



Compelling Value

- System Scale
- System Resources
- System Value
- Independence preserved



Unique DNA

- Bold
- Committed
- Self-governance
- System thinking



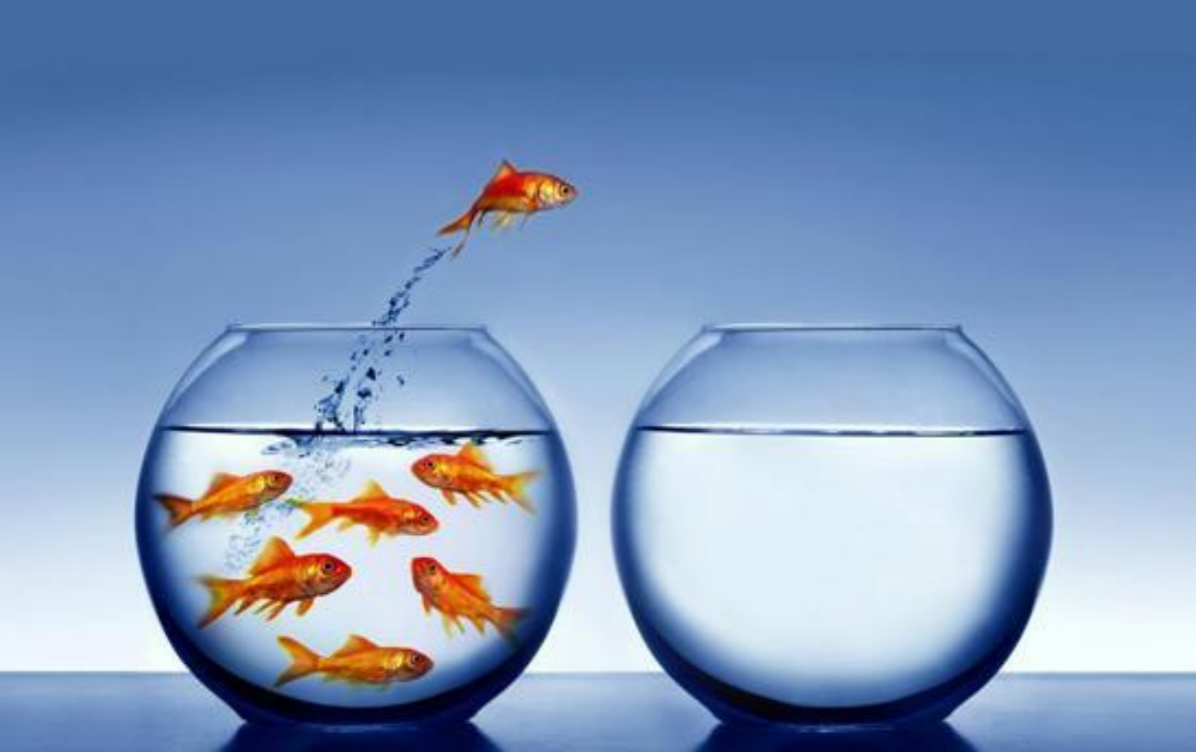
GPO's Role

- Essential machinery
- Targeted expertise
- Trusted ally



Working With Suppliers

- Reciprocal accountability
- Reciprocal transparency
- Long-term relationship



New Trends

- Consolidation
- Independence threatened
- Economics > relationships
- Escalated boldness
- System-thinking



2014-2015 Imperatives

- Growth
- Physicians
- Difficult categories
- Purchased services
- Think differently