

Vizient Member Networks 2024 Impact Report

A look back at member impact from performance improvement programs and networks



Driving healthcare performance improvement

At Vizient® Member Networks, we believe a culture centered on performance improvement is the cornerstone of healthcare’s success. We provide a roadmap to help hospitals and health systems accelerate their journey to top performance.

Our networks for c-level executives serve as your organization’s professional home, ensuring interprofessional leader alignment and focus to pave the path to top-performer status.

Performance Improvement Programs take you from where you are, to where you want to be providing you the framework, resources and improvement levers to advance from your current state. Executives bring these integrated solutions back to their organization, strengthening different perspectives and decision-making.

Organizations active in Member Networks outperform their peers. They succeed through the sheer power of their shared expertise, data, tools and insights.

This impact report showcases how Vizient Member Networks empower members to navigate today’s challenges and advance the culture of improving healthcare together.

Member impact at a glance

\$749M

2024 member value

26,928

Awarded continuing education (CE) credits to providers, resulting in \$8M in value

Member value

Project name	Annualized # of outcome events	Annualized improved value
Creating Capacity: Chronic Disease Management Collaborative	1,196 admissions avoided	\$13,492,076
Creating Capacity: Transitioning of High-Risk Patients Collaborative	198,232 inpatient days avoided	\$316,972,968
Establishing a Structured Sepsis Performance Improvement Team Collaborative	73,740 inpatient days avoided	\$134,002,883
Go Green: Healthcare Sustainability Optimization Collaborative	Environmentally Preferred Purchasing Compliance / sustainability savings	\$2,337,847
Workshop series	1,168 readmissions avoided	\$13,180,313
High Reliability Culture of Safety Collaborative	138,148 inpatient days avoided 1,668 lives saved	\$245,218,422
Identifying Readmission Risks in the ED Collaborative	1,004 readmissions avoided	\$11,326,124
Implementing New Care Models Collaborative	327 lives saved	\$4,777,470
Continuing Education Credits	26,928 CE credits awarded	\$8,078,400
Member total value		\$749,386,503

Culture

Enabling people to
take care of people



Transforming healthcare leadership and outcomes with principles of high performance

CEO Networks

The CEO Spotlight: How Healthcare Leaders Can Harness High-Performance Principles report showcases the transformative power of focused strategies in driving healthcare excellence. Featuring insights from five leading health systems, it highlights the critical elements of benchmarking, systemness and innovation that create sustainable impact.

- **Culture as a performance driver:** Houston Methodist's focus on culture-building reinforced resilience and shared accountability across its workforce. Initiatives like their annual "Pathway to Unparalleled" sessions align staff around values of excellence and safety, fostering a sense of purpose.
- **Benchmarking for continuous progress:** Leveraging Vizient's Clinical Data Base and Operational Data Base, top-performing organizations identified improvement opportunities, reduced variation and aligned performance with patient-centered goals.
 - West Coast CEOs used the data from Vizient's AI benchmarking study to identify actionable insights into how their organization compares to both regional and national benchmarks, enabling them to identify strengths, weaknesses and opportunities for improvement in their AI initiatives.
- **System-wide alignment:** Leaders like those at Endeavor Health emphasized "systemness" to ensure consistent care and operational cohesion.
- **Innovation driving transformation:** Wisconsin-based Froedtert Health, which in collaboration with the Medical College of Wisconsin created the subsidiary Inception Health to improve outcomes for individuals and communities through the use of digital technology.

"CEO meetings provide an opportunity for peers where the topics presented are not only informative, but there is great networking that occurs. Meeting topics highlight the practical, and innovative ways in which peers and organizations are tackling common challenges. And not only is this relevant for me—it is just as useful for other leaders within CentraCare.

Simply put, I have found that the more we put in, the more we get out."

Kenneth Holmen, MD
President/CEO, CentraCare

This report features CEO Network insights, from dynamic CEO-led sessions throughout the year focused on balancing margin and mission. These sessions mined data for key to top performance and improving clinical and financial outcomes. They examined workforce and leadership issues and displayed collaborative problem-solving, positivity of shared experiences and innovative paths for success.

CEO Network insight: Alignment with mission and value

CEOs who had success in building a mission-driven culture found it to be a significant driver of employee satisfaction and engagement.

Building a culture of safety through high reliability

Performance Improvement Programs

The High Reliability Culture of Safety Collaborative enabled participating organizations to drive meaningful improvements through interprofessional partnership, leadership engagement and a shared commitment to safety and accountability.

Results

138K

inpatient days avoided

\$220.8M

in annualized costs avoided

33

participating organizations

Insights

- Leaders must create an inclusive environment by showing respect and care for all individuals in the organization.
- Individual accountability shapes the organizational culture, emphasizing the importance of personal responsibility for actions.
- Effective collaboration requires clear, structured communication strategies that promote feedback and ensure mutual understanding.

Penn Medicine drives high reliability and patient safety leadership

Penn Medicine leads in patient care, education, research and community service. Penn Medicine's initiatives toward enhancing patient safety and quality started in 2007, but early efforts lacked cohesion.

Engagement

The team engaged in 89% of PI collaborative calls, meeting with participating organizations tackling similar challenges. Leadership engagement became a priority, with the launch of the Executive Academy and other programs designed to foster a culture of high reliability and zero harm.

Impact

Penn Medicine has prioritized high-reliability activities, focusing initially on structured leader rounding to strengthen relationships between leaders and frontline staff. These initiatives trained over 3,400 leaders by mid-2023, and work is underway to prepare educational opportunities system wide in 2024. The collaborative outcome metric was length of stay (LOS).

3,400+

Leaders trained by mid-2023 in structured leader rounding

CEO Network insight: Feedback and adaptability

The CEO Network highlighted real-time feedback mechanisms, which indicates a need for systems that allow CEOs to stay connected to staff sentiments and adapt cultural strategies proactively.

Where can CEOs and trustees engage, learn and access data to inform decisive action? Vizient Governance Academy.

The **Vizient Governance Academy** addresses a critical gap in healthcare governance by launching a platform for CEOs and trustees to engage, learn and act collaboratively. Building on its history of researching top performing health systems, trusted partnerships and leveraging deep data insights, Vizient provides board education that drives leadership excellence.

Education and engagement driving action

Vizient's approach blends education with peer engagement, creating an environment where leaders can benchmark their governance practices and take meaningful steps forward. For example:

- **Emergency succession planning education:** During a CEO Network session, a health system board recognized the urgency of addressing succession planning. This prompted the CEO to convene an additional meeting with the board, resulting in the implementation of a comprehensive emergency succession plan.
- **Board assessment and effectiveness:** Vizient introduces tools for individual and overall board self-assessments, enabling boards to measure their performance against the characteristics of top-performing boards.

A platform by members, for members

This offering embodies Vizient's core philosophy—education and engagement driven by members, for members. It leverages Vizient's unique position and subject matter expertise, collaboration, data expertise and thought leadership to meet the needs of healthcare's most senior leaders. By fostering peer-driven dialogue and delivering actionable strategies, Vizient's board education program empowers trustees and CEOs to address critical challenges, elevate governance and drive sustainable success for their organizations.



Care delivery excellence

Achieving high-quality care for all patients



Reducing readmissions by addressing risks in the emergency department

Performance Improvement Programs

Healthcare organizations have strived to reduce unplanned readmissions, and recently, the focus has turned to patients making multiple visits to the emergency department (ED). Participating organizations of the Identifying Readmission Risks in the Emergency Department Collaborative focused on preventing readmissions by implementing successful strategies while the patient was being treated in their ED.

Results

1,004

Avoided readmissions

\$11.3M

In annualized costs avoided

Insights

- Develop a plan for patients who are discharged with a different disposition than what was recommended to ensure frequent follow-up to prevent readmissions.
- Advance review and care plan development allows for these patients to be identified as at risk for readmissions whenever they present to organizations providing continuity of care and the ability to meet patient needs and prevent unnecessary readmissions.

\$1.5M

Average cost avoidance for a large specialized complex care medical center

Emplify Health by Gunderson Transforms care for high-utilizing ED patients through collaboration and innovation

The complex care committee was created to address the unique needs of high-utilizing patients in the ED. Since its inception in 2018, the committee's goal has been to improve patient management by focusing on individuals with complex medical and psychosocial challenges.

Engagement

The complex care committee brings together a multidisciplinary team monthly to review cases. Care plans are collaboratively developed and shared across departments through the electronic health record. Gunderson recently partnered with the local YMCA and population health team in a "Strive to Thrive" program, where providers prescribe exercise for patients with depression, improving social interaction and physical wellness post-discharge.

Impact

The care plans have led to a reduction in ED visits by high utilizers, cutting visit frequency by half each year and saving an estimated \$23,000 in monthly care costs per patient. By formalizing processes, expanding resources to other local hospitals and introducing new programs to address social needs, this system has seen measurable improvements in patient care quality, cost efficiency and community health outcomes.

\$23K

Estimated monthly care costs saved per patient



CEO Network insight: Expanding scope of patient-centered care

Leaders who emphasized patient-centered approaches noted positive outcomes in both patient satisfaction and clinical results, underscoring the value of continued investment in personalization and responsiveness to patient needs.

Unlocking performance potential through data-driven leadership

CEO Networks

The Vizient Clinical Data Base (CDB) insights are a powerful tool for health system leaders, driving targeted improvements and aligning organizations with Vizient's top performer cohort.

Engagement success

Recognizing the need for health systems to use their own data in benchmarking and goal setting, Vizient provided many CEO Network members with customized roadmaps. These roadmaps offer a tailored approach to assessing each health system's performance, guiding leaders on how to leverage their data for strategic improvements. By focusing on specific metrics and benchmarks, health systems can clearly understand where they stand and identify key areas for enhancement.

Impact

- With these custom insights, organizations can set appropriate, data-driven goals and pinpoint areas of focus unique to their operational needs. This has sparked a collaborative drive within the network, with peers supporting each other in the pursuit of top performance.
- Within one of the geographical CEO Networks, members received customized analytics dashboards that visualized data from the Vizient Clinical Database (CDB) and highlighted opportunities within capacity and length of stay (LOS). As a result, 88% of members within this network agreed to participate in a joint Vizient PI Collaborative project, "Developing an Actionable Capacity Plan," to push their organizations and their region forward on this journey.

Establishing pathways to quality leadership

Quality Executives Network

While there is published literature on the competencies required for a healthcare quality professional, there is limited literature supporting the competencies, soft skills and experience required to become a healthcare chief quality executive. The Quality Executives Network conducted a survey to define the essential skills and competencies required for chief quality executives. As healthcare evolves, this work addresses the urgent need to prepare leaders capable of advancing quality and patient safety.

Key findings highlight four critical areas:

- **Foundational skills:** Engaging staff, leveraging analytics and applying safety science
- **Strategic leadership:** Communicating with executives, managing stakeholders and aligning initiatives with organizational goals
- **Future-focused skills:** Building high-reliability systems, fostering safety cultures and mentoring future leaders
- **Soft skills:** Collaboration, adaptability, emotional intelligence and strategic thinking

These insights are shaping programs and publications, with plans to explore future chief quality executive needs in 2025. This work sets the stage for sustained organizational effectiveness and leadership development in quality.

Strengthening hospital safety through active shooter preparedness

Medical Executives Network

Vizient Member Networks took decisive steps to improve hospital preparedness for active shooter events. What started as an inquiry from a member of the Chief Medical Executives Network sparked a year-long effort to address deficiencies in hospital active shooter protocols.

A survey of healthcare leaders via the Vizient Member Networks Community revealed significant gaps and inconsistencies in hospital active shooter readiness.

Engagement

In response, the Vizient Medical Executive Network formed a task force of 40 leaders from 27 member organizations. Their goal: address the vulnerabilities identified and create standardized strategies for preparedness.

Impact

The task force developed publicly available recommendations to help hospitals mitigate risks, align with national guidelines and enhance safety protocols. These findings were also published in a national journal, broadening their reach and impact across the healthcare sector.

Active shooter preparedness resources

View the active shooter webpage and resources at the QR code and link below.



536

Webpage sessions

139

Guide downloads

<https://qrcodes.pro/t8psvM>

300+

In the U.S., from 2018-2023, there has been a consistent rise in active shooter events (injuries and casualties) to more than 300 in 2023.

Financial sustainability

Being good stewards of resources



Driving workforce innovation for financial sustainability

Nurse Executives Network

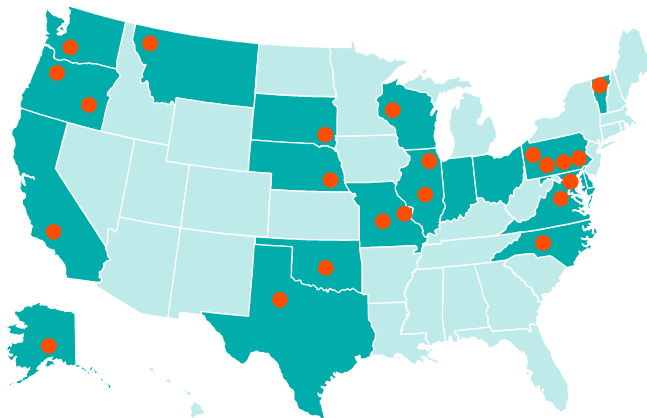
Learning from the University of Maryland Medical System (UMMS) and its novel approach to transition-to-practice helped member organizations collectively realize \$33.8M* in cost avoidance opportunity. The UMMS Academy of Clinical Essentials and UMMS Practicum to Practice Models for Academic Partnership and Transition to Practice provided a framework, shared in 1:1 connection with over 30 organizations, for workforce retention while simultaneously reducing operational costs.

Engagement and thought leadership

- **Transition to practice:** The novel UMMS approach to transitioning new nurses into practice was shared via virtual and in-person meetings across Vizient's Chief Nurse Executive Community.
- **Widespread knowledge sharing:** More than 30 member organizations benefitted from direct 1:1 engagement with UMMS, learning best practices in workforce retention and cost management through leadership connections.
- **Key metrics spread nationally:** The success of key metrics in workforce retention and financial sustainability achieved rapid national adoption, further amplifying the impact across Vizient's network.

**Cost savings adjusted for spread to independent hospitals, mid-sized systems and large systems*

30+ organizations that have adopted the UMMS model: Collaboration and sharing of best practices can be a multiplier for members



CEO Network insights:

- **Balancing immediate and long-term goals:** long-term sustainability planning remains a challenge. This may indicate a need for frameworks or tools that allow CEOs to address both short-term and strategic financial goals simultaneously.
- **Community and partnership potential:** CEOs who successfully leverage community funding and partnerships stand out, as these relationships contribute to financial sustainability without significant operational cost increases.

Enhancing capacity through improved care transitions

Performance Improvement Programs

Managing high-risk patient transitions after discharge is a growing challenge, especially with nurse staffing shortages and hospital capacity constraints. This collaborative engaged organizations to implement leading practices, such as creating specialized care teams.

Results

198K

Inpatient days avoided

\$317M

In annualized costs avoided

39

Participating organizations

Insights

- Assign roles, responsibilities and escalation protocols for managing high-risk patients.
- Partner with post-acute facilities to ensure resources for uninsured or complex patients.

Innovating oncology care: implementing strategies informed by predictive analytics

Rutgers Cancer Institute and Robert Wood Johnson University Hospital, a 600-bed AMC with a specialized oncology unit, focused on reducing the LOS for oncology patients and developing a uniquely innovative predictive LOS risk to create a novel predictor tool for hematologic oncology patients. Next steps include expanding the LOS predictor tool to other sub-service lines.

Engagement

As an engaged organization in collaborative calls, the team leveraged Vizient's LOS methodology and O:E index and achieved a reduction from 1.27 to 0.97 following implementation of gathering and feedback of data by physician subgroups and developing a transition specialist team.

Impact

The transition care team has been effective in reducing LOS and improving care coordination, handling **1,742 messages** and **canceled 794** unnecessary appointments.

Strengthening provider-payer relationships via data-driven strategies

Chief Financial Officers and Payer Strategies Networks

Chief Financial Officers and Payer Strategies Networks addressed the evolving payer landscape and its implication for healthcare providers. The session focused on changing trends in payer contract renewals and the outlook, with a specific emphasis on how analytics and metrics can optimize negotiation strategies.

A Vizient subject matter expert shared actionable insights on developing a data-driven value proposition in cost and quality performance, highlighting a providers' unique market strengths in payer discussions. Strategic analytics presented included leveraging the Vizient Clinical Data Base (CDB) and price transparency rate data to craft compelling narratives for payers. Concrete examples illustrated how utilizing these data sets could effectively demonstrate a provider's value and inform internal decision-making to enhance overall negotiation positioning.

The session's impact was immediate and tangible as three organizations moved to refine their own payer strategies to utilize quality and cost analytics in upcoming payer negotiations. Specific analytics profiled a high quality outcomes index, with lower risk-adjusted PMPM cost, and TCoC index, the optimal positioning to include in payer contract renewal strategy. These participants pivoted how their organizations' unique data insights could be leveraged to better communicate their value in an increasingly competitive landscape.

Know your data driven value proposition; act to incorporate analytics to contract strategy

Data informed insights to frame forward payer contracting strategy:

- Cost and quality performance in primary and specialty care (CDB)
- Price transparency benchmarking

Sample leverage metrics

CDB quality:

- Lower CMI ALOS
- Lower readmissions
- Favorable Q&A ranking
- Lower HAC

Cost comparison:

- Cost/adj discharge
- Cost index to peers
- Market price comparable

Profitable growth

Ensuring sustainable growth to thrive today and in the future



Driving innovation through operations, strategy and supply chain collaboration

Supply Chain Executive, Chief Operating Officer and Chief Strategy Officer Networks

Supply chain executives, COOs and CSOs tackled the intersection of financial sustainability and patient care. Executives explored strategies to adapt to shifts in care delivery, strengthen supplier relationships and implement effective category management. Key discussions highlighted the critical role of strategic partnerships, real-time data and emerging technologies like AI programs in optimizing supply chain operations.

Another focus was the implementation of clinical robotics programs and the required collaboration across providers, supply chain, and strategic planning teams. By fostering partnerships across clinical and operational teams and adopting data-driven decision-making, organizations can maximize the value of robotics programs and align them with both clinical and financial goals. Executives engaged with their organizations financial leadership around reimbursement improvement.

Insights

- **Program leadership:** Establish robotics programs led jointly by clinical, supply chain and strategy teams to align operational and clinical priorities.
- **Acquisition models:** Evaluate models that support organizational goals while adapting to the rapidly evolving robotics landscape and shifts in site-of-care preferences.
- **Outcome monitoring:** Ensure robust evaluation of robotic procedures, focusing on evidence-based benefits for patients and surgeons, independent of vendor-provided data.

Impact

Interprofessional experience is critical in solving most problems. Including strategy and supply chain teams drove measurable success in new robotics program.

- **Strategic focus:** Integrated clinical, strategy and supply chain teams identified priority procedures for robotics use.
- **Provider alignment:** Facilitated transparent discussions on program goals and expectations.
- **Supplier partnerships:** Enabled comprehensive, system-wide initiatives through strategic collaboration.
- **Proven impact:** Implementations.

CEO Network insight: Resource efficiency vs. growth

There's a balancing act CEOs face between maintaining efficient operations and pursuing growth. There is a need for solutions that support both cost-efficiency and profitability without compromising patient care.

Transforming supplier-provider relationships: A case for trust and collaboration

Large Integrated Supply Network

In 2024, Vizient’s “**Supplier-Provider Relationships Guidebook**” introduced a forward-looking framework for healthcare organizations aiming to give providers a roadmap to grow their relationships with key identified suppliers. By emphasizing trust, transparency and shared accountability, the guidebook outlines how strategic partnerships can transcend basic transactions to deliver exceptional care and financial outcomes.

A standout example highlighted in the guidebook is the segmentation strategy. This model organizes suppliers into four levels—transactional, collaborative, strategic and integrated—enabling tailored engagement based on their impact on healthcare delivery. The approach promotes sustainability, risk reduction and value creation, fostering a culture of innovation across all care settings.

This guidebook underscores the power of aligning healthcare systems and suppliers around mutual goals, ultimately improving patient outcomes while navigating the financial complexities of modern healthcare.

Key outcomes of this strategy include:

- Improved operational efficiency and cost savings.
- Enhanced innovation through joint development initiatives.
- Strengthened resilience by embedding supplier resources within provider organizations.

Driving pharmacy value through savings and revenue initiatives

Pharmacy Executives Network

The Pharmacy Network’s Business of Pharmacy Enterprise (BPE) Savings and Revenue Compendium identified \$136.6M in value through cost savings and revenue opportunities. With input from 32 member hospitals and over 90 project submissions, initiatives focused on formulary management, operational improvements, waste reduction, inventory optimization, practice enhancements and contracting strategies. These efforts demonstrate the network’s impact in delivering measurable financial outcomes while advancing pharmacy practice efficiency.

\$136.6M

Value identified through cost savings and revenue opportunities

90

Project submissions

32

Member hospitals providing input

CEO Network insight: Adaptation to market demands

CEOs recognize the need to continuously adapt to the competitive and regulatory environment.

Optimizing pharmacy margins through strategic collaboration

Pharmacy Executives Network and Chief Financial Officers Network

The Pharmacy Executives Network partnered with the Chief Financial Officers Network on an enterprise margin optimization assessment which highlighted key opportunities to enhance pharmacy value and financial performance across five margin domains: profit centers, cost savings, revenue quality, care redesign and business operations.

Strategic enablers for success:

- **Enterprise analytics:** Build robust systems to drive decision-making and align governance.
- **Peer collaboration:** Share insights and practices through Vizient Member Networks.
- **Strategic partnerships:** Participate in Group Purchasing Organizations and pharmacy aggregation programs to ensure supply resiliency.
- **Data-driven intelligence:** Leverage analytics to anticipate trends and inform decisions.

High-performing organizations accelerate pharmacy margin optimization by embracing holistic strategies, prioritizing cross-functional collaboration and leveraging data-driven insights. Engaging with Vizient's expertise and tools empowers health systems to elevate care quality and financial performance.

“Vizient has recognized the critical role CPOs have in leading one of the highest revenue generating areas in health systems. Vizient is helping reframe the CPO and fundamentally changing the relationship between CPOs and CFOs, as well as other C-suite leaders.”

Jordan Dow, PharmD, MS, FASHP, FACHE

Vice President and Chief Pharmacy Officer, Froedtert and the Medical College of Wisconsin
Vizient Pharmacy Network Chair 2023-2024

Advancing pharmacy practices through publication

Pharmacy Executives Network

The Antimicrobial Stewardship Committee surveyed outpatient parenteral antimicrobial therapy (OPAT) programs, uncovering key initiatives, metrics and resources to support alignment with The Joint Commission's standards. Their findings resulted in a peer-reviewed publication, providing a vital resource for improving OPAT practices nationwide.

[Click here to access the article.](#)

The Cancer Care Committee surveyed oncology infusion pharmacies to identify productivity metrics, tackling efficiency and cost challenges. The analysis equips pharmacy leaders with data to optimize operations and enhance patient care, with findings published in a peer-reviewed journal. [Click here to access the article.](#)

These initiatives highlight the Pharmacy Network's commitment to excellence in healthcare through collaboration, addressing critical needs in antimicrobial stewardship and oncology pharmacy practice with tools and insights that elevate care delivery nationwide.

CEO Network insight: Challenges of value-based care transition

CEOs are aware of the need to adapt to value-based models but find it challenging to implement them without sacrificing other financial priorities. Mentorship from peers who have navigated this transition successfully could provide needed guidance.

Closing

As our healthcare industry continues to evolve, the demand to deliver top performance has never been greater.

We want to celebrate our top performers honored at the 2024 Vizient Connections Summit. The awards recognize the work of Vizient providers in clinical quality and accountability and environmentally preferred sourcing excellence. It is no accident that **75 percent of the top performers are also members of Vizient Member Networks**. Their participation in Member Networks equates to value. They participate in networks and engage in Performance Improvement Programs significantly more than lower-performing organizations. Top performance in these Vizient awards proves that success.



Congratulations to all the award winners!

At Vizient, we are always focused on helping you improve. Let's create your roadmap for top performance together!



Vizient Member Networks: driving healthcare performance improvement

Vizient Member Networks provide a roadmap to help the nation's top hospitals and health systems accelerate their journey to top performance. Member Networks serve as the professional home for 17,000+ executives and leaders to engage and access proven improvement frameworks, data and actionable insights for addressing today's challenges.



vizient®

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Vizient, Inc. provides solutions and services that improve the delivery of high-value care by aligning cost, quality and market performance for more than 65% of the nation's acute care providers, including 97% of the nation's academic medical centers, and more than 35% of the non-acute market. Vizient provides expertise, analytics, consulting services and a contract portfolio that represents \$140 billion in annual customer purchasing volume to improve patient outcomes and lower costs.

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