

2022 Culture Book



vizient.

Table of contents

- Our opportunity: opening letter from Byron3
- Our culture4
- Our mission5
- Our business6
- Our multiyear journey7
- Our people8
- Our collective strength9
- Our values.....10
 - Be Bold.....11
 - Be Accountable12
 - Be Inclusive13
 - Be Purposeful.....14
- Our well-being15
- Diversity, Equity and Inclusion (DEI) at Vizient16
- Our call to action17
- Our community commitment18
- Your commitment: how you can make it real?19

Our opportunity



Together, we are a community of experts, change makers and innovators leading the performance improvement journey for more than half of the nation’s health care systems.

Communities are powerful and effective because they are driven by the people. At Vizient, community means connecting around shared values, experiences and outcomes; having a voice in decisions; caring about our work our colleagues and our place in the world; and being inspired by our multiple connection points. Beyond the paperwork, reports, and our job responsibilities, we are bound together by friendships, achievements and yes, the occasional pained grimace exchanged over an accidental enterprise-wide Microsoft Teams meeting. Our relationships and the interactions they inspire make up our culture – the collective heartbeat that powers all that we do.

For our community and the culture within to thrive, we must give it care and attention; and that requires a goal-oriented people-focused mindset as we look to where we’ve been, where we are now and where we’re going.

In 2021, we experienced great success, making investments in our four domains and navigating through our journey of transformation and strategy execution. We also made great strides toward our 2021 enterprise engagement and culture priorities: Trust and Psychological Safety and Growth and Development. We explored and encouraged workplace connections through our inaugural Culture Week, various diversity, equity and inclusion workshops, learning and development opportunities and the like. As a result of your commitment and contributions, we succeeded in becoming a Fortune 100 Best Companies to Work For. Together we’ve raised the bar. Thank you - your feedback is and has been fundamental to cultivating a culture that remains true to our values.

2022 is a transitional year for us. We are on the cusp of transforming our organization in dramatic ways. There is nothing holding us back. We have the relationships that will allow us to think long term, take shared risks and be aligned on outcomes. We have the scale to enable insights that drive continuous and real improvement. We have the model to provide both services and solutions to address our members’ most pressing challenges. And most importantly, we have the greatest talent in the industry.

As we look ahead, harnessing an effective community and culture based on authentic relationships, radical responsibility and value-driven behaviors will create a sustainable, growth-oriented environment where we all can perform at our peak, even during challenges or periods of rapid growth.

Working together as one Vizient, our power to change the health care industry is unlimited.



Byron Jobe
President and CEO

Our culture

Our culture is something we take pride in at Vizient. As the collective personality of our organization, it sets us apart, defines who we are and shapes what we aspire to be. It also means we can adapt and transform because we are guided by those shared values rather than rules, giving us the flexibility to reflect the diverse perspectives and ideas of our people.

Culture is:



What we see

Our behaviors, our systems, our processes and policies.



What we say

Our ideals, goals and aspirations.



What we believe

The underlying assumptions and mindset that influence what we see and what we say.

We're proud of recognitions we've earned so far. They show the impact we make together.

- 2022 Fortune 100 Best Companies to Work For®
- Human Rights Campaign Foundation's Corporate Equality Index™
- 2021 Great Place to Work's Best Workplaces in Chicago™
- 2021 Fortune Best Workplaces for Women™
- 2021 Best Workplace in Consulting and Professional Services™
- Great Place to Work Certified®
- 2021 Modern Healthcare's Best Places to Work in Healthcare™



Each year we highlight our culture through a week-long interactive celebration. Our inaugural Culture Week in 2021 hosted more than 1,700 employees daily with a 97% overall satisfaction and engagement score. The feedback – provided anonymously throughout the week – was positive.

“Monday, I joined ‘out of dutiful necessity.’ Friday, I joined ‘out of sheer enthusiasm and appreciation.’ Every day and every Culture Week speaker made me a better employee and a better person all around. I am certainly inspired to be bold, accountable, inclusive and purposeful. By the end of the week, I was even more proud than before of being part of the Vizient team.”

Our mission

We hold a unique position in health care. It starts with a mission focused fully on those we serve.

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

Through data, insights and expertise, we help members improve operations and fortify their market presence so they can concentrate on their core purpose: delivering affordable, quality care for patients and communities nationwide.



Our strategic aspirations:

- Become the trusted partner that helps members thrive in their markets
- Become a leader in transforming the delivery of care
- Accelerate growth in member value, membership and profitability



Through partnership and scale, we are the nation's leading health care performance improvement company.

More than **50%**
of the nation's acute care providers

More than **97%**
of the nation's academic medical centers

More than **20%**
of the nation's ambulatory market

Our business

Vizient helps health systems perform better. Our expert insights, services and data are trusted by health care leaders across the country to help improve the health of their communities.

Every day we provide unique value to members.



Expert insights
Accelerating performance through actionable insights



Power of membership
Connecting the nation's top providers to advance health care for all



Partnership model
Sustaining performance through a holistic view of a member's organization

Our approach is rooted in listening and true collaboration to maximize the value of what we do.

The health care industry is rapidly changing, and our members need our help more than ever as they face a range of issues such as recasting their footprint in the health care industry, reimagining care delivery and embracing payer strategies, to name a few. To be that trusted advisor, we must be active listeners to fully understand our members' needs,

analyze the current outcomes and opportunities for future improvement and incorporate relevant and innovative solutions to diagnose and solve their enterprise-wide challenges. We must also be prepared to solve bigger, mission-critical problems in health care.

To achieve this, we need to:

- * Recognize that meaningful change is not easy but it's possible and necessary.
- * Recognize how the investments we're making are expanding our ability to help members.
- * Consider unique ways to partner with others across the organization.
- * Have open and honest conversations along the way, always assuming positive intent.
- * Evolve our sense of ownership – if we continue to own things in silos, we will never show up as one to our members.

Our multiyear journey

“Coming from strength in transformation, our goal is to elevate for tomorrow.”

Simrit Sandhu, EVP, Strategic Transformation and Clinical-Supply Solutions

Driving change for health care starts with people who see the world differently.

We are in year three of a strategic transformation to become a services-led, analytics-enabled performance improvement company. It's a purposeful shift in mindset and behaviors to deliver more value to members and enable more growth opportunities in the market. It's outside-in thinking and intentional acts to make sure we show up differently, bring holistic and relevant solutions forward, at scale and at pace, to truly change the trajectory.

To achieve this, we are progressing in multiple dimensions:

- * Position Vizient to offer expert insights and analytics-enabled services through a differentiated, integrated delivery model.
- * Align internal teams, incentives, systems and workflows to enable successful implementation of our model.
- * Enrich our capabilities in key domains that are essential for elevating members' performance: supply chain, pharmacy, operations and quality, strategic growth.
- * Increase the overall value we deliver to members through top-line growth by 2023.



“What could be better than working for an organization whose north star is perfectly aligned with my personal driver? Helping others succeed. That's my why. From my very first job as a ski instructor all the way through to my current role as Senior Director of Programs, my motivation has been to facilitate others' success. It is rare to find such alignment between an enterprise and a personal imperative. I have. That's what makes Vizient a great place.”

Janet Schuerman
Senior Director, Programs

Our people

We are a people-first type of company. We explicitly value the happiness and well-being of our people – because driving positive change for our members starts within.

When our people come first, we know the results will follow.

We're one, unified workforce with about 4,000 employees across 17 locations, including various member sites.



Our workforce encompasses five generations



The fun of shared experiences at Vizion

Sometimes the most serious work can be a matter of simply having fun. Through our Culture Connector program, we create moments of shared experiences where individuals can learn, innovate, collaborate, socialize and make meaningful memories with one another.

“Shared experiences allow people to learn each other’s norms, working habits, emotional cues and so on. In my personal experience, once you have shared experiences you bond as a team and can work better, even faster, together. Current Culture Connectors know this firsthand.”

Susan Tench
Onboarding and Employee Connections Director

Our collective strength

Increasingly, members encounter a variety of challenges across the continuum of care and need a trusted partner with expertise, data, insights and services to see their challenges holistically. As a services-led, analytics-enabled performance improvement company, Vizion helps members deliver high-value care by aligning cost, quality and market performance.

Our strength comes from being able to balance growth, exploration, experimentation and failing fast with health care’s need for precision, accuracy, accountability and results. Indeed, fostering a growth mindset within health care is no small task.



For us, it starts with embracing our core values and behaviors.

Alone, our individual talents are powerful, but when combined with others’ unique talents, they can become unstoppable.

“‘Possibility thinking’ and the ability to mobilize a team is what #TeamVizion does best! We inspire our members and colleagues every day to see the possibilities of a better life. Our health care solutions make it possible for us to deliver and empower transformations changes that will help our members deliver equitable health care for our communities.”

Manuela Cassidy
Enterprise Client Manager



Our core values represent who we are and aspire to be every day



➤ These values are defined by you. What you value, the impact you want to have on members and communities and what you strive for every day.

OUR VALUES

Be Bold

Massive impact is rarely the product of moderate risk

Let's be real: You can't transform health care delivery if you always play it safe. That's why one of our values is to Be Bold. We are a company made up of ambitious individuals dedicated to making real change. A team that draws on diverse experience to analyze what works and to challenge convention when we see opportunities to drive a better result. When we collectively embrace a growth mindset, we are all empowered to innovate and collaborate.

To Be Bold...

- * Work together to drive innovation, continuously improve and deliver powerful outcomes
- * Have the courage to challenge the status quo and take calculated risks
- * Embrace an inquisitive and growth mindset

What it is:

- Demonstrating curiosity and a willingness to try new things
- Being comfortable with failing to enable new learnings
- Moving forward when faced with ambiguity
- Seeking clarity and providing context
- Working to improve oneself every day to continue to learn and grow

What it isn't:

- Limiting your view of possibilities and holding on to the past
- Avoiding new experiences for fear of failure and playing it safe
- Having an unwillingness to see opportunities and solutions
- Insisting on absolute certainty
- Using boldness as an excuse to challenge or confront others in an unconstructive way

“Being bold is not necessarily jumping off the edge without a parachute. It's jumping off to grab the thing that everybody else is afraid to reach for and knowing that no matter what, you have some sort of safety net among your peers.”

Luis Gomez
Lead Software Engineer

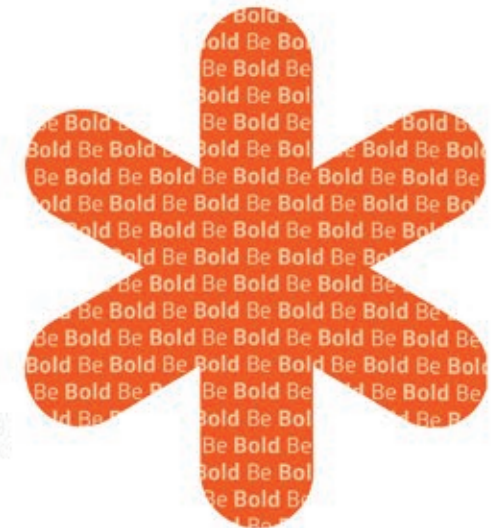


Getting you there

Dare yourself and challenge one another in respectful and constructive ways. You'll be surprised at what you can do.

Ask yourself:

- Why am I doing it this way?
- Is there a better alternative?
- What can I learn from this experience or mistake?
- Do I have enough information to make informed decisions?
- If not, what other input or information do I feel I need?
- It worked well last time. Can I do it differently or even better on this project?
- Do I create a safe environment for others to speak up and try new things?



Be Accountable

You don't need permission to be a team player.

Accountability is about delivering on our commitments. It's when you feel responsible for achieving a holistic outcome, not just a set of tasks. It's taking initiative with thoughtful, strategic follow-through. We approach accountability as an exceptionally positive and motivating influence that helps you individually and professionally. It also ensures we meet our company goals. Through accountability, we clarify roles, garner trust and produce results that matter.

To Be Accountable...

- > Commit to action, own the results and expect the same from others
- > Seek to understand, engage in open dialogue and make informed choices
- > Demonstrate agility and resilience

What it is:

- Doing what you say you will do – no excuses
- Setting and managing clear expectations
- Supporting decisions that have been made
- Addressing the situation when others aren't holding to agreements or expectations
- Being open to feedback and actively listening
- Persisting in the face of setbacks
- Adapting quickly to changing situations

What it isn't:

- Missing commitments and/or failing to follow up
- Being vague and creating complexity and/or confusion
- Exercising optional buy-in
- Flexing deadlines and/or shifting priorities to avoid difficult conversations
- Avoiding or ignoring useful feedback and not having productive conversations
- Giving up easily or allowing barriers to stop you
- Resisting change, remaining stationary and/or slow to move

“I've seen a lot of growth within my own team in the area of accountability. Deadlines are deadlines, and we help each other attain those no matter what. Asking for help is not considered a weakness. Demonstrating teamwork and collaboration helps us to stay on track and deliver what we said we would do. In the end, everybody wins, us and our members.”

Michelle Smith
Pharmacy Executive, PharmD, BCPS



Getting you there

We view accountability through a different lens – it's a positive and motivating influence that helps further both individual growth and company goals.

Ask yourself:

Am I following through on my commitments? If not, why not?

Am I clear on project or team expectations and/or setting clear expectations?

Am I rewarding the positive and coaching the negative?

Do I give honest and productive feedback and am I seeking feedback?

Am I listening to respond or listening to understand?

Do I see challenges as barriers or opportunities?

Am I proud of the end results? Why or why not?



Be Inclusive

Inclusion is our collective responsibility.

Inclusion can be measured by a sense of belonging, connections and community. It's about continually drawing a bigger circle and welcoming individuals with different perspectives so that every individual has the opportunity to contribute their talents and ideas. It's sharing stories and finding how common experiences connect us — or gleaning how our differences influence choice, even an individual's needs, especially in a field as broad and personal as health care.

Our goal is to bring these diverse ideas, backgrounds and experiences to the table to innovate and drive meaningful change in the health care industry. We invite you to bring your whole self to work and feel comfortable to "do you" – whether we're designing a new solution, solving an issue or simply operating day to day.

To Be Inclusive...

- + Win together as one team
- + Reach across boundaries to seek diverse perspectives and value new possibilities by empowering others
- + Treat others with respect, honoring individual stories and shared experiences

What it is:

- Creating a trusting, nonjudgmental environment
- Inviting opposing views to make confident decisions
- Connecting people and ideas
- Sharing responsibility so projects can benefit from collective strengths
- Celebrating successes together
- Surrounding yourself with people who are different than you

What it isn't:

- Assuming mal-intent and holding grudges
- Remaining selective or narrow minded
- Working in silos
- Taking control and credit for personal recognition
- Making assumptions about who someone is based on perceived differences

“Being inclusive will forever be the cornerstone of a quality workplace. I don't just mean the DE&I stuff, which is important, but inclusion as laid out by Vizient. I work closely with pharmacists as an analyst, and I am often consulted by our pharmacists as an equal. The pharmacy work has incredible consulting pharmacists who always try to leverage the skills of their supporting analysts. This creates an enjoyable work environment that makes me want to work harder to ensure that we succeed as one.”

Brian Skeats
Senior Analyst



Getting you there

It's a team sport! We're a team of experts, and we collaborate for the good of the whole organization. We boost our ability to win when we instill a sense of belonging, connections and community at work.

Ask yourself:

Am I listening with empathy, seeking to truly hear and appreciate diverse points of view?

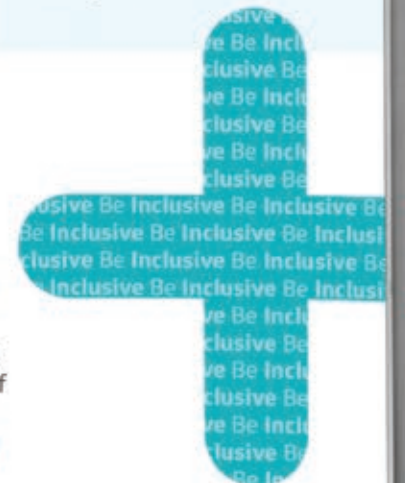
Do I promote participation of differing ideas and skills?

Whose voice is not being heard?

Whose voice is not at the table? Am I aware of my personal, team and organizational bias?

Am I taking time to celebrate with my team or teams?

Do I work towards a sense of one team through shared goals?



OUR VALUES

Be Purposeful

It's about doing the right things for people while showcasing respect and love for our work.

At Vizient, we never let the business get in the way of the care. Our mission — to strengthen members' delivery of high-value care by aligning cost, quality and market performance — unites our team in good work that ultimately improves people's lives. It's that underlying passion that drives each of us to think creatively about ways to improve America's health care. We welcome everyone's enthusiasm and commitment to the greater good. Collective energy amplifies the room, leading us all to feel empowered to identify the best path forward for helping our members deliver exceptional, cost-effective care.

To Be Purposeful

- Act intentionally and with passion to achieve our mission
- Create experiences that make a positive difference
- Build meaningful relationships

What it is:

- Knowing how your work connects with others
- Keeping the big picture in mind
- Focusing on the growth and well-being of others
- Showing kindness and patience in sharing your expertise

What it isn't:

- Working on different or competing goals
- Waiting to be told what to do
- Focusing on needs and gains before others
- Actively withholding information that would benefit others

“Working for an organization that has clear and concise goals that matter encourages me to want to go above and beyond to do my part with purpose and with passion. We know what we stand for, and we know what our overall intentions are as an organization without question. We're able to make positive differences on a daily basis because we understand the mission and we are enabled through our values, goals and relationships to be intentional. When you're passionate about something, it's easy to approach your daily work with intention. And I am very passionate to be part of the Vizient family. I often credit Vizient for playing a major role in my growth as a leader and as a person.”

Mykie DeGraftenreed,
Director, Purchase and Reporting System



Getting you there

Be encouraged to bring your “whole self” to work, but also seek to draw your circle bigger and lift others up as often as you can.

Ask yourself:

Am I connected to the company's mission and purpose?

Do my values align with the company's values?

Do I know or seek out how to connect to the bigger picture?

Do I exhibit passion and sincere enthusiasm for the work that I do?

Do I have open, honest, trusting relationships, built on respect?

How well do I really understand the value and contributions of my teammates?

How well do they understand me?



Our well-being

We embed well-being at the heart of our business strategy because our people are our greatest asset, and we recognize that a healthy, happy and committed workforce is vital to our business success. And it's more than an apple a day. We recognize that in order to strengthen our members' delivery of high-value care for patients and communities nationwide, we must strengthen the care of our employees.



To support you, we're focusing on six key elements of well-being: physical, mental resilience, social and community, work, environmental and financial.



“Vizient walks the walk when it comes to employee engagement and satisfaction. Engagement survey results make it into employee conversations and organization goals across all levels and we see the effects. Focus on employee well-being is demonstrated routinely, through interactions with leadership, culture and diversity discussions, demonstrated respect for the individual related to work life balance, and leaders who share who they are and their vision for our work. All this ties together into the best place to work.”

Beth Weisz Riead
Consulting Solutions Director, Pharmacy

Diversity, Equity and Inclusion (DEI) at Vizient

We define diversity as: Diversity is all dimensions of difference between people. We are committed to understanding, accepting and valuing our unique backgrounds and individuality.

We define equity as: Equity is the pathway to true inclusion. Equity levels the playing field – addressing barriers and disadvantages to ensure all employees are treated fairly / without bias and have what they need to succeed.

We define inclusion as: Inclusion is the organizational effort to make employees of all diverse backgrounds feel they belong and are fairly treated.

“We come from all different backgrounds with a vast range of lived experience and expertise. It’s our collectively unique perspective and insight that continue to drive us forward so we can accomplish great things, together.”

Monica Davy
SVP, Chief Culture, Diversity and Inclusion Officer

We are committed to upholding a welcoming, collaborative, supportive and respectful environment that increases engagement and contribution of all employees.

Our eight companywide DEI areas of focus



How does equity differ from the concept of equality that we’re all likely more familiar with? Think about it like this: Equality ensures all individuals have the exact same resources, while equity takes into consideration the varying needs of individuals and distributes resources based on these differences.

Equity challenges preconceived notions and biases, allowing us to dig deeper and identify the different resources individuals need, particularly those who have been marginalized due to race and ethnicity, gender, age, ability and other factors.

Our call to action

Fostering greater belonging and psychological safety

The art of **calling in** and **calling out** is a great way to stand up against bias – proactively engaging with coworkers to have an insightful conversation. These tools allow us to assess the situation, react respectfully and diffuse negative outcomes while helping others become more self-aware and strengthen their understanding of intent versus impact.

Learning to “call in” and “call out”

Remember, we value continuous learning – progress over perfection – and will encourage each other along the way. Each effort to understand moves us beyond tolerance to greater awareness and acceptance of others – creating better, more cohesive teams along the way.



Taking a stand against bias at work:

- ✓ **Calling in** is when you wait to directly address the individual who said a biased comment or microaggression after the fact. The goal is to initiate dialogue and provide an opportunity for greater awareness.
- ✓ If you are called in, use this time to listen and have a meaningful dialogue. Don’t make it about you, make it about an opportunity to understand a different perspective.
- ✓ **Calling out** is when you address a biased statement in the moment to help correct the potential damage when the comment is made. You can say, “I don’t think you meant to offend, but...”
- ✓ If you are called out, own it and seek to understand. Reserve judgement and don’t be defensive – remember the intent of the call-out may be to create an environment of psychological safety for others, not to criticize you personally.

Tip: Taking action respectfully is key

- ✓ **If you hear a biased / offensive comment**, call it in or call it out. It takes courage to challenge the status quo, but it makes a difference! Set an example for others.
- ✓ **Promote greater inclusion at work** by encouraging teammates to take our Unconscious Bias course via Degreed.
- ✓ **Not sure how to address the microaggression?** Try points of inclusion: if someone says something that requires calling in or out, try saying, “point of inclusion” before addressing the statement. It lets the person know you are pointing it out in the name of inclusion, not to embarrass or shame.

Thank you to all quoted throughout this year's book. Your perspectives inspire and help shape our actions as an organization.

A special thank you to the employees pictured in the 2022 Culture Book

- Cover: Alice Williams
Ahmad Ghanem
Karlyn Dauplaise
Paul Pistorino
- Page 4: Rebecca Blaesing-Bauer
- Page 5: Tallice Carr
- Page 7: Ty Johnson
- Page 9: Casey Ausherman
Brady Behrens
Nadia Nyer
- Page 15: Viji Vellayan
- Page 17: Laura Stokes
- Page 18: Bambi Lewis



vizient.

290 E. John Carpenter Freeway
Irving, TX 75062
(972)830-0000
vizientinc.com

© 2022 Vizient, Inc. All rights reserved.

The reproduction or use of this document in any form or in any information storage and retrieval system is forbidden without the express, written permission of Vizient.

08/22 19184