

2024 VIZIENT CONNECTIONS SUMMIT

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# REFLECTION

REFLECT | ADAPT | EVOLVE

# Welcome to Supply Chain Executives & Leaders Peer to Peer Forum

**Brian Pollick**

Administrative Director Supply Chain Management  
University of Utah, **SCEN Chair**

**Karen Kresnik, MSN, RN, CMRP**

Vice President, Supply Chain, Member Networks

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# Today's Moderators



**Brian Pollick**

Administrative Director  
Supply Chain  
Management  
**SCEN Chair**

University of Utah Health



**Karen Kresnik**  
MSN, RN, CMRP

Vice President  
Supply Chain  
Member Networks

Vizient



**Carla Stephens**  
MBA, CMRP, CVAHP

Sr Director  
Supply Chain  
Member Networks

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# Today's agenda

*Enhancing Management of Supplies on Doctor Preference Cards + Creating a Sustainable Procedure Card Management Program*

*Activating Winning Category Management Strategies Panel*

*Break*

*Purchased Services and Indirect Spend – Changing Outcomes via AI-Enabled Technology Panel and Roundtable Discussion*

*Everything Everywhere All At Once: An Endeavor Health Supply Chain Journey*

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# Supply Chain Executive Network Advisory Committee

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**Pamela Bryant**  
SVP and Chief Supply  
Chain Officer  
Parkland Health



**Jerry Kostal**  
Director, Supply Chain  
Methodist Health System



**Brian Pollick, Chair**  
Administrative Director, Supply  
Chain Management  
University of Utah



**Mike Bianchin**  
System Vice President,  
Supply Chain  
University of North Carolina



**Lorra Miracle**  
AVP, Health System Supply  
Chain  
University of Kentucky Health  
System



**Susanna Rustad**  
Chief Procurement Officer,  
Executive Director, Care at  
Home Platform  
UC Irvine Medical Center



**Motz Feinberg**  
VP, Chief Supply Chain  
Officer  
Cedars-Sinai Health System



**Brian Murray**  
Ass't Vice President, Supply  
Chain Procurement  
Endeavor Health



**Carl Tietjen**  
AVP, Purchasing & Supply  
Chain  
University of Rochester

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# Vizient Supply Chain Networks team



**Karen Kresnik**  
Vice President



**Carla Stephens**  
Senior Director



**Andrea Schiemo**  
Director



**Jenna Kline**  
Manager



**Sydnee Cruz**  
Assoc Manager

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# Vizient's Networks

## Executives challenging the status quo and influencing the healthcare industry

The common thread across our C-level networks **focuses on the outcomes of high-performing organizations**: profitable growth, care delivery excellence and financial sustainability. It's this type of focus and leader alignment that paves the path to top-performer status.

**Interprofessional alignment strengthens problem solving** on challenges through learning different perspectives from subject matter experts, peers, performance improvement projects and high-performing teams.

A key differentiator is Vizient's clinical and operational **data and related analytic insights** to enable organizations to improve and make healthcare's best better.

### C-level networks

Chief Executive Officers  
Chief Financial Officers  
Chief Operating Officers  
Chief Strategy Officers  
Chief Medical Executives  
Chief Nurse Executives  
Chief Quality Executives  
Human Resources Officers  
Pharmacy Executives  
Supply Chain Executives

# Supply Chain Executive Network

# ANNOUNCEMENT!



# Welcome Supply Chain **Medical Directors!**



- Opportunities to **connect** Supply Chain Executives and Medical Directors
- Highlight **clinical expertise** in supply chain integrations and decision making
- Share **leading spend management practices** improving the quality patient care
- Learn **operational and cost efficiency strategies**

## → **Who is eligible?**

- Supply Chain Executives
- Supply Chain Medical Directors
- Selected Secondary Representatives

Get your Supply Chain leader registered for Supply Chain Executive Network now:  
[Register here](#)

*The member's site must be included in a Vizient Member Networks subscription.*

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# 2024 Vizient Member Networks Supply Chain Executive Network Opportunities

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## Clinical Resource Management Open Forum October 10

## Supply Chain Leadership Series November 13

Spend Management Assurance Strategies:  
Navigating the Bill Only Process

A Look at Three Operational  
Efficiencies – The Resiliency Factor



**Featuring**  
Pamela Bryant  
SVP and Chief Supply Chain Officer  
Parkland Health

[Register now](#)



**Featuring**  
Elaine Prince  
Vice President of Operations Support  
Encompass Health

[Register now](#)

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# 2024 Vizient Member Network Supply Chain Executive Network Opportunities



## Supply Chain Executive Network Winter Meeting December 12

Strategic Supplier Partnerships

### Featuring

Member presentations

Sg2

Strategic Provider and Supplier Relationship Guidebook

[Register now](#)

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# 2025 Supply Chain Executive Network Spring Meeting



Supply Chain Executives  
and Supply Chain Medical  
Directors

**March 3-5**

Scottsdale Marriott @  
McDowell Mountains

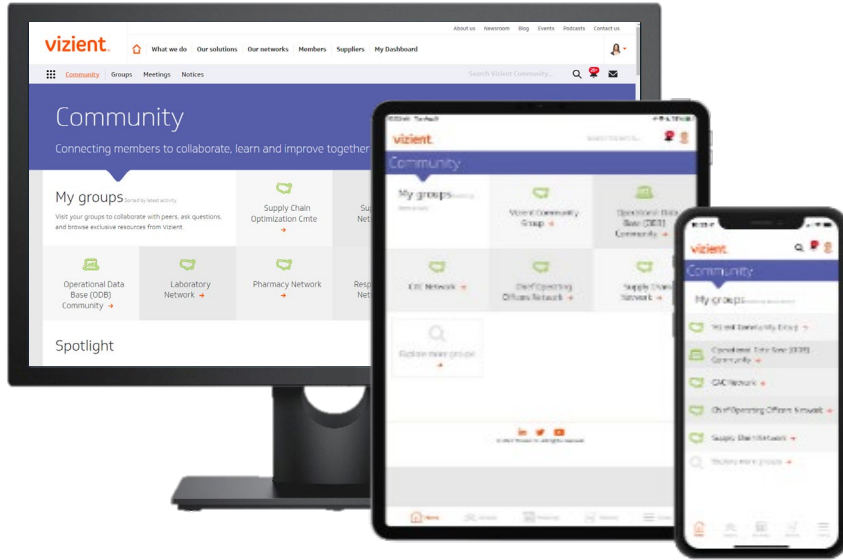


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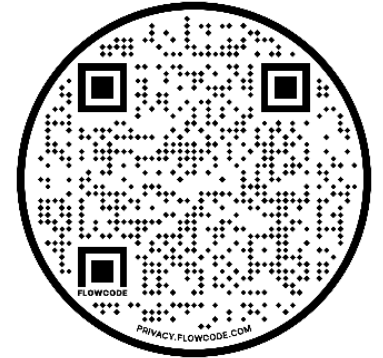
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# Vizient Community

Begin your online experience today



Leverage over **50,000** leaders to collaborate with at your convenience



## Key Community features:

- Peer discussion forums
- Calendar of Events
- Knowledge resources



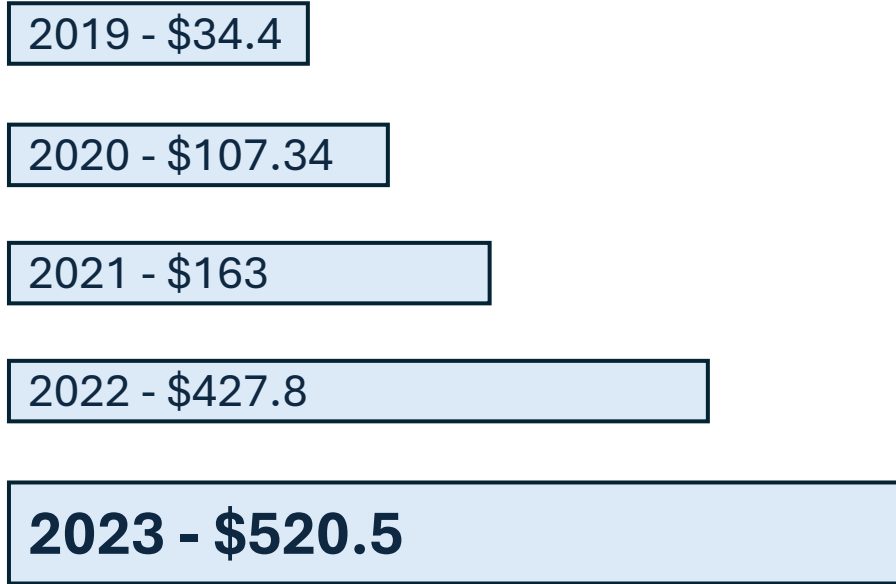
Easy log in to your community group – biometrics unlocks the app

Create a query, respond to peers and more

Access your peer calendar of events to register

Access group resources including exclusive presentations, recordings, and whitepapers

# Performance Improvement Program Results



*Dollar Value (millions)*

*Data source: Vizient Member Networks*

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# 2024 Performance Improvement Program Opportunities



## Value Analysis Optimization Benchmarking Survey



### Enrollment information

Informational webinar October 30, [register](#)  
[Click here](#) to enroll by November 20  
View [project webpage](#)

For more information:  
[latammy.marks@vizientinc.com](mailto:latammy.marks@vizientinc.com)

## Artificial Intelligence in Patient Care Benchmarking Survey



### Enrollment information

Informational webinar October 10, [register](#)  
[Click here](#) to enroll by November 29  
View [project webpage](#)

For more information:  
[courtney.furrowwhite@vizientinc.com](mailto:courtney.furrowwhite@vizientinc.com)

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# Vizient Assurance

The right product at the right price when you need it



## How Vizient focuses on assurance

### Price assurance

- Provide choice, competitive pricing and greatest value on one of the largest, most comprehensive portfolios of products, services and infrastructure in the industry, as well as customized partnership models in every spend category

### Supply assurance

- Offering choice with the best value, while ensuring resiliency, transparency and redundancy
- Consistently monitor supply disruptions, lead times and equipment discontinuations

## Adding value across the categories that matter most to you



Medical



Surgical



Physician  
preference



Capital and  
imaging



Facilities and  
construction



Indirect  
spend



Pharmacy

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# Supporting you though shortages

Stay informed and ahead with resources available to Vizient providers



## Supply chain resources

- Market disruption briefs
- Product disruptions briefs
- Natural disaster disruption briefs
- Material manufacturing briefs
- Category resource guides

## Committees

- Drug shortage mitigation group
- Technician shortage subcommittee

## Drug shortages resources

- Alerts
- Mitigation strategies
- Drug shortage digest
- Essential medications report
- Minute market insights
- Shortage and labor cost report

## End Drug Shortages Alliance (EDSA)

Alliance of stakeholders dedicated to solving supply challenges

## Communication tools

- Pharmacy Hot Info
- Supply Assurance Weekly Digest
- Pharmacy Monitor
- Supply Update
- Food for Thought
- Facilities and Construction Market Insights
- Capital and Imaging Newsletter
- Contract Coverage Updates

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# Vizient Reserve



Driving additional supply to solve for shortages

**Vizient Reserve crosses all spend categories for essential medical supplies. Participating providers will receive dedicated inventory in addition to increased value with competitive pricing.**

- Novaplus Enhanced Supply Reserve (Pharmacy)
- Respiratory Reserve
- Contrast Reserve
- *More categories coming soon!*



**Additional and dedicated inventory**



**Increased value**



**High compliance**



**Predictable demand**

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# Novapulus Enhanced Supply Reserve

## Driving a greater mission together



### More ways to end drug shortages



- ◆ More supply
- ◆ More predictability
- ◆ More essential medications

### Record-breaking impact

**3.7M+** total units accessed (*direct patient impact*)

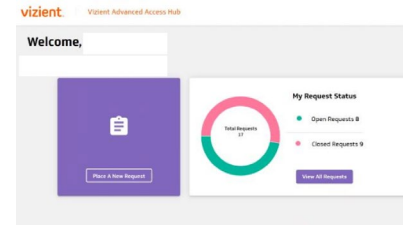
**36,000+** requests from **1,300+** facilities

### Accelerated NES Reserve participation



### Expanding program infrastructure

#### Vizient Advanced Access Hub



- 100%-member utilization
- New supplier interface



Nearly **3,000**  
Providers

The Connect – FULL  
**>110** providers on the  
waitlist

**>1,100** Suppliers

Supply Chain Peer to  
Peer **>1,100**  
registered

# 782

Record High!

How many were Spend  
Management Focused?

<5%



# Enhancing Management of Supplies on Doctor Preference Cards

## Creating a Sustainable Procedure Card Management Program

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# Enhancing Management of Supplies on Doctor Preference Cards + Creating a Sustainable Procedure Card Management Program

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**Andrew Pierce**  
Director, Clinical  
Engagement and  
Value Management

BJC Healthcare



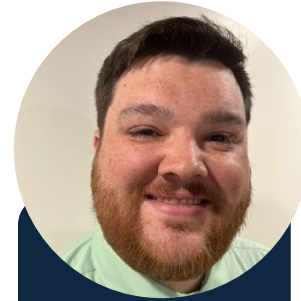
**David Watkins**  
Strategic Manager,  
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**Mary Ellen  
Crigier**  
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Corewell Health



**John  
DenBraber**  
Operations  
Specialist

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# Disclosure of Financial Relationships



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An individual is considered to have a relevant financial relationship if the educational content an individual can control is related to the business lines or products of the ineligible company.

No one in a position to control the content of this educational activity has relevant financial relationships with ineligible companies.

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# Learning Objectives

- Discuss category management leading strategies for spend management.
- Explain leading practices for developing data-driven processes that help improve supply accuracy on doctor preference cards.
- Identify solutions to improve the quality of indirect spend data.
- Describe how industry insights and leading practices contribute to operational efficiencies and the advancement of supply chain strategy.

# Doctor Preference Cards (DPC) Background

- Critical mechanism for procedure planning, delivery of care, and operational processes
- DPC maintenance remains elusive and challenging to maintain
- DPC Optimization Program developed in academic health system, **using historical documentation to increase accuracy** of supplies on DPCs

## Why?

Vision: DPC is reliable and trusted

Measure: Reduction in waste of nurses running for supplies or editing EMR screens

# DPC Optimization- Intervention

- Built tool using a robust database of item utilization at the case and DPC level
- Established **DPC utilization frequency and thresholds**, classifying items that belong on a DPC and in which status, “open” or “have available”
- Single card cases were prioritized, multi-card cases created challenges

## What?

‘Qualifying’ cards have enough cases to make meaningful data-driven item recommendations:

4 cases in last 12 months

Use thresholds:

Open >90%

If less than \$100 unit cost

Have available 20-90%

Remove <20%

# DPC Optimization- Intervention

- Line-item recommendations generated based on thresholds per DPC
- Recommended changes by service line, **pushed out by dedicated supply chain team member to resource nurses to review and approve**, 4 weeks in advance
- Weekly communication back to OR leaders and clinicians on implemented changes
- Refinements to inclusion criteria were made based on **clinical team feedback** during pilot implementation
- 1 year pilot at the academic campus, program then rolled out throughout the health system

## How?

Access

Collaboration

Data → Action

Communication

Manager

Technical Specialist

Supply Utilization  
Manager\*

\*1 dedicated resource with Epic  
Resource RN role

# DPC Optimization- Outcomes and Impact

- Primary goals of the program were **efficiency of the clinical team** through running for fewer items intraoperatively and fewer documentation edits, along with improving resource stewardship
- Card accuracy measurements developed, calculation of 'excess work' and a score of card quality
- Excess work reflects the number of times per card use that an item not on the card was used and an item was on the card but was unused
- Card quality reflects alignment of item status to historical documentation

## How has it worked?

Measures

Scale

# DPC Optimization- Outcomes and Impact



- Card quality improved by 20% during the pilot implementation
- Excess work improved by 2% during first full year of system implementation
- Cards impacted- 4,771 or 11.2% of all cards meet inclusion criteria for review
- Cases impacted- 76,000 or about 62% of all cases performed systemwide
- Team established system cadence for maintenance, twice per year

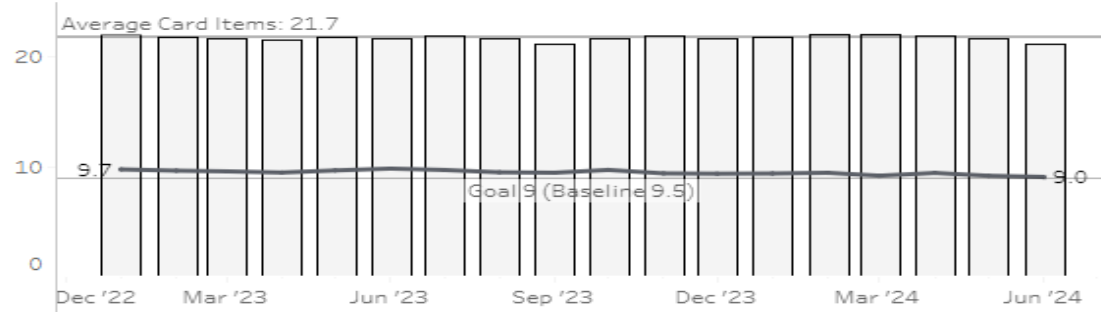
# BJC DPC Program Metrics

[Go To Training Video](#)

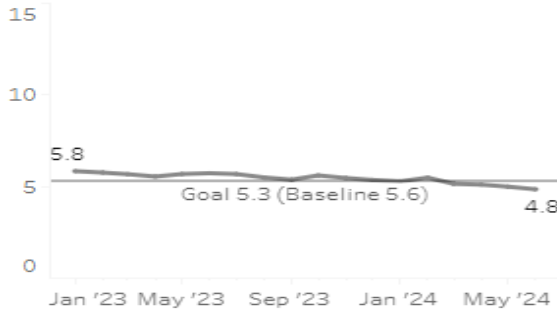
Excess work is a sum of the items not on the DPC added intra-operatively plus returns (unopened/unused card items).

The line on the upper chart is the combined sum of the two types of excess work, a lower line represents less excess work. The bars are the average number of supply lines on DPCs. More items on cards and less excess work is the goal.

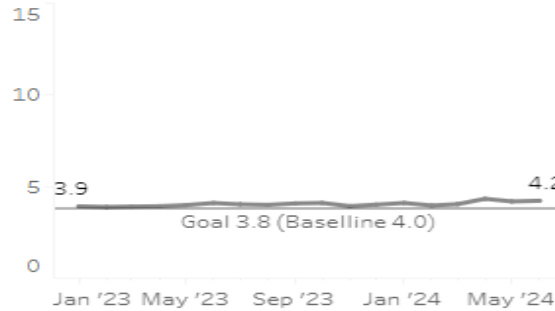
### BJC Excess Work Trend - DPC Accuracy



### BJC Excess Work Trend - Returns



### Excess Work Trend - Intraop Addons



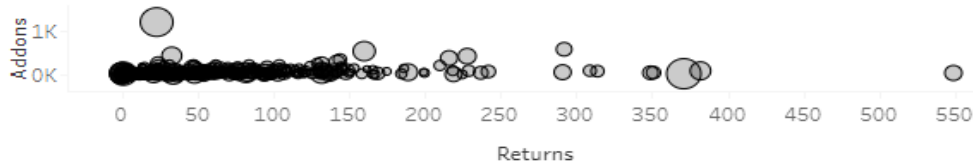
# BJC DPC Program Metrics

The Index is a weighted measure that scores the the alignment of DPC items vs what has been documented in . A lower value means DPCs are in closer alignment to documentation.

BJC DPC Index Trend



BJC Returns/Intraop Addons Scatter Plot - Last 90 Days



Each circle on the scatter plot is a DPC. The position of the circle is determined by the number of returns and intra-op addons (excess work). The size represents the number of cases.

Individual cards that have caused the most excess work will move to the upper right quadrant.

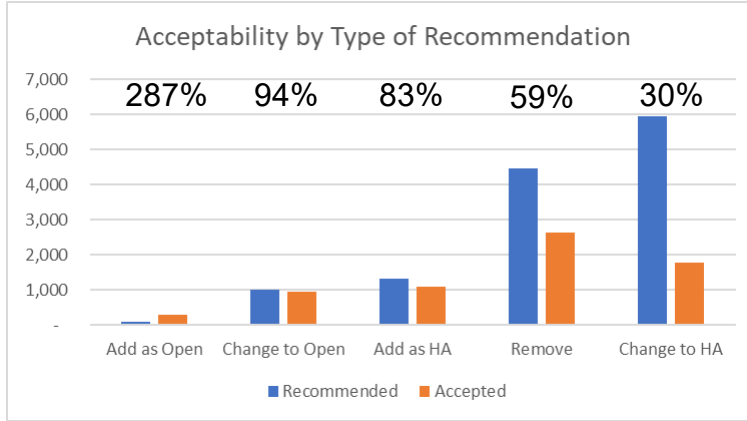
BJC DPC TLC - Top 3 Cards - Last 90 Days

Card ID	Card Name	Cases	Not On Card Used	On Card Not Used	Excess Work	Excess Work Per Case
M-11452	TOTAL KNEE ARTHROPLASTY ..	112	1,192	23	1,215	10.8
M--P10560..	Aortic Valve Repair/Replace, ...	25	573	292	865	34.6
M--P10061..	Nunley, Ryan Michael; ARTHR...	51	530	160	690	13.5

The table lists the 3 DPCs with the most excess work.

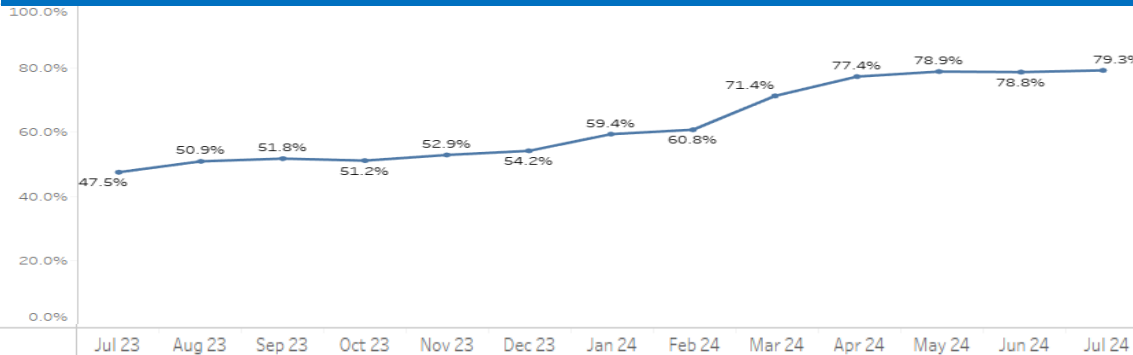


# BJC DPC Program Metrics



- During 2<sup>nd</sup> pass through BJC hospitals, began tracking approvals by type by site and service
- Biggest alignment to thresholds available by changing from Open to Have Available and removing altogether
- Most frequent agreement is for items being added altogether or changed to Open
- Total acceptance of recommendations – 55% or 7,019 changes

## % Items used that were picked from storeroom location by supply team



- At one academic hospital campus, expansion of storeroom inventory
- Implementation of availability-driven pick location model in EMR
- 17,939 reduced to 2,536 monthly supply picks by nursing team

Data source: BJC Internal data

# Lessons Learned

- Surgeon leader endorsement is critical
- Data-driven strategy can help balance competing interests of complete case cart and bags with extra supplies to 'hunt through'
- Open v. Have Available is the cost reduction opportunity
- Alignment of EHR and ERP necessary for accurate item & location information

# Key Takeaways

- Data-driven strategy at the DPC level is different than surgeon review and different than procedure standardization
- Vital engagement opportunity for supply chain to partner with clinical operations
- Aligned goals can help navigate access and control challenges

# Enhancing Management of Supplies on Doctor Preference Cards + Creating a Sustainable Procedure Card Management Program **vizient.**



**Andrew Pierce**  
Director, Clinical  
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BJC Healthcare



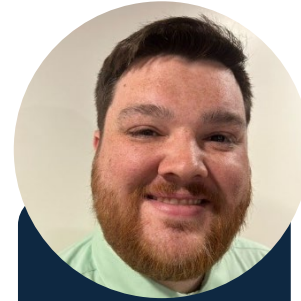
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# Who We Are



**21**  
Hospital Facilities



**65,000+**  
Team Members



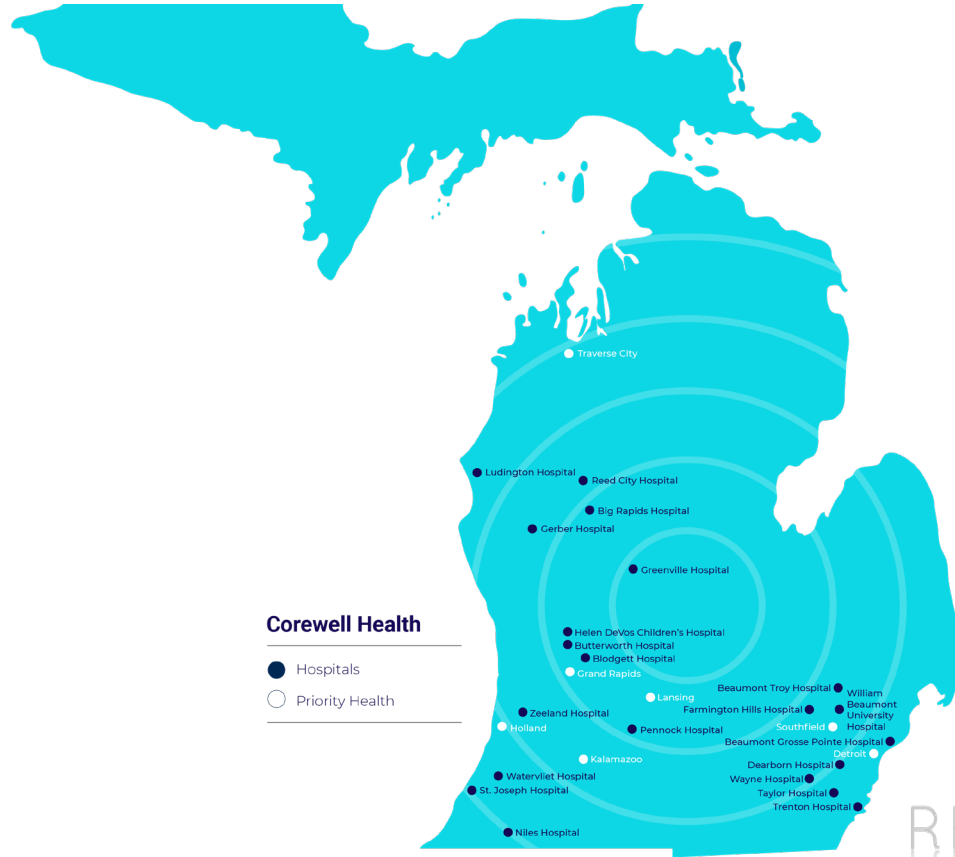
**300+**  
Ambulatory/Outpatient  
Locations



**250+**  
Operating Rooms



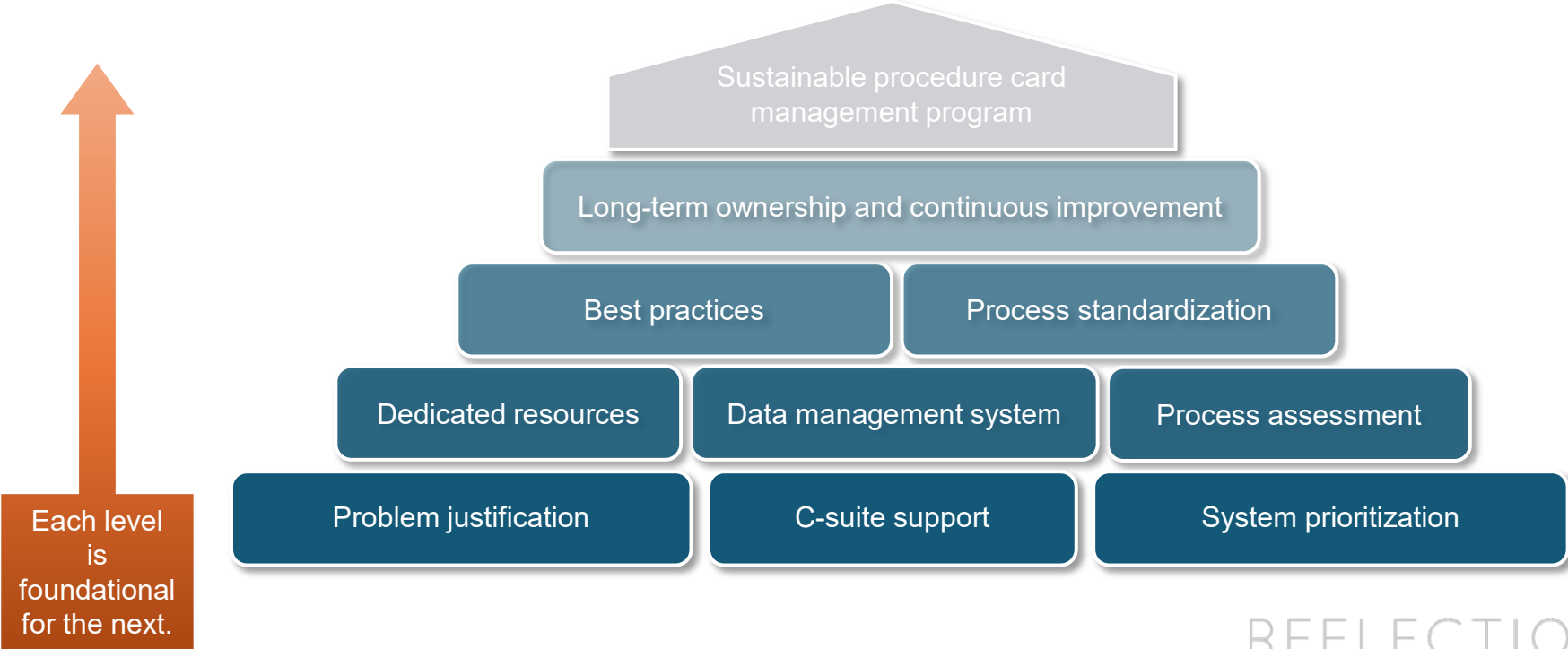
**5,000+**  
Licensed Beds



## Corewell Health

- Hospitals
- Priority Health

# Enterprise Procedure Card Management (PCM)



# Foundation: Alignment and prioritization

## Problem justification

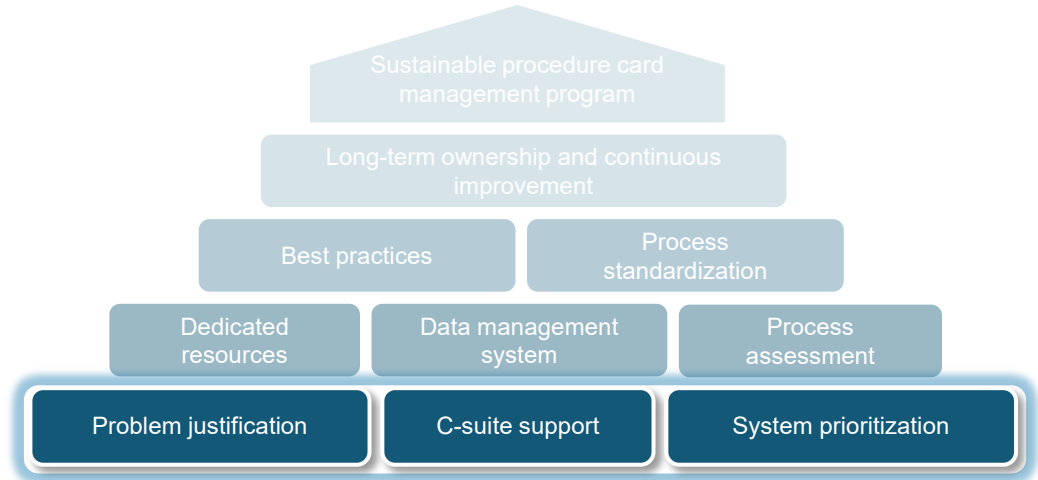
- Supporting evidence

## C-suite support

- Leadership oversight

## System Prioritization

- Supply Chain top 3
- Clinical buy-in



# Framework: Infrastructure of data, people, and processes

## Dedicated resources

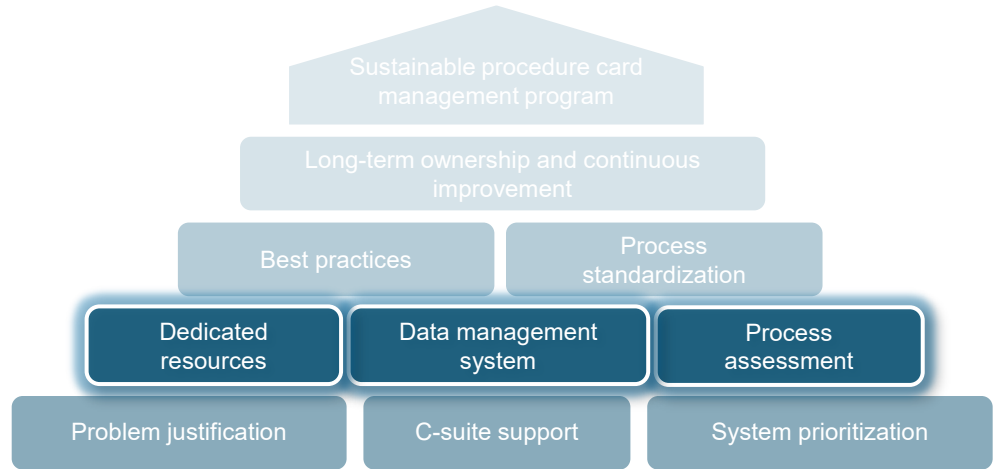
- PCM Team

## Data management system

- 3<sup>rd</sup> party software

## Process assessment

- All sites





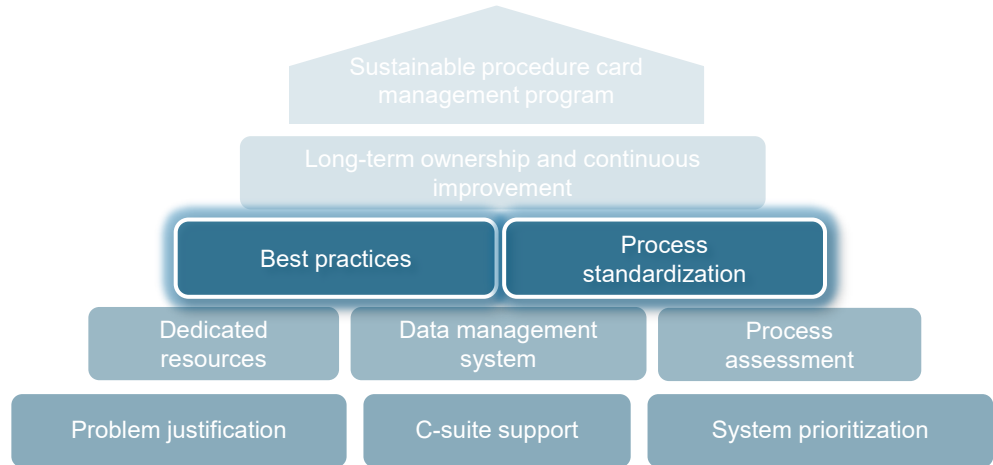
# Formalization: Establishing best practices

## Best practices

- Card Build
- Card Maintenance
- Picking Process
- Inactivation

## Process standardization

- Implementing best practices



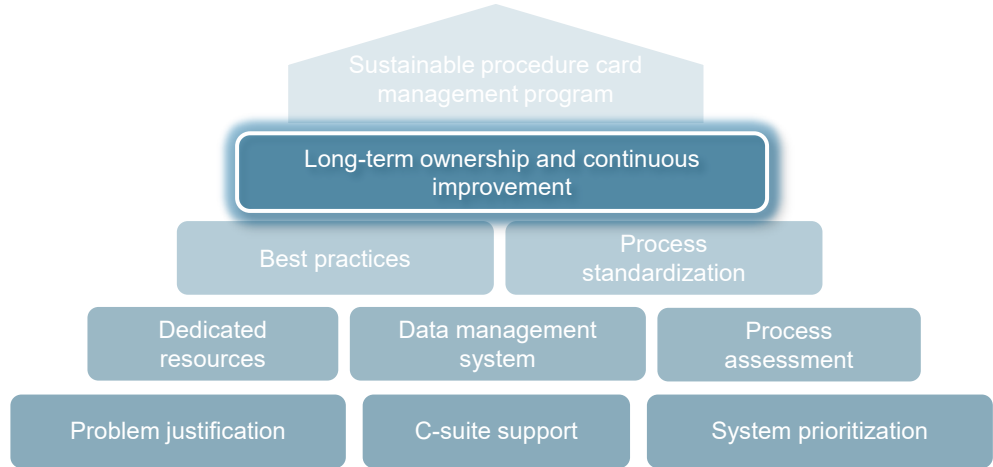
# Fostering: Accountability and continuous improvement

## Long-term ownership

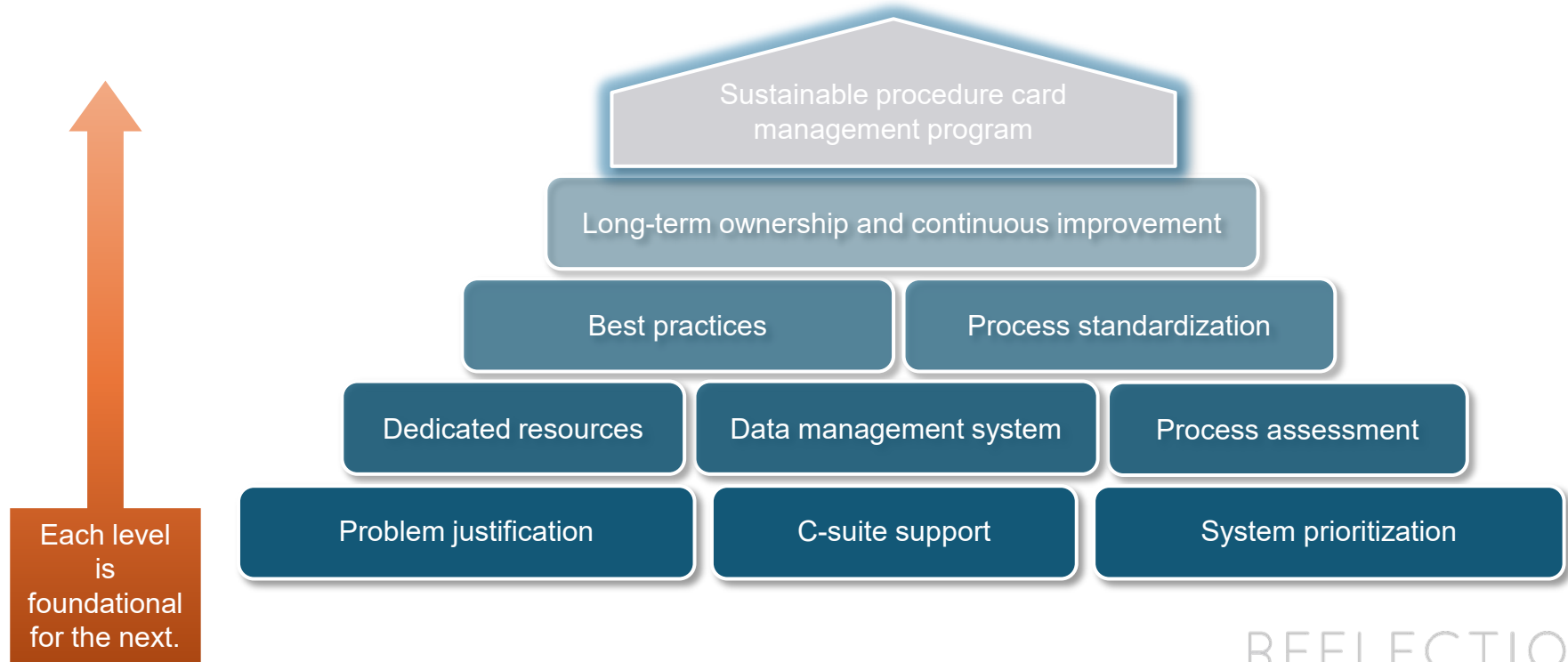
- PCM team
- Ownership determined during process standardization

## Continuous improvement

- What is working well?
- What needs tweaking?



# Fulfillment: Achieving sustainability



# Results achieved

Current Library: 78,183

## Q4 2023

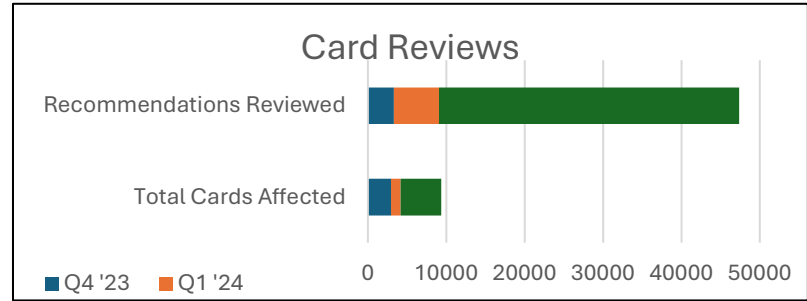
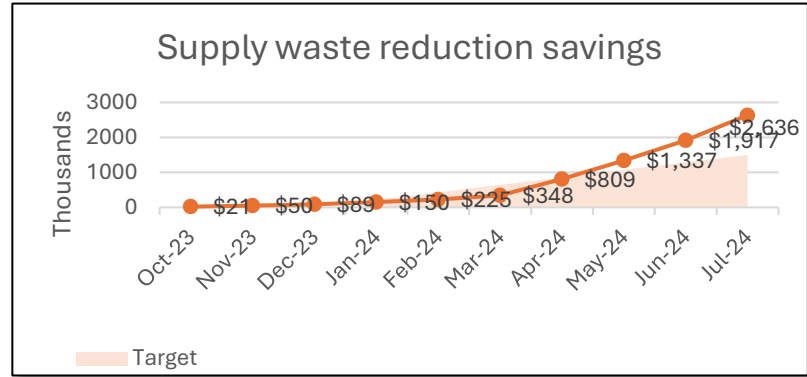
- 3,336 recs reviewed
- 2,934 cards reviewed

## Q1 2024

- 5,747 recs reviewed
- 1,254 cards reviewed

## Q2 2024

- 38,300 recs reviewed
- 5,153 cards reviewed



# Lessons Learned

Maintaining accurate stakeholders and sustaining engagement requires intentionality through long-term initiative.

- Every level counts, and every impacted space counts.

If you can't measure it, it didn't happen.

- Prioritize accurate impact tracking.
- Celebrate every win, small and large.

Ground level support is the most impactful.

- Base every decision on its impact to the front-line team members.

# Key Takeaways

## Create Strong Foundation

- Define scope and stakeholders
- Achieve buy-in at all levels
- Identify champions

## Identify Sustainable Elements

- Clean Data
- Successful workflows
- Defined ownership

## Phase Your Implementation

- One workflow at a time
- Efficient processes lead to efficient cards

Questions?



## Contact:

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*This educational session is made possible through the collaboration of  
Vizient Member Networks.*

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# Activating Winning Category Management Strategies Panel

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# Activating Winning Category Management Strategies



**Scott Wilkerson**  
Chief Procurement Officer

University of California Health



**René Gurián**  
Assistant Vice President, Supply Chain Finance & Strategy

Ochsner Health



**Mike Bianchin**  
System Vice President, Supply Chain

UNC Health



**Shalom Johnson**  
HCS Executive Director, Supply Chain/Hospital and Affiliate Operations

UNC Health



**Bill Selles**  
Senior Vice President

Vizient

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Purchased Services and  
Indirect Spend –  
Changing Outcomes via  
AI-Enabled Technology  
Panel and Roundtable  
Discussion

# Purchased Services and Indirect Spend: Changing Outcomes via AI-Enabled Technology



**Keith Gregory**  
Senior Principal,  
Indirect Spend

Vizient




**Jeremy Strong**  
System Vice President,  
Supply Chain and  
Hospital Operations

Rush System for  
Health



**Bart Kaericher**  
President and CEO

Aramark  
Healthcare+



**Tom Swapp**  
Vice President and  
Managing Partner

DSSI Applied  
Solutions Group  
Moderator

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# Roundtable Discussion

- Are you are considering or currently utilizing AI in Supply Chain?
- If are using AI, share any wins and learnings



Everything Everywhere All  
at Once: An Endeavor  
Health Supply Chain  
Journey

vizient.

# Everything Everywhere All at Once: An Endeavor Health Supply Chain Journey

vizient.



**Matthew Hess**  
System Vice  
President, Supply  
Chain Operations

Endeavor Health



**Justin  
Klinefelter**  
System Assistant Vice  
President, Category  
Management

Endeavor Health



**Brian Murray**  
System Vice  
President Supply  
Chain Procurement

Endeavor Health



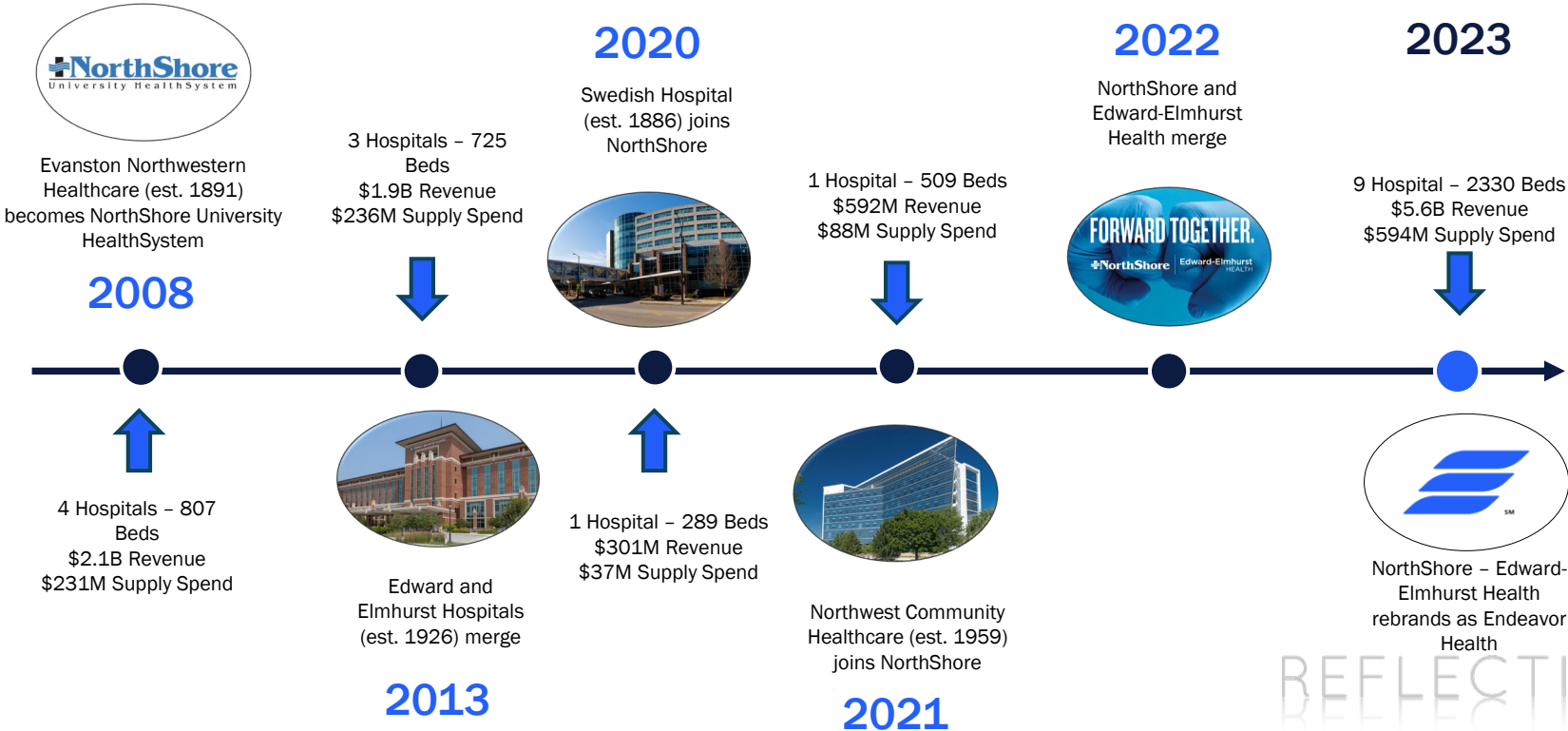
**Brian Washa**  
Senior Vice  
President Supply  
Chain  
Management

Endeavor Health

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# Endeavor Health System History

Our common ground is a longstanding commitment to local communities



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# About Endeavor Health

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# Healthcare Market - Merger and Acquisition Market Trends

- There were over 400 mergers announced between 2018-2023 and now 68% of community hospitals are part of a larger IDN (53% in 2005)<sup>1</sup>
  - 65 mergers were announced in 2023 and industry expectations are for that number to increase in 2024<sup>2</sup>
- In 2023, 28% of mergers announced involved a financially distressed party<sup>2</sup>
  - The biggest drivers of financial value from mergers lie within payor relations, labor optimization, and **purchasing power (supplies/services/capital)**

1. [Ten Things to Know About Consolidation in Health Care Provider Markets](#) | KFF  
2. [2023 Hospital and Health System M&A in Review](#) | Kaufman Hall

# Endeavor Health's Approach – Accelerated Systemization

- Within the first 12-18 months of each of the three mergers, Endeavor Health's Supply Chain tackled the following:
  - Organizational structure consolidation
  - GPO alignment (CAPTIS and Vizient)
  - Med-Surg/Lab distribution alignment
  - Value analysis standardization
- Additionally, Supply Chain partnered with numerous departments to accomplish:
  - ERP go-live (consolidated four different systems to one new platform)
  - Contract lifecycle management (consolidated four different systems to one new platform)
  - Corporate contract approval policy, procure to pay policy, and outsourced service standardization
  - Redesigned, system-wide contracting workflow

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# Organizational Structure Consolidation



- The largest benefit Endeavor Health experienced from the merger was the immediate growth in talent from the 4 organizations. We were all on similar journeys but without enough resources to get there. Now with size and scale, we are able to strive for higher.
- Within the first 6 months of each merger, Supply Chain worked to consolidate organizational structures (1<sup>st</sup> department system-wide to make this decision.) This allowed for two large benefits:
  - Eliminated employee uncertainty regarding their future in the new organization early in the process, which reduced any stress the merger presented and allowed individuals to design a department built on the best practices of the legacy organizations
  - Eliminated duplicate work and ensured all employees were positioned to work efficiently, which was extremely important considering everything the department was hoping to accomplish

BEEFLECTION

# GPO, Distribution, and Value Analysis Alignment



- 2020 - NorthShore and Swedish merged
  - 400+ contracts harmonized including 20+ categorical conversions
- 2021 - NorthShore & NCH merged
  - 400+ contracts harmonized including 20+ categorical conversions
- 2022 - NorthShore and EEH merged
  - EEH converted to Vizient/Captis following an abbreviated GPO RFP
  - 400+ contracts harmonized including 60+ categorical conversions
  - EEH converted to Medline for acute and lab distribution
- Over the course of the 3-year period, Endeavor completed 100 categorical conversions spread evenly across all legacy entities and each requiring unanimous approval from entity service line leaders
- Endeavor established six system-wide Value Analysis Committees (Surgery, Cardiology, Interventional Radiology, Nursing, Lab, and Facilities)
  - Committees were made up of representatives from each legacy organization. Contract decisions were made by unanimous consensus and new product verdicts were based on majority
  - Executive support in value creation and standardization was crucial in ensuring legacy organizations didn't elect for status quo

BEEFECTION

# ERP Go-Live



- 2021 - NorthShore & EEH were both working to implement ERP, and both paused after the merger was announced
- 2022 - Restarted the project under a single tenant, with leaders and SMEs from each legacy organization working together to harmonize 100+ policies and processes
- 2023 - October go-live was challenging but supplies were successfully procured, received, and distributed without disrupting clinical operations
- 2024 - Stabilization continued into the summer with some lingering payment challenges

REFLECTION

# Contract Lifecycle Management (CLM) and Contract Approval Policy (CAP)

- Four CLMs with varied retention and signature policies, leading to risks, both financial, and legal.
- Endeavor Health spent 18 months migrating CLM platforms into a single system that housed physician, managed care, real estate, supply, service, and capital agreements
  - Endeavor built integrations between Symplr and ERP to promote a seamless transition when the ERP went live
- Supply Chain and Legal went through an extensive roadshow across the 9 campuses to build consensus for a system-wide signature control, reducing signatories from 150+ to 25 individuals
  - CAP required Supply Chain approval prior to execution and Supply Chain executes 70%+ of agreements, which ensures awareness/involvement in all contracts

# Supply Chain Impact

- System alignment of GPO, distribution, and ERP has enabled Supply Chain Operations to seamlessly view and transfer inventory across the health system
  - Timely and efficient response to supply disruptions
  - Harmonized emergency formularies
  - Central leadership of courier and distribution networks have connected all four legacy organizations seamlessly
  - Supply Chain Operations and Logistics team members had employee engagement results in 2023 that **exceeded the organizational average by 11%**
- Since the initial merger in January 2020, Endeavor Health has realized over \$120M in savings across supplies and services and a 25% reduction in the VSA Index
  - This has been driven by over 1,600 savings initiatives with the most significant being employee benefits, support services, and surgical/cardiology Implants
  - Amongst all the change and required conversions, annual SC stakeholder surveys show Category Management is still held in high regards by service line leaders and executives

# Lessons Learned

- Accelerated systemization can lead to burnout, bandwidth challenges, and opportunities for improvement.
- Coming into each merger open minded with an eagerness to learn from your counterparts is **vital** to maximizing the impact of Supply Chain
- Deprioritize the transformational pursuits associated with our ERP implementation and instead emphasize the essentials
- Do not be afraid to look outside the organization for best technology/platforms
- Mergers create uncertainty and uncertainty creates nervous employees/stakeholders. Open communication and transparent leadership and decision processes helped Endeavor Health experience high employee retention & overwhelmingly positive feedback from the departments we serve
- Early intervention from executive leadership to encourage prioritization of standardizing patient care, supplies, and services amplified the value of a mergers



# Key Takeaways

- Mergers & acquisitions create tremendous uncertainty and potential but must be viewed as an **opportunity to advance the supply chain maturity**, and results for the benefit of your organization and the communities you serve.
- Change requires employees who are willing to **self-reflect and continuously strive to be better**. This is not for everyone and is something you need to train/hire for, so staff accordingly
- **Supply Chain plays a large role in everything** we listed, but none of this would be possible without buy-in from the top and being viewed as a **strategic partner** within our organization

# Questions?



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*This educational session is made possible through the collaboration of  
Vizient Member Networks.*

REFLECTION

A scenic landscape featuring a mountain range reflected in a calm lake. The sky is a mix of orange, red, and blue, suggesting a sunset or sunrise. The mountains are dark and rugged, with some snow or light-colored patches. The water is very still, creating a clear reflection of the mountains and sky.

**Thank you!**

The Supply Chain Executive  
Network Advisory Committee  
thanks you all for your attention  
and engagement!

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# 2025 Supply Chain Executive Network Spring Meeting



Supply Chain Executives  
and Supply Chain Medical  
Directors

**March 3-5**

Scottsdale Marriott @  
McDowell Mountains



Photo approved for use

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