

Annual Report 2023



A Note from Chris Watts



Our four founding members – **BJC HealthCare** (St. Louis, Missouri), **CoxHealth** (Springfield, Missouri), **Memorial Health** (Springfield, Illinois), and **Saint Luke's Health System** (Kansas City, Missouri) – came together in 2012 to form the BJC Collaborative (BJCC). Together, our founders shared a common desire to build strong relationships with other like-minded health systems in the Midwest and saw BJCC as an opportunity to achieve something new. As a collaborative organization, our health systems specifically set out with the goals to reduce the cost of care we provide, enhance the clinical programs we all offer across the region, and share best practices to improve the quality of care and experience we provide to our patients.

Over the past eleven years, BJCC has retained its commitment to these original goals. We have continuously flexed our priorities based on the changing health care landscape — whether that be establishing new committees in emerging areas like virtual care and cybersecurity or establishing a roundtable to address the COVID-19 pandemic. We have also grown our membership over the years to include four additional participants — **Blessing Health System** (Quincy, Illinois), **Phelps Health** (Rolla, Missouri), **Sarah Bush Lincoln Health System** (Mattoon, Illinois), and **Southern Illinois Healthcare** (Carbondale, Illinois) – which has expanded our impact across the region.

Overall, 2023 was another successful and exciting year for the BJC Collaborative. A few of our highlights include the following:

- Phelps Health was welcomed into BJCC as the first new participant since 2015. Phelps Health is based in Rolla, Missouri — which is midway between two of our member organizations, BJC HealthCare in St. Louis and CoxHealth in Springfield.
- The BJC Collaborative's members realized more than \$125 million in savings in 2023 through clinical asset purchasing and optimization efforts. Since 2012, BJCC savings efforts have realized over \$746 million in savings for its members.
- In May 2023, two of our founding members — BJC HealthCare and Saint Luke's Health System — announced their intention to join together to operate as one super-regional health care system serving the St. Louis and Kansas City areas, southern Illinois, northwest Missouri and eastern Kansas. Effective January 1, 2024, this integration of these systems grew BJC Health System into a 24-hospital organization with 44,000 employees.
- The BJC Collaborative Board saw multiple changes in 2023. Maureen Kahn, President and CEO of Blessing Health System retired and was succeeded by Brian Canfield in June 2023. Jason Shenefield, President and CEO of Phelps Health, joined the Board to represent his health system, and Dr. Mindy Estes, President and CEO of Saint Luke's, retired in December 2023.
- Leaders from across the Collaborative convened for the first time to share best practices and strategies around embedding diversity, equity, inclusion and belonging practices into our respective organizations.
- Our various BJCC committees have continued to build relationships across our organizations through best practice sharing, coordinated learning sessions with industry experts, and more.

Building on the success of 2023, I look forward to another year of partnership and collaboration in 2024.

Chris Watts
BJC Collaborative Executive Sponsor
BJC HealthCare Chief Strategy Officer





2023 AT A GLANCE



8
Health systems



47
Hospitals



11.4 million
Service area population



80,407
Employees



8,967
Affiliated physicians



7,247
Staffed beds



312,195
Annual admissions



1.2 million
Annual emergency visits



\$15.7 billion
Annual net revenue



\$1.44 billion
Annual community benefit



Integration Among BJCC Members

In May 2023, two of the Collaborative's founding members — BJC HealthCare and Saint Luke's Health System — made an exciting announcement that they intended to come together as one integrated, super-regional health system.

The health systems announced that effective January 1, 2024, Saint Luke's Health System would join the organization now operating as BJC Health System, which will serve patients and communities as two distinct regions — BJC's East region, BJC HealthCare, serving the St. Louis area and southern Illinois, and BJC's West region, Saint Luke's, serving the Kansas City area, northwest Missouri and Eastern Kansas. Together, as BJC Health System, both regions remain committed and eager to participate in efforts across BJCC.

Best Practice Sharing

Building and maintaining strong relationships across our members remained a priority for BJCC in 2023. These relationships are the foundation of BJCC's achievements, and the primary venue for establishing them is our BJCC committees, which convene throughout the year to share best practices, provide support to the BJC Collaborative Board, and identify areas for collective initiatives.

In 2023, BJCC collaborated across the following committees:

- Cancer Screening and Prevention
- Clinical Asset Management
- Clinical Engineering
- Communications
- Cybersecurity
- Diversity, Equity, Inclusion and Belonging
- Government Relations
- Human Resources
- Legal Services



The Collaborative Board celebrated Blessing Health System President and CEO Maureen Kahn on her retirement in 2023.



In November 2023, BJC HealthCare and Saint Luke's Health System signed a definitive agreement to join together.

A few specific 2023 highlights from our committees include:

- Maintained lung screening dashboards and practices, which were established through the two-year clinical trial that was completed by BJC Collaborative members in coordination with Washington University School of Medicine in 2022
- Identified opportunities for Phelps Health, our newest participant, to integrate into the Collaborative's current cost savings initiatives — saving the organization \$230,000 on clinical asset purchases in Phelps' first year as part of BJCC
- Onboarded Decatur Memorial Hospital, a part of Memorial Health, into the Collaborative's shared clinical asset management database, which allows for closer management and planning for clinical equipment
- Hosted quarterly, in-person workshops for BJCC cybersecurity leaders — focusing on the sharing of best practices around cybersecurity and hosting special agents from the Federal Bureau of Investigation to share threat briefings
- Convened an in-person workshop to focus on building diversity, equity, inclusion and belonging programs at our organizations for both our employees and patients
- Established joint dashboards for crucial human resources metrics like adjusted voluntary turnover and average length of time to fill open positions, and shared best practices to address our common challenges



Reducing Costs

A primary goal of BJCC is reducing the cost of care by identifying savings opportunities and purchasing synergies. The BJC Collaborative's Clinical Engineering Operations Committee was created in 2012 to meet this goal through bundled purchasing of clinical equipment, best-value sourcing of parts and services, shared training on clinical equipment, and asset recovery/redeployment. In 2023, this committee continued these activities and saved our member organizations a total of \$125 million. These clinical engineering efforts are responsible for more than \$617 million in savings for BJCC members since the formation of BJCC.

In addition, BJCC's previous cost-savings initiatives in areas like supply chain and information technology accounted for \$129 million in savings throughout the years — totaling over \$746 million in savings for BJCC members since 2012.

Looking Forward

The BJC Collaborative will continue building on our previous years of collaboration in 2024. We look forward to hosting our human resources leaders for their first retreat since the COVID-19 pandemic, convening Presidents and CEOs for multiple in-person board meetings, hosting strategy discussions on new opportunities for collaboration, and continuing to find new and innovative opportunities for savings across our members.

BJC COLLABORATIVE MEMBERS – 2024





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