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Read more about Hailey's campaign on page 54.

Check Your AED campaign tools available here.

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Keeping Care Moving

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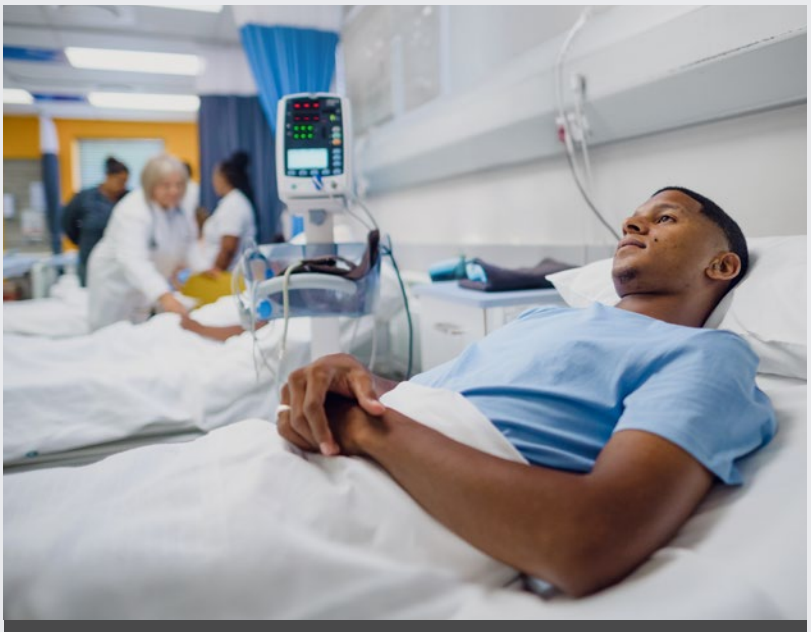
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Finish Strong: Make the Fourth Quarter Count



After more than 30 years in this industry, I know what these final three months can mean. Goals are still within reach. Customers are making decisions. Budgets are being finalized. Respiratory season is arriving. And suddenly, conversations that may have moved slowly all summer have a little more urgency.

In other words, it's selling season.

As we head toward the finish line, I want to challenge every *Repertoire* reader to simplify your focus. Focus on what matters most to the caregivers you serve and help them finish their year strong.

Start with respiratory diagnostics. Flu, COVID-19, RSV and strep will bring patients through the doors of physician offices, urgent care centers and clinics across the country. Ask them now: Are you prepared?

Next, look at infection prevention. More patients mean more opportunities for infection to spread. This is the perfect time to talk about disinfectants, wipes (Lord knows we have enough new wipes being launched right now), hand hygiene, PPE and other infection control products. Sometimes a great sales conversation begins with one simple question: **"What do you need from me to be ready?"**

It's also equipment season. As you walk through your accounts, do your own inventory of what needs to be updated and replaced. Are they compliant? What has been on the practice manager's wish list all year? Be sure you understand section 179 and how buying equipment at the right time of year has tax advantages.

Most importantly, use the resources and relationships available to you.

There are two-minute videos in **RepConnect** designed to give you quick conversation starters around these product categories. Two minutes of preparation before walking into an account could lead to a much bigger conversation.

And reach out to the manufacturer partners advertising in this issue of *Repertoire*. Ask them to ride with you. Learn about their products. Ask what's working in other territories. Then take those ideas to your customers. Manufacturer reps want you to succeed because when you win, they win.

We have three months left. Three months to serve our customers, strengthen relationships, find opportunities and finish what we started back in January. **It's selling season.**

Dedicated to the Industry, ***R. Scott Adams,*** Publisher

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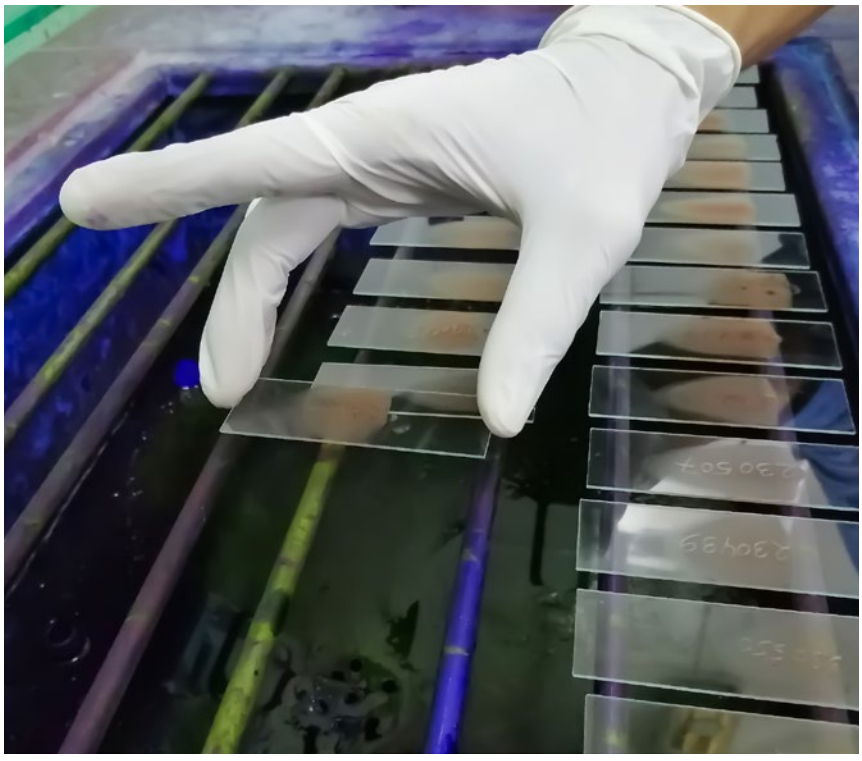


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Hematology: Beyond Automation

New technology is transforming blood smear review, reducing clinician workload while creating opportunities for collaboration, consultation and teaching across IDNs.

Listen to this article, scan the QR Code.



By Jim Poggi

Hematology automation for cell counts (WBC, RBC and platelets) dates back over 75 years. But for detailed morphology (cell types and structures) of WBC and RBC subtypes, the microscope and the experienced microscopist have been the gold standard until the present time. Early attempts to automate review of hematology blood slide smears to classify morphology of RBC and WBC have their history dating back over 50 years but did not achieve widespread adoption.

This month I plan to focus on newer technology that makes automated, reliable RBC and WBC slide analysis a reality in any size lab and can connect multiple sites to allow sharing of slides for consultation and teaching purposes. Whether you sell to individual, privately held hematology/oncology practices or to the largest IDNs that own 50 or more physician practices, this solution can vastly reduce the time clinicians spend reviewing routine blood smear slides. It may even improve slide review by pre-classifying easy-to-review slides and requiring clinician review only for the most difficult cases.

Why is this important? Many hematology/oncology practices still rely on manual hematology slide review of each blood smear. While this assures that every slide gets the highest level of review expertise possible, it also ties up valuable specialist time at the microscope and limits their time with patients. It has several other disadvantages, including that it does not provide the option to teach new clinicians how to review hematology blood smear slides and does not provide a way to share tough cases among multiple clinicians to assure the highest level of expertise across the IDN or other clinician network.

However, technology marches on and now there are solutions that can automate the

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entire hematology slide review process from making perfect slides every time, review of the routine ones, flagging the grossly abnormal slides for clinician review and even allowing review of slides across a network for teaching and consultative purposes.

Speed, consistency and reduction of high value clinical specialist labor are benefits baked into this kind of solution for any single practice. But the benefits can extend network wide in any IDN and bring a new level of accuracy and consistency across the entire network.

Finally, slide information can be fed into machine learning algorithms to improve expertise useful for difficult cases. The interesting thing to me is that the benefits span the entire slide process. They extend all the way from reduction in physician time reviewing slides to customization of which slides require review to group/peer review of slides for consultation and teaching purposes. They may also provide benefits by making the cell morphology information available to machine learning algorithms to make the network more well-informed about uncommon or difficult to review slides.

This goes far beyond our typical definition of automation and is a comprehensive solution for the hematology slide review process. In addition, the instrumentation and software are scalable, meaning it can serve the needs of practices of virtually any size and become the central location for blood smear slide data within the IDN. The benefits are powerful and really meet the definition of "game changer" in my mind. Rather than thinking in terms we typically associate with "automation" or "standardization," I like to think of this solution as providing all of those benefits, but also providing a tool for multiple-site intellectual collaboration (MSIC).

A top-down selling opportunity

If you have bought into the excitement associated with this level of automation and the new level solution it provides, it is reasonable to ask "So, what is the sales process?" In my opinion, unless you have a strong coach who is a well-respected leader in your IDN, I do not think selling from the bottom up is the right approach. If we were to sell bottom up, the benefits of collaboration across the network and use as a teaching tool would not be realized.

The only way to get the IDN to see and believe in the benefits is for the sales team to have the same view of the benefits.

I think this is truly a top-down selling opportunity that presents your team with exciting ways to collaborate, leveraging both your collective expertise and individual relationships across an IDN to promote and sell a strong, multi-location solution. Each distribution account manager, corporate account manager and manufacturer rep need to develop a different kind of plan than the one we usually think of. Selling this sort of solution involves the highest level of team selling I can envision. Why? Because the IDN, its most prominent clinicians and the sales team all need to work together in harmony to go from concept to first adopters to adoption and standardization across the network.

Your corporate accounts manager, the IDN chief medical officer, the IDN's financial team and most of the clinicians in hematology/oncology practices owned or associated with the IDN need to see the solution and the future it provides in the same way. Since most IDNs include a teaching hospital, there is the opportunity to include

members of the teaching staff to share their ideas of how they can train future practicing clinicians to use this powerful tool.

The only way to get the IDN to see and believe in the benefits is for the sales team to have the same view of the benefits. Who leads the team? How do you communicate the value elements? What are the specific roles and responsibilities of team members? What is the customer value proposition? What is the value to different decision makers? What is the value for the IDN?

A potential sales process

In one potential team selling example, the sales process would start with a meeting of decision makers across the IDN and feature a technical and financial presentation. The quarterly business review is likely the perfect venue for this topic. The sales team lead would be accompanied by the manufacturer and two or three account managers with solid relationships with hematologist/oncologist practices across the IDN.

Assuming a successful presentation and agreement on the technical and financial benefits, the sales lead would ask the CMO and IDN leadership to agree to a multi-site evaluation of the product and software. They would also ask:

- "What do you believe a successful evaluation needs to prove?"
- "Is this solution included in the current budget?"
- "If the demonstration shows the value we are confident it will, would you be prepared to adopt this solution across the IDN?"

Assuming agreement, the team would place the right instruments and software at three or four locations and conduct a demonstration to show the value at every level: each site would experience better use of clinician time and expertise with software solutions creating the best slide reviews with the least clinician effort. Collaboration across the network would be coordinated to show the overall value of the solution in terms of sharing expertise and teaching across the network.

The power of team selling

These sorts of IDN-wide solutions are exceptional examples of population-based medicine advancements. They also show the power of team selling at its best. As the healthcare system is asked to do more with less it is also asked to improve healthcare at the same time.

I believe this type of solution fits that need well. My suggestion? Spend time with your manager and sales team and take a strategic look at the IDNs you service, looking to determine whether you have a solid candidate. The right candidate will be forward thinking, open to new ideas, have high level relationships willing to spend time with your team and a budget that could accommodate this sort of system-wide solution.

Once you have identified the right IDN, then it's time to go to work and prove your mastery of team selling. rep

Key Takeaways

- New hematology automation can streamline blood smear review by handling routine slides, flagging difficult cases and reducing the time clinicians spend at the microscope.
- The technology can improve consistency and extend expertise across an IDN by enabling clinicians to share difficult cases, consult with peers and use slides for teaching.
- Because the benefits extend beyond individual practices, these solutions represent a top-down selling opportunity that requires coordinated collaboration among sales teams, manufacturers and IDN leadership.
- Successful adoption depends on identifying the right IDN, demonstrating both clinical and financial value through a multisite evaluation and building a plan for network-wide standardization.

A New Era of Healthcare Accessibility

Federal requirements are bringing medical diagnostic equipment into the accessibility conversation. Here's what healthcare organizations need to know, and how sales reps can help customers prepare.

Listen to the full conversation, scan the QR Code.



Accessibility in healthcare is moving beyond ramps, doorways and facility design to the equipment used to diagnose and treat patients. New federal requirements for accessible medical diagnostic equipment are putting greater emphasis on exam chairs, procedure chairs, weight scales and other equipment, giving healthcare organizations another important compliance issue to address.

On a recent episode of the *Repertoire Magazine* Podcast, August Boehnlein, Marketing Manager for Midmark Medical, explained what the changing rules mean for healthcare organizations, where confusion still exists and what distribution sales reps can do to help their customers navigate compliance. But Boehnlein says the issue ultimately goes beyond regulations.

"The number one reason this is being enforced is because it's about the patient," he says, emphasizing the importance of ensuring patients with disabilities receive equitable, dignified care. With compliance deadlines now in effect, he also offers practical advice on assessing accessibility gaps, determining equipment needs and developing a plan to meet the requirements.

Here are four key takeaways from the conversation:

1 Accessibility is shifting from the building to the equipment

For years, much of the conversation around accessibility focused on whether patients with disabilities could enter a healthcare facility and navigate its hallways and treatment areas. That remains important, but Boehnlein says the focus has shifted "to the actual medical equipment being used to diagnose the patient." That includes exam chairs, procedure chairs, weight scales and other diagnostic equipment.

The change is significant because a facility can be physically accessible while still presenting barriers once a patient reaches the exam room. A fixed-height exam table, for example, may make it difficult or impossible for a patient using a wheelchair to transfer safely. Federal agencies have recognized those barriers and established requirements intended to make medical diagnostic equipment more accessible.

For sales reps, that creates an opportunity to broaden conversations with customers. Accessibility isn't simply a facilities issue; it can involve supply chain, clinical operations, risk management and equipment purchasing.

2 Compliance involves more than buying a low-height exam chair

One of the biggest points of confusion in the market, according to Boehnlein, is understanding exactly what makes equipment accessible.

Seat height is an important consideration, but it isn't the only one. Boehnlein points to factors such as base clearance, transfer surfaces and accessories including transfer supports and leg supports.

There are also requirements around the number of accessible pieces of equipment a facility must have. Under the DOJ and HHS requirements, most covered facilities must purchase toward having accessible equipment representing at least 10% of each type of medical diagnostic equipment, with a minimum of one unit. Facilities specializing in conditions that affect mobility generally face a 20% threshold.

That means a customer conversation shouldn't begin and end with, "Do you have an accessible exam chair?" Reps can help customers think about the larger equipment inventory and where accessible equipment is located throughout the organization.

3 The compliance clock is already ticking

For healthcare organizations covered by HHS requirements, July 8, 2026, marked an important deadline: facilities using exam tables and weight scales were required to have at least one accessible exam table and one accessible weight scale. The DOJ established an Aug. 9, 2026, deadline for covered state and local government entities.

Boehnlein's advice is straightforward: Don't wait until a purchase is necessary to figure out where the organization stands.

"Do an inventory analysis, whether it's by facility or across the entire health system," he says. "Understand where your gaps are, and then you can put together a plan."

That inventory can help organizations determine which equipment is compliant, where gaps exist and how many chairs, scales or other pieces of equipment need to be replaced or added.

For sales reps, this is where the conversation can become more consultative. Instead of simply responding to a request for a new chair, reps can ask whether the customer has assessed accessibility across its facilities and whether purchasing decisions are aligned with its compliance strategy.

"Do an inventory analysis, whether it's by facility or across the entire health system. Understand where your gaps are, and then you can put together a plan."

4 Keep the focus on the patient

Compliance may be what gets healthcare organizations to pay attention, but Boehnlein says that accessibility shouldn't be viewed simply as another regulatory obligation.

"The number one reason this is being enforced is because it's about the patient and ensuring that the patient, regardless of mobility limitation, regardless of a disability, that they receive the same equitable, dignified care."

That perspective is important for sales reps because it changes the nature of the conversation. Rather than presenting accessibility as a box that needs to be checked, reps can help customers consider how equipment affects the patient experience, clinical workflow and the ability of providers to deliver care.

Boehnlein also encourages reps who encounter customers struggling with the requirements to bring in their manufacturer partners. "If you're in a situation where you need help, reach out to your Midmark sales rep," he says. rep



Repertoire Publisher Scott Adams spoke with Brad Hilton, Chief Commercial Officer, McKesson Medical-Surgical, about the Wellverse announcement

Meet Wellverse: McKesson Medical-Surgical Charts an Independent Future

Executives say the new brand reflects a broader healthcare mission and a renewed focus on helping providers navigate growing operational complexity. The company anticipates beginning formally using the new name in January 2027 as part of a phased transition across communications, systems, and customer touchpoints.

Listen to this article, scan the QR Code.

McKesson Medical-Surgical recently unveiled Wellverse as the name and brand identity for its future independent company. The organization has begun a phased transition to the Wellverse brand and anticipates formally using it in January 2027.

The announcement marks another milestone in the company's previously announced separation from McKesson. According to the company, the new name reflects its strategy of simplifying healthcare operations for providers while continuing to serve physician offices, health systems, laboratories, long-term care facilities, home health agencies and other care settings.

"Wellverse brings the many things healthcare needs into one clear, easy-to-navigate world," the company said in announcing the new identity. Built around wellness, long-term relationships and established capabilities, the brand is designed to give providers "the space to do their most important work."

Stanton McComb, President of McKesson Medical-Surgical, said the announcement represents a significant step in the organization's evolution.

"The Wellverse name speaks to our purpose as a company: Delivering a future where healthcare providers and patients thrive."

The company said it will continue offering its existing portfolio of medical products, distribution services, inventory and business management tools, and customer support throughout the transition. Executives emphasized that the rebranding will not affect day-to-day operations or customer relationships.

McComb said the new brand reflects the growing complexity healthcare providers face as they manage multiple suppliers, staffing challenges and increasing operational demands.

"Healthcare providers are managing multiple vendors, operational challenges and growing demands on their time," McComb said. "With Wellverse, we aim to lighten that load by bringing the things they need into one place, so they can focus on what matters most, caring for patients and strengthening the health of their communities."

Healthcare is changing. Technology is changing. Customers are feeling pressure. They need new solutions and better tools.

The transition to the Wellverse name will occur gradually across the company's communications, systems and customer touchpoints. Until January 2027, the organization will continue operating as McKesson Medical-Surgical while providing updates to customers, suppliers, employees and other stakeholders as the separation progresses.

Repertoire Publisher Scott Adams was onsite in Richmond, Virginia for the Wellverse announcement and spoke with Brad Hilton, Chief Commercial Officer, about what the new name means for the company moving forward. The following were some insights Hilton shared.

Repertoire: **Tell us a little bit about the new name and what it represents.**

Hilton: "Well" represents wellness, and "verse" represents the coordination and connection needed to bring everything together. It's really about the Wellverse team working together with great experience, great service, and a commitment to taking care of our customers and making their lives easier so they can do what they do best, which is take care of patients.

Repertoire: **When will the market start seeing the changes, whether it's suppliers, your own reps or end users?**

Hilton: We'll start with a three-phased branding strategy.

The first phase is McKesson Medical-Surgical is becoming Wellverse. The second phase, beginning around January, will be Wellverse, formerly McKesson Medical-Surgical. Then once we are independent, we will simply be Wellverse.

The idea behind this bridging strategy is to help our customers and suppliers understand who we are becoming. Our trucks will be rewrapped, so you'll start seeing those on the road. Uniforms will change. We'll also have a significant focus on

search engine optimization and digital assets, so customers recognize who we are, what we stand for, and where we're going.

That three-phased approach will be very helpful as we move forward.

Repertoire: **In healthcare, anytime you change something, people often think, "Oh, it's something different." But what core values will you continue carrying forward from McKesson Medical-Surgical?**

Hilton: That's a great question. In many ways, the core of what we do is not changing at all.

It's the great, tenured team of sales representatives. It's the reliable, trustworthy distribution and service. It's the product choice, whether that's a McKesson Brands product, which will be rebranded to Wellverse, or the national brands that customers know and trust.

Customers will continue to get the same great service, the same experienced professionals, the same product choice, and the same technology platforms and solutions. Those things do not change. Our values, our integrity, and the way we serve customers will not change.

What does change is that becoming Wellverse is part of the separation. It's good for McKesson because they can focus on their strategy, and it's good for Wellverse because we can focus on ours. We can start investing for growth and investing in what's best for our business rather than balancing priorities across multiple business units. It will be about what Wellverse's priorities are.

Repertoire: **How does the name "Wellverse" position you going forward in the market?**

Hilton: You'll notice it doesn't say medical-surgical. It's not a traditional medical name, and that gives us a lot of freedom in the markets we serve and the products and services we offer.

Our customers are working hard in a challenging environment. We want to be a light for them. When you see the colors and the way we brought this together, we want customers to know they have a trusted partner that is invested in them, continues to invest, and continues to focus on making their lives easier so they can do what they do best, which is taking care of patients.

I think we're going to connect with customers in a way that feels more authentic, more real, and more human. That's what excites me.

Repertoire: **What do you think are the biggest opportunities from your perspective and from your customers' perspective as you move forward?**

Hilton: What I'm most excited about is that our company and our customers will be our priority. We get to prioritize our customers and our markets. We get to invest in those areas.

Healthcare is changing. Technology is changing. Customers are feeling pressure. They need new solutions and better tools.

We have invested, but not at the level we would have if we were solely focused on this business. What I believe is that as great of a partner as we are today, we will be an even better partner tomorrow. We'll be more focused, more aligned, and our customers will have a greater voice in helping us prioritize what we do to make the industry better.

That independence is something you almost have to experience to fully appreciate. I think we're going to connect with customers in a way that feels more authentic, more real, and more human. That's what excites me.

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***Repertoire*: How does the name and mission of Wellverse strengthen your team?**

Hilton: You asked what's not changing, and one of our biggest strategic competitive advantages is our sales team.

If you look at the size and breadth of our sales organization, the expertise, the different markets we serve, and the tenure we have, it's a tremendous strength. As you saw at the national sales meeting this year, we have a great balance of experienced, tenured representatives and newer representatives who are learning alongside them and doing great work.

The cornerstone of our differentiation is our sales team.

We also have new sales leadership. Over the last year, we've brought in new leaders, including Jeremy Maron over ambulatory care sales. Jeremy has been in the business for 24 years. He has carried a bag, served as a general manager of lab, led operations and supply chain, worked as a sales manager, and served as a regional vice president.

Our customers are working hard in a challenging environment. We want to be a light for them.

Key Takeaways

- **Wellverse marks a major transition** as McKesson Medical-Surgical prepares to become an independent company, with a phased rebranding and formal adoption in January 2027.
- **Customers can expect continuity during the change,** with the same products, distribution services, technology, sales teams and customer relationships continuing under the new Wellverse name.
- **Independence is expected to create greater focus and flexibility,** allowing Wellverse to prioritize its customers and markets, invest more aggressively in technology and solutions, and respond more directly to changing healthcare needs.
- **The sales organization remains a key competitive advantage,** with a deep bench of experienced representatives and industry veterans in leadership positions providing continuity, expertise and a strong foundation for Wellverse's next chapter.

He brings tremendous experience. Since stepping into the role, he's assembled a strong leadership team and helped create an energized, highly engaged organization focused on serving customers and driving growth.

Mark Snodgrass has 23 years in the business and has been with us for about nine months in his current role. Mark has worked across every aspect of extended care and has grown up in this business. He understands it deeply, and the teams he leads have tremendous confidence in him.

Our newest leader over Enterprise, which includes health systems, federal government and some of our largest strategic accounts, is Deborah Haywood. She has been with us for 18 years and came from the healthcare space. She has led our government team and played a major role in our COVID response, including the administration kits we provided.

She has also led health systems and is now leading our Enterprise team. Deborah is a highly respected leader both inside and outside the organization, known for building strong relationships, leading through complexity and delivering results for customers.

So, you take the strength we already have, add leaders who are new to their roles but not new to the business, and they are doing some really exciting things with their teams. rep



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Embracing Imperfect Happiness

Workplace well-being expert Kristel Bauer explains why chasing perfection can lead to burnout – and how embracing life's challenges can create more sustainable happiness and success.

By Pete Mercer

Listen to this article, scan the QR Code.

Would you consider yourself a happy person? Happiness can be elusive – there are a lot of factors that have an enormous impact on your happiness, especially when it comes to your work-life balance. When you begin to focus more on what you feel like success should look like, it's easy to neglect the things that bring real joy and balance to your life.

Repertoire Magazine spoke to Kristel Bauer, keynote speaker, workplace performance and well-being expert, award-winning author, and host of the Live Greatly podcast, about the importance of finding happiness at work. Bauer's book, "Work-Life Tango: Finding Happiness, Harmony and Peak Performance Wherever You Work", looks at what it takes to build a better work-life balance.

Defining happiness

Before entering media, Bauer worked in healthcare as a physician assistant and then later as an integrative medicine fellow. While she was practicing in an integrative psychiatry practice, she came across many individuals who were struggling with stress, burnout, and a sense of disconnection in their work and personal lives.

She said, "One pattern I noticed repeatedly was that many people had unintentionally started sacrificing the very things that contributed the most to their happiness and fulfillment while pursuing their version of success. They had become disconnected from what truly energized and inspired them."

From that experience, she wanted to explore the science and strategies behind happiness, resilience, well-being, and maintaining a sustainable high performance. This inspired her to launch the podcast Live Greatly to begin sharing these conversations and insights with a wider audience, which also led to the opportunity to give a

TEDx Talk about how individuals and organizations can rethink what it means to be alive.

Bauer's own definition of happiness has evolved over the years, shifting from achievements and milestones to something that's much more personal. "Today, I see happiness as something much deeper: living and working in alignment with what matters most to you, finding meaning and purpose in everyday moments, cultivating high-quality relationships, and developing the resilience to navigate life's inevitable challenges with intention and perspective."

What is 'imperfect happiness'?

One thing that Bauer has observed over the years is that many people unintentionally make happiness conditional, only when we achieve that next goal or hit that next milestone. We put off any sense of satisfaction or contentment in the present, opting to look towards a future we might never get to.

This mindset is challenging because it makes happiness a goal in and of itself, instead of something that is accessible to experience now. Bauer argues that waiting for everything to be perfect before allowing ourselves to experience happiness is a "losing strategy."

She developed an idea called "imperfect happy" which is one of her primary keynote topics. "The concept of 'imperfect happiness' grew out of my realization that life and work are inherently imperfect," Bauer said. "There will always be challenges, setbacks, uncertainty and difficult emotions. Waiting for everything to be perfect before allowing ourselves to experience happiness is a losing strategy."

In these sessions, she talks about how we can work with the present moment, instead of constantly fighting against it. If we allow ourselves to create more high-quality moments in our daily lives and let go of the idea that everything has to be perfect for any measure of fulfillment, we'll be able to establish a better sense of happiness in our lives.

"Imperfect happiness isn't about setting or lowering our standards; it's about embracing a deeper, more sustainable form of happiness that can exist even during life's messier seasons."

Separating contentment from complacency

One of the consequences of making happiness conditional is that it confuses us into thinking that achievements create lasting happiness. While achieving goals certainly helps to bring excitement, satisfaction and a sense of accomplishment, these feelings aren't built to last.

"A deeper and more sustainable level of happiness comes from living and working in alignment with your values, purpose and the things that genuinely matter to you. It comes from the quality of your relationships, the meaning you find in your work, and how you choose to spend your time day to day."

Bauer argues that it's essential to distinguish contentment from complacency. Complacency marks a lack of intentional growth and overall disengagement, while contentment shows that you have learned to appreciate where you are while still pursuing what you want.

She said, "I often find that people who experience the greatest sense of fulfillment are those who can simultaneously appreciate the present moment while continuing to pursue meaningful goals. When you develop a mindset that supports and encourages you, rather than constantly criticizing you, you create a stronger sense of inner balance and purpose that can sustain you through both successes and setbacks."

The truth about resilience

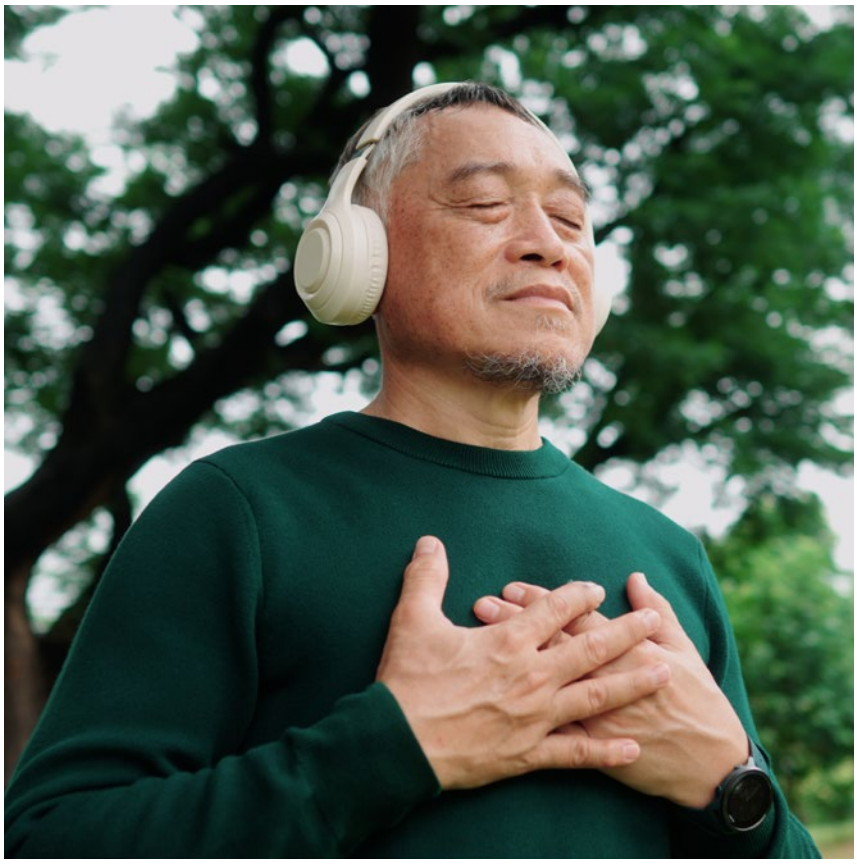
Resilience is a hot button topic that's easily misunderstood. It's not about being perfect, avoiding setbacks, or pushing through difficult experiences, Bauer said. Rather, resilience is about how we react to any of these challenges we might face each day.

When we continue to push through these challenges without processing what we are experiencing, that can contribute to our sense of burnout. That recovery process from these challenges is an integral part of resilience, Bauer argues. "It's about allowing yourself to experience emotions, process what happened, extracting any lessons, and then moving forward with greater wisdom and perspective while staying focused on what matters most."

For some, the actual pursuit of happiness can become a significant source of stress and burnout. If you spend a lot of time focusing on formulating your self-care routine, you can forget to actually take care of yourself. Eventually, the routine itself can become its own problem, which is something Bauer experienced firsthand. Wellness should never feel overwhelming, only supportive and restorative.

"Research has shown that aggressively chasing happiness can sometimes have the opposite effect. That's one reason Bauer embraces the concept of 'finding your imperfect happy'. It means not expecting yourself – or your happiness – to be perfect. "Life includes joy, sadness, disappointment, excitement and everything in between," she said. "The goal is to cultivate a deeper sense of meaning, purpose, and balance that helps carry you through all of life's experiences while allowing you to live and work with greater intention."

Even something as simple as starting your day 'phone-free' can have an enormous impact on one's happiness.



Pushing through rejection

Sales reps must get used to hearing the word "no". It's hardly ever a personal reflection of the rep, but it can sting on a personal level. Those setbacks can add to that overall feeling of pressure, but it doesn't have to dominate everything – you can develop a better mindset and healthier habits to navigate those moments more effectively.

It starts with building a healthy relationship with yourself. Bauer said, "During stressful times, we tend to fall back on the habits and patterns we've built beforehand. That's why prioritizing foundational areas such as sleep, movement, nutrition, recovery and stress management is so important. These aren't luxuries; they're performance strategies."

There are plenty of habits that can help prevent burnout. Taking regular breaks throughout the day, even if they are only two to three minutes long,



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can help to regulate stress and improve cognitive performance. Movement is key – we aren't meant to sit for long periods of time, so it's important to move your body and get a quick change of scenery to promote optimal physical and mental health.

Even something as simple as starting your day 'phone-free' can have an enormous impact on one's happiness. Most of us wake up and immediately begin our days by checking our notifications, reading emails and scrolling on social media. If you instead take 10 to 20 minutes for yourself before engaging with the digital world, it can have an immensely positive influence on your day.

"Use that time to reflect, move your body, set intentions, or reconnect with what matters most to you," Bauer said. "How we begin our day often shapes how we respond to stress and show up for ourselves and others throughout the day."

Hope for the future

Even with all the stark differences between the older and younger generations colliding in the workplace right now, Bauer has hope that the younger generations are going to be on the right side of finding their imperfect happy.

She believes that younger generations have helped move important conversations about well-being and mental health into the mainstream workplace, which has played an incredibly valuable role in establishing boundaries around work and life. These young professionals place a much greater emphasis on flexibility, purpose, well-being, and work environments that support both professional performance and personal fulfillment.

"I think there's tremendous value in recognizing that we spend a significant portion of our lives at work. Because of that, work should ideally be a place that challenges us, supports us, and allows us to grow as individuals."

Part of this outlook on happiness and success has altered the way that younger generations are looking at success – it's no longer just tied to titles, compensation or status. People are wanting to grow, make meaningful contributions and enjoy the life that they work hard to build.

"I think there's tremendous value in recognizing that we spend a significant portion of our lives at work.

Which is what it all really comes down to. We only get one chance, one life. There will be plenty of missteps, mistakes and dead ends that we'll have to work ourselves out of, but it's what makes humans so unique. We're problem-solvers, and we get the chance to shift a mindset for future generations. Life is hard, and it's not going to get any easier. We might as well try to be happy while we're here. rep

Key Takeaways

- Happiness is not something to postpone until the next achievement or milestone; it comes from aligning daily life and work with personal values, purpose, and meaningful relationships.
- "Imperfect happiness" means accepting that challenges and setbacks are part of life while still creating moments of fulfillment, joy, and connection in the present.
- Resilience is not about avoiding difficulties but about processing challenges, learning from them, and developing healthier habits that support long-term well-being.
- Sales professionals can improve performance and reduce burnout by prioritizing foundational wellness practices, setting healthy boundaries, and redefining success beyond titles and accomplishments.

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Overcoming Workplace Anxiety

How to manage stress and persevere through workplace challenges.

By Jenna Hughes

Listen to this article, scan the QR Code.

We all face pressure in the workplace, and feeling stress at work on occasion is normal. However, when stress becomes persistent, irrational or overwhelming and starts to impair daily functioning, it can cause a major impact on performance.

"We live in a very complex, challenging business environment," said Dr. Jonathan Berent, a psychotherapist specializing in social anxiety disorders. "When it comes to productivity in the workplace, the primary symptom of anxiety that is of concern is avoidance."

Everyday workplace occurrences – including formal and informal public speaking, negotiating conflict with supervisors and coworkers, meeting deadlines, competition, burnout and more – may cause stress, leading individuals with anxiety to avoid specific situations entirely.



Dr. Berent, who has been working with social and performance anxieties in the clinical setting since 1978, said avoidance can quickly become an addiction, and the only way that an addiction can sustain itself is through enabling behavior.

To guide skilled professionals in conquering and overcoming their anxieties, Dr. Berent authored the books "Work Makes Me Nervous: Overcome Anxiety" and "Build the Confidence to Succeed and Beyond Shyness: How to Conquer Social Anxieties", which provide techniques for successfully managing workplace anxiety and using the power of adrenaline as an advantage.

"In high-stress workplace situations, what happens to an individual is that they are in pain – anxiety is interchangeable with pain," said Dr. Berent. "There is considerable anxiety when an individual starts avoiding these situations, the anxiety turns into fear and eventually a phobia, and that is where there can be a real backup productivity in the work environment."

Dr. Berent said that many people suffer from panic capacity, but those that are most at risk within a work setting are individuals who fear being noticeably nervous.

Physical symptoms of adrenaline spiking from being 'noticeably nervous' include sweating, trembling voice, voice freeze, blushing, a racing heart or an observable panic attack.

The fear of being noticeably nervous during workplace conversations, presentations, etc., leads to fear and ultimately avoidance behavior.

"When this happens, the most skilled and successful professionals are brought to their knees," said Dr. Berent. "Because visible nervousness creates fear of exposure or perceived weakness."

As technology and the use of artificial intelligence (AI) continue to shape the workplace, leaders are increasingly demanding perfection from the people that work for them. As a result, workplace anxiety and fear of perceived weakness is becoming increasingly prevalent, especially among younger generations of workers.

"More than ever, there's competition in the workplace, and technology is driving the competition," said Dr. Berent. "Technology is a tremendous enabler in terms of interactive avoidance, and forms of communication like texting has replaced talking; and this continued avoidance leads to addiction."

Conquering anxieties

The key to breaking free of addiction patterns and addressing workplace anxiety is not to eliminate it; but to harness anxiety instead as a powerful tool to drive focus and productivity.

"When workplace adrenaline continues to threaten performance, the key is to stop fighting it," said Dr. Berent.



"Significant performance anxiety is associated with complex trauma, but in real time, all you want to do is surf."

To guide patients in navigating workplace stressors, Dr. Berent developed a three-step method based on prospective paradoxical intention that he calls "Surfing," which encourages patients to acknowledge adrenaline rather than resist it, reinterpret adrenaline as useful energy and use controlled breathing techniques to move through stressful moments instead of fighting against them.

"Step one of the method is where the big misconception is – people hope that adrenaline and anxiety are not going to be there. They'll do whatever they can do to make believe it won't be there, but it will. Don't waste any time hoping it's not," said Dr. Berent. "Number two, which is the hardest, is accepting the adrenaline with the interpretation that it's your friend in power."

When a person is facing anxiety in real time, their internal critical script precedes the threat, said Dr. Berent. The solution to workplace anxiety lies in what he calls 'the paradox of adrenaline acceptance' – learning to stop treating adrenaline as the enemy.

That's where step three of Dr. Berent's method, and the metaphor of "surfing" comes into play.

"The surfer goes with the wave, the adrenaline is the wave, so if you choose to go with it, then you're in control," he said. "If you don't, then it creates panic. I teach people that this panic is not good, and to focus instead on adapting and embracing adrenaline, so, in real time during work, what the person wants to do is nothing more than focus on surfing."

People with an avoidant personality and performance anxiety are experts at avoiding.



Key Takeaways

- Workplace anxiety is increasing due to workplace expectations and competition; is driven by technology advancements and increasing workplace culture of perfection.
- It causes symptoms of being 'noticeably nervous' including sweating, trembling voice, voice freeze, blushing, a racing heart or an observable panic attack.
- Over time, workplace anxiety adds up to avoidance of workplace stressors and can develop into a phobia/addiction.
- It can be addressed by embracing the adrenaline associated with it and taking action now.

"When you do the real quality work, there's a certain amount of introspection into one's reservoir that needs to identify where does that negative association to adrenaline come up, and why," said Dr. Berent. "Significant performance anxiety is associated with complex trauma, but in real time, all you want to do is surf."

Many people may default to waiting until the last minute to get healthier because of embarrassment, resistance to change or stigma. "The last thing a perfectionist wants to do is to have others know they're not perfect," said Dr. Berent. "These types of leaders tend to avoid getting help until things are dire, such as when their job is on the line."

Over time, though, persistent avoidance adds up, preventing the necessary steps toward navigating anxiety and healing. Dr. Berent reminds professionals that a person's most valuable asset is not their house, education or money, but instead: their time.

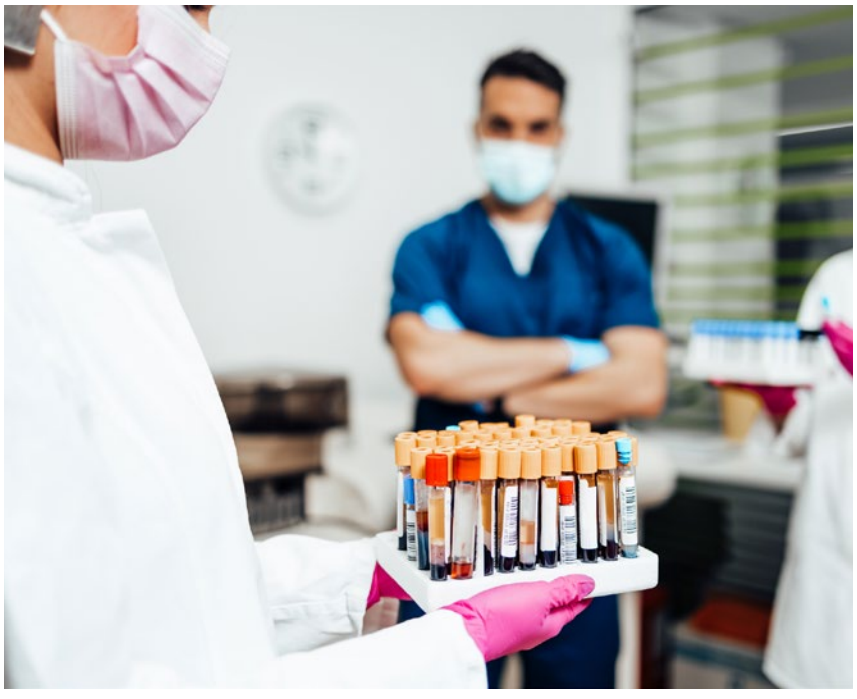
"You can borrow money; you can't borrow time. People with an avoidant personality and performance anxiety are experts at avoiding. But what happens is their problem accrues, it collects interest, like you're putting money in the bank, so the more you avoid, the more the problem gets worse," said Dr. Berent. "Our most valuable asset is time. So take action to address your anxiety now." rep

Addressing Workforce and Workflow Challenges in Hematology

As CBC testing volumes continue to rise, hematology laboratories are turning to automation, intelligent workflows and data-driven technologies.

Listen to this article, scan the QR Code.

Complete blood counts (CBCs) remain the most commonly ordered laboratory test worldwide – and demand continues to climb as chronic disease, cancer care and preventive testing expand. At the same time, hematology laboratories are navigating persistent staffing shortages caused by retirements, burnout, and a limited pipeline of new laboratory professionals. The result is a growing challenge: how can labs increase capacity without adding people or space?



Here are three trends shaping the future of hematology.

1 Rising demand is colliding with a shrinking workforce. Hematology labs are processing more samples than ever, yet many struggle to fill open positions. Workforce shortages have made it difficult to maintain turnaround times while managing increasingly complex patient cases. According to Siemens Healthineers, laboratory leaders are also contending with aging analyzer fleets, disconnected workflows and manual processes that slow productivity. Peripheral blood smear reviews, for example, consume a disproportionate amount of technologist time, making it even harder to keep pace as testing volumes increase.

For laboratory leaders, the challenge isn't simply processing more tests – it's ensuring consistent, high-quality results despite limited staffing resources.

2 Doing more with less requires smarter workflows. When laboratory leaders talk about "doing more with less," they're describing the need to process more samples with the same – or even fewer – staff while maintaining quality and controlling costs. That means reducing hands-on work, improving workflow consistency, and eliminating unnecessary complexity so technologists can focus on higher-value tasks.

Today's hematology analyzers do far more than count cells. Advanced automation, intelligent reflex testing, and rules-based algorithms can identify routine samples, prioritize abnormal results for review, and reduce unnecessary manual intervention. By automating repetitive tasks, laboratories allow skilled staff to focus on the cases that require clinical expertise. Scalable automation also gives laboratories flexibility as testing volumes fluctuate, helping improve productivity without expanding laboratory footprint or significantly increasing staffing levels.

3 Laboratory leaders are measuring more than speed. While turnaround time remains a critical performance metric, today's laboratory leaders are taking a broader view of operational success. Productivity, staffing efficiency, workflow consistency, result quality, and long-term scalability all factor into purchasing and operational decisions.

Modern hematology solutions increasingly combine advanced analytics with integrated laboratory information systems to provide greater visibility into workflow, instrument performance, and sample status. Intelligent data processing helps standardize decision-making, minimize variation between reviewers, and support faster, more consistent reporting. Digital morphology and enhanced image analysis also make collaboration easier, reducing dependence on manual microscope workflows for complex cases.



Intelligent data processing helps standardize decision-making, minimize variation between reviewers, and support faster, more consistent reporting.

As laboratories continue to balance growing workloads with limited personnel, many are looking for automation-ready systems that can support future growth. Siemens Healthineers says its Atellica HEMA 580 Analyzer was designed with these priorities in mind, combining advanced hematology capabilities, workflow simplicity, and automation-ready integration to help laboratories improve efficiency while maintaining confidence in clinical results.

The bottom line

For distributor sales representatives, understanding these workforce and workflow pressures creates opportunities for more meaningful customer conversations. Laboratories are looking beyond instrument performance alone and seeking solutions that improve efficiency, reduce manual workload, support staff retention, and help maintain high-quality patient care. As hematology testing volumes continue to rise, technologies that help laboratories do more with existing resources will become an increasingly important part of the conversation. rep

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Stop Fighting Stress. Start Optimizing It.

Neuroscientist Dr. Heidi Hanna explains why stress isn't something to eliminate – it's a source of energy that, when managed effectively, can improve resilience, performance and long-term success.

Listen to this article, scan the QR Code.

For years, stress has been treated as something to avoid, eliminate or simply endure in both our personal and professional lives. But according to neuroscientist and performance strategist Dr. Heidi Hanna, that mindset may be holding people back. Instead of focusing on stress elimination, Dr. Hanna advocates for "stress optimization" – learning how to recognize stress, work with it and use its energy to improve performance and well-being.

That philosophy grew out of both personal experience and years of research. "From a very early age, I believed stress was the enemy," Dr. Hanna said. After doctors linked many of her physical ailments to stress, she became determined to understand it rather than fear it. Her research eventually led her to a different conclusion: "The danger of stress lies in letting it be pushed away or pushed down."

Dr. Hanna often compares stress to the waves of the ocean. "The waves will come," she said. "If we push against them, they will exhaust us. But if we can see them as energy to propel us in a better direction, our entire nervous system and problem-solving ability is more effective."

In the following interview with *Repertoire Magazine*, Dr. Hanna discusses why stress is unavoidable, how the brain is designed to respond to it, and how shifting our perspective can help us build resilience, sustain energy and perform at our best.

Repertoire: **What is the biggest misconception people have about stress today?**

Dr. Hanna: I think, as we understand more about the negative consequences of stress, it has become the enemy. However, most people don't really unpack stress to understand what it's trying to tell them.

The most important thing we can do is use stress as information and energy to facilitate change. When we see it as something external we are fighting against, the consequences become worse because now we feel helpless in the battle. I think the biggest misconception is that stress is either good or bad because good stress can sometimes lead to bad outcomes, and bad stress often leads to good outcomes. We need to think about it more as the relationship we have with the circumstances of our lives.

If we take breaks to recharge, we can optimize our energy and then bring our best selves to the time that we do have.

Repertoire: **Why do you think so many high performers are simultaneously successful and exhausted?**

Dr. Hanna: Most high performers thrive in stressful situations. Then they receive rewards, either internally or externally, for overcoming challenges. Although this is positive, it can lead to an addictive relationship with stress where it becomes almost impossible to relax. Then we create a story that there is not enough time to get it all done or that we will rest on vacation or in retirement.

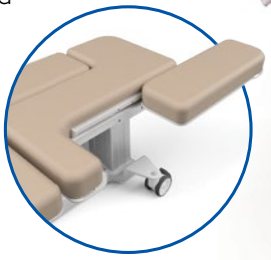
It's not about the rest at the end of the race, as we consider life more of a marathon with a short series of sprints. In between those sprints, if we are to be truly successful and sustainable, we need adequate recovery.

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Repertoire: **From a neuroscience perspective, what's happening in the brain when stress becomes productive versus destructive?**

Dr. Hanna: The biggest factors are our energy capacity and our mindset. Both are equally important. We can have a positive mindset but be physically drained, and the brain still perceives this as a lack of capacity and will compromise our ability to function.



Key Takeaways

- **Stress isn't the enemy:** Productive performance begins when you stop trying to eliminate stress and instead use it as information and energy to drive positive change.
- **Recovery fuels resilience:** High performers avoid burnout by pairing periods of intense effort with intentional recovery through sleep, movement, nutrition and meaningful breaks.
- **Energy beats time:** While everyone has the same 24 hours, managing your physical and mental energy determines how effectively you use that time.
- **Mindset and support matter:** Sustained success comes from maintaining a realistic optimism, focusing on what you can control, and building strong personal and professional support systems.

On the other hand, we can have plenty of energy but perceive obstacles as out of our control or uncertain, which triggers the same survival-based mechanisms in the brain and body. Even when things are out of our control, if we can find one element where we do have the ability to make a positive impact, the brain moves more toward an approach versus avoid network.

Repertoire: **Why is managing energy often more important than managing time?**

Dr. Hanna: Time management is definitely important. But it is a limited resource, with all of us having only 24 hours in a day. Energy, on the other hand, is replenishable.

We know the human system functions best in a series of sprints rather than a flat line. If we take breaks to recharge, we can optimize our energy and then bring our best selves to the time that we do have. If you look around today, you will notice a lot of people spending their time without focused, positive energy. It's when energy and time align that we are fully engaged and able to be our best.

Repertoire: **What separates people who sustain high performance for decades from people who burn out early?**

Dr. Hanna: Again, we need to look at energy capacity as well as mindset. The most successful

performers who are able to sustain long careers are those who take care of their bodies with adequate exercise, nutrition, and sleep.

They also are able to stay realistically optimistic, especially during challenges. This doesn't mean they ignore what could be negative, but they know they have the ability, resources, and social support to get through challenges and become stronger as a result.

Repertoire: **What are some simple steps to better manage their energy?**

Dr. Hanna: First, make sure your personal battery is recharged regularly through adequate sleep, nutrition, and movement.

Another key element that is often missed is social support. Not just having people around, but having the belief that you are connected with people who matter to you. This can be family, coworkers, community and/or spiritual practice.

Then, create a recharge plan and toolkit where you are consistently investing energy back into yourself on a regular basis.

Dr. Heidi Hanna is a neuroscientist, performance strategist and New York Times bestselling author who specializes in brain-based stress mastery, resilience and energy management. As Chief Energy Officer of Synergy Brain Fitness, she helps individuals and organizations improve performance by optimizing their relationship with stress rather than trying to eliminate it. A Fellow and Advisory Board Member of the American Institute of Stress, Hanna has worked with organizations including Google, Microsoft, Starbucks, the NFL and the PGA Tour, and is the author of several books, including The Sharp Solution, Stressaholic and Recharge. For more, visit heidihanna.com.

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Your Best Prospect Is Already Buying From You

Before you chase another cold account, find out how much of your best one you actually own.

By Brian Sullivan, CSP

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Last spring I spent a day riding with a rep named Dale. Fifteen years in, he knew everybody – the kind of guy who gets waved past the front desk without breaking stride.

He told me about his best account, a multi-site clinic group he'd had for eight years. I asked what the group spent annually across all the categories he sells. He guessed. Then I asked what he sold them last year. That number he knew cold, down to the dollar.

The two numbers weren't close.

That's when I said something I've repeated ever since: You won some business. That doesn't mean you won the account.

The competitor inside "your" account

A clinic may buy exam gloves from you and wound care from somebody else. A surgery center may use your disposables while another company owns the equipment business. In a hospital system, you may have a fantastic relationship in one department while a competitor three floors away is quietly building a much bigger one. That doesn't make the account disloyal. It means you never owned the whole account in the first place.

And this is where longtime relationships can actually work against salespeople. Once we feel secure, we stop looking. We know our contact, know the ordering pattern, know when they like to meet, and eventually we start confusing familiarity with market share. Meanwhile, somebody else is prospecting the customer you think you already won. That should bother you.

Find out what you don't own

Here's the exercise I want every rep to do this month. Take your 10 best accounts and make two lists. On the left, write everything they currently buy from you. On the right,

write everything they could buy from you. Don't guess. Pull the numbers, look at your product categories, talk with the specialists inside your own company. Then look at the empty space.

That's your white space, and in some accounts it may be bigger than the business you already have.

Now start learning who owns it. Which competitors are in there? Which departments make those decisions? Where are contracts involved? Where has nobody from your company ever built a relationship? Where are you assuming the customer is happy because nobody has told you otherwise?

You don't need 14 brochures and a product dump. Pick one piece of white space worth pursuing and learn enough about it to earn the conversation.

You already paid the admission price

Think about how hard you work to get five minutes with a cold prospect. Calls. Emails. Voicemails. LinkedIn. Maybe a drop-in if you can get through the door.

Brian Sullivan, CSP, is the founder of PRECISE Selling and author of PRECISE Selling: 20 Days to the Top. With 35 years of experience in healthcare and medical distribution sales, he delivers keynotes, bootcamps, and outsourced sales development for companies nationwide. Contact him at preciseselling.com.

Then think about your existing customer. They know your number, they recognize your face, and in many cases you've already proven that your company delivers. That access has value, yet plenty of reps spend it discussing last week's order and then leave.

I'm all for prospecting. You should absolutely keep opening new doors. But it makes very little sense to spend three hours trying to crack a cold account while ignoring six figures of realistic opportunity inside a building where they already know your name.

Someone else wants your share

The danger isn't simply that you're missing upside. It's that white space works both directions. Every product your customer buys from a competitor is an opportunity for you. Every product they buy from you is an opportunity for them.

The competitor doesn't look at your eight-year relationship and say, "Well, I guess Dale owns that account. Better leave it alone." They're looking for an opening. A service problem. A new decision-maker. A category you've taken for granted.

So stop measuring account strength by how long you've had the customer. Measure how deeply you know the business, how broadly you're connected, and how much of the available opportunity you've actually earned. Because "my account" can be one of the most dangerous phrases in sales. It makes something sound finished that never is.

Eight years of history doesn't automatically protect year nine.

Key Takeaways

- Knowing a customer for years doesn't mean you own the account.
- Identify the products, departments and opportunities competitors currently control.
- Use existing relationships to pursue untapped business before chasing cold prospects.
- Measure account strength by depth, breadth and share of opportunity – not tenure.

Keeping Care Moving

From managing disruptions to finding smarter ways to deliver critical products, these supply chain professionals help keep hospitals and clinics ready for whatever comes next.

Listen to this article, scan the QR Code.



Healthcare doesn't begin when a patient walks through the doors of a hospital or clinic. Long before a physician enters an exam room or a nurse prepares for a procedure, thousands of people are making sure the right products, equipment and supplies are where they need to be, when they need to be there.

They work behind the scenes – negotiating contracts, managing inventory, solving transportation challenges, preparing for disruptions and finding new ways to make healthcare more efficient and resilient. Their decisions may never make headlines, but they can make the difference between a smooth day and a major disruption.

And when the system works, their work can be easy to overlook.

That's what makes their contributions worth recognizing.

In the following stories, we'll introduce you to some of the people helping keep healthcare moving. They represent different roles, organizations and experiences, but they share a common commitment: making sure the people delivering care have what they need to do their jobs.



Cardinal Health's Kelly Peterson: Finding Purpose Behind Every Shipment

By Pete Mercer



"Behind every shipment is a patient, a family, and a healthcare provider depending on us."

Kelly Peterson is the Director of Operations for Cardinal Health's medical products distribution center in Dixon, California, where she and her team are responsible for receiving, storing, and shipping medical products to more than 160 hospitals and healthcare facilities across northern California.

Peterson has worked in healthcare distribution for 12 years now. She said, "Supply chain may operate behind the scenes, but the work we do helps ensure patients have access to the medical products and supplies vital to their care. It gives me and our broader team a true sense of purpose knowing a patient is counting on us every day."

Seeing a direct impact

It's one thing to see how your work is impacting patients, but it's completely different to have that firsthand experience yourself. In 2017, Peterson was in the hospital preparing to welcome her first son into the world. As she looked around, she realized that Cardinal Health products were stocked throughout the room.

"For years, I had talked with my teams about how our work affects patients, but at that moment, it became very personal. The products that moved through our distribution centers were now supporting my own care during one of the most important moments of my life."

This moment reinforced that what she does at Cardinal Health is so much more than simply moving inventory from one space to another. Peterson said, "Behind every shipment is a patient, a family, and a healthcare provider depending on us."

It starts with people

As for why she's passionate about her work, Peterson said, "It always starts with people. I'm passionate about creating an environment where people feel valued, supported and connected to our mission." Peterson leads a team of more than 300 people who come to work every day knowing that their efforts help support patient care.

She works to create a space where her employees feel respected and excited to come to work, knowing that she and her team are there to support and serve their own community's healthcare needs. While every day might look different in healthcare supply chain, she wants to ensure that her team has everything they need to effectively service healthcare providers.

"When employees enjoy coming to work and understand the impact they have on healthcare, it creates a stronger team and better outcomes for our customers. Seeing our people succeed is one of the most rewarding parts of my job."



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"I'm most proud of the opportunities I've had to lead and develop team members throughout my career."

Cardinal Health's Melani Provost: Leading From Experience

By Pete Mercer

Melani Provost is the Director of 3PL services for Cardinal Health's Global Medical Products and Distribution business. Her team provides logistics, warehousing and distribution services for healthcare product manufacturers, helping them get products to the providers they support.

Provost has worked in the healthcare industry for almost 10 years. She says it gives her a greater sense of purpose, knowing that the products that her team at Cardinal Health help to move through the supply chain ultimately support healthcare providers and their patients.

Making a difference in the lives of others

That opportunity to make a difference in the lives of others is what motivates Provost to bring her energy and focus to work every day. She said, "I'm passionate about the work I do because it makes a difference and helps to improve the lives of people every day. Our team helps to ensure that critical healthcare products are available to support positive patient outcomes, which is something I take very seriously."

For example, there was an urgent request early in her career at Cardinal Health from a hospital in Arkansas that had run out of neonatal needles and needed them immediately. Her team mobilized quickly to release and fulfill the order, making sure that it was shipped out in time for next-day delivery. That next day, the customer service team let Provost and her team know that their swift action had 'saved the babies' at the hospital.

"That moment stayed with me as a key reminder that our work goes beyond moving products. Every order represents patients and families that depend on us. It also reinforced the importance of helping our frontline teams understand the impact of their work. When people can see the connection between their daily responsibilities and patient care, it creates a much deeper sense of purpose. It also reinforced the importance of helping our frontline teams understand the impact of their work."

A career to be proud of

From her 10-year career in healthcare, Provost has found that those who stay focused on solutions, work well with others, and continuously look for ways to improve the customer experience are most effective.

She's even had the opportunity to train and develop her team over the years. "I'm most proud of the opportunities I've had to lead and develop team members throughout my career. I've had the privilege of watching team members grow into supervisors, managers, and other leadership roles, both within Cardinal Health and beyond."

CME Corp.'s Benjamin Stanley: Delivering More Than Equipment

By Pete Mercer



Benjamin Stanley is a lead installer at CME, where he coordinates the delivery and installation of medical equipment for their customers. For 17 years, Stanley has worked with CME to ensure that the equipment is installed correctly and efficiently, ensuring that his customers have everything that they need to provide better care outcomes for their patients.

Driven by work ethic

Most people who work in healthcare, whether they're on the frontline with patients or behind the scenes in supply chain, have had firsthand experience with navigating challenges. It's almost a rite of passage in this industry.

Stanley is driven by a strong work ethic, a deep sense of purpose, and an unshakeable responsibility to new and long-standing customers. He said, "Consistency and a job well done is rewarding, even on the most challenging days."

Part of that work ethic is what has made him such a successful member of the team at CME. Over the years that he's worked as an installer, he attributes his punctuality, respect for others, attention to detail, flexibility, good decision-making, and his ability to be a team player to his success in the industry.

The impact of helping others

One of the most valuable aspects of working in healthcare is the opportunity to get a different perspective of all the components that have to line up to provide excellent care for the patients that need it. "Being a part of helping people through their healthcare issues and building relationships with long-standing custoemrs are some of the things that make me most proud to work at CME."

"Consistency and a job well done is rewarding, even on the most challenging days."

Stanley had the rare opportunity to see the fruits of his labor impacting members of his family. He helped to set up a new infusion area for chemotherapy in Boston, which his brother-in-law later visited for a chemo treatment.

He said, "While I was sitting with him for a visit, I looked around and realized the suite had been set up by CME. It made me feel proud that I had a hand in helping out people in need of healthcare."

More recently, Stanley has had the privilege of working with his sons, Ben and Nick, who work as DTS installers at CME. Stanley said, "Working with my sons is an incredible privilege for me. The opportunity to spend time with them and work together to improve patient care is one that I will never take for granted."



"Rather than focusing on obstacles, I try to focus on solutions."

CME Corp.'s Carlos Llamas: Witnessing the Impact

By Pete Mercer

Carlos Llamas is a Manager of DTS/special services for CME, based in Anaheim, California. He oversees DTS operations and special projects throughout the western region, including Alaska and Hawaii.

Llamas was drawn to healthcare because he believes that helping others is his life's calling. He initially wanted to be a firefighter, but after literally not being able to stand the heat, he pursued a career as an EMT. From there, he developed a deeper appreciation for the impact that healthcare professionals have on people's lives. "Although my career path, ultimately led me to CME, I still get to fulfill that same passion for helping others," he said.

A passion for his work

As a father of two, the thing that impassions Llamas the most is seeing how CME's work makes a difference in the lives of sick children. He said, "The medical equipment we deliver and install helps healthcare professionals provide the best possible care to patients, families, and caregivers. Whether it's supporting a hospital expansion, opening a new clinic, or equipping a specialized treatment center, I take pride in knowing our work helps create spaces where people can heal and receive the care they need."

Another motivation for Llamas is seeing a project evolve from the initial planning stages to its successful completion. He said that it was especially meaningful walking through these facilities after the equipment installation and seeing patients, families and healthcare professionals using the rooms they helped build. "It reminded me that we aren't just delivering beds, cabinets, workstations or medical equipment – we're helping create environments where people receive life-saving care."

Leading with a positive attitude

For Llamas, a positive attitude is the most important attribute for success. In healthcare, it's almost a given that you will face challenges at some point. Your response to those challenges is what makes the difference.

He enjoys working with people to solve problems, because that's what leads to improvement. Eric Robinson, EVP, Operations for CME, gave him some advice that has resonated with him – if you don't bring a solution to the problem, then it sounds more like complaining.

"Rather than focusing on obstacles, I try to focus on solutions," Llamas said. "When people trust one another, communicate openly and work towards the same goal, projects run more smoothly, relationships become stronger, and those relationships often lead to future opportunities."

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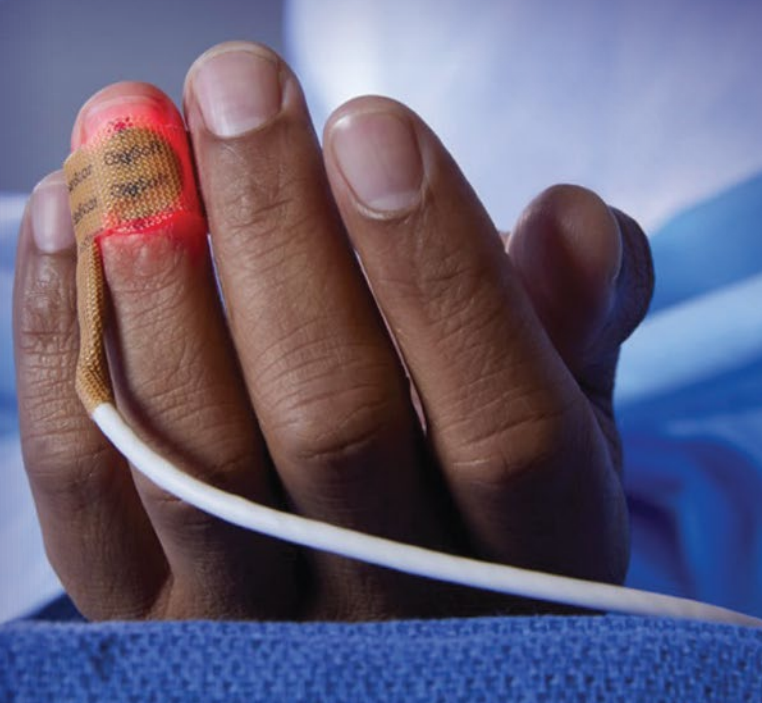
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‡The study enrolled 146 healthy subjects and examined the Nellcor™ N-595 and Masimo Radical-7™* pulse oximeters. The study enrolled 146 healthy subjects in the 92%-96% saturation range and examined the Nellcor N-595 and the Massimo Radical 7 pulse oximeters

1 Gudelunas MK, Lipnick M, Hendrickson C, et al. Low Perfusion and Missed Diagnosis of Hypoxemia by Pulse Oximetry in Darkly Pigmented Skin: A Prospective Study. Anesth Analg. 2024;138(3):552-561. doi:10.1213/ANE.0000000000006755.

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Concordance Healthcare Solutions' Jamie Rucker: A Focus on Responsibility

By Jenna Hughes



"We are all a team, and we need to function as one, which means stepping up to tasks like these daily."

Jamie Rucker began his journey in healthcare operations in May 2005, accepting a position at Seneca Medical as a receiving clerk. During the early years of his career, he took every opportunity he could to learn about each of the positions in the warehouse.

"When I started, I helped with everything from inventory doing counts and adjustments to researching discrepancies," said Rucker. "I also traveled to other facilities to help train individuals on protocol and procedures and help set up new warehouses. These skills gave me the opportunity to relocate and advance at the Company."

Rucker now works as Operations Manager for Concordance Healthcare Solutions in their Mocksville, North Carolina warehouse. As a leader, he believes in never asking his employees to do something that he himself would not do.

"When employees see the Operations Manager cleaning bathrooms, it not only shows my commitment but also gets employees engaged to also step up to these tasks," said Rucker. "We are all a team, and we need to function as one, which means stepping up to tasks like these daily."

For Rucker and his team, a focus on responsibility within the warehouse translates to exceptional customer interactions and commitment outside of it.

"About two years ago, we had an issue with products being delivered to the wrong locations, so I changed my schedule to work with second shift to fully understand it, spending three days with the customer to address their concerns," said Rucker. "I found that the issue was caused by labels being put on the wrong totes. Within two hours, I had found a solution and then I stayed with the customer to ensure the issue was fixed."

Rucker says that transparency with coworkers and customers is always best practice – admitting failures and improving them.

"None of us are perfect, and mistakes happen. Learning from them only makes us better and stronger," said Rucker. "Failure happens, but if you clearly communicate with the customer and your staff there is more understanding; communication is a key part of doing everything possible to service our customers."

For Rucker, the true impact of his role at Concordance Healthcare became deeply personal for him during the early days of the COVID-19 pandemic.

"During the pandemic, I was helping deliver medical supplies to the hospital floors and saw the patients that were on ventilators, and due to quarantine procedures, were all alone and dying," said Rucker. "This was the moment I realized what our service commitments meant not only to the patients but their families."

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"I begin each day by reviewing how our facilities performed the day before and then looking for opportunities to improve efficiency, capacity or accuracy."

Henry Schein's Bentley Hudson: Collaboration is What Drives the Industry

By Jenna Hughes

Behind every smooth-running supply chain is a strong, dedicated team working behind the scenes to get essential products to patients.

As Director of Strategic Analytics and Process Improvement at Henry Schein, Bentley Hudson is well-versed in the collaboration that drives the industry, leading a team within North American supply chain that oversees the company's regional distribution network.

"This includes five U.S. distribution centers spanning over 2 million square feet. I manage direct operations for our three Canadian facilities and have helped provide strategic oversight for distribution teams in the United Kingdom (England and Scotland), Australia, Germany and Italy," said Hudson. "This global portfolio is part of a broader Company network encompassing 55 distribution and manufacturing centers worldwide."

Hudson's job is to take the large, complex medical distribution network and make it easier to measure, understand and improve. For him, a typical day on the job starts with analyzing data.

"I begin each day by reviewing how our facilities performed the day before and then looking for opportunities to improve efficiency, capacity or accuracy," said Hudson. "From there, I work with my team and distribution center leaders to solve operational challenges and identify which initiatives to prioritize and what it will take to drive them forward."

Hudson's passion for structuring data began long before his career in distribution. From the time he was 7 years old, every morning he would collect the daily newspaper to record the previous day's Major League Baseball scores by hand.

"I wrote box scores and stats into a spiral notebook," said Hudson. "It was manual data entry, and I loved it."

To this day, he says the process of organizing data is still the part of his work in healthcare operations that draws him in.

"A lot of waste in a distribution center is hard to see. It hides inside a number that looks right, or inside a process people have stopped questioning because it has always been done that way," said Hudson. "I like finding those issues, proving them with data and then helping the team improve the process because of it."

His goal remains the same every day: to find where the operation is working harder than it should be and fix the process, so his team can spend more time on the work that matters – ensuring healthcare professionals receive the products they need to care for their patients.

"A missed scan or a bad record is not just a data problem," said Hudson. "Somewhere downstream, it can affect a patient. Recognizing this has changed how I think about accuracy in everything we do."

Henry Schein's Kirsten Zeman: Leading Through Change

By Jenna Hughes

For Kirsten Zeman, Senior Manager of Inventory Management and Profit at Henry Schein, no two days are exactly alike. "My typical day includes collaboration with our internal teams, suppliers, distribution centers and sales teams to address supply challenges and identify opportunities to better serve our customers."

Zeman leads a team responsible for demand forecasting, supply planning, supplier relationships, inventory strategies, improving processes and product availability across tens of thousands of stock-keeping units (SKUs).

"In my role, I make sure that the right products are available at the right distribution center at the right time," said Zeman. "Knowing that healthcare providers rely on us to have the products they need is incredibly motivating."

Zeman's drive within the workplace is also drawn from life experience – as a caregiver for her husband at home, she said she has learned a lot about the importance of advocacy and resilience.

"My experiences keep me grounded and reinforce the importance of empathy and making a positive impact – both within Henry Schein and in the communities we serve," said Zeman. "Whether it's securing critical products during a shortage, launching new items or improving supply chain efficiency, our work makes a difference every day."



"Whether it's securing critical products during a shortage, launching new items or improving supply chain efficiency, our work makes a difference every day."

Zeman also draws on her background in the retail and manufacturing industries, which gave her a strong foundation in her current role for navigating complex supply chain challenges. "These experiences taught me how to adapt, solve problems and lead through change, all of which have been invaluable to help us support our customers and deliver reliable service in an increasingly complex healthcare environment."

The COVID-19 pandemic was a defining moment for Zeman and her team, highlighting that the ability to remain calm under pressure is critical in a constantly changing healthcare environment.

"You learn very quickly in this career to expect the unexpected," said Zeman. "Seeing the importance of every mask, glove, syringe, and piece of protective equipment reinforced how directly supply chain impacts patient care. It was a powerful reminder that behind every product is a patient, provider or caregiver depending on us to do our jobs well."

She says that ongoing success in the fast-paced healthcare supply chain industry requires strong problem-solving skills, adaptability, communication and collaboration; and she's been consistently motivated by these qualities within her team.

"I am motivated each day by my team. Seeing their dedication, resilience and willingness to work together inspires me to keep pushing forward and find solutions, even when the path isn't immediately clear," said Zeman. "Staying informed and prepared helps us respond quickly and continue supporting our customers."

IMCO's Kimberly Shamblin: Supporting Independent Distributors

By Jenna Hughes



"Every day brings a new challenge, which is one of the things I enjoy most about my role."

What initially drew Kimberly Shamblin into the healthcare field was the opportunity to work in an industry that makes a difference. Following this passion, she started her professional journey in an administrative role at IMCO Inc., which evolved over the course of 20 years into opportunities in marketing and eventually contract management.

Shamblin, now Contracts Manager at IMCO, says she is proud of the relationships she's built over the years, and of how she's continued to grow professionally throughout her career.

"Starting in an administrative position and advancing into contract management has given me a broad perspective on our industry and allowed me to contribute in meaningful ways to IMCO's success," she said. "Many of the vendor and distributor partners I've worked with have become trusted colleagues and friends."

Shamblin's current role entails overseeing the company's vendor contract portfolio, including GPO agreements, distributor rebate programs and vendor pricing updates. She also maintains the vendor database and serves as a resource for members and vendor partners. "Every day brings a new challenge, which is one of the things I enjoy most about my role."

Shamblin said that the ability to solve problems and develop trusted relationships with IMCO's vendors and members also provides a great sense of purpose in her role.

"I love finding ways to simplify complex information and help our distributors maximize the value of IMCO's resources and partnerships," said Shamblin. "I'm also passionate about supporting independent distributors. They play a critical role in serving healthcare facilities across the country, and it's rewarding to know that my work helps strengthen their ability to compete and grow."

Shamblin similarly considers herself fortunate to work with her team at IMCO. "The years of experience and breadth of knowledge on our team are invaluable. We support one another, share ideas and work through challenges together, which makes even the busiest days rewarding."

Although she does not provide direct patient care, Shamblin said that her personal impact on healthcare has been something she's come to appreciate over time.

"Whether it's helping secure competitive pricing, ensuring distributors have access to important contracts, or communicating critical product updates, I know those efforts ultimately help healthcare providers obtain the supplies they need to care for patients," said Shamblin. "While my role is behind the scenes, every improvement we make in the supply chain helps support the people delivering care on the front lines."



"Whether it's our truckload carriers, LTL providers, or parcel shipping partners, they all play an important role in the supply chain."

NDC's Mike Bauer: Working With Purpose and Responsibility

By Pete Mercer

Mike Bauer has spent the last four years of his career as the Director of Global Transportation for NDC, where he oversees transportation activities to make sure that freight is moving efficiently for the customer.

Bauer was drawn to the industry over 30 years ago by the great significance of the end product to the patients. He said, "Unlike many other industries, the products moving through the healthcare supply chain are essential to patient care. That adds a greater sense of purpose and responsibility to the work."

Building relationships that last

The most valuable part of Bauer's job is the relationships that he's able to build with NDC's transportation partners. His team at NDC has been able to build strong partnerships with a core group of trusted carriers, and he said that he takes pride in working closely with them to ensure that they share the same values as NDC.

"Our carriers are an extension of NDC and a critical part of delivering healthcare products to the customers who depend on them. Whether it's our truckload carriers, LTL providers, or parcel shipping partners, they all play an important role in the supply chain."

The impact his team has on the lives of patients is not lost on him – it's what makes the work so rewarding, knowing that people are receiving the care that they need through NDCs products. "When someone is in a hospital, the last thing they should have to worry about is whether the products they need will be available. That's why I take great pride in the role our team plays in the supply chain."

What it takes to thrive

To thrive in this industry, you need to be flexible to adapt to any quick changes. He said, "Flexibility is essential because no two days are ever the same. Whether it's a weather disruption, a carrier issue, or a special customer request, you have to be able to adapt quickly and find solutions."

Every day brings new challenges, and Bauer's team is working to ensure that every day is built for success. His team had to navigate some harsh weather last winter, requiring quick decision-making and close coordination with all of their partners to minimize any impact on customers.

"What motivates me is the opportunity to work through those challenges and find solutions that ensure healthcare products reach their destination safely and on time. Knowing the importance of what we deliver makes overcoming those obstacles especially rewarding."

Beyond Reproductive Care: Rethinking Women's Health

Experts discuss trending priorities within women's health.

By Jenna Hughes

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As research and understanding of women's health continues to advance, providers are taking a closer look at female health across the lifespan. Each life stage for women – especially the menopause transition – can influence long-term health outcomes, such as lifelong reproductive health, cardiovascular risk and healthy aging.

Historically, however, menopause treatment has remained a significant gap in women's healthcare because of ongoing stigma, provider training gaps and lack of research.



"Many healthcare professionals receive limited or no formal training in menopause management, which can leave patients without consistent guidance grounded in the latest research," said Dr. Chrisandra Shufelt, Professor and Chair, Division of General Internal Medicine & Associate Director, Women's Health Research Center at Mayo Clinic. "Widespread misinformation, particularly around hormone therapy, can add to the confusion. That makes clinician education and clear, individualized patient counseling even more important."

At the same time, the approach to women's health has been evolving – driven by greater public awareness, expanding research and a growing recognition of women's specialized health needs.

Understanding menopause

Menopause represents a significant stage of life when women may experience a range of changing health considerations. During the menopause transition, cardiovascular health can begin to decline more rapidly for women in comparison to premenopausal years, according to the American Heart Association (AHA). Perimenopause is defined as the transitional period from the reproductive to the non-reproductive phase and is marked by hormonal and metabolic changes.

"There's not one syndrome that every person with menopause gets," said Dr. Monica Christmas, Associate Professor & Section Chief in Obstetrics and Gynecology at the University of Chicago, & Associate Medical Director for the Menopause Society. "It is very variable – like the wide variety of ages that early life menstrual symptoms begin for individual women. At the opposite end of the reproductive spectrum, this is very similar, where there can be a variation in the age it begins."

Dr. Christmas, who has been focused on researching menopause for the last 20 years, says most people experience their final menstrual period (defined as not having a period for a full year) at about age 51 to 52. Although, the range that 95% of people fall into is between the ages of 45 and 55.

During perimenopause, estrogen and progesterone levels fluctuate, menstrual periods may become irregular, and women often experience symptoms such as mood changes, sleep problems and hot flashes. These symptoms of the menopause transition may also begin much earlier than when a woman stops having her period.

"Menopause-related symptoms such as hot flashes, sleep disturbance, brain fog, mood changes, sexual dysfunction and genitourinary syndrome of menopause are still frequently underrecognized and undertreated," said Dr. Shufelt. "Too often, women are told these symptoms are simply part of aging rather than being offered a thorough evaluation and treatment options that can meaningfully improve their quality of life."

Healthcare across the lifespan

To address gaps in women's healthcare, providers manage midlife health concerns with a focus on the factors that influence health such as age, reproductive history, family history, lifestyle and personal risk factors rather than a one-size-fits-all approach.

"Women start having symptoms related to these natural shifts in hormones up to about seven years before the final menstrual period, so it's quite normal for people in their early 40s and certainly in their mid-40s, even their late 30s, to start to experiencing symptoms," said Dr. Christmas. "Cardiovascular health risks increase with age, and it doesn't just start in late life."

The widespread public attention on the topic of menopause has brought with it both opportunities and challenges, according to Dr. Shufelt. "Women are coming to us more informed and empowered to discuss their symptoms, which is a very positive change, but there is still significant misinformation out there. Our role is to help put that information into context so each woman can make an informed treatment decisions based on her symptoms, health history and individual risks."

Dr. Christmas notes that there has also been an increasing trend where the risks of birth control are blown out of proportion to the benefit of birth control, and then the opposite, where the benefits of hormone therapy are being blown out of proportion in a way that minimizes its associated risk.

"One important misconception with hormone therapy is that changes to the U.S. Food and Drug Administration's (FDA) black boxed warnings means that it is now appropriate for every woman or can be started at any age," said Dr. Shufelt. "The balance of benefits and risks still depends on a woman's age, time since menopause, medical history, formulation and route of therapy."

Current FDA labeling specifically emphasizes considering initiation before age 60 or within ten years of menopause for systemic therapy.

"The labeling change is important because it helps correct decades of overly broad fear around hormone therapy," said Dr. Shufelt. "But we do not want the pendulum to swing all the way in the opposite directions, creating the impression that hormone therapy is universally beneficial or risk-free. The decision still needs to be individualized."

"From my perspective as a provider, there must be checks and balances in regard to how information is disseminated," said Dr. Christmas.

"This also applies to the widespread communication of modifiable risk factors for cancer but also for cardiovascular risk. For instance, more women die from cardiovascular-related diseases than they do from all other cancers added up together," said Dr. Christmas. "We as providers must address the risk factors for cardiovascular disease early and often."

Regarding the prevention and treatment of women's health issues, Dr. Christmas says that women should be asked annually about any family history of cardiovascular disease, have their lipid profile assessed and ensure that blood pressure is well-managed.

"Physicians should also be asking about a woman's pregnancy outcomes, including elevated or gestational blood pressure or preeclampsia, as those conditions increase cardiovascular risk later in life as well. This information helps us to assess and understand a woman's cardiovascular risk," said Dr. Christmas. "Modifiable risk factors for all women include regular exercise, quitting smoking, reducing alcohol intake and adhering to a heart healthy diet."

Understanding menopause within the broader process of aging can help shape a more comprehensive approach to women's health.

Finding accessible care

Dr. Christmas says that getting proper midlife care starts with identifying a healthcare provider familiar with menopause symptoms and its treatment.

Key Takeaways

- For women, each stage of the lifespan has specific health considerations.
- During the menopause transition, cardiovascular health can begin to decline more rapidly for women.
- Proper care is especially important for women during the menopause transition; care and treatment during this normal biological process can influence long-term health outcomes.
- Providers should consider a woman's complete health history when assessing cardiovascular and overall health risks.

The Menopause Society has a resource where women can enter their zip code and find menopause experts in their vicinity.

Primary care providers themselves can also gain greater familiarity with identifying and managing midlife health and menopause-related concerns.

"The Menopause Society's membership has doubled in just two years, alongside record applications for its menopause certification exam, and by 2025 the Society reported more than 12,500 members, 57% of whom were physicians," said Dr. Shufelt. "That growing interest is encouraging. Ultimately, improving menopause care comes down to education through CME, clinical courses, podcasts, annual meetings and other high-quality learning opportunities that help clinicians build confidence in menopause care."

Understanding menopause within the broader process of aging can help shape a more comprehensive approach to women's health.

"Menopause is inextricably tied to the aging process, and there's a stigma around aging and menstrual cycles. Patients don't need to feel alone, embarrassed or ashamed about anything," said Dr. Christmas. "Menopause is a natural process that can be associated with many bothersome symptoms, and physicians have lots of different ways of helping manage and mitigate those symptoms." rep

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Greenhouse Gas Reduction

How reducing greenhouse gas emissions can contribute to health system's bottom line.

By Jenna Hughes

Listen to this article, scan the QR Code.

Editor's note: *The following is the final part of a three-part series on sustainability.*

The fossil fuels that power hospitals are a contributor to the respiratory and cardiovascular conditions we're treating inside them, said Gwyneth Jones, Senior Director at Practice Greenhealth. "Switching to clean energy is one of the most direct ways to actually close that loop."

Indeed, the health impacts of fossil fuel combustion by-products include impairment of cognitive and behavioral development, respiratory illness and other chronic diseases, per the National Library of Medicine.

"Investment in renewable electricity and cleaner energy in general is an investment in the health of our patients, communities and future generations," said Christian Hutter, Associate Director, Sustainability and Packaging at B. Braun Medical Inc.

By prioritizing the switch to renewable energy, the health sector can achieve improved patient outcomes while fostering healthier and more resilient communities – and the first step to this journey lies within procurement and production.

"We must continue to find ways to provide cheaper energy and cleaner energy, for the people who need the most help," said Jones. "Because around 71% of health care's total climate footprint worldwide (closer to 80% in the U.S.) comes from upstream sources – the production and transport of the goods we use every single day – procurement decisions are clinical decisions."

"As we approach 2030, we will likely see further investment in renewable energy but, also a higher focus on reducing energy costs simultaneously," said Hutter. "Product and packaging design will further evolve to enable recycling just as we've seen in the consumer products space and there's likely to be unique collection streams for materials less prevalent in the consumer space."

Several hospitals and health systems are already embedding

sustainability principles – emissions and materials reduction, circular design, efficiency, local manufacturing – in standard contract language. Jones asserts that suppliers tend to change their practices when the customers writing contracts start requiring it.

"When large health care systems require suppliers to eliminate PFAS chemicals and design for reuse, the vendors who want to keep those contracts move. Health systems have more leverage over their supply chains than most of them realize," said Jones. "The ones using it are starting to see what's possible."

Leading in green innovation

A critical step in reducing the health sector's greenhouse gas impact is the tracking and public reporting of environmental and emissions data related specifically to health care delivery.

"Health care is roughly 10% of the global economy. When health systems move toward renewables in numbers, it changes what gets built and what gets funded," said Jones. "The money healthcare spends shapes what energy gets built. When enough health systems shift to renewables, it accelerates the transition for everyone."

Many healthcare organizations are already pioneering in renewable energy – for example, Gundersen Health System was the first in the U.S. to reach full energy independence with wind turbines and a biomass boiler generating more than they consume. Boston Medical Center has gone in a different direction, building a solar array and passing the credits directly to low-income patients as a reduction on their utility bills.

"When enough health systems shift to renewables, it accelerates the transition for everyone."

Several health systems have also been estimating and tracking their emissions privately, driven by organizational sustainability and cost-savings goals.

The University of Vermont Health has implemented consistent and effective staff training to address the primary need for UVMH to successfully transition to reusable BP cuffs. Rush University Medical Center (RUMC) has introduced a collaborative approach for reducing plastics in the OR.

Additionally, OSF Healthcare SAMC has created a multi-stakeholder group to bring key decision-makers together and collectively optimize reprocessing efforts, and the hospital has now achieved single-use device reprocessing success.

"Investing in cleaner, renewable energy, reducing waste, reducing virgin plastic consumption, increasing renewable material use and designing for recyclability all represent areas of opportunity for the healthcare sector to lead," said Hutter. "Further, understanding, capturing and sharing impact data with partners enables better, data-driven, decisions across the entire supply chain." rep

Key Takeaways

Investing in renewable electricity:

1. Represents an area of opportunity for the healthcare sector to lead.
2. Entails integrating sustainability principles such as emissions, materials, circular design, efficiency, local manufacturing into standard contract language.
3. Encourages data-driven, environmentally focused decision-making across the entire supply chain.

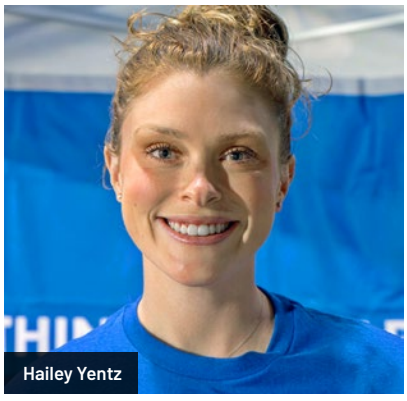
Ready When It Matters Most

Sudden cardiac arrest can happen without warning, even to a healthy athlete. Survivor Hailey Yentz shares why AED readiness, training and preparation can make the difference between life and death.

Hailey Yentz was a Division I athlete at East Carolina University with her sights set on school, sports and the future when sudden cardiac arrest (SCA) during a workout changed everything. Quick action by athletic trainers, including CPR and the use of an AED, saved her life, but doctors later diagnosed her with a heart condition she never knew she had. Now an advocate for cardiac emergency preparedness, Yentz is using her experience to raise awareness during Sudden Cardiac Arrest Awareness Month.

For Yentz, cardiac arrest preparedness starts with recognizing that an emergency can happen to anyone, regardless of age, health or appearance. "I was a Division I athlete, and I never imagined I would suddenly collapse and need someone to save my life."

Yentz encourages practices to make sure their devices are genuinely ready for an emergency, including checking that pads are in date, batteries are working and self-tests have been completed. Staff should also know where the nearest AED is and how to access it quickly.


Hailey Yentz

"Most importantly, you have to practice," Yentz says. "In an SCA emergency, you don't want to be standing there thinking, What do I do? You want to already know."



Yentz also wants to dispel the idea that responding to cardiac arrest is solely the responsibility of medical professionals. "Anyone can help."

For clinicians and practice leaders, preparation means having a plan before an emergency occurs. Yentz recommends knowing where the AED is located and ensuring it can be retrieved and applied within about three minutes of a collapse. Regular CPR and AED training and practice can help staff respond without hesitation.

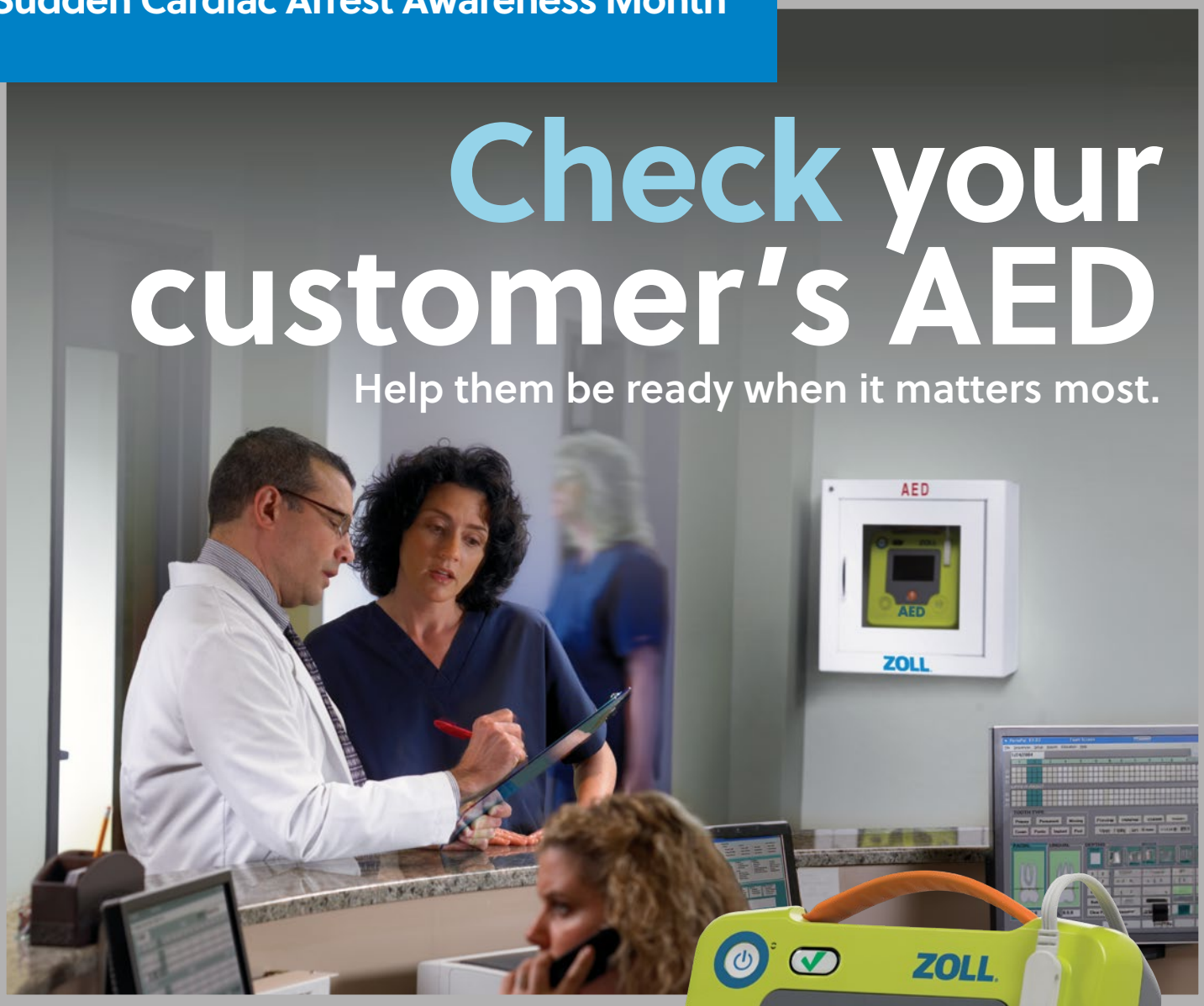
Practices should also periodically reassess whether an older AED still meets their needs. "Technology has changed so much," she said. AEDs have been around for more than 20 years, and what we have available today is very different from what was available when many of these devices were first purchased.

For example, today's AED technology can support preparedness both before and during the cardiac emergency. The ZOLL AED 3® provides real-time CPR feedback to help guide rescuers during CPR, while connectivity solutions can help organizations monitor AED readiness and better manage their devices so they are prepared when needed. "To me, that's powerful because the goal isn't just having an AED — it's making sure it's ready to help whoever needs it." ■

Sudden Cardiac Arrest Awareness Month

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Selling Surface Disinfection as a Solution

Surface disinfection is more than a commodity purchase — reps who understand chemistry, kill claims, contact times and workflow can help customers make smarter infection prevention decisions

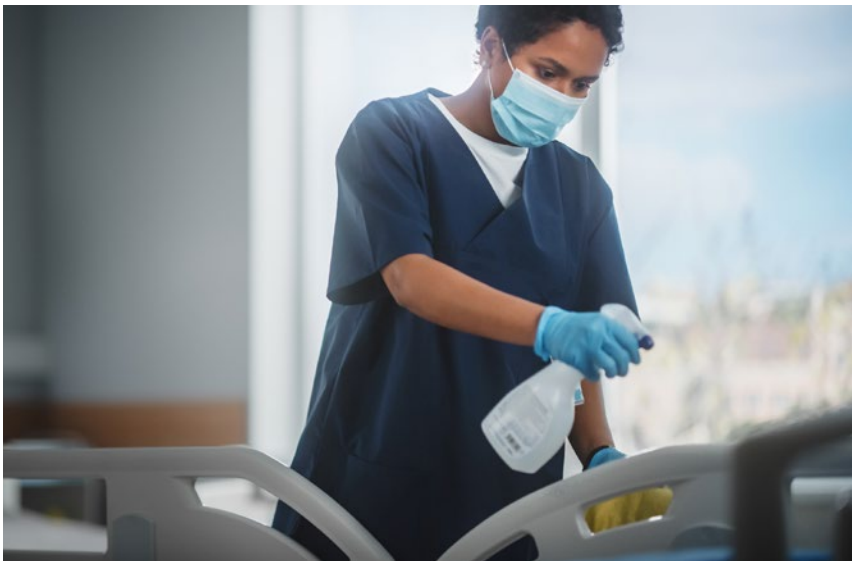
By Paul Girouard

Listen to this article, scan the QR Code.

If you're new to medical/surgical sales, surface disinfection can look straightforward.

But spend a little time with an infection preventionist, nurse or environmental services team and you will quickly discover there is a lot more to the category. For example:

- Which surfaces are being disinfected?
- What organisms does the product kill?
- How long does the surface need to remain wet?
- Is the disinfectant compatible with the equipment?



According to the Centers for Disease Control and Prevention (CDC), environmental cleaning and disinfection is one of its Core Infection Prevention and Control Practices for healthcare. The CDC recommends more frequent cleaning and disinfection of surfaces close to patients and those that are touched frequently. It also recommends selecting EPA-registered disinfectants with activity against pathogens likely to contaminate the patient-care environment.

Start with where the wipes are being used

Look at exam rooms, nursing stations, procedure areas, waiting areas and shared equipment. Blood pressure cuffs, exam tables, monitors, keyboards, carts, countertops and other frequently touched surfaces can all be part of the discussion. The CDC specifically calls attention to high-touch surfaces and shared medical equipment when facilities establish their cleaning protocols.

Then ask a few questions about the product that is being used. You may discover that the customer does not need a disinfectant solution. They may need different solutions for different applications.

Know what is in the wipe

Common healthcare disinfectant chemistries include quaternary ammonium compounds, alcohol, chlorine-based products, and hydrogen peroxide, among others.

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The CDC notes that disinfectants have different characteristics and are not necessarily interchangeable.

Know the active ingredients, where the manufacturer recommends using it, surface compatibility, and any limitations. Some formulations may offer advantages in speed or breadth of efficacy, while others can present challenges involving odor, residue, or compatibility with certain materials.

The CDC specifically lists broad-spectrum activity, rapid action, ease of use, low toxicity and material compatibility among the desirable characteristics of a disinfectant.

Understand kill claims and kill times

A kill claim tells you which organisms a product has demonstrated effectiveness against under the conditions on its EPA-approved label. The CDC recommends choosing an EPA-registered disinfectant with microbiocidal activity against the pathogens most likely to contaminate the healthcare environment.

The surface needs to remain wet for the contact time specified on the product label. The CDC notes that some EPA-registered disinfectants have contact times as short as one to three minutes and emphasizes that users must follow applicable label instructions.

Think about what that means in the real world.

If a busy practice turns exam rooms quickly, will staff consistently keep the surface wet for the required time? How many wipes are required to accomplish that? A fast contact time that fits the customer's workflow can potentially be much more meaningful than simply comparing the cost of one wipe to another.

Asking why your customer uses surface disinfection, where they use it, how they use it is a pretty good roadmap for a sales rep, too.

Sell the process

Understand where products are being used. Compare formulations. Learn the kill claims. Understand contact times. Look at surface compatibility and workflow. Then bring in your manufacturer for any additional clinical help.

The CDC recommends involving infection prevention, environmental services, materials management, and other stakeholders when evaluating cleaning and disinfection products, considering factors including contact time, effectiveness, health risks, staff acceptance, training requirements, and compatibility with equipment.

Asking why your customer uses surface disinfection, where they use it, how they use it is a pretty good roadmap for a sales rep, too.

That is how you turn a canister of wipes into a much bigger infection prevention conversation.

And … don't forget to wash your hands. rep

Key Takeaways

- Surface disinfection is more complex than it appears, and reps should understand where products are used, which surfaces are involved and the customer's specific needs.
- Different disinfectant chemistries have different strengths, limitations and compatibility considerations, making product knowledge essential.
- Kill claims and contact times matter because a disinfectant is only effective when used according to its EPA-approved label and the required wet contact time fits the customer's workflow.
- The best sales conversations focus on the entire disinfection process, involving infection prevention and other stakeholders to match products with clinical, operational and equipment needs.

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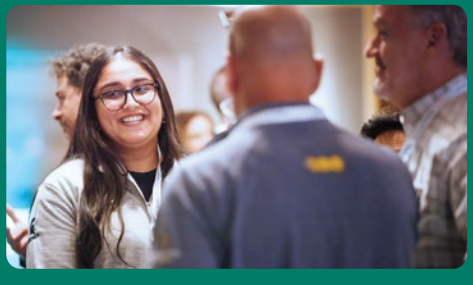
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MAX AND SCOUT VISIT THE PHYSICIAN OFFICE LAB

Explaining how better tools lead to better patient care.

Max Carter was not your average 12-year-old.

While other kids were thinking about weekend plans,
Max was visiting a special place in the doctor's office – the lab!

Inside his backpack were brochures, sample items,
and his best helper – a shiny blue pen named Scout.

"This is going to be interesting," Scout said excitedly.

Max smiled. "The lab does important work."

Tiny Samples. Big Answers.

Max and Scout were greeted by Lisa, the lab manager.

"Hi, Max! We're so glad you came by."

Lisa showed them around.

"We use these tools every day to help doctors find answers," she said.

Scout looked at a small machine.

"What does that do?"

"It analyzes blood in just a few minutes," Lisa explained.
"Quick results mean we can help patients faster."

Max nodded.
"Better tools help you do your job even better."

"Exactly!" Lisa said.

Better Tools. Better Care.

Before they left, Lisa said,
"When our tools work well, we can give better care. That means healthier patients."

Scout puffed up with pride.
"So what we do really matters."

Max clipped Scout back onto his shirt.

"It sure does," Max said.
"We help the lab help patients."

"Another great day," Scout said.
"Shall we write down our notes?"

"Let's do it," Max replied.
"There's always more to learn and more people to help."

And with that, Max and Scout headed out – ready for their next stop and another way to make a difference.





Closing the Cost Gap: Will CMS Pay A Premium For U.S. Made Products?

A resilient medical supply chain empowers distributors to make sure healthcare providers have the products they need, when they need them. This requires a strategic blend of global and domestically sourced products. Realistically, there are several critical medical products which the United States does not have meaningful domestic manufacturing capacity.

Policymakers across the federal government are working to change that.

From tax incentives passed last summer to new investments from the Administration for Strategic Preparedness and Response (ASPR), the federal government is pulling every lever available to build the industrial base. This year, CMS is considering another lever: reimbursement policy.



By Maggie Davis, Director of Government Affairs, Health Industry Distributors Association

Reimbursement policy has enormous influence over provider behavior. Hospitals operate under significant financial pressure and often must weigh product costs against

constrained budgets. Because production costs tend to be higher in the United States, these dynamics often lead providers to purchase products manufactured overseas.

In 2023, CMS tried to leverage reimbursement policy to support the purchase of domestic N95 masks. This effort required hospitals to purchase domestic respirators and to track the price difference between purchasing those masks and non-domestic alternatives in order to get additional payment. Because of the administrative burden and high threshold for which products qualified, the effort was unsuccessful.

Healthcare distributors and manufacturers should expect continued federal interest in domestic production capacity for critical medical products.



For this new effort, CMS is gathering public input to craft a workable policy for providers and reflects the realities of domestic manufacturing. Twice this year CMS requested public input on how Medicare-participating hospitals can strengthen the medical supply chain by purchasing domestic PPE and essential medicines.

First, CMS asked for feedback on ways to set up the program to minimize the administrative burden on providers while still certifying that the products purchased are made in the United States. Receiving over 150 comments from healthcare providers, distributors, and manufacturers, CMS asked for additional input in an unusual place – the Calendar Year 2027 Hospital Outpatient Prospective Payment System (OPPS) proposed rule.

Specifically, CMS requests additional feedback on creating a voluntary separate payment under the Inpatient Prospective Payment System for purchasing domestic PPE and essential medicines. The agency is also asking for feedback on calculating how best to calculate the price differential between domestic and non-domestic products, sharing potential domestic differentials for filtering facepiece respirators ($0.38/item), medical gloves ($0.05/item), and gowns ($0.82/item).

For healthcare sales professionals, the immediate impact may be limited. CMS is still gathering input and has not officially proposed a new policy. However, the agency incorporating extensive public feedback shows that they are taking the proposal seriously.

Healthcare distributors and manufacturers should expect continued federal interest in domestic production capacity for critical medical products. Future discussions may increasingly connect payment policy, procurement practices, and supply chain resilience goals. Questions once confined largely to federal preparedness programs are now emerging in some of healthcare's most consequential reimbursement regulations.

Policymakers are committed to expanding the medical manufacturing industrial base. Now, the question is whether reimbursement policy will become one of the tools they use to achieve that goal. rep

Industry News

Owens & Minor expands leadership team with appointment of Chief Human Resources Officer

Owens & Minor announced the appointment of Jeannine Tait as chief human resources officer (CHRO). As CHRO, Tait will lead and direct talent development, culture building, performance management, and engagement strategies for the company's global workforce of 14,000 teammates.

Tait joined Owens & Minor as interim CHRO in February 2026, bringing more than 30 years of cross-industry experience delivering people-first business strategies that drive measurable improvements in employee retention, cost efficiencies, and organizational performance that support overall business objectives.

Most recently, Tait served as chief human resources and communications officer for McGraw Hill, where she led an initiative that successfully transformed the company's human resources division to enable their digital enterprise strategy in advance of an initial public offering (IPO), resulting in significant cost savings, reduced turnover, and stronger employee engagement.

Abbott and NACHC launch nationwide Food for Health initiative

Abbott and the National Association of Community Health Centers (NACHC) announced a multi-year "food is medicine" effort – called the NACHC and Abbott Food for Health Initiative – aimed at making healthy, nutritious food a core part of primary healthcare at Community Health Centers (CHCs) across the U.S.

Studies show good nutrition is essential for health and plays a critical role in disease prevention and treatment, especially for chronic diseases like diabetes and cardiovascular disease. The NACHC-Abbott partnership will include a national certification program designed to help CHCs develop the systems and capacity to advance food for health, along with structured learning, training and knowledge-sharing for CHC staff to build capabilities and expertise in addressing immediate nutrition needs, integrating nutrition into healthcare delivery, and preventing and managing nutrition-related chronic diseases.

Henry Schein and Special Olympics renew partnership

Access to quality healthcare can make a profound difference in a person's life. Yet for many people with intellectual disabilities (ID), barriers to care remain a daily reality. According to Special Olympics, despite severe need and higher health risks, individuals with ID are often denied health services and have a life expectancy that is, on average, 16 years shorter than the general population.

Henry Schein, Inc. and Special Olympics have extended their collaboration through 2030, reinforcing a shared commitment to expanding access to health screenings, education, and wellness resources for athletes at select Special Olympics events globally. Through this partnership, which began in 2018, Henry Schein donates essential oral health and medical care products for the Special Olympics Healthy Athletes® program. Since 1997, Healthy Athletes has delivered over two million free health screenings to Special Olympics athletes worldwide and trained more than 300,000 healthcare professionals and students to treat people with ID. It supports the physical and social-emotional well-being of people with ID, the reduction of health disparities, and can help to increase life expectancy. The partnership also empowers and encourages healthcare providers to volunteer their time and services while increasing their knowledge of best practices in caring for and communicating with people with ID.



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