

# Vizient Member Networks 2023 Impact Report

A look back at member value and key takeaways from performance improvement programs and networks



# Milestones to momentum

## Celebrating your accomplishments that shape the future



**Julie Cerese, PhD, RN**  
Senior Vice President,  
Performance Management  
and Networks, Vizient

Recognizing our past accomplishments isn't just a sentimental gesture, but a strategic necessity. It instills a sense of purpose and pride, reminding us of what we can accomplish when we work together. It also informs our strategy and fosters trust and collaboration.

With that spirit in mind, I'm delighted to share with you the Vizient® Member Networks 2023 Impact Report. Within its pages, you'll find numerous milestones that highlight our collective efforts in reshaping healthcare delivery for the better. Throughout 2023, your active participation and contributions played a foundational role in our progress, leading to remarkable outcomes.

These milestones have provided us with momentum and serve as a strategic stepping stone for Vizient and our Member Networks. They reinforce our commitment to supporting your pursuit of high performance.

If you haven't already, I encourage you to explore our [2024 Offering Guide](#), which outlines the opportunities for healthcare leaders to tackle the toughest challenges in collaboration with Vizient.

I look forward to continuing this transformative journey with you in the coming year and building on the foundation of success we've collectively established. Thank you for your visionary leadership and unwavering dedication to advancing healthcare.



## Achieving Top Performance: Three Proven Steps

### 1 Networks

Top-performing organizations collaborate to solve challenges together through peer-to-peer networks three-to-four times more than low performers

### 2 Performance Improvement Programs

Top-performing organizations actively engage in Performance Improvement Programs three-to-four times more than low performers

### 3 Data and Analytics

Vizient's Clinical Data Base and Operational Data Base enable organizations to assess and benchmark performance then connect with peers who are excelling



2022 Member Networks Impact Report



# Aligning to achieve high performance

In 2023, Vizient Member Networks enabled high performance across three focus areas: growth strategy, care delivery excellence and expense management.

In 2024, the common thread across all Vizient offerings focuses on the outcomes of high-performing organizations: profitable growth, care delivery excellence and financial sustainability. Leaders engaging with Member Networks focus on the same topic areas quarterly. This interprofessional alignment strengthens the problem-solving on challenges through learning different perspectives from subject matter experts, peers and high-performing teams to advance your organization's priorities.

This approach, focusing on outcomes of high-performing organizations, ensures that we thoughtfully partner with you to most effectively tackle the challenges faced today in healthcare.

## Member impact at a glance

From the entire Vizient Member Networks team, we thank you for engaging with us and each other in 2023. At Vizient, our success is measured by your success, and the results are impressive. Vizient brings providers together to benefit from the collective knowledge and insights of peers, helping them improve faster than they could on their own. The scale is enormous. During 2023:

**\$520.5M**

2023 reported member value

**21,000+**

awarded continuing education (CE) credits to providers and staff, resulting in \$6.5M in value

**\$55M**

annualized value equivalent in reducing voluntary nurse turnover rates for 24 organizations in the Elevating the Workplace Collaborative

**4,600+**

sepsis deaths avoided in Sepsis Bundle Collaborative



# Performance Improvement Programs



**“ We got so many great ideas for our own mobility program. This collaborative has been instrumental in our ability to start our own [quality improvement] project.”**

Quality Director, Saint Luke's South Hospital

## 2023 Collaborative value

Project name	Outcome metric	Annualized improved value	Annualized # of outcome events
<b>Creating a Culture of Mobility Collaborative</b>	Patient days avoided with discharge to home	<b>\$76,996,260</b>	138,732 patient days avoided
<b>Elevating the Workforce Collaborative</b>	Nurse turnover	<b>\$55,155,960</b>	1,054 reduced nurse turnover
<b>Health Equity Workshop Series</b>	30-day readmissions	<b>\$8,641,200</b>	569 avoided readmissions
<b>Improving Sepsis Bundle Compliance Collaborative</b>	Sepsis patient days avoided	<b>\$222,734,816</b>	122,568 sepsis patient days avoided 4,606 sepsis deaths avoided
<b>IPS: Care at Home Remote Patient Monitoring Collaborative</b>	30-day readmissions	<b>\$10,579,000</b>	696 avoided readmissions
<b>Reducing LOS to Improve Capacity Collaborative</b>	Patient days avoided	<b>\$137,793,180</b>	255,260 patient days avoided
<b>Strategic Supplier Relationships Collaborative</b>	Cost reduction in spend	<b>\$2,171,169</b>	Reduction in spend
<b>Annualized improved value (December YTD)</b>		<b>\$514,071,785</b>	

Results are annualized to a 12-month time period

Vizient's Performance Improvement Programs focus on accelerating your success in achieving sustained, scalable clinical and operational improvement. Providers are accomplishing more, faster, through the program's improvement framework, national benchmarking data, actionable insights and working together with peers via our Performance Improvement Programs (PI Collaboratives, Benchmarking Surveys).

## Elevating the Workforce Collaborative: Heeding the call to strengthen the healthcare workforce

This collaborative explored workforce redesign through digital transformation and organizational recommitment to enhance the workforce and patient experience. Twenty-four participating organizations worked together to elevate care delivery models, improve operational efficiency through technology, enhance patient-provider relationships and bolster workforce engagement and wellbeing.

## Reducing Length of Stay to Improve Capacity Collaborative: Addressing the critical role of length of stay in capacity management

In this collaborative, 200+ individuals from 40+ organizations focused on logistical planning and communication in the form of rounds (bed, multidisciplinary and safety) to address the non-clinical reasons for delayed discharges. In addition, opportunities existed to utilize technology to assist in bed capacity, and members began discussions on its purpose and application.

## Creating a Culture of Mobility Collaborative: Preventing clinical complications and improving operational efficiencies

This collaborative explored ways to improve a culture of mobility within general medical, surgical or intensive care units such that early mobilization of patients is a high priority and embed into all aspects of patient care.

Fifty-four teams worked to establish a multidisciplinary team to create a mobility program that incorporates leading practices and mitigates barriers to patient mobility, identify and standardize mobility assessments, pathways and processes to promote patient mobilization early in patients' hospital stay; embed mobility into routine patient care by frontline caregivers in all patient care areas and improve operational efficiencies, including inpatient length of stay.

## High Reliability Culture Benchmarking Study: Improvement stems from understanding your starting point

Creating a culture of safety begins with an understanding of where your organization is on its journey. The more than 1,700 individuals representing nearly 40 organizations participated in the High Reliability Culture Benchmarking Study to receive a "pulse check" of their organization's culture. Leveraging Vizient Safe and Reliable Healthcare's framework components specifically pertaining to culture allowed participants to recognize a structured way to look at organizational culture, identify aspects of the organizational culture that are important to staff and to list actionable ideas to improve staff wellbeing.

### Member reported impact:

**1,054**

voluntary nurse  
separations avoided

**\$55+M**

savings in turnover,  
onboarding and  
recruiting costs

### Member reported impact:

**248+K**

patient days avoided  
by participants

**\$138M**

overall cost avoidance  
by participants

**67%**

participating organizations that improved their  
observed LOS rate over the course of the project

### Member reported impact:

**138+K**

patient days avoided  
by participants

**\$76M**

overall cost avoidance  
by participants



# Networks



## Academic Medical Center CEO Network highlight

At the January **Academic Medical Center CEO Network** meeting, Kaufman Hall urged hospital and health system executives to become cost obsessive, noting:

- Cost control in traditional areas such as labor, supplies and overhead needs to be dealt with in a more organized, more persistent and more permanent way.
- Leaders need to ask: If we started over again, which services would we provide, and what would our total portfolio look like, including hospitals, outpatient locations, types of physicians, and depth and breadth of clinical services?
- All pieces of the portfolio need to be viewed through two lenses: strategic relevance and financial performance.

**“ I can tell you firsthand that I’ve gained invaluable insights from these meetings. Equally valuable are the longstanding connections I’ve made with other AMC CEOs—relationships I’ve relied on countless times when navigating critical issues facing our industry. ”**

**David Entwistle**  
President and CEO, Stanford Health Care

## Community-based Independent Health System Network

Over the past year, members met to examine the best path forward to leverage strategic plans and tactics to ensure sustainable independence. Member CEOs, Kaufman Hall, and Sg2 discussed topics that included successful payer partnerships, value-based care market trends, emerging strategies shaping medical group optimization and positioning/economics/policies impacting members during a potential recession. Key takeaways:

- Value-based care is here to stay
- The value equation varies by provider segment and market
- Continued growth in Medicare Advantage will bring risk contracting to local markets
- Payers are building capabilities, with a particular focus on primary care, to better manage total cost of care
- Capture value through alternative payment models, reducing low-margin utilization and leveraging tools/technology
- Partnerships/joint ventures/consortiums can help achieve scale and close gaps in care

## CEO Executive Networks highlight

More than 100 CEOs and their trustees came together in October for a multi-day program featuring peer- and expert-led discussions focusing on strategies for optimizing cost, quality and market performance. Members heard from ThinkersOne Co-Founder, Sg2, Kaufman Hall and Author and Keynote Speaker John “Gucci” Foley as they all addressed organizational agility from their own perspectives. Key takeaways:

- To tackle your unique combination of challenges you’ll need: a fresh operational and financial readiness mindset, to challenge conventional thinking in strategic planning, and to build reserves to maintain enterprise resiliency and agility.
- See AI not as a tool that does the work for your teams, but rather understand it as an engine that enables greater efficiencies, expansive thinking and creativity in ways that we may not otherwise see. Such generative AI tools can serve as co-pilots in shaping and formulating a body of thinking to consider a wider range of implications, experiences and perspectives among your partners, patients, consumers and workforce.



**Trustee education**—Healthcare governance has evolved into a challenging, highly complex endeavor. Hospital and health system boards must oversee the increasingly disruptive and nuanced dynamics associated with delivering reliable, high-quality and affordable healthcare services. During 2023, more than 80 CEOs and trustees attended a special Learning Academy session during the Chief Executive Officers Network Meeting, October 12 in San Antonio. The session received a satisfaction score of 9.5 out of 10 and contributed to a new comprehensive Vizient Trustee Education Offering for 2024.

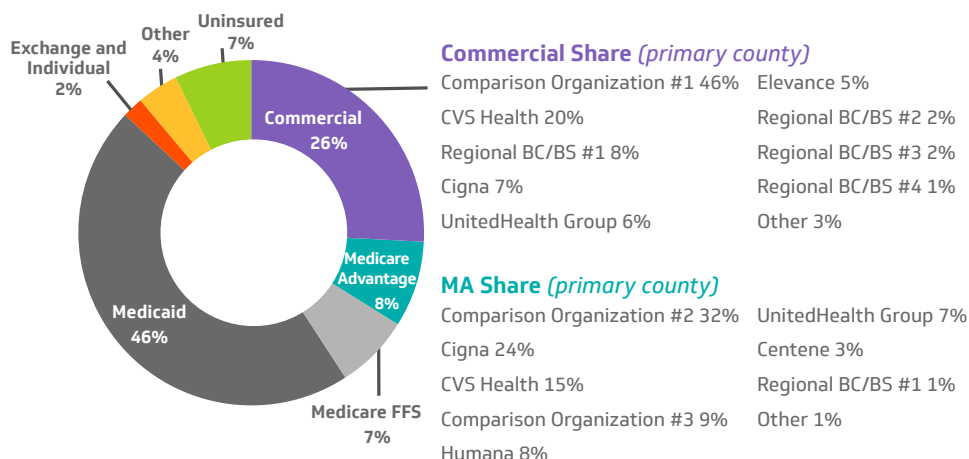


## Members receive customized market data insights

In partnership with Sg2, members of the **Atlantic CEO Executive Network** received a custom analysis illustrating the current state of their market and the opportunity for growth, differentiation and payer partnerships.

A select pairing of datasets were utilized including Care Journey Network Advantage and Clarivate DRG Employer Vantage Data. These insights allowed CEOs to gain a better understanding of their unique market challenges and position to leverage scale to reshape relationships with consumers and payers. Sample actionable insights participants gained are shared below:

### Health Insurance Enrollment, as of July 2022



**Source:** Care Journey Network Advantage, Sg2 analysis, 2023 Data extracted 3/24/2023; CMS Public Use Files

### Other insights included at a customized market level:

- Market share of largest commercial payer in market
- Medicare Advantage penetration
- MSSP penetration of MFFS
- Risk adjusted per member per year outcomes comparison
- Risk-adjusted total cost of care index



## Vizient and Oklahoma/Arkansas providers partner for analytics

Members of the **Oklahoma/Arkansas CEO Executive Network** contracted separately with Vizient for dedicated analyst to provide custom insights from Vizient Clinical Data Base. Highlights of the member-specific and network insights shared include:

- Service-line top mortality drivers to improve overall quality of care, as well as ranking in the CMS Five-Star Quality Rating System and Vizient Quality and Accountability Scorecard, as well as service line top readmission and excess days drivers that impact reimbursement and patients' continuity of care
- Member-specific pharmacy, lab and imaging opportunities, and mortality insights to improve quality of care, enhance data/information sharing and support the adoption of best practices, as well as quality improvement dashboards to increase scalability of the content and ensure that the data analyst is working at the top of their license

## Trending Topics Webinars

The Trending Topics Webinars series provide an exclusive forum for Member Networks CEOs and C-suite executives from across the country to come together to learn and engage on timely and relevant topics. During 2023, members accessed a timely four-part series titled, Maximizing the Potential of AI in Healthcare – Strategies and Best Practices for CEOs and Executives, and the start of a three-part series that will continue into 2024 titled, Optimizing the 340B Program: A Strategic Guide for Healthcare C-Suite Executives.



## Chief Strategy Officers Network meeting highlight

In May, members of the **Chief Strategy Officers Network** heard from Kaufman Hall about alternative financing options for strategic projects. While this can reduce or eliminate the impact on an organization's credit and boost capital capacity, it's important to consider the following issues with alternative sources of capital:

- Control and strategic flexibility
- Auditor's view of the transaction structure and financial statement impact
- Rating agency view
- Resulting cost of capital (is the "juice" worth the "squeeze"?)
- Identifying asset types that can be funded in different ways
- Providers of funding mechanisms (e.g., use of REITs, private equity, investment banks, others)

## Supply Chain Executives Network meeting highlight

The **Supply Chain Executive Network** focused on operationalizing non-labor expenses through governance of indirect spend and purchased services, including strategies for market forecasts and budget projections. The meeting featured a member case study about its advancement of indirect spend management. Supply chain leaders left the meeting with insights regarding:

- Indirect spend market trends and pressures
- Inflation projections
- How to utilize governance and analytics to drive \$7M in achieved financial impact with \$13M identified

## Pharmacy Executives Network meeting highlight

More than 1,800 members attended the **Pharmacy Executives Network meeting** in December to gain leading practices and insights through 28+ presentations, 55 speakers and 1,000+ resident posters. Executives explored timely leadership topics, including 340B, strategic approaches to site of care selection with infusion therapy and characteristics of top performing organizations and the role of the pharmacy executive.



### Pharmacy Network report compiles revenue enhancement, drug cost-savings

Health systems rely on pharmacy leaders to deliver on value. With pressure to cut costs and grow revenue, pharmacy enterprises are poised to drive value by reducing expense and increasing margin through a variety of innovative strategies. The Pharmacy Network partnered with the members to compile successful revenue enhancement programs along with drug cost-savings initiatives into a program compendium. This year, nearly \$700M in programs were submitted by 45 leading health systems.

## Safeguarding patients, staff and communities: new active shooter consensus-based recommendations

Preparing for an active shooter in a hospital presents challenges that necessitate balance between maintaining patient care and ensuring the safety of all individuals within the healthcare environment. Addressing these complexities requires a proactive approach that integrates security measures with compassionate care and minimizes the potential impact on patients and operations. As a result of an inquiry through the Chief Medical Executives Network, a member survey was conducted. Over the last year, 40 individuals representing 27 member organizations analyzed those survey results. Action steps include:

- The development of recommendations and rationales for closing inconsistencies and gaps in active shooter response
- Addressing the primary vulnerabilities identified, providing guidance on available national guidelines, literature, and developing resources to improve active shooter response preparedness and overall safety of healthcare organizations.
- Deliverables for this work include new consensus-based recommendations, rationales and resources focused on areas of vulnerability.



## Interprofessional highlights

- Members of the **Chief Financial Officers and Chief Operating Officers Networks** discussed ways to close the performance gap via workforce strategies, spend management and service line rationalization. Kaufman Hall shared disruptors in the healthcare industry aim to reduce hospital-based care, integrate payers and plans, improve hospital margins and integrate pharmacy/retail providers. Disruptors also change the primary care landscape by connecting with primary care through risk sharing and collaborating with primary/urgent care to increase consumer spending.
- The **Chief Operating Officers and Pharmacy Executives Networks** came together to better understand the current landscape of the 340B program, especially recent modifications concerning Contract Pharmacies. Members gained insights from Vizient experts and engaged in discussions with their peers, gathering knowledge about emerging strategies that aid in revenue retention and exploring avenues for future growth.
- **Chief Medical, Nursing and Quality Executives Networks** convened to address the post-pandemic recovery. Leaders acknowledged the importance of going beyond restoring pre-pandemic operations and committing to fundamental care principles. While there are opportunities for innovation, attendees emphasized the need for an unwavering focus on the basics of care. Key takeaways for achieving the best outcomes for all patients include; 1) Recover, aiming for better results, 2) Innovate faster and in new ways and 3) Deepen the human connection
- **2023 Chief Quality Executives Network Survey**—The Chief Quality Executives Network conducted a survey to identify the skills needed for future quality leaders. This data will help current leaders mentor and educate the next generation of healthcare professionals, creating a lasting impact. The survey results will be analyzed, turned into reports and published in a professional journal in 2024.

## Vizient AMC Funds Flow – Benchmarking Insight Report

Funds flow is a vital strategic priority to advance high performance of the AMC mission. As the industry standard for funds flow benchmarking, this well-established tool guides strategic decisions and enhances organizational alignment, financial accountability and sustainability. Insights from the most recent 2022 study, released in July 2023, reveal:

- **Overall funding commitment:** Funding is stable over time at 11.2% of medical center net patient revenue, with an overall average funding of approximately \$289M. Variability remains, with respondents reporting total levels ranging from 6% to 23%.
- **Funding priorities:** Over time, strategic funding priorities have shifted to address critical staffing challenges, balancing the portfolio of funding allocations. Insights below reflect changes from 2020 to 2022 study results:
  - Clinical operations: from 33% to 52%
  - Physician leadership: from 8% to 6%
  - Graduate medical education: from 25% to 16%
  - Academic mission strategy: from 34% to 27%
- **Operating margin:** Organizations realized an average 3% operating margin as one indicator of funding priorities contributing to overall enterprise financial success.
- **Enterprise transformation:** AMCs leveraging the insights from these insights are initiating a fresh review of current strategy, engaging with peers to share insights based on the results and working to transform funds flow commitments to ensure longer term success.
- **Peer connections:** Survey insights promote robust CEO, CFO and other C-level roundtable dialogue at Network meetings to share and learn strategic approaches and leading practices to optimize funding.
- **Strategic insight:** Leveraging results and insights from the survey, Vizient subject matter experts provide industry leading practices and learnings and guide strategy mapping to optimize funds flow effectiveness. Survey results also inform Sg2 and subject matter expert intelligence, informing leading practices.

## Service line strategic networks

Centered on providing a 360° view across cost, quality and market performance of a service line's current state and market opportunities, these networks support the strategic planning and execution of the cancer and cardiovascular service lines in pursuit of growing service line market share and relevance.

All participants in the **Cancer and Cardiovascular Service Line Strategic Networks** received a service line-specific Optimal Service Mix planning tool populated with their organization-specific data.

During the May **Cardiovascular Service Line Strategic Network** meeting, members as well as Vizient and Sg2 experts shared insights into how to create and deliver an effective service distribution framework and how to create a model to decide which cardiovascular services should be centralized within their systems, and which should be distributed.

During the September **Cancer Service Line Strategic Network** meeting, one member shared how its clinic designed to provide acute care to cancer patients usually suffering from toxicity of treatment in a same-day setting is improving the patient experience in a financially responsible way.

- The clinic setting improves the patient experience by reducing financial, time and caregiver burdens associated with acute care episodes, is 33–50% more cost-effective than the emergency department for treating these specific types of cancer patients, and alleviates emergency department capacity concerns.

### Actionable insights

- A unique **planning tool** helped members see projected growth and dynamically perform scenario planning.
- A group of nearly 140 service line executives, chief operating officers, chief financial officers and chief strategy officers participated in a **survey** to provide insight into their organizational composition and priorities. The findings have shaped the 2024 focus of the networks on strategic growth. Survey highlights include:
  - Most have dyad leadership structures for service lines; triad structures are quickly gaining in popularity, enabling a more integrated leadership approach
  - The primary goal of their service lines is to enhance clinical management of patients with like conditions; the primary marker of success has become growing market share and relevance

## Diversity, Health Equity and Inclusion Network

The **Diversity, Health Equity and Inclusion Network** explored several iterations of the community health worker model with members, including a spotlight on one member. The team actively pushed to innovate and improve how and where their community health workers are deployed and are intentional about aligning KPIs with quality metrics. Community health workers helped improve medication adherence for patients by 41%. Their use also reduced:

- PHQ-9 scores for depression and anxiety in the high utilizer population on average by 21%; in the maternal population scores by 50-60%
- ED utilization by 33%
- Readmissions among high-risk COPD patients by 75%

### Identifying opportunities to enhance community care in underserved communities

During a Diversity, Health Equity and Inclusion Network meeting, Sg2 showcased its analysis of how members can identify underserved populations and new growth opportunities, regardless of payer mix, in high-margin procedures such as cancer surgeries, cardiovascular valve surgeries, joint replacement and more.

- There are 11 procedures that are known to be underrepresented in under-served neighborhoods, and which are highly correlated to high Vizient Vulnerability Index scoring zip codes (higher social needs).
- For example, primary hip replacement use in these neighborhoods is 21% lower than in the average zip codes analyzed and 86% of that variation can be attributed to social determinants of health.
- The payer mix in these neighborhoods average approximately 50% commercial insurance and 40% government pay, creating a growth opportunity for several procedures.

# Member education and learning



## Leadership Series

These 50+ educational programs are available for all leaders across the organization who want to advance their professional knowledge and meet **continuing education** requirements. With over 10,000 attendees participating in events, and over 21,000 continuing education credits, the learning and professional education opportunities in 2023 were vast.

### Learning Spotlight: Clinical Leadership Series

Over **800 medical, nursing and quality leaders** participated in these five webinars offered in the 2023 Clinical Leadership Series. The series addressed current priorities for clinical c-suite leaders and included member spotlights featuring the utilization of data and analytics, performance improvement tools and techniques and action items accessible for all participants. Topics throughout the year included care redesign, population health, capacity management, workforce wellness and pathways to quality leadership. Key takeaways:

- It is crucial to leverage data to manage operations and patient outcomes—there is no room for silos on each of these topics.
- Centralize, virtualize and take away from the bedside wherever possible—Do it: tele-stroke, tele-psychiatry, virtual monitoring and others to improve the effectiveness of care.
- Engage the experts and front-line staff; partner with Departments of Health and emphasize communication in addressing population health challenges.
- Optimize the multidisciplinary team; enhance transparency from frontline to leadership; and commit to standard work to improve capacity, access and financial outcomes.
- Invest in cultivating a strong culture; communicate actively to understand team dynamics and needs; and celebrate successes to support and foster current and future healthcare leaders.

### 2023 Leadership Series

- Advanced Accreditation
- Assurance Strategies
- Clinical Leadership Series: Medical, Nursing, Quality
- Clinical Resource Management
- Performance Improvement
- Pharmacy Professional Development and Workforce
- Supply Chain
- Washington Update

## Vizient Connections Summit

During the 2023 Connections Summit in September, more than 4,000 attendees gathered to gain valuable insights while making connections with colleagues. Now all Vizient providers have access to nearly 140 recorded member education sessions from the event, most with continuing education (CE) available—including ACHE, CPHQ, Nursing, Pharmacy, Pharmacy Technician, Physician, IPCE. Visit the 2023 Connections Summit webpage to take advantage of this opportunity to earn CE at no cost to your organization. A Vizient login and password is required.

### Vizient Connections Summit at a glance

**4,357.5**

hours live continuing education awarded

**647**

abstracts submitted with 162 accepted





NYU Langone Health accepting the Bernard A. Birnbaum, MD, Quality Leadership Award at the 2023 Vizient Connections Summit

## Celebrating your top performance

Each year, the **Bernard A. Birnbaum, MD, Quality Leadership Award** recognizes participating healthcare organizations in four cohorts through the Vizient Quality and Accountability Study, which measures performance on the quality of patient care in six domains: safety, mortality, effectiveness, efficiency, patient centeredness and equity. The study factors are measures from the Vizient Clinical Data Base and include performance data from the HCAHPS survey and the CDC's National Healthcare Safety Network. The complete list of 2023 award winners across all four cohorts can be found [here](#).

**“ Top performers demonstrate qualities of leadership and adaptability, and they leverage advanced analytics to enable their organizations to improve performance across the care continuum and in their communities. These organizations set a high standard in patient care and we are proud to recognize their achievements. ”**

**Byron Jobe**

Chief Executive Officer, Vizient

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To learn more about Vizient Member Networks, visit <https://www.vizientinc.com/who-we-serve/our-networks> or contact [membernetworks@vizientinc.com](mailto:membernetworks@vizientinc.com).

**Vizient, Inc.** provides solutions and services that improve the delivery of high-value care by aligning cost, quality and market performance for more than half of the nation's healthcare providers. Vizient provides expertise, analytics, advisory services and a contract portfolio representing more than \$130 billion in annual member purchasing volume to improve patient outcomes and lower costs. [www.vizientinc.com](http://www.vizientinc.com)