

**together**  
**transforming**  
**healthcare.**

2025 Annual Report

CAPTIS

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# about US.

**Captis is a leading strategic partnership comprised of 90+ Vizient health systems across the United States.**

Captis members participate in a committed portfolio of 450+ contracts (commodity, clinical preference, medical device and pharmacy) and 10 programs (supply chain, clinical, pharmacy and finance). Captis is supported by a service provider team of collective resources from Mayo Clinic Supply Chain Management and Vizient, brought together to achieve Captis' mission and goals for the benefit of the members.

## **Vision**

Our desired future state.

The preeminent network collectively delivering the best value and total performance improvement.

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**\$11** billion

Our aggregation model has \$11 billion in annual contract spend transacted and has saved member hospitals over \$2 billion since our inception in 2008.

**Together, our mission is to create value through a culture of commitment and innovation. This is our core purpose and why we exist.**

# founding principles.

Captis seeks to increase efficiencies and reduce expenses by aggregating spend and redesigning supply chain processes through collective decision-making. To achieve this vision, members agree to the following principles:

- Make decisions collectively based on what is best for the alliance as a whole, rather than individually for their organization
- Hold each other accountable for delivering upon commitments to Captis
- Follow behavioral guidelines that protect the integrity of the Captis brand
- Utilize Mayo Clinic and Vizient's "go to market" strategy
- Create a single voice throughout supplier negotiations
- Participate in innovation that drives value



Captis was founded on the members' vision to be a distinguished supply network that brings its members the best economic and clinical value.

# executive letter.



*Mike Belbeck*

**Mike Belbeck**

Board Chair, EVP, Operations,  
Covenant Health



*James R. Francis*

**James R. Francis**

Captis | Mayo Clinic, Chair,  
Supply Chain Management



*Brenda Peterson*

**Brenda Peterson**

Captis | Vizient, SVP, Strategic  
Sourcing Partnerships and Programs

## In 2025

Captis and its members achieved meaningful progress amid a rapidly evolving healthcare environment. As trade policy shifts, tariffs, market volatility, merger/acquisition activity, and sustained financial pressures continue to challenge health systems, Captis remained focused on advancing cost management and financial resilience. Through disciplined execution and a sense of urgency, we strengthened our collective position and reinforced the value of our shared commitment; demonstrating the enduring power of scale, collaboration, and purposeful action.

This year marked important advancement across the portfolio, including the launch of the Indirects Category and new innovation programs addressing information technology needs. These initiatives expanded Captis' aggregation model into new areas of spend, unlocking value and opportunity that would be difficult to achieve independently. We also enhanced our approach to contracting and implementation with a commitment to providing members with greater visibility, lead time, and insight—supporting stronger adoption and performance.

Collaboration and accountability remained central to our success. Expanded supplier engagement, best-practice sharing, and the continued evolution of Clinical Data Insights strengthened alignment across supply chain and clinical teams, enabling data-driven decision-making and sustained value delivery.

As we executed against the 2024–2026 Strategic Plan, we also began shaping the next phase of Captis' growth. Under the guidance of the Board of Managers, development of the 2027–2029 Strategic Plan is underway - building on a strong foundation of partnership, accountability, and innovation.

We thank our members for their continued leadership and commitment. Together, we are positioned to deliver enduring value and drive the next chapter of collective success.

# supply chain strategies.



Led by Mayo Clinic Supply Chain Management, Captis Service Provider

## Navigating Industry-Wide Supply Chain Challenges and Market Dynamics

Global trade policy and market dynamics continued to evolve in 2025, with tariffs, regulatory scrutiny, and geopolitical pressures influencing costs and sourcing strategies across healthcare. Mayo Clinic Supply Chain Management, in collaboration with Vizient, continues to provide Captis members with timely market intelligence, early threat visibility, strategic guidance, and sourcing alignment designed to mitigate cost pressures and supplier disruption. Together, these industry leaders help buffer members from market volatility that would be difficult to manage independently.

## Inflation Monitoring and Price Indexing

Mayo Clinic leverages its partnership with Vizient and additional market intelligence sources to monitor global conditions, anticipate inflationary trends, and validate fair, market-aligned pricing. Pricing is evaluated across raw materials, labor, and transportation using multiple benchmarking tools. Recent line-item benchmarking demonstrates that Captis pricing remains at or below national benchmarks, with pricing averages approximately 25% more aggressive in commodity and clinical preference portfolios and 30% more aggressive in medical devices.

## Supply Assurance and Risk Mitigation

Supply assurance remains a core focus. Captis works proactively with suppliers to identify risks, secure alternative products, and diversify sourcing. Strategies include multi-source contracting, expanded supplier diversity, negotiated allocation protections (including 125% use guarantees), enforcement of failure-to-supply terms in pharmacy agreements, and portfolio diversification across domestic and international manufacturers to enhance redundancy and resiliency.

## Tariff Monitoring and Advocacy

Mayo Clinic and Vizient actively monitor potential tariff changes affecting imports across multiple countries. Captis engages suppliers to assess manufacturing footprint shifts while advocating for healthcare exemptions and proactively communicating potential impacts to members. Actions such as formulary adjustments to tariff-impacted CPT components were projected to mitigate up to \$20 million in tariff-related expenses across the Captis membership.

## Core Supply Chain Solutions

The Captis | Mayo Clinic team delivers disciplined category management, innovative savings strategies, continuous monitoring of the overall health of the Captis supply chain, while driving aggregate value and operational efficiency for members. These services include the following:

### Cost Avoidance and Continuous Improvement

Ongoing collaboration with suppliers focuses on identifying production efficiencies and mitigating cost increases, supporting sustainable cost containment for members.

### Portfolio Expansion and Contract Optimization

The Captis team continues to expand product coverage by introducing new categories and products, restructuring agreements where appropriate through recategorization and subcategorization, and simplifying portfolios to improve operational efficiency while delivering incremental savings.

### Contract Management and Compliance

Mayo Clinic category managers work closely with suppliers and members to support contract compliance, improve utilization, and mitigate pricing adjustments when commitment thresholds are not met.

## Innovative Supplier Partnerships

Captis continues to evaluate alternative commitment and partnership models to unlock new value. Collaboration with distribution partners supports optimization of distribution economics while maintaining quality and competitive pricing. Additionally, Captis category managers continuously evaluate the market for disruption opportunities with alternative suppliers, and for new products and technologies.

## Clinical Integration and Value Analysis

Mayo Clinic's Clinical Quality Value Analysis (CQVA) team and clinical subject matter experts play a critical role in guiding contracting strategy. Their insights inform CQVA attribute tables and reference materials shared with Captis members, supporting informed decision-making, conversions, and implementation planning. In 2025, Mayo Clinic's CQVA team convened pediatric hospital subject matter experts to support pediatric product and device contracting strategies.

# clinical engagement.



The Clinical Data Insights initiative expanded value for members by delivering up to 16 key data elements to support benchmarking, utilization analysis, clinical outcomes review, and conversion tracking. These insights enabled informed, data-driven decision-making and supported adoption and conversion efforts across some of Captis' most complex categories, including Trauma and Spine.

To further support member success, clinical insights were shared with category managers to support contracting strategies and enhance understanding of member utilization patterns and trends for high-impact products. This approach strengthened alignment between clinical priorities and supply chain objectives. In addition, the team developed a structured process that allows members to request deeper, initiative-specific clinical insights, supporting local variation reduction efforts and enabling more meaningful interpretation of utilization trends in the context of clinical outcomes.

Captis also strengthened its clinical governance and collaboration by establishing the Clinical Advisory Council to further advance the work of the Clinical Committee. Through this council, a peer mentorship program was developed to support member onboarding, promote collaboration, and facilitate knowledge sharing across the Captis network.

**Clinical integration within supply chain practices remains a cornerstone of the Captis model, with continued advancement of this work throughout 2025.**

# upholding commitments.

In alignment with the Captis Founding Principles and Participation Agreement, members, suppliers, and staff continue to demonstrate a strong commitment to honoring contract obligations and holding one another accountable for delivering on those commitments.

Captis will continue to promote transparency, proactively address instances of non-compliance, and preserve the integrity of member commitments. These efforts reinforce trusted member-supplier partnerships, protect the Captis brand in the marketplace, and sustain and expand the value delivered to our members. Captis stands apart as an aggregation group because suppliers know we provide a path to principled partnerships, operational excellence and have clear accountability mechanisms that deliver value for all parties.

## 205

Number of targeted initiative instances.

## 32.68%

Percent of initiative instances improved.



**Strengthening accountability across both member and supplier contract compliance remains a key focus of the Captis 2024–2026 Strategic Plan.**

# strategic plan advancement

The Captis Strategic Plan sets our long-term direction and guides how we achieve our mission, strengthen member value, and enhance our market position. The 2024–2026 plan reinforces the commitment between members and suppliers and expands innovation efforts to generate new sources of value.

Built around three priorities—Commitment, Strategic Growth, and Innovation—the plan focuses on fostering an engaged membership and advancing impactful initiatives. Success depends on active member participation, supported by Captis service providers and suppliers. These are our 2025 highlights.



## The Commitment Priority

The goals in this area are focused on helping members increase the value they receive from their membership and improving the Captis market position through growth in committed spend to awarded suppliers (member performance improvement and optimization of spend and savings).

### Managed Spend

This goal seeks to deliver value by increasing the amount of spend transacted on Captis agreements. Over the last two years, Captis has increased managed spend by 18%, exceeding its goal of 10%. Each category team and the clinical team has an expansive list of tactics to support the achievement of this goal.

### Compliance

Members and suppliers continue to collaborate in reducing noncompliance, ensuring value is captured through improved contract adherence and safeguarding the brand. In 2025, overall compliance improved, with noncompliance reduced by 15.8%. The Service Provider Team is executing upon the Board’s directive to carry out the Contract Compliance Process and Procedure and members are taking steps with suppliers to address non-compliance.

### Member Performance Improvement

The Member Performance Scorecard was introduced in 2021 as an objective tool to measure participation, opportunity, and compliance, providing actionable benchmarks and insights to help members optimize their use of Captis contracts and drive savings. In 2025, 36% of members improved their overall performance score, with the goal of at least 70% improvement.

Strategic Priority	2025-2026 Goals	2025
Commitment	<b>Managed Spend:</b> Deliver value by increasing managed spend by 10%.	18%
	<b>Compliance:</b> Reduce instances of noncompliance by 80% to secure value by increasing contract compliance and protecting the brand.	15.8%
	<b>Member Performance:</b> 70% of members improve their overall score on the Member Performance Scorecard.	36%
Innovation and Investment	<b>Innovative Programs:</b> Launch two new programs with sound business plans that are expected to reach critical mass adoption (>50% participation), revenue targets and diversify revenue.	Achieved
	<b>Analytics Investments:</b> Realize value from the analytics roadmap and investments.	Achieved
	<b>Innovative Contracting Strategies:</b> Evaluate strategies for suppliers to sell differently to Captis and implement viable strategies.	On Track
	<b>Supply Chain Operational Efficiencies:</b> Develop and implement innovative supply chain practices to drive down member operating costs.	On Track
Strategic Growth	<b>Revenue:</b> Generate sufficient income to cover operating expenses and innovation investments as determined by the budget.	Achieved

**Member performance improvement highlights:**

The members noted below were the most improved in 2025 for each class of membership.

- CentraCare (A)
- Care New England (B)
- Signature Healthcare (C)
- NCH Healthcare System (A)
- Beloit Health System (B)
- MUSC Health (A-1)
- NorthBay Health (B)

	Percentiles by Category		
	Top 10%	50%	Bottom 10%
CCP Committed Participation	89%	80%	67%
Medical Device Committed Participation	84%	77%	64%
Unactionable Opportunity	38%	22%	5%
Actionable (Available) Opportunity	44%	22%	5%
CCP Contract Compliance	91%	85%	77%
Medical Device Contract Compliance	85%	74%	64%
<b>SCORE</b>	<b>70%</b>	<b>65%</b>	<b>57%</b>

The Member Performance Scorecard is a benchmarking report used to guide members in the optimization of savings and to uphold the commitments made to our supplier partners. It includes three key measures; participation, opportunity, and compliance which comprise an overall score and ranking.

**The Strategic Growth Priority**

This priority focuses on executing financial strategies to maintain stable net income and operations. It also emphasizes recruiting and retaining high-performing members who are a cultural fit. In 2025, Captis added three new members and successfully met its goal of generating enough income to cover operating expenses and innovation investments.

**3**

New members added and sufficient income generated to cover operating expenses and investments.



**The Innovation and Investment Priority**

Captis continues its innovation work and consideration of innovative programs and business ventures that deliver improved savings, revenue for reinvestment, incentives/efficiencies, and garner strong member participation. Captis had a successful year in delivering upon the initiatives called for within this priority area.

**Programs**

Captis exceeded its goal in this area by launching four new programs including the Food and Nutrition Services, Environmental Services, Federal Tech Fund and IT Security. The team is evaluating several more innovative programs that create new value for the membership and provide revenue/profit sharing opportunities.

**Analytics Investments**

The analytics team continues to focus on its goals of enhancing member performance (commitment, compliance, market share growth), expanding clinical insights (addressing clinical outcomes, costs, and variation), and driving operational efficiencies. In 2025, analytics investments to drive performance improvement included the development of dynamic

reporting for onboarding new members, a member performance line-item detail dashboard, distributor product alignment reporting and the migration of static reports into PowerBI. The team also improved complex data processing speeds by using multi-threading and new servers, continues to investigate the use of AI and other technologies to enhance our analytics capabilities and enhanced the Letter of Commitment (LOC) tool.

**Innovative Contracting Strategies**

The service provider team continues to evaluate strategies for suppliers to sell differently to Captis and its members. The team focused on all areas of value including savings, quality of product and supply resiliency.

**Supply Chain Operational Efficiencies**

The Board of Managers has tasked Captis Service Providers with developing and implementing innovative supply chain practices to reduce member operating costs, including inventory management programs, new technologies (AI/robotics), and enhancing resiliency and supply assurance. After this initiative was paused in 2024 due to staffing vacancies, the team is now evaluating several tactics to address this goal.

# governance community and leadership.



## Board of Managers | **Mike Belbeck**

*EVP, Operations, Covenant Health*

Sets the strategic direction and guides all business activities.



## Business Development Committee | **Austin Zoeller**

*System Administrative Officer, MUSC Medical Center*

Develops strategic innovation and investment programs in support of the mission and vision.



## Clinical Committee | **Dr. Michael Dolan**

*Chief Clinical Officer, Emplify Health*

Delivers clinical expertise and best practice guidance to facilitate physician and clinical engagement in contract development, adoption, and compliance, while driving efforts to reduce clinical variation.



## Finance Committee | **Benjamin Barylske**

*VP Finance/CFO, St. Bernards Healthcare*

Monitors financial performance, budgets and accounting of savings, fees and distributions.



## Operations Committee | **Lisa Farmer**

*VP of Supply Chain, Baptist Health*

Develops, implements and assesses strategies to enhance the contract portfolio, gains supply chain efficiencies and approves contracts.



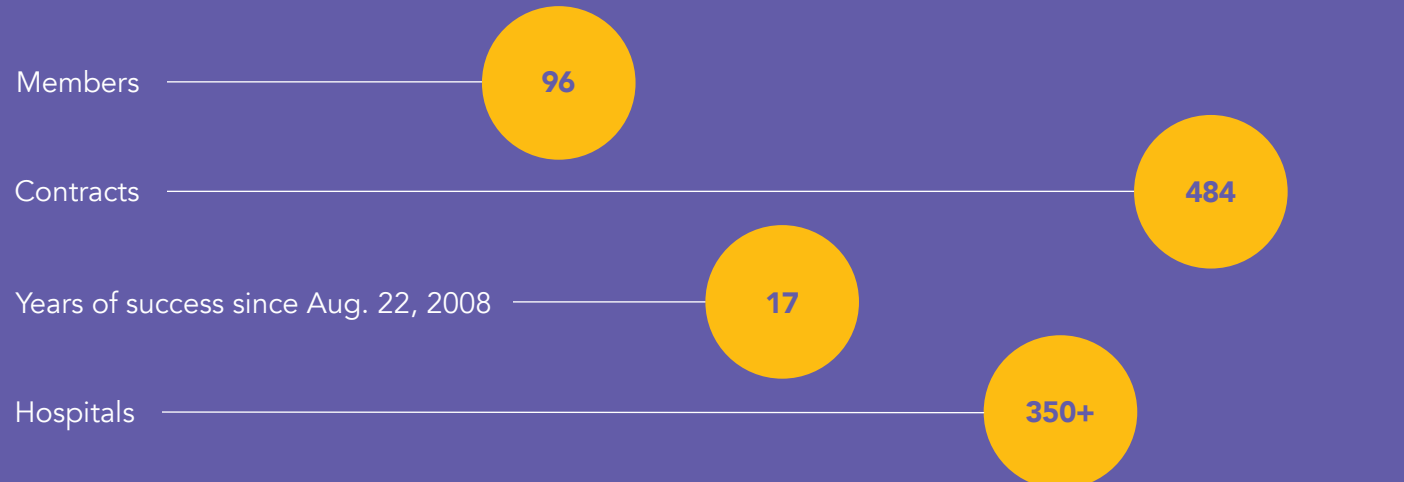
## Pharmacy Council | **Justin VandenBerg**

*PharmD, BCPS, Pharmacy Business Services Manager, Denver Health Medical Center*

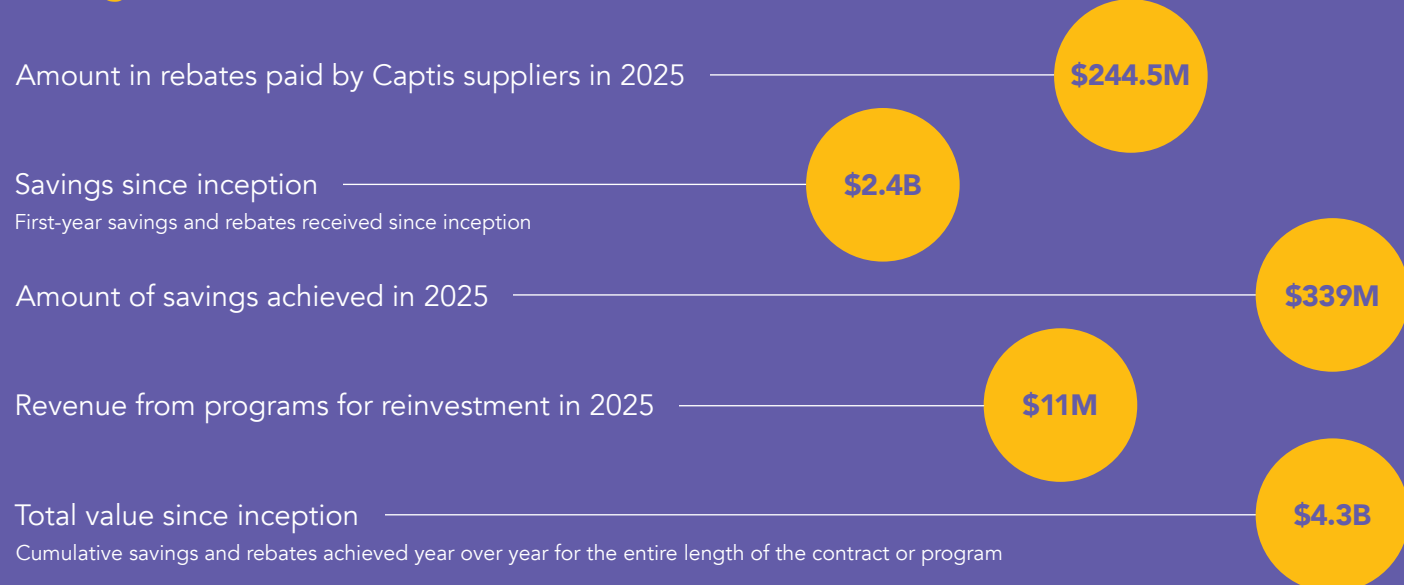
Provides fiscal, clinical, intellectual and operational value to Pharmacy program members.

# by the numbers.

## About us



## Savings and revenue



**\$14M**

Distributions paid to members in 2025

**\$0.05**

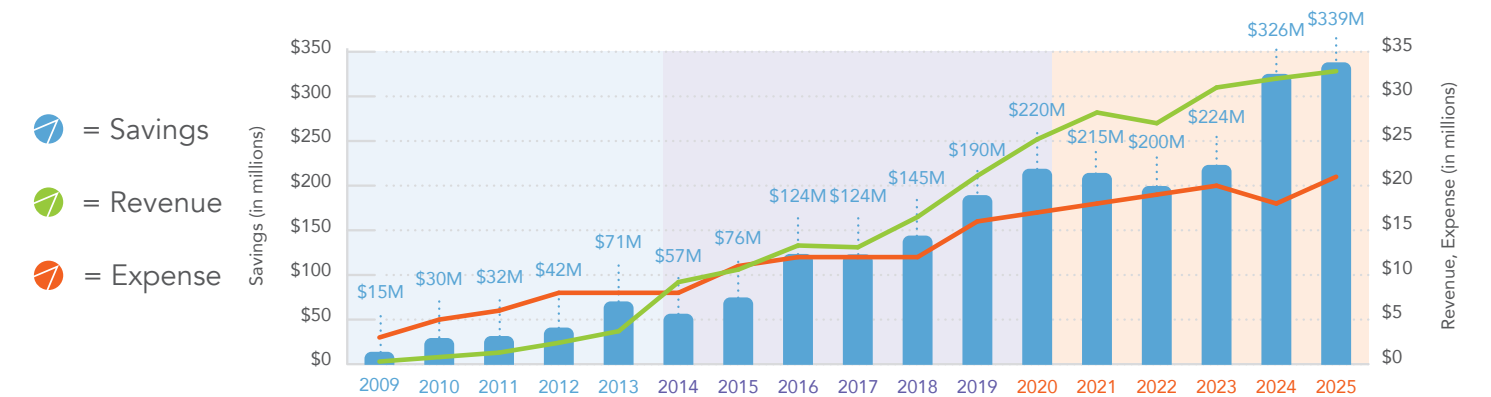
Mayo Clinic and Vizient service provider expense for every \$1 of savings

**17.2:1**

Return in savings for every \$1 our members spent on Captis services since inception



## Savings, revenue and expense since inception



## Member spend requirements

Membership compliance to spend required in each of the three portfolio categories.

Category	A/A-1 Member		B Member		C Member	
	Spend Required	2025 Compliance	Spend Required	2025 Compliance	Spend Required	2025 Compliance
Commodity Items	90%	88%	85%	82%	75%	73%
Clinical Preference	80%	85%	75%	83%	65%	76%
Medical Device	25%	72%	20%	73%	15%	73%

# our community.

## What makes us successful

- Commitment and accountability
- Strong executive involvement (supply chain and beyond)
- Aligned strategy and shared vision
- Governance and structure
- Participation in the group is embraced as a key organizational strategy and there is a strong vision for the future of the group

## Members coming together

Captis offers assistance for members undergoing merger and acquisition activity

- Arnot Health and Cayuga Health System merged to form Centralus Health
- Finger Lakes Health joined University of Rochester Medical Center

**96** members

**31** states

### Three new members joined Captis in 2025

- Cheyenne Regional Medical Center, Cheyenne, WY
- Temple University Health System, Philadelphia, PA
- Penn State Health, Hershey, PA

#### Arkansas

- Arkansas Methodist Medical Center, Paragould
- Baptist Health, Little Rock
- St. Bernards Healthcare, Jonesboro
- Unity Health, Searcy
- University of Arkansas for Medical Sciences (UAMS), Little Rock
- Washington Regional, Fayetteville

#### Arizona

- Kingman Regional Medical Center, Kingman
- Phoenix Children's, Phoenix
- Onvida Health, Yuma
- Summit Healthcare Regional Medical Center, Show Low
- Valleywise Health, Phoenix

#### California

- City of Hope, Duarte
- Community Memorial Healthcare, Ventura
- NorthBay Health, Fairfield
- Tri-City Medical Center, Oceanside

#### Colorado

- Boulder Community Health, Boulder
- Denver Health, Denver
- Connecticut
- Bristol Health, Bristol
- District of Columbia
- Children's National, Washington D.C.

#### Florida

- Lakeland Regional Health, Lakeland
- NCH Healthcare System, Naples

#### Illinois

- Endeavor Health, Evanston
- FHN Memorial Hospital, Freeport
- Memorial Health, Springfield
- Thorek Memorial Hospital, Chicago

#### Indiana

- Reid Health, Richmond

#### Iowa

- Mercy Cedar Rapids, Cedar Rapids
- Regional Medical Center, Manchester

#### Kansas

- HaysMed, Hays
- LMH Health
- Stormont Vail Health, Topeka
- The University of Kansas Health System, Kansas City

#### Maine

- MaineGeneral Health, Augusta \*

#### Massachusetts

- Cambridge Health Alliance, Cambridge
- Merrimack Health, Lawrence
- Signature Healthcare, Brockton

#### Michigan

- Covenant Healthcare, Saginaw
- MyMichigan Health, Midland
- Sparrow Health System, Lansing

#### Minnesota

- Allina Health, Minneapolis
- Alomere Health, Alexandria \*
- CentraCare, St. Cloud
- Children's Minnesota, Minneapolis
- Inspirit, Rochester
- Lake Region Healthcare, Fergus Falls
- LifeCare Medical Center, Roseau
- Mayo Clinic, Rochester
- North Memorial Health, Robbinsdale
- Ridgeview, Waconia

#### Missouri

- Freeman Health System, Joplin
- Mosaic Life Care, St. Joseph
- NKC Health, North Kansas City
- SSM Health, St. Louis

#### Montana

- St. Peter's Health, Helena

#### North Carolina

- CarolinaEast Health System, New Bern

#### North Dakota

- Altru Health System, Grand Forks
- Trinity Health, Minot

#### New Jersey

- Cooper University Health Care, Camden
- Hunterdon Health, Flemington

#### New York

- Bassett Healthcare Network, Cooperstown
- Centralus Health, Ithaca
- Oneida Health, Oneida
- University of Rochester Medical Center, Rochester

#### Ohio

- UC Health, Cincinnati

#### Oklahoma

- Comanche County Memorial Hospital, Lawton
- DRH Health, Duncan
- Elkview General Hospital, Hobart
- Grady Health System, Chickasha
- Great Plains Regional Medical Center, Elk City

- INTEGRIS Health, Oklahoma City
- Jackson County Memorial Hospital, Altus
- McAlester Regional Health Center, McAlester
- Norman Regional Health System, Norman
- Northeastern Health System, Tahlequah
- Stillwater Medical Center, Stillwater

#### Pennsylvania

- Independence Health System, Butler
- Main Line Health, Newtown Square
- Penn Highlands Healthcare, DuBois
- Penn State Health, Hershey ^
- Redeemer Health, Huntingdon Valley
- St. Clair Health, Pittsburgh
- Temple University Health System ^
- The Guthrie Clinic, Sayre

#### Rhode Island

- Brown University Health, Providence
- Care New England, Providence

#### South Carolina

- MUSC Health, Charleston

#### South Dakota

- Prairie Lakes Healthcare System, Watertown
- Sanford Health, Sioux Falls

#### Tennessee

- Blount Memorial Hospital, Maryville
- Covenant Health, Knoxville

#### Virginia

- Centra Health, Lynchburg

#### Wisconsin

- Aspirus Health, Wausau
- Emplify Health, Green Bay
- Beloit Health System, Beloit
- Froedtert ThedaCare Health, Milwaukee
- ProHealth Care, Waukesha

#### Wyoming

- Cheyenne Regional Medical Center, Cheyenne ^

^ New member in 2025

\* New member in 2024

# innovation programs.

## Innovation Program Strategy

In 2014, the Board of Managers called for the development of innovative programs that go beyond traditional sourcing and contracting to deliver greater value. Since then, these programs have generated over \$237 million in savings and revenue for the membership. Captis now offers a range of programs in supply chain, environmental services, clinical, pharmacy, finance and information technology, all of which continue to create significant value for its members.

This innovation strategy drives value by:

- Achieving results that are difficult to attain individually but possible through collaboration.
- Creating efficiencies by impacting areas beyond sourcing and contracting.
- Unlocking value by taking on activities traditionally performed by suppliers and members.
- Pursuing diverse value types, such as cost savings, utilization savings, clinical improvements, growth enablement, funding, and revenue enhancement.
- Evaluating product and service consumption to identify further opportunities for optimization.

## Program offerings

- Captis reveal™
- Contextual Research
- Custom Procedure Trays (CPT)
- Environmental Services
- Federal Technology Fund
- Food and Nutrition Services
- IT Security
- Pharmacy - Compounding
- Third-party Instrument and Scope Repair
- Vendor/Contractor Credentialing and Visitor Management

# \$17M

Program savings in 2025

# \$11M

Program revenue in 2025

## Program Feature: Captis Expands Program Offerings Into Information Technology

In 2025, Captis added two new programs to its portfolio with the launch of the Federal Technology Fund (FTF) and IT Security programs, extending the power of aggregation into the Information Technology sector. The Federal Technology Fund in particular, delivered early, meaningful impact for participating members.

Through the FTF consortium, members gained access to federal funding providing a 65% subsidy for eligible broadband, infrastructure, maintenance, and network management investments—resources often unavailable to organizations acting independently. While funding is traditionally limited to rural providers, Captis' consortium model expanded eligibility to include regional and urban members, delivering higher funding caps and broader service access for all participants.

From late 2024 through mid-2025, a 12-member pilot cohort generated more than \$6 million in funding requests, with average requests approximately one-third higher than alternative approaches and several members nearly doubling their funding.

Delivered through a success-based consulting and program management model, the Federal Technology Fund transforms collective member strength into a scalable engine for technology investment—demonstrating how Captis unlocks new value by working together. Additional insights on the impact of both IT programs will be shared throughout 2026.



# contract portfolio and spend categories.

## Indirects Spend Management

In late 2024, as part of Captis' strategic goal to expand contract coverage and increase managed spend, the Board of Managers challenged the membership to adopt a new committed category within Indirects and Purchased Services. This expansion represents a logical next step in Captis' evolution, addressing an estimated \$48.5 billion in untapped indirect spend across the membership and presenting a meaningful opportunity to deliver 10–20% savings. Participation in this category requires members to commit to at least 50% of approved initiatives, reinforcing shared accountability and aggregate impact.

In 2025, governance and execution structures were established to support this effort. The Indirects Advisory Council was formed to evaluate opportunities and recommend initiatives, while the Finance Committee assumed responsibility for initiative approvals. Twelve initiatives are currently underway, and in December 2025, Captis launched its first Indirects contract—Language Services. Nearly all Captis members have elected to participate in the Indirects Category, further strengthening the aggregate and demonstrating strong alignment around this new source of member value.

## Commodity and Clinical Preference Spend Management

In 2025, Captis members, service providers, and supplier partners collaborated to pioneer new sources of value within the Commodity and Clinical Preference (CCP) spend category. Innovative strategies embraced by the membership included the introduction of a facial protection formulary, a new approach to partnering with distributors on key product categories, adoption of alternative products and suppliers to disrupt market concentration, and expanded recategorization and subcategorization efforts - driving both competition and savings across the portfolio.

During the year, the CCP category management team navigated tariff-related pricing pressures across 17 Captis contracts, with proposed supplier increases ranging from 5% to 30%. Through disciplined negotiations and strategic sourcing, only three contracts required modest increases, resulting in approximately \$8 million in cost avoidance for Captis members.

Member engagement remained central to CCP success. The CCP Advisory Council continued to meet throughout 2025, bringing together member representatives of varying sizes and distribution partners to serve as subject matter experts and strategic advisors.

The Council provided guidance on initiative strategy, market dynamics, supplier recommendations, compliance and participation, patient safety, regulatory considerations, and contract changes. Members also supported broader governance efforts by contributing insights during Operations Committee discussions and helping reinforce accountability for contract adoption and participation. This collaborative structure ensures that contract strategies remain aligned with clinical needs while supporting a robust and responsive CCP product portfolio.

In 2025, the Operations Committee approved 33 initiatives encompassing 49 contracts, expanding the CCP portfolio to 193 total contracts. Of these, 18 contracts were rebid, 16 were renewed, and five new categories were added. Fifty-four initiatives are on track for approval, positioning the CCP program for continued growth and sustained member value.



## Medical Device Spend Management

In 2025, the Captis Medical Device Category Management Team advanced innovative contracting strategies, strengthened supplier partnerships, and accelerated access to new technologies.

Through expanded recategorization and subcategorization efforts, the team identified new opportunities to drive savings, improve contract alignment, and enhance spend management across the medical device portfolio.

Supplier engagement remained a key focus throughout the year. The team partnered closely with contracted suppliers to deliver educational webinars for both supply chain and clinical audiences, highlighting product offerings, reimbursement considerations, and

new technologies. Beyond pricing, category managers and suppliers aligned on member priorities, reinforcing partnerships built on transparency, responsiveness, and long-term value.

The Medical Device team also launched its first initiative using an extended implementation model. The Trauma Products initiative provided members with advanced visibility into awarded suppliers, and was supported by Clinical Data Insights, product showcase webinars, and coordinated access to product evaluations, enabling informed decision-making and smoother clinical adoption.

Captis continued to lead the market in early access to innovation, becoming the first aggregation group to place several new technologies on contract. These

advancements included intravascular imaging (IVIS) in coronary care, renal denervation therapies, pulsed field ablation (PFA) in electrophysiology, and the latest tibial device in neuromodulation. Captis' disciplined framework for evaluation and implementation allows members to adopt innovative products with confidence while managing cost and risk.

Overall, the team launched 34 medical device initiatives encompassing 72 contracts in 2025, creating a savings opportunity of \$138 million (including rebates). These efforts strengthened supplier relationships, expanded member choice, and delivered new opportunities for cost reduction and value creation across the medical device category.

# \$24M

Coronary Products & Accessories

# \$15M

TAVR

# \$9M

Spinal Implant

# \$58M

Cardiac Rhythm Management

# \$4.3M

Trauma Foot and Ankle Products



### Pharmacy Spend Management

In 2025, Captis pharmacy members continued to collaborate closely to advance patient safety and quality while effectively managing costs across the pharmaceutical products portfolio. The Pharmacy Program included 56 participating members and a portfolio of 56 contracts, generating \$94 million in savings for members during the year.

This member-led program is governed by pharmacy representatives from each participating organization and supported by a dedicated team of pharmacists and supply chain professionals from Mayo Clinic Supply Chain Management and Vizient. Together, this structure ensures that contracting strategies are clinically informed, operationally sound, and aligned with member priorities.

Throughout the year, the Pharmacy Council focused on managing high-cost medications, strengthening supply resilience, and addressing market volatility. These efforts resulted in the launch of nine new contracts in 2025, reinforcing Captis’ commitment to delivering sustainable value while supporting safe, high-quality patient care.

#### Program offerings

- Pharmacy wholesale distribution (traditional and specialty)
- Clinical pharmacy and drug utilization
- Drug-specific sourcing and contracting
- Sharing of clinical and operational best practices via peer-to-peer networking
- Increased operational efficiencies such as predictable demand forecasting, reduced sales expense, reduced contracting expense, lowered conversion costs, enhanced visibility and increased market share
- Member participation in governance and decision making with member priorities.

### Member performance improvement highlights:

Pharmacy members receive a pharmacy benchmarking scorecard related to their performance and optimization of pharmacy agreements, savings opportunity and spend transacted. The members noted below were the most improved in 2025 for each class of membership:

- Washington Regional (A)
- Cooper University Health Care (A)
- Covenant Health (A)
- Alomere Health (B)
- Bassett Healthcare Network (B)
- Community Memorial Healthcare (B)
- Tri-City Medical Center (C)

### Pharmacy Member Performance Scorecard Percentiles by Category

	Top 10%	50%	Bottom 10%
% Contract Participation - agreements with a spend/market share commitment	93%	81%	69%
% Contract Participation - agreements with a spend/market share commitment	100%	94%	71%
Opportunity %	87%	68%	33%
% Spend transacted on Captis contracts	81%	67%	36%
% Of Spend on Captis Contracted Products	81%	69%	38%
Ballot Participation %	100%	100%	47%
<b>Score</b>	<b>84%</b>	<b>74%</b>	<b>56%</b>

### Lab Spend Management

The Lab Advisory Council plays a significant role in advancing Captis’ laboratory contracting strategy by bringing together subject matter experts and member representatives to guide decision-making and drive successful contract adoption. Serving as a collaborative forum, the council provides insights that inform contract strategies, support readiness and implementation efforts, and ensure alignment with clinical, operational, and regulatory priorities. Discussions throughout the year are focused on laboratory contracting initiatives, compliance and participation, market dynamics, supplier engagement, patient safety, and contract enhancements across both pending and active agreements.

The laboratory portfolio continued to grow in 2025, now encompassing four active initiatives: Lab Distribution, Blood and Closed System Urine Collection, Rapid Test Kits, and Blood Diversion Devices. Two additional initiatives are added to the 2026 bid calendar, including Cassette and Cassette Printers, and Glucose Meters.



**56**

Contracts in the portfolio

**\$20M**

Savings opportunity remaining

**\$44M**

Contract spend growth

**\$94M**

Savings (including contracts, rebates and distribution)

# member connections.

**Captis** members engage year-round through governance, learning, and performance improvement activities.



Photo caption: Nearly 700 Captis members from supply chain, clinical, laboratory, and pharmacy teams gather annually with suppliers and service provider partners to exchange ideas, spark innovation, and strengthen collaboration at the Captis Conference.

	Jan.	Feb.	March	April	May	June
Board of managers	Jan. 29 Virtual			April 10 Ft Lauderdale, FL		
Business development committee	Ad Hoc	Ad Hoc	Ad Hoc	Ad Hoc	Ad Hoc	Ad Hoc
Clinical committee	Jan. 13 Virtual		March 3 Virtual			June 1-3 Captis Conference
Finance committee	Jan. 27 Virtual			April 9 Ft Lauderdale, FL		
Operations committee		Feb. 10 Virtual	March 10 Virtual	April 14 Virtual	May 12 Virtual	June 1-3 Captis Conference
Pharmacy council	Jan. 27 Virtual	Feb. 24 Virtual	March 31 Virtual	April 28 Virtual		June 1-3 Captis Conference  June 30 Virtual
Lab advisory council				April 8 Virtual		June 1-3 Captis Conference
Operations committee recap		Feb. 12 Virtual	March 12 Virtual	April 16 Virtual	May 14 Virtual	
Captis 101					May 19 Virtual	
CQVA office hours and process introduction		Feb. 24 Virtual			May 5 Virtual	

Other Important Dates: Vizient Summit: Sept. 21-25, 2026 | Captis Conference: June 1-3, 2026 | May 17-19, 2027

	July	Aug.	Sept.	Oct.	Nov.	Dec.
Board of managers	July 23 Milwaukee, WI			Oct.13 Lake Tahoe, CA		
Business development committee	Ad Hoc	Ad Hoc	Ad Hoc	Ad Hoc	Ad Hoc	Ad Hoc
Clinical committee	July 28 Virtual		Sept. 29 Virtual		Nov. 10 In-person	
Finance committee	July 21 Virtual			Oct.12 Lake Tahoe, CA		
Operations committee	July 14 Virtual	Aug. 11 Virtual	Sept. 8 Virtual	Oct. 13 Virtual	Nov. 10 In-person	Dec. 8 Virtual
Pharmacy council	July 28 Virtual	Aug. 25 Virtual	Sept. 29 Virtual	Oct. 27 Virtual		Dec. 1 Virtual
Lab advisory council		Aug. 12 Virtual		Oct. 14 Virtual		Dec. 9 Virtual
Operations committee recap	July 16 Virtual	Aug. 13 Virtual	Sept. 10 Virtual	Oct. 15 Virtual	Nov. 12 Virtual	Dec. 10 Virtual
Captis 101				Oct. 6 Virtual		
CQVA office hours and process introduction					Nov. 17 Virtual	

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# CAPTIS

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