

# Annual Report 2025



## A Note from Chris Watts



In 2012, leaders from **BJC Health** (St. Louis and Kansas City, Missouri), **CoxHealth** (Springfield, Missouri), and **Memorial Health** (Springfield, Illinois) came together to create the BJC Collaborative. Their shared goal was to strengthen relationships, create shared learnings, generate financial savings, and improve the health of our communities across Missouri and Southern Illinois.

Throughout our 13 years together, the BJC Collaborative has remained committed to these original goals. As the BJC Collaborative matured, 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.

Looking back at 2025, we had another successful and exciting year. A few of our highlights include:

- The BJC Collaborative realized \$57 million in savings for our participants through clinical asset purchasing and optimization efforts. Since inception, multiple BJCC initiatives have realized a total of \$844 million in savings for our members.
- Multiple leaders across our health systems retired in 2025, resulting in changes to the BJC Collaborative board.
  - o Ed Curtis, Memorial Health President and CEO, retired and was succeeded by Mandy Eaton in April 2025.
  - o Kevin England, Memorial Health Chief Administrative Officer, retired in July 2025. Memorial Health Chief Financial Officer, Katie Keim, joined the BJC Collaborative board at that time.
  - o BJC Health President and CEO Rich Liekweg retired in October 2025. He was succeeded by Nick Barto, who now serves as the BJC Collaborative board chair.
- Two of our founding members, CoxHealth and BJC Health, finalized an agreement to advance pediatric care in southwest Missouri through a joint venture—St. Louis Children's at CoxHealth.
- Our multiple BJCC committees continued to build meaningful relationships across our organizations through best practice sharing, coordinated learning sessions with industry experts, and more.

Our work together continues to evolve based on the challenges and opportunities that our member organizations experience. I look forward to seeing what 2026 will bring.

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





## 2025 AT A GLANCE



**7**  
Health systems



**44**  
Hospitals



**11.3 million**  
Service area population



**86,171**  
Employees



**8,798**  
Affiliated physicians



**7,302**  
Staffed beds



**326,453**  
Annual admissions



**1.3 million**  
Annual emergency visits



**\$19.1 billion**  
Annual net revenue



**\$1.8 billion\***  
Annual community benefit

\* 2024 data



## Best Practice Sharing

One of the primary functions of the BJC Collaborative is to build relationships across our organizations through best practice sharing. The Collaborative achieves this through its multiple committees that meet regularly throughout the year. Collaboration occurred in 2025 across the following committees:

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

### A few highlights of committee work in 2025 include:

- Completed the implementation of a new joint database to manage and track clinical assets across BJC Collaborative members
- Continued maintenance of a joint dashboard to monitor key human resources metrics including adjusted voluntary turnover and average length of time to fill positions
- Continued usage of standardized lung screening processes across BJC Collaborative members; these were developed in coordination with WashU Medicine as part of a joint clinical trial in 2022
- Hosted quarterly workshops for BJCC human resources leaders with topics spanning the HR operating model, career pathways, engagement strategies, and workplace violence prevention
- Hosted monthly workshops for BJCC cybersecurity leaders, focused on sharing best practices and exploring new tools and partnerships in the cybersecurity space



## 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 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 2025, through these efforts, the committee realized \$57 million in savings for its members. Through efforts such as these, the BJC Collaborative has realized \$844 million in savings for members since it was established in 2012.

