

Gartner®

Healthcare Supply Chain Top 25 for 2025

Spotlighting the transformative
power of the top U.S. health system
supply chains



Healthcare supply chains matter. When done right, supply chains improve the health of a community by enabling cost-effective, reliable and socially responsible delivery of products and services that impact patients.

The 17th annual Healthcare Supply Chain Top 25 ranks the 25 leading supply chains among U.S. health systems. The lessons from leaders are designed to guide the supply chain transformation needed to improve patient outcomes and control costs.

The methodology for the 2025 ranking is 50% qualitative data and 50% quantitative data. Qualitative data comes from two independent panels — a peer panel and a Gartner analyst panel. Supply chain leaders and academia are eligible to be on the peer panel. Gartner balances peer voters across geographies, health systems, manufacturers, distributors and industry experts. All panelists consider specific capabilities that improve human life at sustainable costs. Additionally, analysts review any Supply Chain Research Information Packets (SCRIPs) submitted by eligible health systems. (SCRIPs are optional.) Quantitative data comprises quality of patient care, bond rating, environmental, social and governance (ESG), and risk management. [Visit gartner.com](https://www.gartner.com) for more detail about the methodology for the 2025 ranking.

This report excerpts from the Healthcare Supply Chain Top 25 for 2025 study. [Gartner clients may login to their client portal](#) to access the complete study in its entirety.

Visit [gartner.com](https://www.gartner.com) for more detail about the methodology for the 2025 ranking.



2025 Key Themes

The Healthcare Supply Chain Top 25 highlights what leading organizations are focusing on, where they are investing time and effort, and what can be applied broadly. The following three key themes rose to the top this year for leaders in healthcare supply chains.



**Resurgence of
cost management**



**Accelerating the digital
supply chain**



**Expanding clinical
collaboration initiatives**

Source: Gartner



Resurgence of Cost Management

Healthcare providers are implementing a wide range of initiatives to manage costs, reduce expenses and mitigate the financial impact of tariffs. These strategies emphasize data-driven decision making, deep clinical integration, operational efficiency and proactive risk management.

- Providers are leveraging their scale and negotiating power through sophisticated sourcing and group purchasing organization (GPO) strategies to achieve significant savings.
- Many health systems are investing in consolidated service centers (CSCs) to centralize distribution, reduce costs and enhance resiliency.
- A major focus for cost reduction is minimizing clinical variation through deep collaboration with physicians and leveraging data to connect cost with quality and outcomes — e.g., initiatives for procedure card management aimed at reducing waste and one-time reduction in obsolete and expired items; advanced analytics to drive physician engagement.

- The supply chain is increasing its span of control over other areas within the health system, including pharmaceutical spend. This area has typically remained outside the supply chain's direct purview, but now many providers report tackling the high cost of pharmaceuticals through targeted programs.
- As part of increased span of control, many supply chain teams are now overseeing large purchased services categories such as construction, capital planning and IT.
- The initial response from most healthcare providers supply chains to the volatile global trade environment was focused on determining impact and understanding country-of-origin data for critical supplies. Increasingly, providers are investing in technology and processes for real-time monitoring and analysis.



Accelerating the Digital Supply Chain

Healthcare providers are investing heavily in AI and automation solutions, ERP systems and digital transformation, and advanced analytics and data management, all in an effort to transform supply chains by enhancing efficiency, data transparency, automation of workflows and strategic decision making.

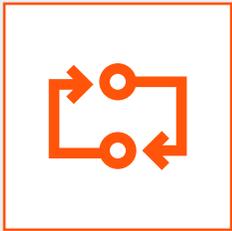
AI and automation solutions: Providers are increasingly deploying AI, machine learning (ML) and robotic process automation (RPA) to streamline complex processes, reduce manual labor and generate actionable insights.

- Analytics platforms let clinical leaders ask natural-language questions about costs, outcomes and variation, receiving instant, data-driven insights and visualizations.
- Bots are available for several supply chain functional tasks (e.g., purchasing, receiving), automating workflows for bill-only processes and leading to significant savings.

ERP systems and digital transformation: A foundational element of digital strategy for many health systems is the consolidation and modernization of their enterprise resource planning (ERP) systems. This often involves migrating to a single, cloud-based platform to unify operations, standardize data and serve as a single source of truth across the enterprise.

Advanced analytics and data management: Providers are heavily investing in analytics platforms, data management strategies, and innovative technologies to create end-to-end visibility and drive performance improvements.

- Control tower solutions enable real-time visibility and help with managing inventory, disruptions and operations.
- RFID technology helps to automate inventory management and improve data accuracy, especially in procedural areas, resulting in reduced inventory and waste.
- Data governance frameworks and playbooks help to standardize master data.
- Virtual item masters integrated with cloud ERP systems improve data accuracy.



Expanding Clinical Collaboration Initiatives

Many of the most successful healthcare supply chains have advanced beyond clinical integration in the past year. No longer satisfied with value analysis teams (VATs), they are using new tools and enhanced data analysis to elevate standardization and reduce variation.

- **Strengthening clinical-supply chain partnerships:** An increasing number of health systems are integrating clinical leaders into supply chain decision-making by adopting the “dyad” model, which pairs a clinical leader with a supply chain leader to align supply strategies with clinical priorities and ensure patient care is never compromised. This collaborative approach builds trust, as clinicians gain confidence in the supply chain’s ability to manage administrative and supply-related tasks, freeing them to focus more on patient care.

- **Rise of procedure card management:** Individual preference cards often contain physician preference items (PPIs) tailored to specific clinicians, resulting in high supplier variance. Leaders in this year’s Top 25 addressed this by cleansing and optimizing thousands of outdated preference cards, successfully consolidating choices to as few as one option per procedure, which led to millions of dollars in cost savings, cost avoidance and reduced obsolete inventory. Importantly, new tools now link individual clinicians to specific procedures, with dashboards providing near real-time data on supply usage, case costs and practice patterns, enabling organizations to identify variation, enforce compliance and make informed strategic decisions.

Supply Chain Masters lead the way

Masters have attained top 5 composite scores in the Healthcare Supply Chain Top 25 for at least seven out of the last 10 years (2015–2025).

Mayo Clinic

- Mayo Clinic’s supply chain is focused on building a resilient network, enabling a productive and diverse long-term workforce, delivering high-quality products and services, providing significant operational and financial value, enhancing efficiency by embracing innovation and automation and scaling their programs through commercialization.
- Mayo Clinic has expanded its commercialization efforts, offering six different programs to other health systems.
- Mayo Clinic enhanced its distribution operations by incorporating automation; implemented an end-to-end control tower for enhanced visibility; and integrated the healthcare technology management team into the supply chain organization.

Intermountain Health

- Intermountain’s supply chain strategy builds on system-wide initiatives that drive efficiency, transparency and scalability.
- Intermountain’s supply chain organization delivers actionable expense insights through innovative tools such as procedural analytics and dashboards. In the last year, category managers and the sourcing center of excellence team captured more than \$50 million in supply expense savings and \$181 million in cost avoidance.
- Intermountain scaled its doctor procedure card (DPC) management systemwide; expanded its consolidated service center (CSC) network; and transformed its central laundry services into a scalable shared service.

Cleveland Clinic

- Cleveland Clinic maintains supply chain operations and facilities in four countries. The supply chain strategy is centered on leveraging technology and achieving operational efficiencies across its global enterprise while supporting caregivers and the community.
- To make the supply chain more agile, efficient and resilient, Cleveland Clinic continues to advance the digital roadmap, specifically automation of manual workflows, GenAI for contract management, predictive planning, automated data exchange with suppliers and control tower solutions.
- In a major clinical integration effort, the supply chain took ownership of preference card management.

Gartner Healthcare Supply Chain Top 25 for 2025

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AdventHealth

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**Stanford
Medicine**

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**Bon Secours
Mercy Health**

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**Corewell
Health***

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**Rush University
System for
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**Advocate
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- 17** Inova Health System
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- 19** Vanderbilt Health
- 20** CommonSpirit Health

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- 23** NewYork-Presbyterian
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Turn the page for an overview of the health systems ranked 1 to 10. **Gartner clients may login to their client portal** to access the complete Healthcare Supply Chain Top 25 study in its entirety.

* Sharing the #4 position

01

AdventHealth

AdventHealth excelled in quality of care, received positive feedback from peers and analysts and achieved high scores in quality of care, bond rating and ESG.

AdventHealth advanced resiliency strategies via its CSC and pharma cold chain logistics plan. Also, with its distribution partner Medline, AdventHealth has developed a break-glass emergency readiness-and-response plan to mitigate risk and potential CSC disruption.

To help improve the overall patient experience, AdventHealth insourced the copay assistance program previously managed by a major pharmacy benefit manager (PBM) and created a Biosimilar Conversion Playbook to offer alternative options of equivalent safety, efficacy and quality.

AdventHealth introduced its AI-powered resource advanced decision-making (RAD) platform. This platform provides real-time inventory visualization, predictive insights and visibility upstream into the supplier supply chain.

AdventHealth is advancing efforts to reduce emissions and waste in total carbon footprint, and is on track to achieve the goal of 100% renewable electricity across the organization via a virtual power purchase agreement (VPPA) set to go live in 2026.

AdventHealth's structured leadership development and residency program boasts a 100% graduate placement rate. The organization is also implementing a comprehensive project management information system designed for the complex requirements of healthcare construction capital programs.

02

Stanford Medicine

Stanford Medicine earned strong peer and analyst scores, perfect scores for ESG and risk management and a high bond rating score.

Stanford's supply chain team prioritizes operational excellence, cost-saving measures, innovative sustainability initiatives and the development of proprietary data analytics tools.

The team proactively developed a tariff simulator tool to model the financial impact of geopolitical trade policies, which is recognized as a best practice by the Healthcare Industry Resilience Collaborative (HIRC).

Stanford has focused on sustainable procurement, earning the Practice Greenhealth Top 25 Environmental Excellence award. Its sustainability initiatives include preference-card management, custom pack standardization, tackling chemicals of concern and evaluating supplier sustainability performance. Also, in partnership with Johnson & Johnson and Resourcify, Stanford has implemented suture foil recycling with the goal of diverting more than 1.4 tons of aluminum from landfills and reduce CO2 emissions by 10.5 tons annually.

To address clinical variation, Stanford developed its own analytics tool integrating EHR and ERP data. The initial pilot in a single service line realized \$415,000 in savings, with a projected potential of \$8 million in its first year of full execution. With this tool, the value-based management team has more effective discussions grounded in data around consolidation and standardization of product usage across procedures.

03

Bon Secours Mercy Health

Bon Secours Mercy Health (BSMH) achieved strong scores and a perfect 10 out of 10 in ESG and risk management.

In 2020, BSMH launched Advantus Health Partners, a healthcare solutions organization representing the BSMH supply chain function. In five years, this now GPO-independent organization manages more than \$2.2 billion in spending under 612 contracts and has achieved \$165 million in savings since 2021. It has also ventured into new areas such as pharmacy pricing services, non-acute spend, healthcare technology management and purchased services.

BSMH also deployed the Cost Quality Outcomes (CQO) platform for procedural areas. This advanced analytics tool features an AI-powered intelligent agent from SupplyCopia that is trained on healthcare-specific data and acts as a conversational, natural language interface to allow teams to uncover key insights and streamline decision-making across supply chain, clinical and finance functions.

In April 2025, BSMH launched the Healthcare Supply Chain Management Professional Certificate Program in partnership with Miami University's Farmer School of Business. This self-paced, accredited program equips both clinical and non-clinical professionals to navigate healthcare supply chain complexities.

BSMH announced a new global strategy with the launch of the BSMH Global Business Center. It will invest \$500 million into operations in Manila, Philippines.

04

Corewell Health*

Corewell Health earned high scores in bond rating, ESG and Gartner opinion scores.

Corewell has undergone a significant transformation in the past three years, successfully integrating Spectrum Health and Beaumont Health. The supply chain has embraced a new era of innovation and continuous improvement, focusing on culture, integration, value and ease. It's now looking to expand its span of control while also investing heavily in resilience tools and future-state logistics infrastructure.

In 2024 and 2025, supply chain implemented several key resiliency initiatives such as IV dashboard to monitor usage, tariff mitigation strategies, item criticality score and Project Oscar, an enterprisewide resiliency program that built robust business continuity plans.

Corewell received board approval and funding for a new 311,000-square-foot CSC in Wyoming, MI, which will merge two existing centers. This project is expected to yield more than \$40 million in savings over the next 15 years.

Corewell expanded its strategic influence by formally overseeing \$200 million in patient care clinical services spend. It also added oversight of \$300 million in planning, design and construction spend management to the strategic sourcing team.

Corewell used internal talent to deploy five RPA bots for tasks like synchronizing costs, order status and item updates, automating supplier outreach.

* Sharing the #4 position

04

Rush University System for Health*

Rush University System for Health jumped three spots to reach No. 4, earning high scores in bond rating, quality of care, ESG and risk management.

Over the past three years, Rush's supply chain has decisively leveraged technology to grow operational coverage, enhance revenue, elevate transparency and maximize efficiency.

By implementing an AI-powered contract management system, Rush reduced contract turnaround time and increased the number of contracts processed monthly. Rush also deployed an AI and machine learning-driven control tower that provides real-time insights into inventory and consumption, cutting the time staff spends managing backorders. Through strategic data cleansing, collaboration with the revenue cycle on billing codes and the implementation of three RPAs, the supply chain team directly contributes to Rush's financial health.

Rush has demonstrated a strong commitment to ESG principles. It hosted the first Local Supplier Summit, connecting Chicago-based vendors with leaders from Rush as well as other Chicago-area health systems. Despite being solely dependent on one supplier during a major IV solution shortage, Rush's cross-functional response team ensured no surgical cases were canceled by quickly aligning data, people and processes. In the next year, the supply chain team emerged as the leader in driving cross-departmental integration as part of the ERP transformation effort.

* Sharing the #4 position

06

Indiana University Health

Indiana University Health earned high scores in the bond rating, quality of care, ESG and risk management and improved scores in Gartner and peer opinion.

IU Health has focused on implementing advanced technology to drive tangible financial and operational improvements, alongside strengthening supplier partnerships and sustainability efforts. A core strength of the supply chain is its integrated service center, which centralizes warehousing, distribution, pharmacy compounding, fleet management, strategic sourcing, value analysis and more.

IU Health deployed the WaveMark RFID system across all its cath labs, interventional radiology, endo and OR procedural spaces. This investment yielded a \$40 million inventory reduction and a \$30 million cost reduction.

The creation of a dedicated sustainability council has led to two Practice GreenHealth awards: “Partner for Change” across all IU Health hospitals, and “System for Change” for a system-wide commitment to ESG goals.

Through a targeted partnership with its orthopedic supplier, IU Health successfully reconciled longstanding account discrepancies, improving days payable outstanding (DPO) and perfect order rate.

Through its analytics platform, IU Health aligned physicians on clinically equivalent product alternatives to reduce variation. This initiative resulted in faster, evidence-based decisions, stronger contracting leverage and a lower total cost per case without compromising clinical outcomes.

07

BJC Health System

BJC Health System earned high scores in bond rating, risk management and Gartner opinion.

BJC recently reorganized into an integrated operating model following the merger between BJC and Saint Luke's Health System. It built centers of excellence for sourcing, value analysis, contract lifecycle management and inventory management. To enhance this model, BJC is now focused on aligning supply chain with the clinical team to deliver excellent service, generate value and build high performing teams. The goal of this new structure is to deliver savings of \$80 million over the next three years.

BJC's supply chain, branded internally as Supply Plus, continues to expand its services. For example, the supply chain now oversees management of OR case cart and inventory, which has saved 20,000 clinical hours and increased case cart to procedure accuracy.

BJC also partnered with SSM Health to build and operate a new \$44 million cooperative laundry plant in the St. Louis market. This plant services 32 million pounds of laundry at a market-leading service cost with a 98.5% service level, allowing BJC to modernize operations while reducing supplier risk.

In the next year, BJC will be deploying one enterprisewide ERP, transportation management system and advanced planning system for forecasting at the procedural level.

08

Sutter Health

Sutter Health jumped four spots to No. 8 this year, achieving high scores in the bond rating, quality-of-care and ESG scores.

Sutter Health's supply chain is undergoing a proactive transformation focused on driving value through clinical alignment, strategic partnerships and operational efficiency to navigate industrywide financial pressures.

Sutter Health launched redesigned value analysis committees (VACs) that are closely aligned with clinical service lines to reduce unwarranted variation and standardize products and services. This initiative is a cornerstone of their strategy to achieve savings.

By standardizing Kanban practices and optimizing PAR levels across the system, Sutter Health drove significant inventory improvements. These efforts resulted in a 10% decrease in product obsolescence, \$6.2 million in cost reduction and a 10% overall inventory reduction.

The organization is focused on deepening relationships with key suppliers by moving from one to 10 strategic value partnerships by 2027. This program aims to create long-term stability and leverage volume for aggressive pricing, targeting \$50 million in cost reduction. In an innovative approach to growth, Sutter Health developed the "M&A Navigator," a standardized playbook for integrating supply chain operations during mergers and acquisitions. This framework is designed to accelerate value capture, ensure regulatory compliance and enable smoother, more successful transitions for future transactions.

09

Northwestern Medicine

Northwestern Medicine comes in at No. 9, earning high scores in bond rating and quality of care metrics.

Northwestern Medicine opened its 60,000-square-foot Supply Chain Operating Center in Grayslake, IL, to provide centralized distribution and warehouse management for subset drugs and IT equipment. At full operational capacity, the center is projected to drive standardization across pharmacy and achieve a \$9 million annual cost reduction.

Also, Northwestern Medicine outsourced its third-party logistics to Medline to handle activities that include warehousing, storage, order fulfillment and transportation. This initiative is allowing the organization to take advantage of bulk buys with vendors that do not contract with distribution companies.

Northwestern Medicine also implemented several important digital initiatives last year, including: Electronic Data Interchange (EDI), projected to generate more than \$700,000 in first-year savings; bill-only process automation, which has saved 17,000 manual work hours and reduced fees paid to vendors by 51%; and RFID in surgical procedural spaces, which has resulted in increased efficiency and less waste.

Northwestern Medicine developed and is implementing the Center of Excellence model focused on people, process and technology to serve as an employee-led engine for improvement. This bottom-up approach aims to drive creativity, break down silos, and accelerate measurable, employee-driven efficiencies.

10

Advocate Health

Advocate Health achieved strong peer and analyst opinion scores along with high scores in bond rating, ESG and risk management.

The supply chain team successfully completed an organizational restructuring following the 2022 merger of Advocate Aurora Health and Atrium Health. This realignment was crucial in contributing more than \$300 million in savings toward the enterprise's three-year, \$1 billion synergy goal. Now the supply chain is embracing a category management model that will embed supply chain expertise directly into clinical service lines.

Advocate Health unified its entire six-state operation under a single ERP platform. This multi-year effort established a centralized item master, eliminated non-catalog ordering for medical products and expanded EDI coverage, creating a more efficient, "touchless" ordering experience.

The supply chain team played a key leadership role in establishing a healthcare innovation district in Charlotte, NC. They were instrumental in forging strategic partnerships with global medical technology companies such as Siemens Healthineers, Boston Scientific and Medtronic to support a premier surgical training institute.

During a nationwide IV fluid shortage, Advocate Health's supply chain demonstrated exceptional resilience. By developing a real-time analytics dashboard, implementing dozens of conservation measures and securing alternative fluid sources, the supply chain team ensured that no surgical cases were canceled.

Actionable, objective insights

Explore these additional complimentary resources and tools on supply chain management:

 <p>Tool Gartner Supply Chain Score</p> <p>Measure supply chain effectiveness in 26 key activities to guide your transformation needs.</p> <p>Learn More</p>	 <p>Best Practices Gartner Supply Chain Awards</p> <p>See supply chain excellence in action at award-winning companies.</p> <p>Learn More</p>	 <p>Report Supply Chain Today, CEO Tomorrow</p> <p>Discover five traits of high-impact chief supply chain officers.</p> <p>Download Now</p>	 <p>eBook Future of Supply Chain</p> <p>Explore four paths to prepare for what's next in supply chain.</p> <p>Download Now</p>
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