

In collaboration with

Medtronic



Simplifying success

How Cardinal Health and Medtronic
are transforming ambulatory surgery center
(ASC) operations.

A strategic collaboration built for today's ASC challenges

A conversation with Tracy McQuay, Senior National Program Manager for ASCs
at Medtronic; Emily Barnhart, VP of Strategic Sourcing at Cardinal Health; and
Kevin Humphrey, National VP of Non-acute at Cardinal Health



For ambulatory surgery center leaders,

the operational pressures are mounting from every direction. Centers for Medicare & Medicaid Services (CMS) is phasing out the inpatient-only list, shifting higher-acuity procedures to the outpatient setting.¹ Regulatory changes, ownership transitions, and staffing challenges create daily headaches. And through it all, supply chain complexity continues to grow.

“Our ASC leaders are operating in an environment that’s changing faster than ever,” says Kevin Humphrey, National Vice President of Non-acute at Cardinal Health. “They’re navigating regulatory changes, ownership transitions, staffing challenges, and increasing supply chain complexity.”

The solution isn’t adding more vendors or contracts to an already overwhelming landscape. It’s finding strategic collaborators who can simplify operations, reduce touchpoints, and deliver consistent results — freeing ASC leaders to focus on what matters most — patient care.

That’s exactly what Cardinal Health and Medtronic have built together.

More than a decade of evolution



The Cardinal Health and Medtronic Performance Plus™ relationship has been evolving for over a decade, but it’s far from a static arrangement.



“We have 36 suppliers in our Performance Plus™ program that are sole-sourced across 90 product categories,” explains Emily Barnhart, Vice President of Strategic Sourcing at Cardinal Health. “Medtronic today has a position in Performance Plus™ that spans over 10 product categories, and that’s representative of 40 percent of their product portfolio.”

For ASCs, that translates to clinically relevant, supply chain efficient, and cost-effective products with the appropriate connectivity, transparency, and engagement between two industry leaders.

But what sets this collaboration apart isn’t just the breadth of the portfolio — it’s how the two organizations work together behind the scenes.

The operational engine — weekly collaboration, monthly transparency

While ASC leaders see the simplified ordering process and reliable supply chain, there's an intensive operational cadence happening in the background.

"We meet weekly as supply chain teams and leaders," says Barnhart. "We provide one another monthly scorecards to review key performance indicators as it relates to technology, logistics, and service levels so that we can operate as efficiently as possible to be able to serve our mutual customers."

This isn't typical vendor relationship management. It's a strategic collaboration built on several key elements.

Weekly meetings between teams

- Supply chain leaders coordinate on inventory and logistics
- Sales organizations align on customer opportunities
- Performance Plus™ consultants discuss conversions and standardization opportunities

Monthly performance scorecards

- Technology performance metrics
- Logistics and service levels
- Mutual accountability and continuous improvement

Elevated inventory investment

"We've both made investments to bring in higher levels of days of inventory on hand, even more than what's necessary," Barnhart notes. "That's a differentiator for our collaboration in the way that we show up."



The result?

Supply chain reliability, pricing transparency, and seamless customer support that ASCs can count on.

The changing ASC landscape



By the numbers

- **560 new procedures** added to ASC covered list for 2026¹
- **CMS phasing out** inpatient-only list by 2029¹
- **ASC market projected to grow 21 percent** over next four years²
- **Nearly 50 percent cost savings** compared to hospital outpatient departments²
- **Over 100 million patients per year** impacted by the Medtronic Acute Care and Monitoring Division

What this looks like for ASCs — from day one to day-to-day

Day one — collaborative implementation, not just a transaction

“When we come to you on day one, this is not a transaction,” says Tracy McQuay, Senior National Program Manager for ASCs at Medtronic. “This is going to be a collaborative kickoff. Together, we’re going to do that overall assessment of your site and your unique goals and we’re going to co-create a tailored solution to meet those goals for you.”

Whether an ASC is opening a brand new facility or looking to streamline current processes, the collaboration helps ASCs get the right equipment and products selected, delivered, and installed on the right timeline — with technical experts from Medtronic guiding the process.

“Opening a new facility can be extremely overwhelming,” Humphrey acknowledges. “By working together, we make sure we have the right equipment and products selected.”



Day-to-day — simplification across multiple dimensions

The ongoing benefits show up in multiple ways.



Fewer vendors, smarter standardization: Cardinal Health acts as a one-stop shop, allowing ASCs to consolidate vendors, reduce touchpoints, and lower costs across multiple surgical and monitoring categories through the Medtronic Performance Plus™ relationship.



Capital-light options: “The one thing Medtronic can also do from the capital perspective is come in capital light, meaning we have the ability to simplify the technology integration into the current fleet that you have,” McQuay explains. “So less disruption for that end user at the ASC as well.”



Comprehensive support: “Having that customer support through logistics, service, and clinical is a unique thing that we can provide to those ASCs,” says McQuay. “There’s a lot that goes on behind the scenes with strategic collaboration and how we can bring opportunities to our customers that support their goals.”

Real results — two recent examples

Example 1: the suture solution (Mid-Atlantic region)

A Cardinal Health customer was frustrated by sudden price changes from a competitor and desperately needed immediate cost relief. Clinical validation remained critical — any solution had to meet the same quality standards.

“The team moved quick,” recalls Humphrey. “They presented a full portfolio option with clear savings and supported the customer all the way through that transition, really at the end of the day resulting in a smooth conversion, real cost savings to the ASC, and a solution that ultimately, clinicians were comfortable with.”

The outcome? The ASC escaped the price trap, saved money, and maintained clinical standards — all with a smooth transition process.

Example 2: proactive capnography opportunity

McQuay’s team didn’t wait for a problem to emerge. They identified an opportunity and moved on it.

“I collaborated with Cardinal Health in a proactive instance. I wanted to get out in front of what we thought was a significant opportunity and we created an agreement that provided not only cost savings but also enhanced clinical value with our Microstream™ Luer capnography filter line.”³⁻⁷

The focus? Helping ASCs with current initiatives like cost savings and reducing redundant vendors. “This is just one simple call out, but several more to come,” McQuay adds.

When things go wrong — the power of seamless problem-solving

Even the best collaborations encounter hiccups. What matters is how they're resolved.

"We have the ability to communicate effectively, to prioritize resolution of any challenges," says Barnhart. "And really what's important to our mutual customers is the way we show up together."

Humphrey emphasizes the confidence this creates. "The feedback that we hear consistently is confidence. It's confidence in the preparation, it's confidence in knowing who to call, and it's confidence that Cardinal Health and Medtronic are working together at the end of the day in the customer's best interest."

McQuay puts it simply. "When it comes to the end user in their connection with the Cardinal Health representative, all they have to know is that Medtronic is a phone call away. We collaborate so well on the backend that the customer doesn't feel they need to call several individuals to get a problem solved. When you're working with Medtronic and Cardinal Health, it's a simple phone call."

**One call. One resolution.
No runaround.**

The breadth of the portfolio — touching every patient

In the Medtronic Acute Care and Monitoring division alone, the company impacts over 100 million patients each year.

"A lot of these products are utilized every day in your centers, like Nellcor™ pulse oximetry and Microstream™ capnography, or Shiley™ endotracheal tubes — the list goes on and on," says McQuay. "They kind of live behind the scenes. But here's the thing with these product categories — they are essential to patient care in your center."

And where Acute Care and Monitoring can't fill the gaps? "Our other Medtronic businesses can help fill those other gaps within your ASC," McQuay notes.

Medtronic comprehensive ASC portfolio spans multiple specialties

Beyond Acute Care and Monitoring, Medtronic supports ASCs across key procedural categories including:

Cardiac and Vascular — Pacing, ablations, coronary interventions, peripheral vascular

Neurosciences — Pain management, urology, spine procedures, ear, nose and throat (ENT)

General Surgery — Bariatric, advanced energy, robotics, core surgical products

This breadth means ASCs can consolidate vendors while accessing world-class technology across the full range of procedures—all with the reliability and support of the Cardinal Health-Medtronic collaboration.

The advice — be intentional about your partners

As ASC leaders face mounting pressures, the choice of distribution partners becomes increasingly strategic.

“My advice is really to be intentional about who you choose to work with and especially your distributor,” says Humphrey. “Really choosing one that truly understands the unique needs of surgery centers and offers a reliable, resilient supply chain that can help control the costs, reduce complexity, and ultimately give ASC leaders more time to focus on patient care.”

Barnhart echoes this sentiment. “Leverage your Cardinal Health and Medtronic sales teams to be able to provide effective product solutions and to be able to look at opportunities to continuously do things better. Ensure you know your representatives. Lean on us as subject matter experts and lean on the resources that we have.”

And McQuay reminds ASC leaders of what should provide peace of mind. “As an owner or a leader in an ASC, this should provide you comfort knowing your patients are getting the best every day. At Medtronic, we have the pleasure of touching every patient that enters your facility in one or more areas.”

The bottom line — collaboration that drives performance

In an environment where complexity is the default, the Cardinal Health and Medtronic Performance Plus™ collaboration offers ASC leaders something increasingly rare — **simplification without compromise.**



- **Fewer vendors** through strategic consolidation
- **Pricing transparency** backed by balanced portfolios
- **Proactive collaboration** to identify opportunities
- **Capital-light options** for easier technology integration
- **Seamless problem resolution** with one phone call
- **Clinical excellence** across the Medtronic portfolio
- **Reliable supply chain** with elevated inventory investments

As the ASC landscape continues to evolve — with higher acuity cases, tighter regulations, and greater operational demands — having partners who work together seamlessly isn’t just nice to have. It’s essential.

“Anything that we can take off your plate to be able to provide solutions and products and best-in-class customer service, we want to be able to take on for you,” says Barnhart.

Because at the end of the day, ASC leaders should be focused on patient care, not managing vendor complexity.

Take the next step

Interested in learning how the Cardinal Health and Medtronic Performance Plus™ collaboration can support your ASC?

Connect with your Cardinal Health representative or visit [medtronic.com](https://www.medtronic.com) to explore how this collaboration can help streamline your operations, reduce costs, and enhance patient care.



Listen to the full podcast conversation featuring Tracy McQuay, Emily Barnhart, and Kevin Humphrey on the ASC Insights podcast series.

Contact us today

Ready to explore how Medtronic can support your ASC's success?



To learn more about Cardinal Health's transformation and how Medtronic can help optimize anesthesia protocols at your ASC, visit [outcomesrocket.com/ASCInsights](https://www.outcomesrocket.com/ASCInsights)

Our industry partnerships help streamline procurement and enhance workflow efficiencies.

OEM partners

- Fukuda Denshi
- Mindray
- GE HealthCare
- Philips

Distributors

- Cardinal Health
- Henry Schein
- McKesson
- Medline
- O&M

For trained personnel only. For specific indications and instructions for use, please refer to the product manual.

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References

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4. Based on internal report D005886, Evaluation Testing with the New Version of the Adult /Intermediate Smart CapnoLine Plus, an Injection Molded, One-Piece Cannula (Appendix 5 .3 & 5 .4 relate to accuracy even with up to 5Lit /min O₂).
5. Based on internal report D005655, Clinical Validation Test -CO₂ Oral Nasal FilterLine, Adult, Intermediate and Pediatric -Healthy Patients (Protocol, See Objectives Chapter 3).
6. Based on internal report D05658, Clinical Validation Test -CO₂ Oral Nasal FilterLine, Adult, Intermediate and Pediatric -Healthy Patients (Report, See Conclusions, Chapter 3 .1 and Analysis of Results, Chapter 5).
7. Based on internal report D005655, Clinical Validation Test -CO₂ Oral Nasal FilterLine, Adult, Intermediate and Pediatric - Healthy Patients (Protocol, See Objectives Chapter 3).