

2019 Vizient Playbook

The Vizient logo is a teal circle containing the word "vizient" in white lowercase letters with a registered trademark symbol. It is connected to other nodes in the network by solid teal lines.

vizient®

A green circle containing the word "Members" in white text. It is connected to other nodes in the network by solid green lines.

Members

A green circle containing the word "Value" in white text. It is connected to other nodes in the network by solid green lines.

Value



Letter from Byron

How often do you pause to evaluate a situation from a different perspective? To focus in or pull back in order to gain new insight on something so familiar. Stepping into the position of Vizient® president and CEO, I wanted to hear about our company's strengths and opportunities from those who know us best. I talked with over 100 member CEOs, including our board of directors, the Vizient University Health System Consortium Board of Managers and our network members. I also met with numerous leaders inside our organization and employee teams around the country.

I appreciated the opportunity to engage people in this manner. The conversations affirmed common themes and uncovered new ones related to industry dynamics, provider needs, what Vizient does well and how we can do better. I indeed gained fresh perspective, and the overall experience turned out to be more rewarding than originally imagined.

More important, it fueled an evolution of Vizient's strategic direction – why we exist, who we serve, what we do and how we deliver.

This playbook lays out our promise to members. As the nation's leading performance improvement company, we want to bring new levels of data and insight to members across the cost, quality and market performance continuum. We ultimately want to help members solve the equation for enhanced provider performance and better outcomes that benefit patients and communities nationwide. By breaking down the silos in health care, we discover approaches that integrate care practices, optimize operations and improve performance across the care continuum.

Feedback is invaluable for those committed to continuous improvement. So as we move forward together in 2019, keep talking. I am listening. We all are.

A handwritten signature in black ink, appearing to read 'Byron Jobe'. The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Byron Jobe
President and CEO

WHY WE EXIST: OUR MISSION

Vizient is the nation's leading health care performance improvement company.

We serve more than half of the health care organizations across the United States – from large integrated delivery networks and academic medical centers to community hospitals, pediatric facilities and non-acute care providers.

We have refined our mission to define the value we bring:

Vizient strengthens members' delivery of high-value care by aligning cost, quality and market performance



>50%

of the nation's acute care providers



>95%

of the nation's academic medical centers

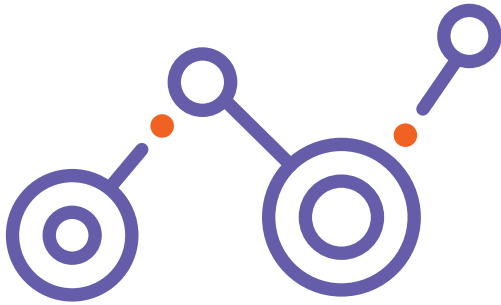


>20%

of the nation's ambulatory market

WHY WE EXIST: OUR STRATEGIC ASPIRATIONS

Strategic aspirations guide how we measure success for those we serve



To become the trusted partner that helps members thrive in their markets

- Provide market-driven insights that anticipate and address member opportunities
- Provide market-leading solutions that address the distinct needs of our diverse members
- Foster and maintain deep member relationships based on aligned goals and an intimate understanding of our members

To become a leader in transforming the delivery of care

- Leverage the scale and diversity of the membership
- Build pre-eminent performance improvement communities driven by data and shared knowledge
- Repeatedly and reliably deliver innovations





To accelerate our growth rate

- Grow member value
- Grow membership
- Grow profitability



Participants in our Connections Summits see firsthand the integrated value of Vizient, as members, employees and suppliers come together for education, business and networking.



“Vizient’s role as a data/analytics hub and convener of overall performance, coupled with broad collaboratives, is transformative.”

From Member Opinion Survey, 2018

WHAT WE DO: OUR SOLUTIONS

Performance measures

Top performing providers set goals for and routinely monitor the results of three core business indicators

Cost performance

- Price performance in supplies, services and pharmacy
 - Spend management through standardization and utilization
 - Operational efficiency
-

Quality performance

- Clinical quality
 - Safety
 - Care variation
 - Clinician engagement
-

Market performance

- Market share and growth
- System of care effectiveness
- Business model innovation

Vizient partnership

Top performers drive greater improvements and sustain them over time by fully participating in our performance offerings



Essential strategies

Achieving systemwide performance improvement requires that providers address four critical imperatives at the intersection of cost, quality and market performance

- Essential strategies**

 • Clinical-supply integration
 • Service line success
 • Workforce of the future
 • Quality and Accountability performance management

Actionable insights

- Transparent peer benchmarking
- Industry-leading risk methodologies
- Performance improvement-focused rankings

Engagement options

- Robust analytics support
- Facilitated peer-to-peer collaboration
- Advisory services
- Outsourced services

Sustained results

- Proven performance improvement model
- Minimal ramp-up required
- Partnership beyond a single engagement

HOW WE DELIVER VALUE: OUR ENTERPRISE PRIORITIES

Vizient brings unique capabilities and expertise unmatched in the industry. We commit to building on the strengths that differentiate us and best serve our members.



Leverage the scale and diversity of the membership

- Connect like-minded providers in trusted forums to accelerate performance
- Expand the reach of our transparent comparative analytics platform and leverage member data and insights to become the industry-standard benchmark
- Utilize the collective voice, intellect and scale of the membership for advocacy and innovation



Deliver integrated cost, quality and market performance solutions across the care continuum

- Evolve our operations and delivery model to address both enterprise and service-line specific needs
- Transform the current supply chain model through increased innovation, automation and informed clinical decision-making
- Enhance our capabilities to become an extension of our members' operations





Enable a consistent and exceptional member experience

- Foster deep, trusted C-suite relationships
- Enable the sustainable cycle of improvement from plan through execution and monitoring
- Create partnerships with aligned objectives



HOW WE ENGAGE: OUR MEMBERS AND OUR TEAM

At Vizient, we adhere to a set of values that drives both the performance of our organization and the exceptional experience we want to provide for members and each other.

Our values are more than words. They are cultural cornerstones for how we engage each other, flex to the needs of any situation and align together to elevate performance.

These permission-to-play values are our baseline expectations, and all employees must demonstrate these in daily interactions.

Respect	Treat others as you would like to be treated
Integrity	Be honest, ethical and trustworthy
Service	Diligently meet the needs of others
Judgment	Make wise decisions

At Vizient, we believe that moving health care forward means thinking differently. Working differently. And delivering a different kind of value to our members. Every day, we are in the business of helping transform how health care organizations do their best work. We look forward to what we will achieve together.



World's Most Ethical Companies

3 years designated as one of the World's Most Ethical Companies by the Ethisphere Institute, a global leader in defining and advancing the standards of ethical business practices

Best Places to Work in Healthcare

2 years selected by *Modern Healthcare* as one of the Best Places to Work in Healthcare

America's Best Management Consulting Firms

3 years recognized by *Forbes* as one of America's Best Management Consulting Firms



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