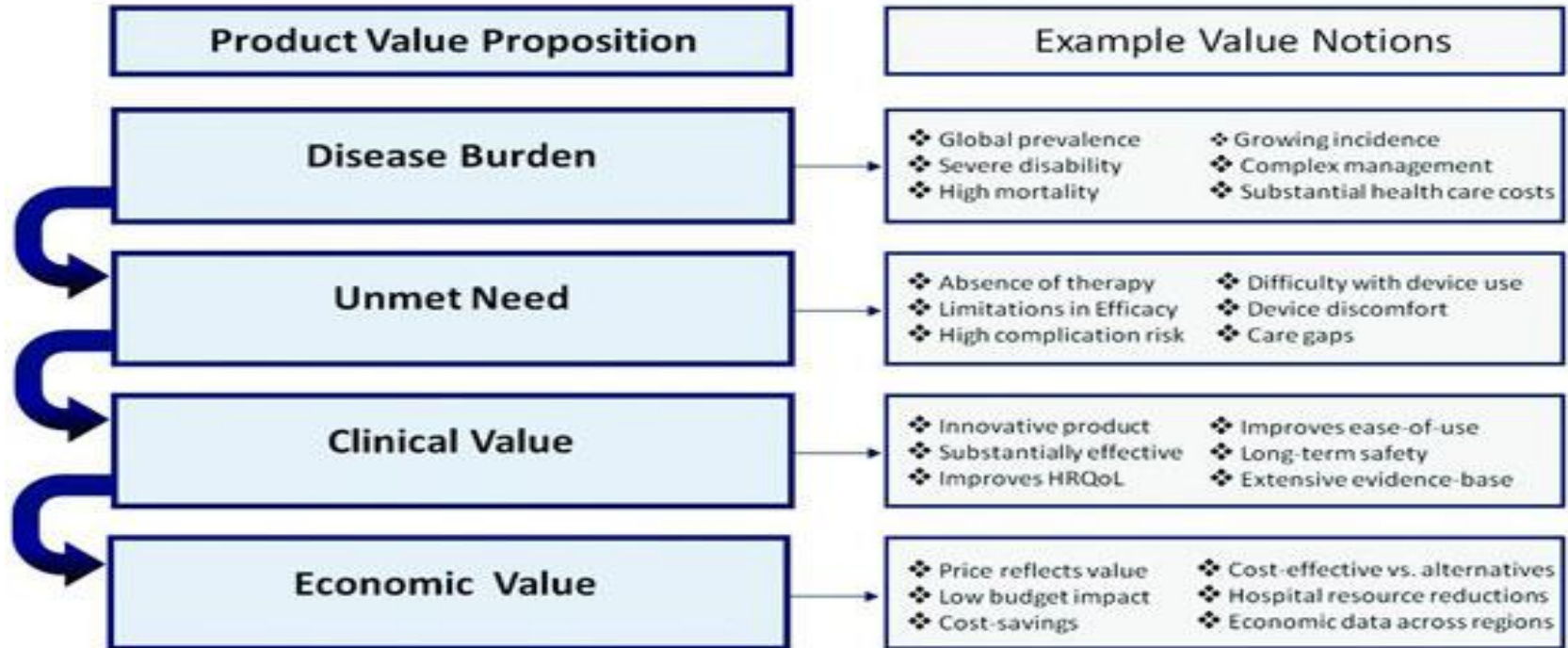
- Changed Physician Relationships
- Provider Consolidation
- Changed Payment Systems
- Price Transparency
- Consolidated Buying Power
- Renewed Focus on Decreased Costs
- Altered Care Models
- Evidence Based Value
- Heterogeneous Marketplace

# The Healthcare Supply Chain



- ❑ Extremely heterogeneous marketplace
  - ❑ The playing field is not level
- ❑ Advanced Supply Chain Executives
  - ❑ Focus on **Value**
  - ❑ Focus on partnerships with suppliers
- ❑ Middle Level Supply Chain Executives
  - ❑ Focus on Cost
  - ❑ Preliminary discussion of partnerships with suppliers
- ❑ Lower Level Supply Chain Executives
  - ❑ Focus on Price
  - ❑ The supplier is “tolerated”

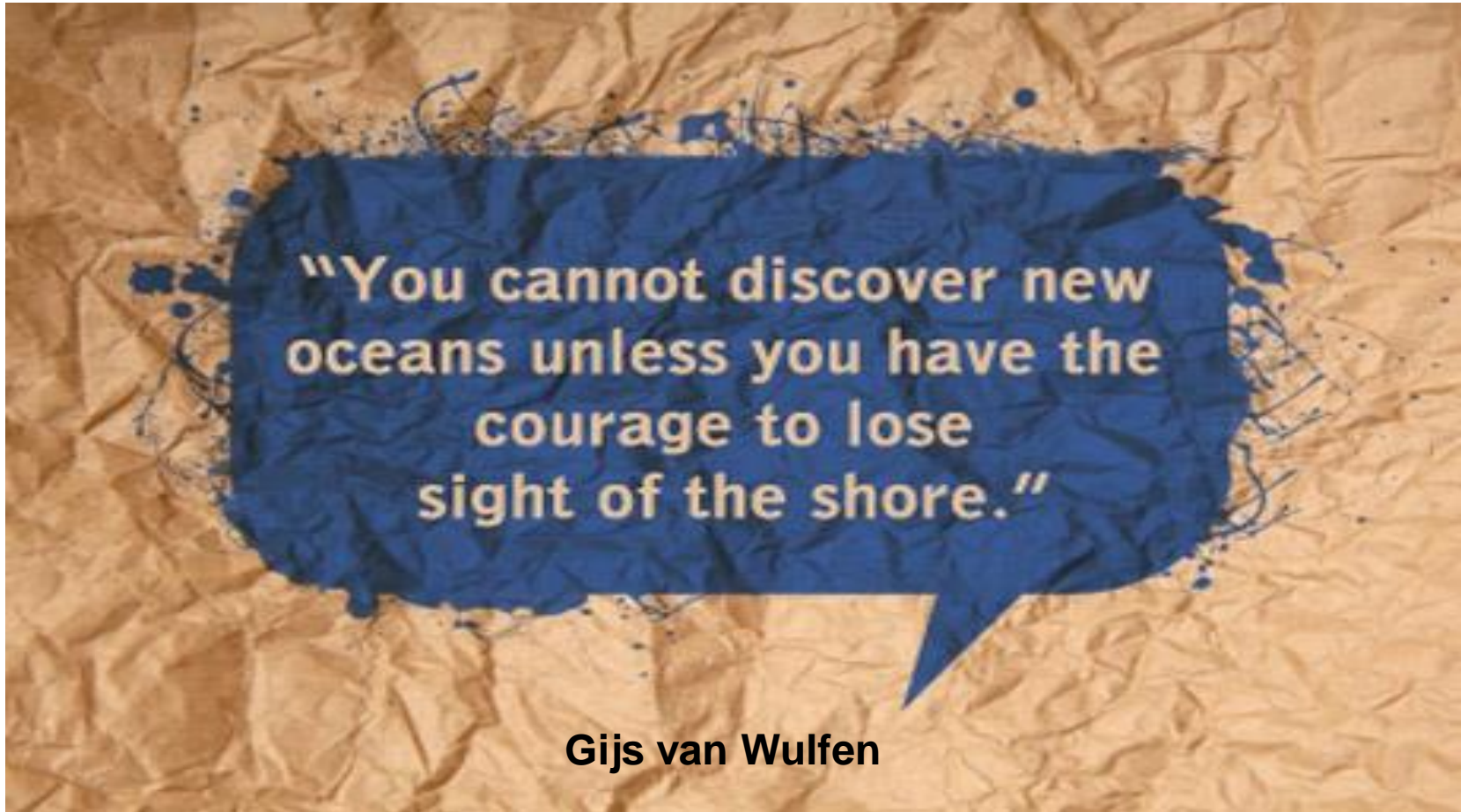
# The Healthcare Supply Chain



Strategies for Medical Device Manufacturers to Address Hospital Value Analysis, Jamie Hartford, May 7, 2013, MDDI

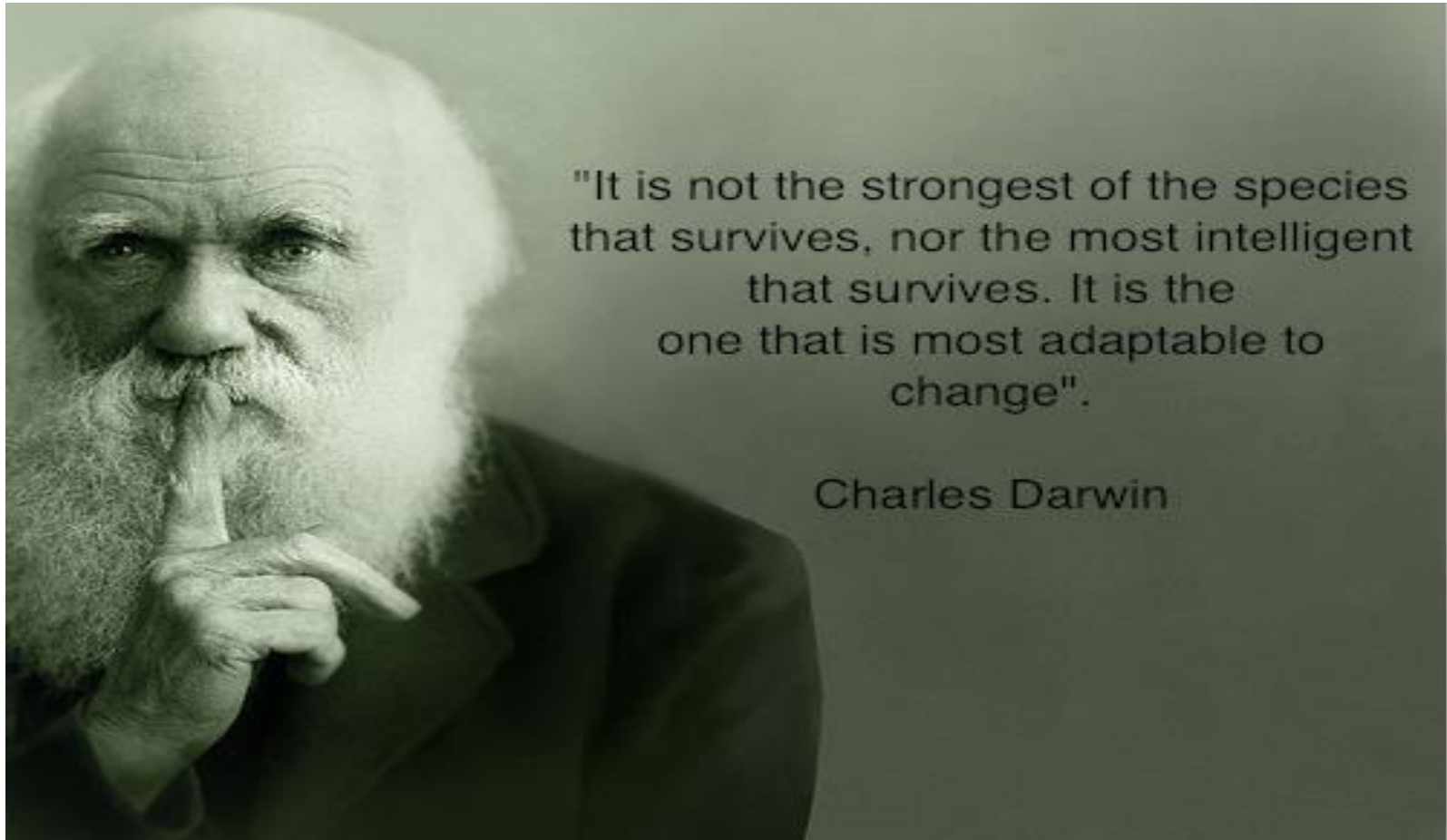


# Innovation





# Innovation as an Adaptation to Change



# Why the Bellwether League



- ❑ The dictionary defines a bellwether as “a person or thing that assumes the leadership or forefront, as of a profession or industry, and that shows the existence or direction of a trend; index.”
- ❑ “Supply chain professionals can be proud of their role and contribution to the healthcare industry,” said **Jamie C. Kowalski**, co-founder and chairman, Bellwether League Inc.
- ❑ “Supply chain professionals represent a critical back-office function that has front line, top line and bottom line implications for the healthcare facility, the clinician and the patient,” said **Rick Dana Barlow**, co-founder and executive director, Bellwether League Inc.
- ❑ Launched in late July 2007 by a group of influential veterans in the healthcare supply chain industry, Bellwether League Inc. seeks to identify and honor individuals who have demonstrated significant leadership in and influence on and contributions to the healthcare supply chain, including professional from hospitals, non-acute healthcare providers, manufacturers and distributors of healthcare products, group purchasing organizations, consulting firms and educational institutions.

# Bellwether League



- Bellwether League Inc. is a non-membership, not-for-profit organization that identifies and honors individuals who have demonstrated significant leadership in and influence on the healthcare supply chain. Bellwether League Inc. selects individuals to be publicly recognized and recorded in print and online media for their contributions in improving all segments of the healthcare supply chain, anecdotally profiling the individuals, their achievements and accomplishments, innovations, philosophy and vision as part of an industry "hall of fame" to perpetuate excellence in the field.
- BLI brings to light the efforts of the influencers, innovators, pioneers and risk takers that helped and continue to help mold and shape the healthcare supply chain profession. Their successes and failures not only promote their leadership qualities but also serve as education and inspiration for future generations.

# BLI Inaugural Class 2008



- Dean Ammer**
- Lee C. Boergadine**
- Gene D. Burton**
- Charles E. Housley**
- Thomas W. Kelly**
- William J. McFaul**
- Tom Pirelli**
- Donald J. Siegle**
- Alex J. Vallas**

# Dean Ammer



- ❑ Dean S. Ammer, Ph.D., is regarded by many as the father of healthcare materials management.
- ❑ Dr. Ammer established and published “Hospital Purchasing Management” for many years as part of the activities of the Hospital Purchasing Institute, Inc., a healthcare consulting company he formed.
- ❑ Although he died in late 1999, Dr. Ammer’s publications and influence are still quoted today as many of his early works captured the attention of hospital administrators as foundations for optimizing supply chain management performance.

# Lee C. Boergadine



- ❑ President, 1983 AHRMM, board member previous two years, Past President board member,
- ❑ “I always wanted to share the satisfaction that supply chain management gave to me with others. Throughout my career I tried to enable those who worked with me and for me to develop into true supply chain management professionals. Gratefully, several succeeded on their own and became notable supply chain leaders in their own right. I am so proud of each of them and so grateful that I had the opportunity to work with them during my career.”

# Gene D. Burton



❑ Gene Burton was an early innovator in the healthcare Corporate/Central Purchasing/GPO arena, setting up one of the first GPOs, (in Kentucky) and later serving as the vice president of materials management for HCA.

❑ “Learn healthcare first. Establish relationships with the clinicians and users, so you have a base relationship to work on. Then apply what you know about business and supply chain management, and add the value associated with that, in the spirit of helping the users get what they need and the hospital gets the best deal/terms at the same time.”



# Charles E. Housley



□ He was one of the first to recognize the essential role materials management – and materials managers – played in hospital finance and operations, and was one of the earliest proponents of elevating the position to an executive level. In short, he put materials management on the map in a purchasing world, forcing the profession to look at hospitals as a business.

□ “Pursue the opportunity and join an organization, such as AHRMM, that supports the efforts to advance the principles of the profession.”

# Thomas W. Kelly



□ Throughout his career, Kelly was able to share his knowledge and work experiences with others and the younger generation in his classrooms college teaching, articles written, speaking engagements and seminars conducted.

□ “If you want to make a difference and have an impact on people’s lives, then participation in the healthcare supply chain field of endeavor is an avenue to be considered. The healthcare career is noble, worthwhile, satisfying, challenging and will always be needed. At this time, much work in supply chain management still needs to be done. Opportunities abound for smart, creative, hard-working people who want to make a difference.”

# William J. McFaul



- ❑ McFaul never shied away from making the tough decisions and making them quickly.. One of his key motivations today is disrupting conventional thinking and processes from the C-suite on down the management ladder, redesigning how executives become executives and leaders become leaders.
- ❑ “Future success in the healthcare supply chain profession will depend upon leadership and communication skills. Trying to convince someone to follow mandates hasn’t worked in the non-profit sector of healthcare. The future lies in being able to get people to want to give you what you want. It will not be linked to IT skills or product knowledge. They should focus on sharpening their skills in inter-disciplinary communication and team dynamics.”

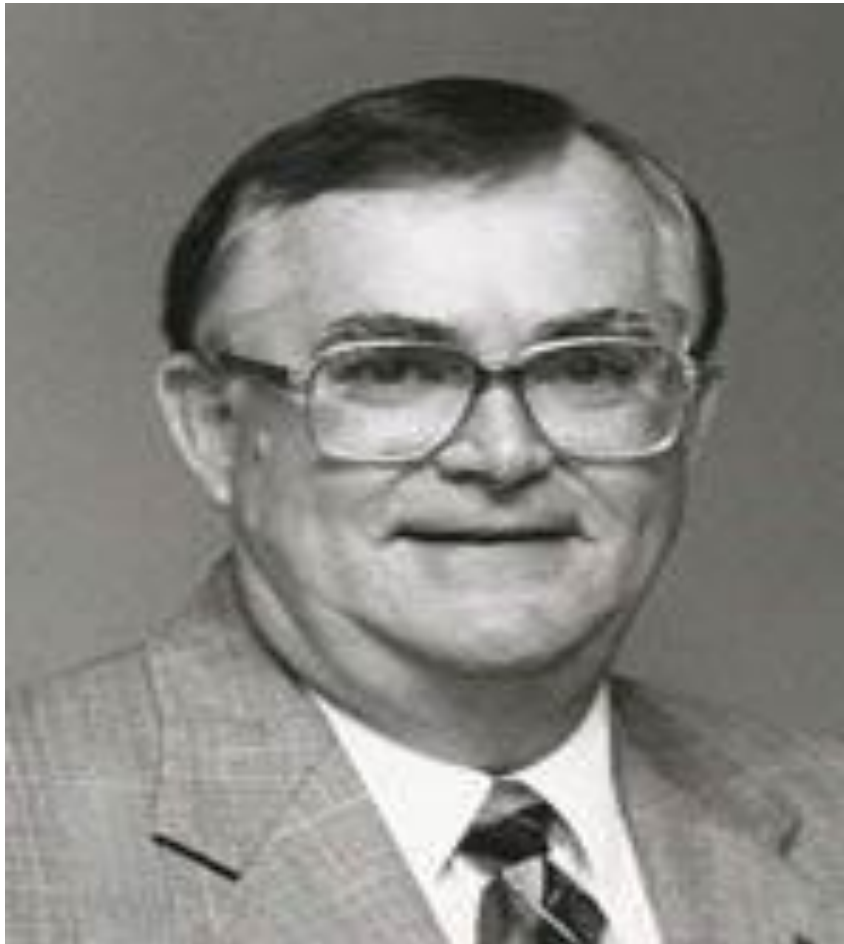
# Tom Pirelli



❑ Tom Pirelli was the Founder, Chairman and CEO of Enterprise Systems (ESI) and the marketing and business genius behind ESI. ESI during the 1980s and 1990s was considered the standard of the industry. His information system brought a new discipline and more efficient way of doing the business of supply chain in hospitals.

❑ “There is no limit to the good you can do by helping to make the supply chain process more efficient. The Internet has changed all the rules once again and you can create entirely new processes that will result in the lowest cost ways of getting products from the manufacturers to the consumers. This will help keep the costs of healthcare down at a time when rising energy costs are hurting everyone.

# Donald J. Siegle



□ Don Siegle is one of the truly great pioneers and innovators of the healthcare group purchasing profession. From the professional buying skills he acquired in the steel industry in western Pennsylvania, Don brought incredible vision and passion to what would become his life-long passion, to improve the buying power and the professional procurement

□ “Take every opportunity to network with peers and others in the industry through professional societies and trade associations. Second, treat your doctors like customers. There were a number of times when I was able to turn around uncooperative doctors and nurses just through seeking them out and understanding their needs and their frustrations.”



# Alex J. Vallas



- ❑ Was one of the first to introduce value analysis concepts to the healthcare industry (along with William J. McFaul) on a regional basis
- ❑ President of the American Society for Hospital Purchasing and Materials Management (currently AHRMM), 1977-1978
- ❑ “The potential for making a difference in healthcare delivery is still enormous. While much has been accomplished, there is still a lack of appreciation in many organizations related to the impact that effective supply chain management can have. Through the application of various systems and processes, the impact on the organization can be huge. Working as a team with other departments of the organization, the impact goes beyond cost reductions to improving patient care outcomes.”

# Other BLI Activities



- Future Famers**
- BQ Newsletter**
- Educational Programs**
  - HSCA**
  - AHRMM**
  - SMI**
  - BLI**
  - CAHPMM**
- Co-sponsor of 2015 Survey of Health Care Supply Chain Leadership**
- Dean S. Ammer Award for Supply Chain Performance Achievement Program**



**Thank you!**



***For more information about Bellwether League Inc.  
or to nominate an honoree candidate, visit us online  
at [www.bellwetherleague.org](http://www.bellwetherleague.org)  
or e-mail us at [rickdanabarlow@bellwetherleague.org](mailto:rickdanabarlow@bellwetherleague.org).***