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Vizient Member Networks

2025 Impact Report

Partnering for top performance, together

Introduction



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Vizient’s commitment to healthcare excellence is reflected in our longstanding tradition of innovation and collaboration. As we continue to advance quality across the industry, our collective efforts fuel meaningful progress and elevate standards for all.

For 20 years, Vizient’s Quality and Accountability Study has set the standard for excellence in healthcare, focusing on safety, mortality, effectiveness, efficiency, patient-centeredness and equity. That legacy—combined with decades of research and collaboration—gives us unmatched insight into the strategies that drive sustained success.

At Vizient® Member Networks, we know that top healthcare performance is built on strong connections, data-driven insights and proven strategies.

This year, members turned challenges into opportunities — creating measurable impact for patients and communities. The stories in this report represent the key strategies and practices that lead to best clinical and operational outcomes. It is through interprofessional learning and teamwork that everyone advances together.

As we look ahead to 2026, I’m inspired by how you will continue to partner with Member Networks to tackle new challenges, achieve even greater results and set the standard for what’s possible in healthcare.

A handwritten signature in black ink that reads "Julie Cerese".

\$477M

2025 Performance
Improvement value to members

10,000+

C-level event participants
collaborating on data-driven insights
and proven strategies



Professional home

Networks are the professional home for healthcare executives—a place to connect, collaborate and catalyze measurable change that transforms performance.

The future chief quality executive: driving system-wide strategy and measurable impact

As healthcare shifts under digital disruption, workforce pressures and value-based care, the chief quality executive (CQE) is moving from compliance steward to the system's *strategic conscience*—a leader who ensures quality is embedded in every enterprise decision.

Through the Vizient System CQE Network, members collaborated in national surveys, focus groups and shared dialogue to define a blueprint for the CQE of the future, published in the Vizient white paper *The Future Chief Quality Executive*.

Ten pillars of leadership emerged, blending technical fluency with human-centered influence. Three stood out as essential:

- **Strategic and Visionary Leadership** — aligning quality with enterprise goals and anticipating disruption
- **Emotional Intelligence and Relational Skills** — building trust and influence across silos without formal authority
- **Systems Thinking with Agility and Implementation Science** — translating strategy into sustainable outcomes

Executives surfaced persistent challenges: fragmented oversight across care settings, episodic project-based approaches, governance gaps and difficulty conveying quality's value. Together, they identified priorities for maximizing the future impact of CQE leadership—elevating CQEs with direct CEO and board access, developing leadership pathways to close competency gaps and anchoring CQEs within digital, financial and clinical transformation initiatives to unlock system-wide excellence.

By capturing shared insights from across the network, members established a powerful framework for health systems to use to elevate CQE leadership and hardwire quality at the center of enterprise strategy.

Pharmacy Network identifies \$136.6M in value through cost savings and revenue growth initiatives

As hospitals face increasing financial pressure, pharmacy leaders are finding new ways to strengthen margins and reduce waste. More than 30 members of Vizient's Pharmacy Network shared strategies and produced its *Business of Pharmacy Enterprise Cost Savings and Revenue Compendium* which was shared across the network.

Together, they identified over 90 initiatives to guide enterprise-wide margin improvement—aligning clinical excellence with financial sustainability. The strategies totaled \$136.6 million in cost savings and revenue opportunities.

Key opportunity areas:

- **Reimbursement optimization and payer strategies**
- **Formulary management and biosimilar adoption**
- **Operational and inventory efficiencies**
- **Waste reduction**
- **Practice enhancements and new service lines**
- **Contracting opportunities**

By capturing these initiatives, members built a resource that pharmacy leaders can use to guide enterprise-wide margin improvement—aligning clinical excellence with financial sustainability.

Cost savings and revenue growth



\$136.6M

pharmacy value identified through the Cost Savings and Revenue Compendium



32

member hospitals responded to the survey



90+

initiatives included both cost savings and revenue/margin enhancement opportunities

Interprofessional learning

Brings leaders and teams together to align, challenge assumptions and strengthen decisions through the power of diverse perspectives.

Embedding supply chain into clinical strategy to drive systemwide value and resilience

At a joint session of the **System Chief Medical Executive and Pharmacy Executive Networks**, members explored how embedding supply chain into clinical strategy can create measurable, systemwide value. The discussion featured Stanford Medicine, which identified a critical opportunity: while physician engagement was strong, the supply chain remained fragmented and often viewed as a transactional function rather than a strategic asset.

In response, Stanford launched its Clinically Integrated Supply Chain (CISC) model, evolving supply chain operations into a clinically aligned, analytics-driven function. The model leverages clinical dyads, real-time analytics and physician-led initiatives to strengthen care delivery, enhance resilience and improve operational performance.

Organizational impact at Stanford:

- Accelerated response to supply disruptions
- Increased clinician buy-in
- Enterprise-wide alignment through value-based governance

Stanford's journey is ongoing, but its experience demonstrated the value of uniting clinical, supply chain and financial leaders under shared governance. By integrating benchmarking data and adopting a proactive, value-based management culture, the system streamlined operations across the continuum—enhancing consistency, optimizing decision-making and improving systemwide performance.

Through Vizient Member Networks, leaders gained a real-world example of how a clinically integrated supply chain can elevate performance and resilience. The discussion exemplified interprofessional learning in action—bringing together diverse perspectives to challenge assumptions, foster alignment and strengthen decisions across the enterprise.

The dialogue continues to inform how members are assessing and exploring the integration of supply chain and clinical strategy within their own enterprises.

Interprofessional collaboration drives systemness value

In today's environment of financial pressure and operational complexity, alignment across finance, clinical and operations leadership is essential. Through the 2025 C-Suite Conversations series, members shared stories of spend management synergies that demonstrate how collaboration at the highest level translates directly into organizational value.

This exclusive series connected senior leaders across Member Networks to explore how strategic spend management strengthens system performance—advancing cost stewardship, operational efficiency and patient value.

Participants identified practical strategies for:

- **Insight:** uncovering governance, data and KPI practices proven to drive measurable outcomes
- **Acceleration:** shortening time from idea to impact through shared learning
- **Alignment:** linking spend management with enterprise strategy to elevate both financial and clinical performance

C-Suite Conversations exemplifies how Member Networks create value through interprofessional leadership—transforming collaboration into enterprise-wide results.

2025 Conversation topics

- **April 30: Beyond Boundaries** — collaborative approaches to clinically integrated supply chains
- **June 25: Excellence Is Iterative** — scaling supply chains for maximum operational impact
- **August 28: Financial Leadership** — influencing organizational behavior amid financial headwinds

Data and analytic insights

Harnesses one of the nation’s most comprehensive healthcare data resources to benchmark performance, uncover opportunities and make evidence-based decisions with confidence.

Identifying the strongest levers to reduce length of stay

For over a decade, Vizient Performance Improvement Programs have supported healthcare organizations in reducing length of stay (LOS) through collaborative sharing and implementation of emerging strategies. In 2025, Vizient is advancing this work by conducting a first-of-its-kind correlation analysis to determine which of 14 commonly used LOS reduction strategies have the strongest statistical correlation with performance.

This analysis, currently in progress, leverages participation from 168 healthcare organizations ensuring credible, industry-relevant insights. The goal is to identify the 2–3 strategies most strongly associated with meaningful reductions in LOS, giving members targeted, data-backed guidance on where to focus their efforts.

The outcome will not only validate long-held leading practices but also fill a critical gap in industry knowledge, **bringing an unprecedented level of rigor to LOS improvement efforts**. 2026 offerings will be informed by these findings. Learn more here on [Correlating Length of Stay Reduction Strategies with Outcomes](#).

Top five strategies with strongest correlations to LOS outcomes:

- 1 Standardized escalation process
- 2 Address unmet social needs
- 3 Address vulnerable high-risk patients
- 4 Identification of high-risk patients
- 5 Having case manager-led interdisciplinary rounds

Turning insight into action: Vizient Funds Flow Study empowers AMC leaders

More than half of the nation’s academic medical centers (AMCs) participated in Vizient’s 2025 Funds Flow Benchmarking Study — the most comprehensive national analysis of investments supporting clinical care, graduate medical education (GME), leadership and mission support. The study equips AMC leaders with data-driven insights to strengthen governance, improve alignment, and sustain funding across the enterprise.

At the Vizient Connections Summit, AMC CEOs and CFOs received customized reports and peer benchmarking insights to evaluate strategies against national trends and peer archetypes. Results showed that median funds flow equaled 12.8% of net patient revenue, and faculty devoted 72% of their time to clinical work—underscoring the need for stronger alignment to improve quality, access and financial performance.

The study revealed three hallmarks of sustainable models: **governance** that unites stakeholders around shared priorities, **transparency** that builds trust and informs decisions and **accountability** that links investment to outcomes.

Participating AMCs are using Vizient’s benchmarking insights to consolidate side deals into enterprise frameworks, refine governance through peer comparisons and apply “like-me” archetypes to align funding with long-term strategy.

For participating AMCs, the study’s greatest value lies in translating benchmarking data into enterprise-level change.

Leveraging Vizient’s benchmarking databases and Kaufman Hall expertise, the study provided actionable peer comparisons and one-on-one debriefs to translate insights into measurable results. One AMC uncovered **more than \$50 million** in funding—double the national benchmark—leading to a restructuring of investments aligned with systemwide goals.

Through these insights, Vizient and Kaufman Hall are helping AMC leaders turn data into action—driving sustainable performance while preserving the strength of their academic and clinical missions.

Performance improvement strategies

Turns evidence into action, accelerates measurable results and sustains organizational excellence.

Shifting from crisis to control: hospitals collaborate to standardize capacity planning and avoid \$106M in costs

Facing mounting pressure from escalating capacity constraints, hospitals across the country have struggled with inconsistent escalation protocols, staffing inefficiencies and extended lengths of stay. To address these challenges, 26 Vizient member organizations joined the **Developing an Actionable Capacity Plan Collaborative**, shifting from reactive crisis management to a proactive, system-wide approach to patient flow.

Through this Member Networks Performance Improvement (PI) Collaborative, participants leveraged Vizient's Clinical Data Base (CDB) and PI dashboard to analyze real-time data and align on standardized capacity criteria, escalation triggers and workflow optimization. The collaborative framework enabled leaders to establish governance, adopt best practices and implement meaningful changes across admissions, transfers and discharge processes.

Results across participating organizations:

\$106.3M

cost avoidance
(annualized)

66,000

inpatient days avoided
(annualized)

By working together, members demonstrated how data, governance structures and peer learning can accelerate progress on one of healthcare's most pressing challenges. This collaborative effort not only reduced variation and enhanced throughput but also highlighted how **network-enabled alignment equips hospitals to sustain capacity improvements and build resilience for the future.**

Reducing readmissions through patient-centered follow-up

Hospitals participating in the **Reducing Readmissions During the Inpatient Stay Collaborative** focused on decreasing 30-day readmissions by implementing evidence-based strategies while patients were still hospitalized. Through shared planning, execution and peer learning, 50 organizations collectively achieved a **19% reduction in 30-day readmissions and an annualized \$26.8M in cost avoidance.**

\$26.8M

annual cost avoidance
achieved collectively

At Corewell Health West, leaders used the collaborative framework to launch a pilot ensuring timely, patient-friendly scheduling of primary care follow-up appointments within 2–5 days post-discharge for high-risk patients. A multidisciplinary team was formed, with **Community Health Workers (CHWs)** meeting patients before discharge and arranging follow-up appointments.

Impact at Corewell Health West

- Patients with timely follow-up had readmission rates under **6%**.
- CHWs achieved higher appointment completion rates than centralized scheduling teams.
- Teams identified the need for better tracking, shared tools across regions and workflows not reliant on the EMR.

By reducing readmissions and optimizing timely, personalized follow-up care, Corewell Health West realized a **projected \$3.8M in annual cost avoidance.** Their success demonstrates how collaborative insights, adapted locally, can drive measurable improvement in both patient outcomes and financial performance.

\$3.8M

projected annual cost
avoidance at Corewell
Health West

Subject matter expertise

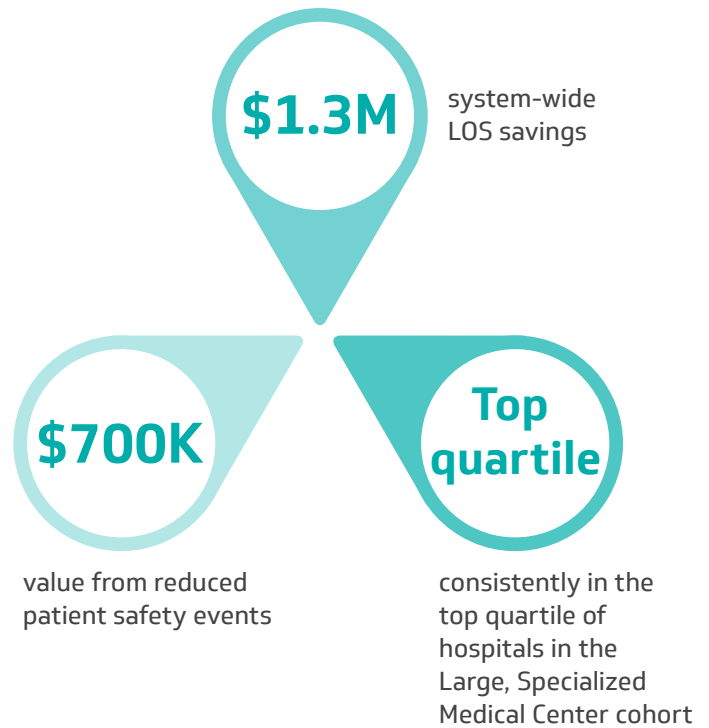
Provides direct access to industry experts whose experience transforms complex challenges into actionable solutions and measurable results.

Building reliability through data and culture: Washington Regional's journey to sustained excellence

Washington Regional Medical Center has strategically leveraged Vizient's subject matter expertise, Clinical Data Base (CDB) and internal analytics to advance quality and safety since 2019. With consistent quality leadership and analytics engagement, the organization has strengthened data governance and aligned culture with strategy, reinforced through participation in the Vizient Kaufman Hall High Reliability Executive Leadership Academy.

Their journey was accelerated through collaboration in the Oklahoma/Arkansas CEO Network. A High Reliability Benchmarking Survey in 2022 revealed cultural gaps and sparked board-level dialogue across 12 participating organizations. Through the network's shared analyst model, members accessed comparative insights that informed next steps. In 2023, seven organizations—including Washington Regional—joined the first multi-organizational cohort of the High Reliability Executive Leadership Academy, further deepening leadership alignment and commitment to high reliability.

These network-enabled efforts translated into measurable outcomes: more than \$700,000 in value from reduced patient safety indicators and \$1.3 million in system-wide length-of-stay savings. Washington Regional now ranks in the top 15% of its Quality & Accountability cohort—demonstrating how a culture of continuous improvement, supported by data and peer collaboration, drives both clinical and operational excellence.



2025 by the numbers



20+

Networks serving as the professional home for healthcare executives



975+

Performance Improvement project team enrollments—a median of three per system



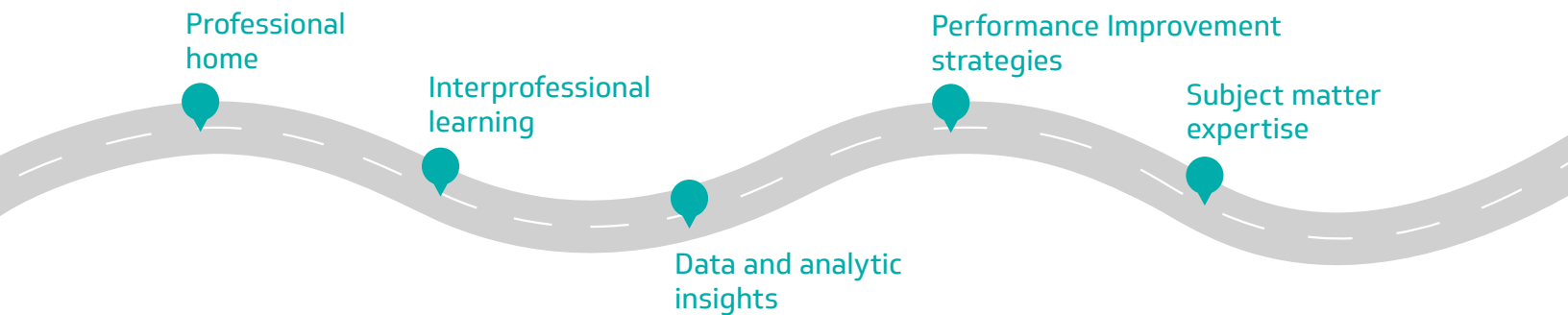
29,758

CE credits awarded to leaders

Closing

Top performance in healthcare is not defined by a single moment — it is built, sustained and redefined through the collective efforts of committed leaders. This year's impact report demonstrates how **Vizient Member Networks** partners with organizations through relationships, expertise, data and strategies that drive systemwide impact.

As we look ahead to 2026, **Member Networks will remain your partner in achieving top performance** — serving as the professional home for healthcare executives, creating opportunities for interprofessional learning and equipping members with data and analytic insights combined with subject matter expertise. Through Performance Improvement Programs, we will continue helping organizations move from where they are today to where they want to be. Together, we will achieve greater outcomes, advance innovation and strengthen our shared impact on the patients and communities we serve.



Vizient Member Networks is your partner to achieve top performance



Access the electronic version of the **Vizient Member Networks Offering Guide**

<https://info.vizientinc.com/I/73872/2025-01-23/31pxnbp>

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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.