

Annual Report 2024



A Note from Chris Watts



The BJC Collaborative was founded in 2012 when **BJC Health System** (St. Louis and Kansas City, Missouri), **CoxHealth** (Springfield, Missouri), and **Memorial Health** (Springfield, Illinois) came together with the shared goal of improving health care across the Midwest. These organizations saw collaboration as an opportunity to meet this goal while remaining independent but still building deep relationships with other like-minded, market-leading health care systems.

Throughout the years, the BJC Collaborative has remained committed to our original goals—reducing the cost of care we provide, enhancing the clinical programs we offer across our service areas, and sharing best practices to improve the quality and experience we provide our patients. As the BJC Collaborative has matured and deepened its commitment to these goals, we have added 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)—allowing expanded impact across the region.

A few BJCC highlights from 2024 include:

- The BJC Collaborative generated \$41 million in savings for our participants through clinical asset purchasing and optimization efforts. Since inception, multiple BJCC initiatives have realized a total of \$787 million in savings for our members.
- On Jan. 1, 2024, two of our founding members—BJC HealthCare and Saint Luke's Health System—joined together as BJC Health System, a single, integrated, super-regional health system serving the St. Louis and Kansas City areas, southern Illinois, northwest Missouri, and eastern Kansas.
- CoxHealth and BJC Health System announced a first step toward advancing pediatric care in southwest Missouri by signing a letter of intent to form a new pediatric joint venture.
- Our multiple BJCC committees continued to build meaningful relationships across our organizations through best practice sharing, coordinated learning sessions with industry experts, and more.

On behalf of the BJC Collaborative members, we look forward to continued collaboration in 2025 and beyond.



Chris Watts
Executive Sponsor, BJC Collaborative
Chief Strategy Officer, BJC Health System





2024 AT A GLANCE



7
Health systems



44
Hospitals



11.3 million
Service area population



82,923
Employees



8,505
Affiliated physicians



7,280
Staffed beds



317,717
Annual admissions



1.3 million
Annual emergency visits



\$17.2 billion
Annual net revenue



\$1.5 billion
Annual community benefit



Best Practice Sharing

One of the primary functions of the BJC Collaborative is to build relations across our organizations through best practice sharing. The Collaborative achieves this through its various committees that meet regularly throughout the year. Collaborative meetings occurred in 2024 across the following committees:

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

A few highlights of committee work in 2024 include:

- Maintained standardized lung screening dashboards and practices across members, which were developed in coordination with WashU Medicine as part of a joint clinical trial in 2022
- Tested and planned for the implementation of a new shared clinical asset management database, expected to go live in 2025 across BJCC members
- Shared proactive tactics members use to keep their employees safe by reducing and eliminating events of workplace violence
- Maintained a joint dashboard used to monitor key human resources metrics including adjusted voluntary turnover and average length of time to fill positions
- Hosted quarterly, in-person workshops for BJCC cybersecurity leaders—focused on sharing best practices in a time of increased cybersecurity threats and bad actors



Reducing Costs

Another primary goal of the BJC Collaborative is to reduce the cost of care by identifying savings opportunities for its members. These opportunities come in the forms of group purchasing and process optimization in the clinical asset and clinical engineering spaces.

The BJC Collaborative's Clinical Engineering Operations Committee is responsible for this work and focuses on bundled purchasing of clinical equipment, best-value sourcing of parts and services, shared training for clinical equipment, and asset redeployment. In 2024, through these efforts, the committee realized \$41 million in savings for its members. These efforts are responsible for more than \$659 million in savings for members since the Collaborative was established.

