

2007 IT & SOFTWARE STRATEGIES GUIDE

Full speed ahead: Making IT possible

by Rick Dana Barlow

To be successful in supply chain management you need data. And then you need to know what to do with the data. Organize it. Analyze it. Interpret it. Work with it to the point that it becomes useful information and not just a collection of letters or numbers.

To obtain that data and to process that data into useful information that can be used in supply chain management decision making for product selection, evaluation, usage and maintenance or disposal you need information technology. Hardware and software. Materials management information system (MMIS) vs. enterprise resource planning (ERP) system. Choosing the right package can be a challenge. Choosing the optimal package can be even more difficult.

As a result, *Healthcare Purchasing News* publishes its second annual IT & Software Strategies Guide for our readers to use as an information source in their selection process. We designed it to be a helpful informational tool, offering just enough details to make it easier to hone your choices and serve as a foundation for further research.

We sent surveys to more than 60 vendors that offer hardware and software products and services. We asked the companies to highlight how they created their products. We asked them to provide product specifications, including standards supported

and data security protocols installed. We asked them to complete a comprehensive checklist of supply chain management-related functions and features, electronic data interchange transaction sets and how they reach into clinical business areas, such as surgical services and patient care where operational budgets and overall fiscal health are affected. We also asked them to outline their end-user services and support, including software updates, support fees and warranties.

You'll also find the Internet addresses of those companies that responded to our survey for you to conduct additional company and product research in our IT & Software Strategies Guide starting on page 48. Additionally, as a reader service, we provide you with a list of companies and Internet addresses of those firms that did not respond to the survey so that you can perform your own strategic sourcing with our guide as a benchmark. [HPN](#)

Editor's Note: Companies and products listed in HPN's IT & Software Strategies Guide are for informational purposes only and are published as a reader service. Because HPN does not test or use any of the products listed, it does not assume responsibility for or validate any claims made by the companies.

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Here's the 4-1-1 on tech talk

Part of being able to use the computer effectively requires you to learn and speak the language – like healthcare supply chain managers must do with surgical services, for example. Of course, that includes picking up and understanding the slang that the information technology people speak or laugh about. Because you need a good working relationship with the IT department (and you may work with them on a frequently routine basis), we compiled a list of 20 terms from humor-oriented Web site OfficeSlang.com to help you navigate more smoothly through techspeak.

1. 404 - Someone who is clueless. From the Web error message, "404 Not Found," which means the document requested couldn't be located. "Don't bother asking John. He's 404."
2. Alpha Geek - The most knowledgeable, technically proficient person in an office or work group. "I dunno, ask Rick. He's our alpha geek."
3. Beepilepsy - The brief seizure people sometimes suffer when their beepers go off, especially in vibrator mode. Characterized by physical spasms, goofy facial expressions, and stopping speech in mid-sentence.
4. Chip Jewelry - Old computers destined to be scrapped or turned into decoration. "I paid three grand for that Mac and now it's nothing but chip jewelry."
5. Chips and Salsa - Chips = hardware, salsa = software. "First we gotta figure out if the problem's in your chips or your salsa."
6. Cobweb - A WWW site that never changes.
7. Crapplet - A badly written or profoundly useless Java applet. "I just wasted 30 minutes downloading that crapplet!"

8. Dead Tree Edition - The paper version of a publication available in both paper and electronic forms.
9. Egosurfing - Scanning the Net, databases, etc., for one's own name.
10. Graybar Land - The place you go while you're staring at a computer that's processing something very slowly (while you watch the gray bar creep across the screen). "That CAD rendering put me in graybar land for like an hour."
11. Keyboard Plaque - The disgusting buildup of dirt and crud found on some people's computer keyboards.
12. Link Rot - The process by which web page's links become obsolete as the sites they're connected to change or die.
13. Mouse Potato - The online generation's answer to the couch potato.
14. Percussive Maintenance - The fine art of whacking the crap out of an electronic device to get it to work again.
15. Plug-and-Play - A new hire who doesn't require training. "That new guy is totally plug-and-play."
16. Square-Headed Spouse - Computer
17. Squirt the Bird - To transmit a signal up to a satellite. "Crew and talent are ready...what time do we squirt the bird?"
18. Under Mouse Arrest - Getting busted for violating an online service's rule of conduct. "Sorry I couldn't get back to you. AOL put me under mouse arrest."
19. Uninstalled - Euphemism for being fired. Also: decruitment.
20. Vulcan Nerve Pinch - The taxing hand position required to reach all the appropriate keys for certain commands. For instance, the warm re-boot for a Mac II computer involves simultaneously pressing the Control key, the Command key, the Return key and the Power On key.

Source: OfficeSlang.com

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Dashboards 101

Computer dashboards put you in the driver's seat

The dashboard in today's cars should tell you everything you really need to know to drive safely and effectively to your destination. In the business world, hospitals in particular, the dashboards on computer screens should perform a similar function—show you what you need to know to drive your daily decision making and help others drive theirs.

Unlike cars, however, computer dashboards can be customized to focus specifically on what you need to do your jobs better and provide useful data and information to administrators and clinicians. How you do it varies by facility and professional and personal taste.

As a result, *Healthcare Purchasing News* Senior Editor Rick Dana Barlow caught up with three experts in dashboard capabilities, asking them five key questions to add vroom to your IT evaluations and give you the 4-1-1 on all things dashboard-related.

Shadan Malik is the CEO and Chief Software Architect, at iDashboards, Troy, MI, and the author of 2005's *Enterprise Dashboards: Design and Best Practices for IT*. Dean Hager is senior vice president, product management, at Lawson Software, St. Paul, MN. Carl Natenstedt is vice president of data management and analytics at Owens & Minor Inc.'s OMSolutions unit, Austin, TX.

HPN: Why does a functional dashboard make sense for hospital supply chain managers?

MALIK: An effective and efficient supply chain is key to the success of a hospital. No different than any other complex operation that needs hundreds of parts replenishment every day to keep it operating smoothly. Therefore, to monitor their supply chain, hospital supply chain managers need all the tools and systems in place to maximize their supply chain throughput.

HAGER: The dashboard should speak volumes to an experienced supply chain manager, even if they are new to the organization. This changes the learning curve, dramatically lowering training time and costs and gives unprecedented information to that manager at their fingertips.

NATENSTEDT: A dashboard is a tool designed to aggregate and present the key performance indicators a supply chain manager is using to monitor the effectiveness of their supply chain. A good dashboard tool presents these indicators in a simple, timely and consistent fashion to the supply chain manager and should then allow him to customize and drill down through the dashboard to the details driving the metrics. The dashboard should allow customization by user or user type. For example, the CFO may want to see high-level indicators, such as supply

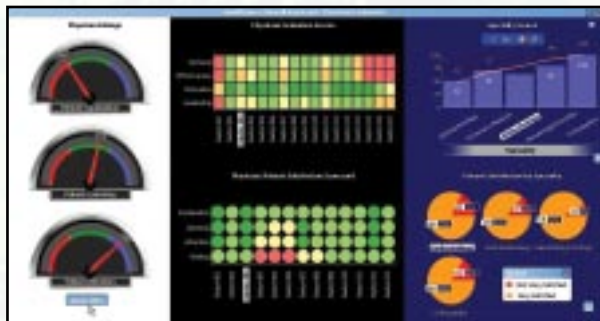
What are the key components that hospital supply chain managers should want to see on their dashboard?

MALIK: Metrics for various parts within the hospital supply chain, such as fill rate, out-of-stock and inventory, costs, budget vs. actual, consumption rate and trends, top 20 moving items, top 10 vendors by volume and dollar, expiration of time sensitive inventory, exceptional change in demand patterns for any diagnostic instruments and supplies, etc.

HAGER: Integrate information delivery and reporting, automate reporting process and reduce reporting lag time, deliver role-based information and shift from reporting to enterprise information delivery. Lawson Business Intelligence solutions creates comprehensive dashboards for buyers and purchasing management, alerts buyers to urgent issues such as backorders, overshipments or outstanding returns, establishes and monitors benchmarks to evaluate their business, respond to variances in pricing and usage, easy to use and customize; role-based information delivers right information to right person, can proactively monitor purchase order and invoice process, monitors key processes and benchmarks, such as contract renewals.

NATENSTEDT: Dashboard components should correspond to the hos-

pitals strategic plan and more specifically the strategic plan for achieving supply chain excellence. For example, if the hospital's supply chain strategic plan included the following three key contracting tenets: 1) 100 percent contract price accuracy, 2) 75 percent contract coverage available, and 3) 90 percent contract compliance; then the dashboard should emphasize these three categories and enable the drill down to the underlying data making up the measures. A truly useful dashboard would allow the user to monitor contract pricing accuracy at the main dashboard



iDashboards Physician Scorecard

expense as a percent of total operating expense, or contract compliance percentage, supply expense compared to budget, etc. Conversely, the cath lab manager may want to configure their dashboard to display supply expense compared to budget, contract compliance percentage on key contracts, market share percentages of the key stent manufacturers, etc. By consolidating these indicators in an easy to view, real-time graphical dashboard, the various executives can better manage their activities resulting in improved performance.

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level and through one click drill down to the major vendors, facilities or departments that were causing the current shortfall from the targets.

The following broad stroke areas make up a great starter for a dashboard: Supply expense metrics (percentage of total op, expense to budget, etc.), contracts (contract coverage, price accuracy, contract compliance, etc.), inventory/asset management (inventory levels, turns, expired product, etc.), vendor performance (broken orders, top 10 vendors, percentage on-time delivery, percentage invoice discrepancy, etc.), operational performance (internal fill rates, absenteeism, pick rates, etc.).

Does it make more sense to start with a dashboard template and then customize features or start with a customized dashboard and why?

MALIK: A customized dashboard is preferable. When a dashboard is designed as per the specific needs of an individual supply chain, its adoption rate is higher rather than imposing a pre-existing template. No different than a custom designed home versus a generic home design. However, the trade-off is obvious, too – more upfront work and collaborative involvement of the users who would be using the dashboards.

HAGER: Our clients tend to start with a common dashboard for a particular role and then allow the end user a certain amount of flexibility to personalize or tailor it to their unique needs.

NATENSTEDT: I believe it makes sense to start with a template or work with tools that have been developed to broadly suit the industry. Starting from scratch requires a significant time investment that doesn't yield enough additional benefit. Companies, like O&M have invested a lot of time in identifying the important measures, how to define them, where to source the data, how best to present them, etc. Most dashboarding tools are configurable, allowing the end user to select the indicators important to them, how to display them, etc. It will be much faster and more reliable to use an industry-focused tool, rather than building a completely customized solution. Additionally, industry vendors, like O&M, have data from numerous customers that can be used for benchmarks and guides that add significant value to the dashboard and its indicators. Presumably, most of these benchmarks would be very difficult to incorporate into a custom solution.

How does a well-equipped dashboard improve a supply chain manager's efficiency and productivity?

MALIK: An effective dashboard's key function is to easily highlight the trends and exceptions within the supply chain. This improves the monitoring ability, which in turn improves a supply chain manager's efficiency and productivity. If one were to compare the easy access to key performance indicators on a dashboard versus trying to infer the same metrics through a stack of periodic reports, it won't be a difficult choice to make.

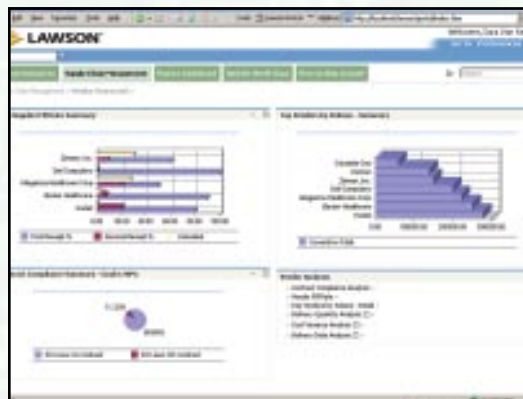
HAGER: An integrated dashboard solution for spend management and analysis will enable a whole new level of productivity that Lawson calls 'Operational Business Intelligence.' Operational Business Intelligence helps automate decision making by delivering exception-based relevant information with the ability to take action.

For example, the dashboard could deliver a proactive notification of stock outs with actionable links. The supply chain manager can navigate smoothly from that alert to interactive analysis down to detailed reports and even to the transactions within the Lawson portal, all while maintaining the context that's critical to root cause analysis. Once the full picture of where the demand is, what the options are to respond (approved vendors, additional warehouses or stockroom supplies), then by clicking on the action link, all of the key information is passed into the transactional system to either transfer stock or place a new order.

NATENSTEDT: I think the primary benefit is 'speed.' It facilitates the identification of trends, opportunities, areas of concern quickly and concisely and allows the supply chain manager to react quickly and take advantage of opportunities and/or rectify issues. Additionally, it provides a tool for continuously monitoring the impacts of course changes and strategies allowing the supply chain manager to adjust course quickly and efficiently.

How does dashboard software technology, if from a separate company than the hospital's ERP or MMIS supplier, interface or integrate with the hospital's IT?

MALIK: Any best-of-breed dashboard technology will allow easy integration with



Lawson Software dashboard

disparate data systems within a hospital's infrastructure. An enterprise dashboard software is a sophisticated piece of software. Often, the ERP or MMIS suppliers do not have the expertise or resources to develop and support a business intelligence dashboard software. Most often, their dashboard offerings are limited in capabilities and do not extend beyond their own information silos. Invariably, the hospital will need a dashboard software that can seamlessly retrieve information from multiple information silos within the disparate hospital systems. That is when the true value of information dashboards is realized.

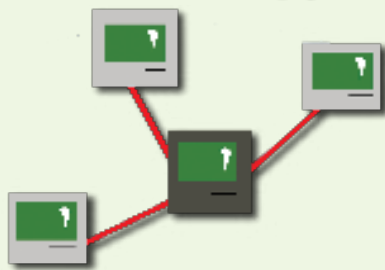
HAGER: All dashboards rely upon at least a minimum amount of integration to deliver information. Lawson's out-of-the box integration to transactional systems delivers a lot of power out of the box, but also it supports industry standards to access other systems and data.

NATENSTEDT: There are many ways to integrate the dashboard technology with the hospital's core operating systems. For example, O&M's solution includes software resident on the ERP system's servers that automates the process of extracting data on a daily, weekly or monthly basis. This data is then uploaded to the tool, cleansed and presented in the various dashboard. Alternatively, many dashboarding tools, can be configured to drive right from the underlying databases behind the ERP/MMIS systems. This is particularly true of the more recent ERP/MMIS solutions that run on standard database platforms, like Lawson PeopleSoft and PMM. **HPN**

For more information, visit iDashboard's Web site at www.idashboards.com, Lawson Software's Web site at www.lawsonsoftware.com and OMSolutions' Web site at www.owens-minor.com/omsolutions.

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HEALTHCARE PURCHASING NEWS



	AtPar, Inc.	EHS (Electronic Healthcare Systems)	iDash- boards	Lawson	MDA Tech- nologies	Owens & Minor	PAR Excellence Systems, Inc.	Procuri
	115 Etha Rd., Bldg 2, Ste 2 Lebanon, NH 037664 1-866-50ATPAR www.atparinc.com	1310 Freedom-Crider Road Freedom, PA 15042 1-724-774-9044 www.ehscommerce.net	5750 New King St, Ste 110 Troy, MI 48098 248-952-0840 www.iDashboards.com	380 St. Peter St. St. Paul, MN 55102 651-767-6210 www.lawson.com	14059 Crown Ct. Woodbridge, VA 22193 703-730-9444 www.mdatransquest.com	POB 27626 Richmond, VA 23261 800-488-8806 www.owens-minor.com	11500 Northlake Dr. Cincinnati, OH 45241 800-888-7279 www.parexcellencesystems.com	15 Piedmont Ctr., Ste 1100 Atlanta, GA 30305 404-720-1200 www.procuri.com
Products created for:	Hospital	Hospital	Mfg	Hospital	Hospital	Hospital	Hospital	Mfg
Software is:	Supply Chain Specific	Supply Chain Specific	Supply Chain Specific	Part of ERP package	Supply Chain Specific	Supply Chain Specific	Supply Chain Specific	Supply Chain Specific
SUPPLY CHAIN MANAGEMENT								
Accounts payable		X		X				
Asset management (equipment)		X	X	X			X	X
Automated internet RFPs(buy and sell events)				X				X
Automatic purchasing/receiving		X		X		X	X	
Automatic reordering		X		X		X		
Budget tracking		X	X	X		X		
Capital requisitioning/purchasing		X		X				
Case cart system		X		X		X		
Central contract data repository/clause, template library		X		X		X		X
Check requests		X		X				
Clinical forecasts		X		X		X		
Closed loop charging		X		X		X	X	
Consignment inventory	X	X	X	X		X	X	
Contract management clauses/controls/ terms creation, editing, auditing		X		X		X		X
Corporate contract price tracking		X		X		X		
Credit memos		X		X				
Department utilization analysis		X		X		X	X	
EDI enabled		X		X		X	X	
Electronic catalog management		X		X		X		
Encumbrance reporting		X	X	X				
Evaluated receipts settlement		X		X				
GPO contract price tracking		X		X		X		
GPO contract rebates		X		X		X	X	
Inventory cost accounting		X		X		X	X	
Inventory planning		X	X	X		X	X	
Inventory tracking	X	X	X	X		X	X	
Invoice matching		X		X				
JIT/Stockless	X	X	X	X		X	X	
Medical device tracking	X	X				X	X	
Medical, surgical and drug distribution		X	X	X				
Mobile wireless device enabled	X	X		X	X	X	X	
MSDS		X		X				
Multi-corporate purchase orders		X						
Multi-corporate, single item master		X	X	X		X	X	
Non-stock supply tracking	X	X	X	X		X	X	
Online requisitioning		X		X		X	X	
PAR cart system	X	X		X		X	X	
Partial invoice matching		X		X				
Patient charges	X	X		X		X	X	
Patient safety and alerts		X	X			X		
Point of care consumption/dispensing integration	X	X	X	X		X	X	
Purchase Orders		X	X	X				
Receiving	X	X	X	X		X	X	

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SUPPLY CHAIN MANAGEMENT, continued								
Serial and lot tracking	X	X		X		X	X	
Services procurement		X	X	X				X
Supplier bid analysis		X		X				X
Supplier invoice entry		X						
Supplier portal		X		X		X	X	X
Vendor performance management		X	X	X		X		X
Vendor returns		X	X	X		X		
Vendor self service		X		X		X		X
Web-enabled requisitioning				X		X	X	
XML transactions for e-procurement/B2B exchanges		X		X		X	X	
FEATURES								
Analyzes non-stock usage	X	X		X		X	X	
Asset management inventory tracking-handheld		X		X		X	X	
Bar code capability (one-dimensional)	X	X		X		X	X	
Bar code capability (three-dimensional)		X		X		X		
Bar code capability (two-dimensional)		X		X		X		
Data mining tools		X		X			X	X
Effective dated pricing		X		X		X		
EHR/EMR interface/integration		X						
Electronic requisitioning		X		X		X	X	
Enables online real-time data (for RTLS)	X	X	X	X			X	X
Financial system interface	X	X		X		X	X	
Handheld PAR area management	X	X		X		X	X	
Handheld receiving	X	X		X		X		
Internet access for e-commerce		X		X		X		
Multiple inventory units of measure and locations	X	X		X		X	X	
Online vendor product sourcing (price/availability checking)		X		X				
Operating room system interface		X		X		X	X	
Package tracking	X	X		X				
Point-of-use system interface	X	X		X		X	X	
Rebate management		X		X		X		
Report writer		X		X		X		X
Supports EDI with multiple vendors	X	X		X		X	X	
Supports GLN standard		X		X				
Supports mobile wireless terminals	X	X		X		X	X	
Supports RFID chips, terminals		X				X		
Supports UDI standard		X		X				
Supports UNSPSC standard		X		X		X		
Supports UPN standard	X	X		X		X	X	
Web-based receiving/remote-site receiving		X	X	X		X	X	
ANSI EDI TRANSACTION SETS								
810 - invoice		X		X				
812 - credit/debit		X						
820 - payment order/remittance advice		X		X				
832 - price/sales catalog		X		X				
836 - contract award		X	X					
840 - request for quotation		X		X				
843 - RFQ response		X		X				
845 - Contract data		X	X			X		
850 - purchase order		X		X			X	
855 - PO acknowledgement		X		X			X	
856 - ship notice		X		X			X	
861 - receiving notice		X				X	X	
CLINICAL BUSINESS								
Clinical data repository			X			X		
Clinical trials management			X			X		
Decision support software			X			X	X	X
Electronic health/medical record						X		

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CLINICAL BUSINESS, continued								
Enterprise-wide patient index, registration, tracking			X			X		
Patient safety/quality assurance			X		X	X		
Point of care data collection		X	X			X	X	
Revenue cycle improvement		X	X			X	X	X
Workflow automation		X			X	X	X	X
SURGICAL SERVICES								
Generating pick lists for case carts		X				X	X	
Patient tracking		X	X			X		
Performance management indicators			X			X		
Physician product preferences		X				X	X	
PATIENT CARE								
Call center management			X					
Care planning			X					
HIPAA compliant		X				X	X	
Outcomes reporting			X			X		
Patient assessment			X					
PPS case-mix program			X					
Pre-admission tracking			X					
Quality assurance			X			X		
Quality indicators			X			X		
CONTRACT MANAGEMENT FEATURES								
Audit trail, redlining, version tracking		X	X			X		X
Automated alert notifications		X	X	X		X		X
Clause-level approval workflow support		X						X
Contract and document templates		X		X				X
Contract details, terms search		X		X		X		X
Contract loading, tagging		X		X		X		X
Contract mapping		X		X				
Contract renewal wizard and support		X		X		X		X
Conversion measures				X		X		
Document, role based security		X	X	X				X
Electronic signatures		X		X				X
e-RFx capabilities		X		X				X
Intellectual property management		X	X					
Internal routing and approvals		X		X		X		X
IP contract support		X						X
Leasing contract support		X		X				X
Licensing contract support		X		X				X
Lifecycle management		X	X	X		X		X
Master and sub-agreement support		X		X		X		X
"Native" integration to Microsoft Word, Office		X				X		X
Outsourcing, service contract support		X		X		X		
Quote management		X	X	X				
Real-time integration with transaction systems		X	X	X		X		
Self-service contract/creation		X		X				X
Support HIPAA reporting requirements		X		X		X		X
Support Sarbanes-Oxley reporting requirements		X	X	X		X		X
Support third-party reporting/analytics		X	X	X		X		X
Vendor performance measurement		X	X	X		X		X
END-USER SERVICES AND SUPPORT								
Application consulting		X		X		X	X	X
Automated training							X	
Certified technicians & trainers (third-party)				X				X
Certified technicians & training (direct)		X		X		X	X	X
Classroom training		X	X	X	X	X	X	X
Data center hosting services		X		X		X		X
Data center upgrade or implementation services		X						
Hosted training		X		X		X		X
Newsletter		X	X	X	X			X

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END-USER SERVICES AND SUPPORT, continued								
Non-certified technicians & trainers (direct)			X					X
Non-certified technicians & trainers (third-party)								X
Ongoing Web/conference call advisory training		X		X	X	X	X	X
Online help		X		X		X	X	X
Online support		X		X	X	X	X	X
Online user's manual		X	X	X		X	X	X
Onsite training		X	X	X	X	X	X	X
Onsite visits		X		X	X	X	X	X
Operational consulting		X	X	X		X	X	X
Packaged end-user training for widespread rollout		X		X		X	X	
Performance tuning		X		X			X	X
Quality audit		X		X		X		
Scheduled software updates (annually or more often)		X	X	X	X	X	X	X
Self-service training		X		X		X	X	X
Software updates (as needed)		X	X	X	X	X	X	X
Toll-free phone support			X	X		X	X	X
User group meetings		X	X	X		X		X
Video training			X				X	
SOFTWARE UPDATES/SYSTEM UPGRADES								
Downloaded electronically (via disk, CD, online for bug fixes and/or version updates)	X	X	X	X		X	X	X
Remote diagnostics	X	X		X		X	X	
Requires installation by company rep (for bug fixes and/or version updates)					X			
Telephone support	X	X		X	X	X	X	
SOFTWARE SUPPORT FEE								
Annual comprehensive support services	X	X	X		X		X	X
Free						X		X
Minimal charge							X	X
Long-term comprehensive support services		X						X
CLEANSING SOFTWARE FOR DATA INTEGRITY/INTEROPERABILITY								
Built in/included	X	X		X		X	X	
Add-on component		X		X				X
Subcontracted to third-party vendor		X		X				

Healthcare Purchasing News sent surveys to the following companies that did not provide us with any product information in time for publication. We list their names and Web site addresses as a service to our readers who can perform their own strategic sourcing using our IT Guide as a template.

COMPANY	WEB ADDRESS	COMPANY	WEB ADDRESS	COMPANY	WEB ADDRESS
Accenx Technologies	www.accenx.com	HMS Monitor	www.hmstn.com	Ormed Information Systems Ltd.	www.ormed.com
Advanced Medical Systems	www.advmtdsys.com	Hospital Cost Consultants	www.hococo.com	Per-Se Technologies, Inc.	www.per-se.com
AdvanTech, Inc.	www.advantech-inc.com	I-many Inc.	www.imany.com	PHG Technologies	www.phgtechnologies.com
AMTSys	www.amtsystems.com	Insight Healthcare Information Systems	www.insightmed.com	Pyxis Corporation	www.pyxis.com
Ariba, Inc.	www.ariba.com	iPath	ipath.sourceforge.net	QuadraMed Corporation	www.quadramed.com
Axolotl Corporation	www.axolotl.com	Ketera Technologies	www.ketera.com	Res-Q Healthcare Systems	www.res-q.com
Caduceus Systems	www.caduceussystems.com	McKesson Corporation	www.mckesson.com	Rosebud Solutions	www.rosebudsolutions.com
Cardinal Health	www.cardinal.com	MedAssets	www.medassets.com	SAP America, Inc.	www.sap.com
Cerner Corporation	www.cerner.com	MediClick, Inc.	www.mediclick.com	Scan Modul System, Inc.	www.scanmodul.com
Choice Systems, Inc.	www.choicesystemsinc.com	Meditech	www.meditech.com	SCC Soft Computer	www.softcomputer.com
Computer Programs and Systems, Inc.	www.cpsinet.com	MedSelect Systems, Inc.	www.medselectsystems.com	Sphere Health Systems	www.spherehealth.com
Eagle Technology, Inc.	www.eaglecmms.com	Mezzia, Inc.	www.mezzia.com	Surgical Information Systems	www.orsoftware.com
Eclipsys Corporation	www.eclipsys.com	Misys Healthcare Systems	www.misyshealthcare.com	Tech-Time, Inc.	www.techtimeinc.com
Epic Systems, Inc.	www.epicsystems.com	Nova Systems	www.novainfo.com	The Optime Group	www.theoptimegroup.com
GE Healthcare	www.gehealthcare.com	Numbers Only, Inc.	www.numbersonly.com	Upside Software, Inc.	www.upsidesoft.com
Global Healthcare Exchange	www.ghx.com	Omnicell, Inc.	www.omnicell.com	VFA Inc.	www.vfa.com
Health Care Software	www.hcsinteractant.com	OpWare LLC	www.opware.com	Crossroads Public Relations	www.crossroadspr.com
HealthLine Solutions, Inc.	www.hlsolutions.com				