
CONTENTS

Foreword vii

Lawton Robert Burns

Preface ix

Acknowledgments xiii

The Authors xix

Introduction: A Burning Platform for Change 1

1. Framing and Repositioning Management of the Health
Care Supply Chain 25

2. Managing Supply Risk and Cost Reduction 44

3. Internal Customer Relationship and Performance
Management 70

4. Group Purchasing Organizations: Shaping the Health Materials
Marketplace 100

5. Inventory and Distribution Process: The Search for Strategy 125

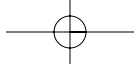
6. Organizational Design for Hospital and Health Care
System Supply Chains 155

7. Levels of Development for the Health Care Supply Chain 175

8. Building Supply Chain Leadership and Resources
for the Future 196

Study 1: The Value of Group Purchasing in the Health Care
Supply Chain 213

Study 2: Clinician, Supplier, and Buyer Working as One to
Improve Patient Outcomes 229



Study 3: Metropolitan Hospital System—A Study of a Hybrid
Organizational Design 257

Study 4: Office of Inspector General Advisory Opinion No. 05–06,
February 2005 263

Notes 277

Index 299

