

COVID-19 Illuminated Vulnerability and Opportunity

In 2020, the national response to the COVID-19 outbreak surfaced a set of complex and novel factors related to preparedness and response resilience. COVID-19 was the first time all States, territories, and the District of Columbia made major disaster declarations under the Stafford Act at the same time—presenting challenges not faced before.

Vulnerabilities were evident across all three areas of supply chain resilience. The supply chain did not have the robustness it needed. Earlier efforts to improve supply chain diversity could have been spearheaded by integrated public–private partnerships across all levels of government and different components of health care and other industries. Agility could have been improved through stronger partnership with the global community to evaluate signals to rapidly scale-up production of consumables and other critical inputs in manufacturing vaccines and therapeutics without hindering the production of other lifesaving medicines and vaccines. Supply chain visibility was degraded without a common operating picture or engagement among supply chain actors. A single source of information for both government-produced and external data could have allowed for a more unified response. Multiple perspectives and coordination are essential to making the most effective and impactful solutions, while recognizing that in the moment, no perfect solutions exist.

Effects of the pandemic on public- and private-sector organizations included shortages in personnel needed to maintain operations, occurring due to illnesses, social distancing policies, transportation system constraints, lack of well-defined workplace protections, concerns for personal safety, as well as limited supplies of PPE. Additionally, the restricted operations or closure of ancillary supporting businesses, such as food services, laundry, and childcare, impacted those responding to the pandemic. All the while, global supply chains that underpin delivery of essential services experienced disruption, and key commodities and infrastructure systems saw unexpected surges in supply and demand patterns.

The disease progression and the public health response to it affected the system’s function and created interdependencies that differed from historical experiences. First, the actual effects experienced by critical systems generally were not related to physical damage to the infrastructure itself. In events such as hurricanes, earthquakes, and floods, the physical hardware is often damaged or destroyed, degrading operations, and putting a

- ⇒ *Need for international coordination of response resources.* The international response to COVID 19 did not have the same structure as the domestic response, impacting optimal coordination of resources. Individual federal agencies determined their priorities for assistance and messaging without a lead federal agency identified to coordinate priorities. If a U.S. Government component had been designated to prioritize and coordinate international resources in support of domestic response, then the lead federal agency for the international response could have assisted in providing more timely, efficient, and effective support to partners and allies.
- The U.S. Government should designate an agency to coordinate the international response resources and work towards an effective mechanism for prioritizing and directing global resources for an incident in United States. When appropriate, the U.S. Government should do so by partnering with international organizations.
 - The consequences of a pandemic on the U.S. are enormous, and the threat posed by the spread of a global contagion should be more prominently addressed in national security strategies.

Deep Dive: Ensuring Quality of PPE and Effective Coordination through the Supply Chain Life Cycle

This section provides a detailed reflection on opportunities to improve coordination and distribution of PPE in public health emergencies.

Current State

During the early stages of the COVID-19 response, the federal government faced immense challenges in effectively coordinating sufficient supply—and effective distribution—of consumer-ready PPE such as respirators, gowns, and gloves.

Federal and SLTT acquisition organizations struggled to successfully procure PPE in an efficient or effective manner—in part because of reliance on intuition, lack of situational awareness, entrenched purchasing habits, and over-prioritization for immediate responses. In many cases, the acquisition process failed to identify the appropriate standards; or, in some cases, the appropriate standard did not exist. Moreover, in the rush to procure supplies from a supply-limited market, many purchasing decisions were

Union Memorial Hospital Baltimore
 201 E University Parkway
 Baltimore, MD 21218-2895
 410-554-2000

University Specialty Hospital Baltimore
 601 S Charles Street
 Baltimore, MD 21230-3898
 410-547-8500

University of Maryland Medical System Baltimore
 22 S Greene Street
 Baltimore, MD 21201-1595
 410-328-8667

Upper Chesapeake Health System Bel Air
 520 Upper Chesapeake Drive
 Bel Air, MD 21014-4324
 443-643-3300

Upper Chesapeake Medical Center Bel Air
 500 Upper Chesapeake Drive
 Bel Air, MD 21014
 443-643-1000

VA Maryland Healthcare System Baltimore
 10 N Greene Street
 Baltimore, MD 21201-1524
 410-605-7000

Washington Adventist Hospital Takoma Park
 7600 Carroll Avenue
 Takoma Park, MD 20912-6392
 301-891-7600

Washington County Health System Hagerstown
 251 E Antietam Street
 Hagerstown, MD 21740-5771
 301-790-8000

Western Maryland Health System Cumberland
 12501 Willowbrook Road SE
 PO Box 539
 Cumberland, MD 21502
 301-723-6400

52 AtlantiCare Health System

2500 English Creek Avenue
Egg Harbor Township, NJ 08234
Phone(s): 609-569-1000
Fax(es): 609-407-7740
www.atlanticare.org
Year Founded: 1898

General Description

AtlantiCare is an integrated system of services designed to help people achieve optimal health. This system, driven by customer needs and expectations, provides accessible, comprehensive service of superior quality and value.

Organization Information

Type: Provider Management Company
 Total Member Beds Represented: 540

Group Affiliations

Atlantic City Medical Center

Organization Officials

President/CEO George Lynn
 Director Mary Burke

Alternate Site Facility Program

Serves 1 Ambulatory Care Center; 9 Laboratories

Member Institutions

New Jersey

AtlantiCare Regional Medical Center Pomona
 Jimmie Leeds Road
 Pomona, NJ 08240
 609-652-1000

AtlantiCare Regional Medical Center Atlantic City
 1925 Pacific Avenue
 Atlantic City, NJ 08401
 609-344-4081

53 Atlantic Health Partners

301 W Atlantic Avenue
Suite 5
Delray Beach, FL 33444
Toll-Free: 800-741-2044
Fax(es): 860-606-9970
e-mail: info@atlanticehealthpartners.com
www.atlanticehealthpartners.com
Year Founded: 2007

General Description

Buying group specializing in immunizations and vaccines, serving more than 20,000 clinicians across the U.S.

Organization Information

Type: Group Purchasing Organization

Products/Categories Negotiated

Pharmaceuticals

Group Affiliations

Managed Health Care Associates

Organization Officials

President Jeff Winokur
 Director, Operations Cindy Berenson
 Membership Data Analyst Lennore Murphy

Key Purchasing Agents

Senior Account Manager Kim Thompson
 Contact, Business Development Rand Deuchler

54 Atlantic Health System

325 Columbia Turnpike
Florham Park, NJ 07932-0959
Toll-Free: 844-264-2250
Phone(s): 973-660-3100
Fax(es): 973-660-9065
e-mail: atlanticmedicalgroup@atlanticehealth.org
www.atlanticehealth.org
Year Founded: 1892

General Description

Atlantic is committed to the communities it serves. Offers education, support groups and a variety of community-based services.

Organization Information

Type: Provider Management Company
 Total Member Beds Represented: 1,599
 Total Member Outpatient Visits: 1,045,173
 Total Member Emergency Visits: 257,546

Organization Officials

Chair Robert A. Toohey
 President/ CEO Brian A. Gragnolati, FACHE
 VP, Gov Affairs Madeline Ferraro

Buffalo, NY 14203 716-859-5600	Gates Vascular Institute (GVI) Buffalo 875 Ellicott Street Buffalo, NY 14203 716-748-2000
Buffalo Therapy Services-Amherst..... Amherst 705 Maple Road Amherst, NY 14221 716-580-7360	Heart & Lung Clinic-Buffalo General Medical Center Buffalo 100 High Street 8th Floor, B Building Buffalo, NY 14203 716-856-3478
Build Academy #91 Buffalo 340 Fougerson Street Buffalo, NY 14211 716-897-0545	Hertel Elmwood Internal Medicine-North Buffalo Medical Park Buffalo 900 Hertel Avenue Buffalo, NY 14216 716-871-1571
Cancer Care of WNY-Cheektowaga Buffalo 3085 Harlem Road Suite 200 Buffalo, NY 14225 716-844-5500	High Point on Michigan Buffalo 1031 Michagan Avenue Buffalo, NY 14203 716-748-3100
Cancer Care of WNY-Jamestown Jamestown 117 Foote Avenue Jamestown, NY 14701 716-338-9500	Hillery Park at Triangle Academy Buffalo 72 Pawnee Parkway Buffalo, NY 14210 716-828-1034
Cancer Care of WNY-Niagara Professional Park..... Cambria 3850 Saunders Settlement Road Cambria, NY 14132 716-898-2850	Kensington OB/GYN Buffalo 462 Grider Street Buffalo, NY 14215 716-898-5000
Craniofacial Center of Western New York Buffalo 1001 Main Street 3rd Floor Buffalo, NY 14203 716-323-6060	Laboratory Patient Service Center-Amherst Amherst 3580 Sheridan Drive Amherst, NY 14226 716-831-8252
DeGraff Memorial Hospital North Tonawanda 445 Tremont Street North Tonawanda, NY 14120 716-694-4500	Millard Fillmore Suburban Hospital Williamsville 1540 Maple Road Williamsville, NY 14221 716-568-3703
DeGraff Memorial Hospital Wellness Center North Tonawanda 415 Tremont Street North Tonawanda, NY 14120 716-690-2031	Millard Fillmore Suburban Hospital Williamsville 1540 Maple Road Williamsville, NY 14221 716-568-3703
DeGraff Skilled Nursing Facility North Tonawanda 445 Tremont Street North Tonawanda, NY 14120 716-690-2080	Niagara Street Pediatrics Buffalo 1050 Niagara Street Buffalo, NY 14213 716-859-5437
Diabetes & Cendocrinology-DeGraff Memorial Hospital North Tonawanda 445 Tremont Street 3rd Floor North Tonawanda, NY 14120 716-580-7300	Oishei Children’s Outpatient Center-Audiology Buffalo 1001 Main Street 3rd Floor Buffalo, NY 14203 713-323-6020
Dr. Lydia Wright School of Excellence #89 Buffalo 106 Appenheimer Street Buffalo, NY 14214 716-897-8056	Oishei Children’s Outpatient Center-Autism Spectrum Disorder Buffalo 1001 Main Street 2nd Floor Buffalo, NY 14203 716-323-6560
Dr. Martin Luther King Multicultural Institute #39 Buffalo 487 High Street Buffalo, NY 14211 716-881-0102	UBMD Pediatric Outpatient Center-Adolescent Medicine Buffalo 1001 Main Street 4th Floor Buffalo, NY 14203 712-323-0050
Family Planning Center Buffalo 1313 Main Street Buffalo, NY 14209 716-748-4988	UBMD Pediatric Outpatient Center-Allergy/Immunology Buffalo 1001 Main Street 4th Floor Buffalo, NY 14043 716-323-0130
Foundations of Kaleida Health Buffalo 1028 Main Street 4th Floor Buffalo, NY 14202 716-881-8260	

Rocky River, OH 44116
 Steve Scharfeld 216-333-9992
 Health Connection Pharmacy Cadiz
 951 E Market Street
 Cadiz, OH 43907
 Mary G Milhayo, RPh 619-942-4631
 Health Guard-Bellaire Bellaire
 The Med Foundation of Bellaire
 Bellaire, OH 43906
 Gerry Mendelson, RPh 614-676-4062
 Health Guard-Harrisville Adena
 Route 2
 Adena, OH 43901
 Gerry Mendelson, RPh 614-795-4062
 Health Guard-Powhatan Powhatan Point
 51 Highway S
 Powhatan Point, OH 43942
 Gerry Mendelson, RPh 614-795-4505
 Hough Family Health Care Center #4Cleveland
 8300 Hough Avenue
 Cleveland, OH 44103
 Richard Johnson 216-231-7700
 Hough Norwood Family Health Care Center #1Cleveland
 1465 E 55th Street
 Cleveland, OH
 Hercules Hill 216-881-2000
 Hough Norwood Family Health Care Center #2Cleveland
 8300 Hough Avenue
 Cleveland, OH 44103
 Amonte B Littlejohn 216-991-3000
 Hough Norwood Family Health Care Center #3Cleveland
 12100 Superior Avenue
 Cleveland, OH 44106
 Arnold Rubin 216-851-2600
 Howard's Pharmacy Dayton
 5390 Brandt Pike
 Dayton, OH 45424
 J Ted Barker 513-233-0561
 Howards Institutional Pharmacy Dayton
 4830 Salem Avenue
 Dayton, OH 45416
 J Ted Barker 513-233-0561
 MCH Health Services Brewster
 360 N Wabash Avenue
 Brewster, OH 44613
 Charles Cather, RPh 216-767-3436
 Massillon Family Pharmacy Massillon
 830 Amherst NE
 Massillon, OH 44646
 Charlie Cather 216-837-6800
 NCS Health Care Mentor
 7895 Division Drive
 Mentor, OH 44060
 Lisa Yatsko 216-974-2444
 Nursing Center Services-Hilliard Hilliard
 614-876-0225
 Securex Painesville
 1 Victoria Square
 Painesville, OH 44077
 Mark Kirasich 216-639-9666
 Signode Corporation Westlake
 30311 Clemens Road
 Westlake, OH 44145
 Jack Findlay
 Southeast Health Center Cleveland
 13301 Miles Avenue

Cleveland, OH 44106
 John Womack, RPh 216-991-3000
 TMMG-HMP Cortland Cortland
 2600 Elm Road
 Cortland, OH 44410
 John Schumacher, RPh 216-399-9364
 TMMP-HMP Youngstown Youngstown
 7067 Tiffany Boulevard
 Youngstown, OH 44514
 John Schumacher, RPh 216-399-9364
 Tod Children's Hospital-WRCS Youngstown
 500 Gypsy Lane
 Youngstown, OH 44501
 Steve Vickers 216-747-1444
 Tradex Medical Westlake
 24600 Detroit Road
 Westlake, OH 44145
 Saji Daniels 216-899-1923
 Vitalink Pharmacy Services Copley
 3569 Copley Road
 Copley, OH 44321
 Tom Gaborcik, RPh 216-666-8814
 Wright Health Associates Dayton
 1222 S Patterson Boulevard
 Dayton, OH 45402
 Debra Lucas 513-227-3838
 Wright Health Associates Medical CenterDayton
 80 E Woodbury
 Dayton, OH 45415
 Debra Lucas 513-276-7309

Pennsylvania

Baldwin County Institute
 Pharmacy/Nursing Home DivisionPittsburgh
 Arthur J DeNero 412-655-4080
 Baldwin County Pharmacy/Retail Pharmacy
 Division Pittsburgh
 Arthur J DeNero 412-655-4080

473 PPSC

**3375-I Capital Circle NE
 Tallahassee, FL 32308
 Toll-Free: 888-778-9909
 Phone(s): 850-656-0100
 Fax(es): 866-756-8415
 e-mail: cmincy@ppsconline.com
 ppsconline.com
 Year Founded: 1983**

General Description

PPSC's mission is to lower the acquisition cost of products and services and to enhance the customer base for member pharmacies and preferred partners.

Organization Information

Type: Group Purchasing Organization

Organization Officials

President & CEO Cyndi Mincy
 VP, Business Development Bill Mincy, BPharm
 Executive Coordinator Bobbi Watson
 Pharmacy Business Consultant Janey Blanco-Pastor
 Information Systems Director Ron Burnette
 Pharmacy Select/Networks Mgr Tracy Douglas
 Marketing Manager Jessica Gardner
 Pharmacy Business Consultant Karen Cieslak
 Manager, Business Development Tommy McCall

Member Institutions

	Iowa	
Allen Hospital		Waterloo
1825 Logan Avenue		
Waterloo, IA 50703		
319-235-3941		
Blank Children’s Hospital		Des Moines
1200 Pleasant Street		
Des Moines, IA 50309		
515-241-5437		
Finley Hospital.....		Dubuque
350 N Grandview Avenue		
Dubuque, IA 52001		
563-582-1881		
Iowa Lutheran Hospital		Des Moines
700 E University Avenue		
Des Moines, IA 50316		
515-263-5612		
Iowa Methodist Medical Center		Des Moines
1200 Pleasant Street		
Des Moines, IA 50309		
515-241-6212		
John Stoddard Cancer Center		Des Moines
1221 Pleasant Street		
Des Moines, IA 50309		
515-241-3343		
Jones Regional Medical Center		Anamosa
1795 Highway 64 E		
Anamosa, IA 52205		
319-462-6131		
Methodist West Hospital.....		West Des Moines
1660 60th Street		
West Des Moines, IA 50266		
515-343-1000		
St. Luke’s Hospital		Cedar Rapids
1026 A Avenue NE		
Cedar Rapids, IA 52406		
319-369-7211		
Trinity Regional Medical Center		Fort Dodge
802 Kenyon Road		
Fort Dodge, IA 50501		
515-573-3101		

Standard Vendor Proposal Requirements

Complete and submit a supplier registration form

Organization Officials

Chair/CEO.....	Alan B Miller
President.....	Marc D Miller
EVP Behavioral Health Division	Matt Peterson
EVP, Acute Care Division.....	Marvin G Pember
SVP, General Counsel.....	Matthew D Klein
SVP, Corporate Development	Victor J Radina
SVP, Human Resources	Geraldine Johnson Geckle

Key Purchasing Agents

Senior Vice President & Controller	Charles F Boyle
SVP, Strategic Services	Michael S Nelson
EVP, Chief Financial Officer.....	Steve G Filton

Member Institutions

	Alaska
Good Samaritan Counseling Center	Anchorage
North Star Hospital	Anchorage
North Star Residential Treatment Center	Anchorage
Palmer Residential Treatment Center.....	Palmer
	Arkansas
BridgeWay Hospital	North Little Rock
501-771-1500	
	California
Corona Regional Medical Center.....	Corona
Del Amo Hospital.....	Torrance
Inland Valley Regional Medical Center	Wildomar
714-674-1421	
Lancaster Community Hospital.....	Lancaster
Southwest Healthcare System-Rancho	
Springs Campus.....	Murieta
	Connecticut
Stonington Institute	Stonington
	District of Columbia
George Washington University Hospital	Washington
	Delaware
Rockford Center.....	Newark
	Florida
La Amistad Residential Treatment Center	Maitland
407-647-0660	
Lakewood Ranch Medical Center	Bradenton
Manatee Memorial Hospital.....	Bradenton
Surgery Center at Wellington.....	West Palm Beach
Wellington Regional Medical Center.....	West Palm Beach
407-798-8500	
	Georgia
Anchor Hospital.....	Atlanta
Coastal Harbor Treatment Center.....	Savannah
Laurel Heights Hospital	Atlanta
Peachford Behavioral Health System of Atlanta	Atlanta
Talbott Recovery Campus	Atlanta
Turning Point Care Center.....	Moultrie
Terrance Cassidy	
	Illinois
Hartgrove Hospital	Chicago
Pavilion	Champaign
	Indiana
Midwest Center for Youth & Families	Kouts
	Kentucky
Ridge Behavioral Health System	Lexington

606 Universal Health Services

367 S Gulph Road
PO Box 61558
King of Prussia, PA 19406
Phone(s): 610-768-3300
www.uhsinc.com
Year Founded: 1978

General Description

Universal Health Services serves a network of over 350 acute care hospitals, behavioral health facilities and ambulatory centers in the US and abroad. Services offered by member organizations include behavioral health and acute care. Universal Health Services also assists member organizations in selecting products through their Supply Chain.

Organization Information

Type: Multi-hospital/Multi-nursing Home Corporation
 Annual Purchase Volume: \$120,000,000
 Proprietary Member Institutions: 40
 Type(s) of Member Institutions: IOH; HMO
 Total Member Beds Represented: 9,390

- Peniston, Michael* Asembia, 49
Pennino, Ralph, MD Rochester Regional Health, 519
Peoples, Paul United Surgical Partners International, 604
Peredo, Rodrigo Community Health Ventures, 164
Perez, David Eisenhower Medical Center, 197
Perez, Steve Community Health Ventures, 164
Perez, Veronica Texas Facilities Commission (TFC), 583
Perez Gandara, Sonia CCPA Purchasing Partners, 113
Perkins, Sherry B., PhD, RN University of Maryland Capital Region Health, 611
Perlman, Joel A Montefiore Medical Center, 413
Perlman, Lee Greater New York Hospital Association, 230
Perlman, Lee HealthCare Supply Chain Association, 257
Perrins-Dallman, Marty New Mexico State Purchasing Division, 436
Perron, W. Greg HPSI Purchasing Services, 239
Perry, Matthew Genesis Healthcare System, 223
Perry, Megan Sentara Healthcare Materials Management, 534
Perry, Mike Tennessee Central Procurement Office, 578
Perry, Steve Charleston Area Medical Center: CAMCARE Health, 147
Perry, Steve Essent Healthcare, 203
Perryman, Kim Beverly Hospital, 93
Petee, Barbara ProMedica, 502
Peter Stamm, Deacon Institutional Commodity Services (ICS), 297
Peterka, Ashley LeadingAge Minnesota, 326
Peterman, David Primary Health Medical Group, 500
Peters, Amy Truman Medical Centers, 594
Peters, Brian Michigan Health & Hospital Association, 399
Peters, Derek McLaren Northern Michigan, 372
Peters, Jerry Lake Health, 319
Peters, Sue K Munson Healthcare, 420
Petersen, Beth Prairie Health Ventures, 496
Petersen, Julie Washington State Hospital Association, 630
Petersen, Richard W MaineHealth, 355
Peterson, Edward H. Eisenhower Medical Center, 197
Peterson, Matt Universal Health Services, 606
Peterson, Rev. John C. Augusta Medical Center, 56
Peterson, Tom, MD Munson Healthcare, 420
Peterson, William McLaren Health Care Corporation, 371
Petonic, Fran Saint Joseph Mercy Health System, 527
Petrella, Maureen St. John Macomb Hospital, 556
Petrella, Russell C., PhD FHC Health Systems: Beacon Health Options, 207
Petrovich, Steve Ardent Health Services, 40
Petruzzella, Diana, RN California Pacific Medical Center, 122
Petry, Fernando, DO Martin Health System, 360
Petty, Kent HealthTrust Purchasing Group, 261
Phalen, Mark TPC, 570
Phelps, Keith 3sHealth, 1
Phillips, Grady W., III Valley Health System, 618
Phillips, Susan New Mexico State Purchasing Division, 436
Phillips, Brent R. Rapid City Regional Health, 509
Phillips, Ellen Massachusetts Operational Services Division of Purchasing, 363
Phillips, Jill Colorado Community Health Network, 155
Phillips, Michael MetroHealth System, 396
Piemont, Joseph Carolinas HealthCare System, 134
Pierce, Shelly Southern Illinois Healthcare, 552
Pietsch, Alfred Baltimore Washington Medical Center, 62
Pigg, Jody Quorum Health Resources, 507
Pilong, Al Munson Healthcare, 420
Pilot, Connie M Inova Health System, 296
Pineda, Sister Ana Maria Sisters of Mercy of the Americas: Omaha Regional Community, 546
Pinedo, Gerardo, JD Los Angeles County Health Services, 341
Pinkert, Michael S MHM Services, 350
Pinkosky, Frank Guthrie Healthcare System, 232
Pintek, Mike Cardinal Health, 126
Piper, Vicky Loyola University Health System, 345
Piraino, Stephen Einstein Healthcare Network, 196
Pistor, Janice Pennsylvania State Bureau of Procurement, 489
Pitton, Les National Capital Area Shared Services, 424
Pitts, Keith Tenet California, 572
Pitts, Keith Tenet Central Northeast, 573
Pitts, Keith Tenet South Florida, 576
Pitts, Keith Tenet Southern States, 577
Pitynski, Ted ArmadaHealth, 43
Pladson, Terry CentraCare Health System, 143
Plass, Melissa Hillcrest Baptist Medical Center, 268
Platten, Jane M. MetroHealth System, 396
Plavecski, Joe Cleveland Clinic Akron General, 152
Pleiness, Michelle HealthCare Supply Chain Association, 257
Pleiness, Michelle Hospital Purchasing Service (HPS), 276
Plesh, Jill, Esq., MHA Citrus Valley Health Partners, 151
Plummer, Gerald Los Angeles Internal Purchasing & Contract Services, 342
Poague, Scott, CPSM Truman Medical Centers, 594
Podges, Chris J Munson Healthcare, 420
Podges, Greg Cleveland Clinic Akron General, 152
Poitras, Stephen A Aroostook Medical Center, 44
Polanowicz, John, MBA Steward Health Care System, 563
Polich, Ann, MD Methodist Health System, 392
Polis, Nikki Methodist Healthcare, 393
Pollard, Lisa New Hampshire Bureau of Purchase & Property, 432
Pollock, Tina Memorial Medical Center California, 384
Polo, Janice Morton Plant Mease Health Care, 414
Polo, Janice Winter Haven Hospital, 635
Polonsky, Kenneth S., MD University of Chicago Hospitals, 609
Pomfret, Alicia Rhode Island Division of Purchases, 513
Pope, Alice HonorHealth, 271
Pope, Dan Better Living Now, 92
Pope, James W, MHHA Sylvania Franciscan Health, 568
Pope, Jim Sylvania Franciscan Health, 568
Popkova, Tatyana Rush System for Health, 521
Poppell, Chad Florida Department of Children & Families, 213
Porrell, David Cambridge Health Alliance, 123
Port, Joel A Main Line Health, 351
Porter, Emily UnityPoint Health, 605
Porter, John Baptist Health Care Corporation, 68
Post, Daniel J. Loyola University Health System, 345
Poston, Kathleen Life Science Washington, 334
Potina, Marianne Springfield Regional Medical Center, 554
Pottebaum, Lisa Health Enterprises of Iowa, 249
Potter, Carolyn Bay Regional Medical Center, 79
Potvin, Jennifer HealthPRO Canada, 259
Poulos, Andy LeadingAge Minnesota, 326
Pounders, Brad Huntsville Hospital System, 281
Poux, Anne Vantage Health Group, 620
Powder, Scott Advocate Health Care Corporation, 10
Powell, Julia W. National HealthCare Corporation, 425
Powers, Kelli Huntsville Hospital System, 281
Powers, Lindsay Premier, 497
Powers, Mary, MSN, RN Eastern Connecticut Health Network, 192
Powers, Tom Medline Industries, 380
Prasauskas, Ruta LeadingAge Illinois, 324
Prater, Marsha, RN, PhD Memorial Medical Center Illinois, 385
Presnell, Farrell Washington State Department of Enterprise Services, 629
Pressler, Ginny, MD Hawaii Pacific Health, 246
Prewitt, Connie Deaconess Billings Clinic, 181
Price, Barbara Scripps Health, 532
Price, WW, III FHP International Corporation, 208
Prigmore, Tom Lancaster General Health - Lancaster General Hospital, 321
Prince, Elaine Encompass Health, 201
Probe, Robert, MD Baylor Scott & White Health, 83
Prochazka, Jeff Methodist Health System, 392
Prochnow, Bryan L. Matagorda Regional Medical Center, 365
Prosper, Chuck Alta Bates Summit Medical Center, 30
Prusaitis, Michael McLaren Northern Michigan, 372
Prushan, Carol Einstein Healthcare Network, 196
Puckett, Jeffery M. CHRISTUS Health Care Corporation, 117
Puckett, Valerie Modernizing Medicine, 409
Pugh, Beverly Alabama Division of Purchasing, 16
Puleo, Pamela Concord Hospital, 166
Pulio, Kristen Adventist Healthcare, 8
Pullin, Dennis W., FACHE Virtua Health, 625
Pullins, Ruth Stricklen Truman Medical Centers, 594
Purcell, Alfred L Mosaic Life Care, 415
Purnell, Nadine HealthPRO Canada, 259
Purtee, Roby Alliance-HNI Health Care Services, 28
Putman, Kevin E Ascension Via Christi Health, 47

Jefferson Memorial Hospital Jefferson City, TN, 580, 163
Jefferson Stratford Hospital Stratford, NJ, 313
Jefferson Washington Township Hospital Turnersville, NJ, 313
JeffSTAT Education Center Philadelphia, PA, 591
Jellico Community Hospital Jellico, TN, 580, 7
Jenkins County Hospital Millen, GA, 626
Jennie Edmundson Hospital Council Bluffs, IA, 392
Jennie M Melham Memorial Medical Center Broken Bow, NE, 626
Jennings American Legion Hospital Jennings, LA, 537
Jennings Center for Older Adults Grafieid Heights, OH, 322
Jerome Home New Britain, CT, 346, 322
Jersey City Medical Center Jersey City, NJ, 333
Jersey Community Hospital Jerseyville, IL, 346
Jersey Shore Medical Center Neptune, NJ, 346
Jersey Shore Medical Center Neptune Township, NJ, 237
Jersey Shore University Medical Center Neptune, NJ, 390
JerseyCare Belleville, NJ, 626
Jesse Brown VA Medical Center Chicago, IL, 289
Jewish Association on Aging Pittsburgh, PA, 346
Jewish Center for Aged Chesterfield, MO, 346
Jewish Home San Francisco, CA, 322
Jewish Home of Eastern Pennsylvania Scranton, PA, 346
Jewish Home of Rochester Rochester, NY, 481, 322, 533
Jewish Hospital Cincinnati, OH, 595
Jewish Hospital & Rehabilitation Center Jersey City, NJ, 237
Jewish Hospital & St. Mary's Healthcare Louisville, KY, 138
Jewish Hospital of Brooklyn Brooklyn, NY, 346
Jewish Hospital of Shelbyville Shelbyville, KY, 316
Jewish Hospital Rudd Heart & Lung Center Louisville, KY, 316
Jewish Institute for Geriatric Care Rochester, NY, 346
Jewish Memorial Hospital New York, NY, 346
JFK Hartwyck at Cedar Brook Plainfield, NJ, 300
JFK Hartwyck at Oak Tree Edison, NJ, 300
JFK Hartwyck Nursing & Rehabilitation Centers Edison, NJ, 300
JFK Medical Center Atlantis, FL, 234
JFK Medical Center Edison, NJ, 497
JFK Memorial Hospital-Cherry Hill Cherry Hill, NJ, 346
JFK Memorial Hospital-Stratford Stratford, NJ, 346
JML Care Center Falmouth, MA, 124
Jo Ellen Smith Hospital New Orleans, LA, 357
John & Mary E Kirby Hospital Monticello, IL, 346
John Adams Nursing Home Quincy, MA, 425
John B Parsons Home/JP Harrison Salisbury, MD, 356
John C. Lincoln Health Foundation Phoenix, AZ, 271
John C. Lincoln HonorHealth Outpatient Therapy Phoenix, AZ, 271
John C. Lincoln Hospital - North Mountain Phoenix, AZ, 271
John D. Archbold Memorial Hospital Thomasville, GA, 303
John E Andrus Memorial Home Hastings-on-Hudson, NY, 346
John E Runnells Hospital Berkeley Heights, NJ, 237
John F Kennedy Memorial Hospital Indio, CA, 309, 572
John George Psychiatric Pavilion San Leandro, CA, 19
John H Stroger, Jr Hospital of Cook County Chicago, IL, 346
John Heinz Institute of Rehabilitation Medicine Hershey, PA, 346
John Knox Village Lee's Summit, MO, 322
John Knox Village of Florida Pompano Beach, FL, 322
John L Deaton Medical Center Baltimore, MD, 356
John Montgomery Medical Home Freehold, NJ, 237
John Randolph Medical Center Hopewell, VA, 234
John Stoddard Cancer Center Des Moines, IA, 605
John T Berry Rehabilitation Center N. Reading, MA, 363
John Umstead Hospital Butner, NC, 626
Johns Community Hospital Taylor, TX, 357
Johns Hopkins All Children's Hospital St. Petersburg, FL, 497, 304, 149
Johns Hopkins at Green Spring Station Lutherville, MD, 304
Johns Hopkins at Odenton Odenton, MD, 304
Johns Hopkins at White Marsh White Marsh, MD, 304
Johns Hopkins Bayview Medical Center Baltimore, MD, 304
Johns Hopkins Health System, MD, 607
Johns Hopkins University School of Medicine Baltimore, MD, 424
Johnson Ambulatory Surgery Center Enfield, CT, 626
Johnson City Medical Center Johnson City, TN, 580
Johnson County Community Health Center Wrightsville, GA, 626

Johnson County Health Center Mountain City, TN, 580
Johnson County Healthcare Center Buffalo, WY, 638
Johnson County Hospital Tecumseh, NE, 496
Johnson Health Center Lynchburg, VA, 142
Johnson Memorial Hospital Stafford Springs, CT, 626
Johnson Memorial Hospital & Home Dawson, MN, 241
Johnson Memorial Medical Center Stafford Springs, CT, 641
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