




The Path to a Clinically Integrated Supply Chain

The **GHX Value Analysis Maturity Roadmap** helps health systems assess their value analysis HVA programs across four pillars: Governance, Clinical Evidence & Outcomes Leverage, System Collaboration, and Physician Engagement. Each pillar reflects a critical component of a mature, integrated approach to decision-making—progressing from basic structures to advanced multidisciplinary variation management.

This tool is not intended as a fixed evaluation. Organizations may move fluidly between stages as priorities shift and new challenges emerge. Use the curve to identify your current state, spark internal dialogue and uncover actionable strategies for continuous improvement.

STAGES OF SUPPLY CHAIN INTEGRATION					
	Clinical Preference Driven Decisions	Cost-Based Decisions	Value-Based Decisions	Evidence-Based Decisions	Multidisciplinary Variation Management
	LESS MATURE  MORE MATURE				
Governance	No formal committee structure/process; no executive oversight	Loose committee structure/process with minimal authority; minimal executive oversight	Committee structure and process capture majority of product decisions; some executive oversight	Strong committee structure serves as collaboration point for physicians, supply chain	Cross-functional utilization review and variation reduction committees integrate new products as part of broader service line agenda
Clinical Evidence & Outcomes Leverage	No product criteria, minimal vetting	Cost and vendor-focused information vetting	Product evaluation criteria developed, but evidence not uniformly used	Objective product evaluation criteria focused on evidence	Objective product vetting focused on evidence integrated with care process design strategy
System Collaboration	Decentralized decision-making, no transparency	Transparency, but not alignment on product vetting standard	Transparency and system alignment on standard process and vetting approach	Cross-system collaboration and some shared decision making	Cross-system collaboration and centralized decision-making
Physician Engagement	None: lacks true relationship between supply chain and physicians	Some: select physicians sit on certain committees	Moderate: representative physician leaders participate on each committee	Good: Physician leaders engaged and help support utilization reduction initiatives and product decisions	Strong: utilization reduction initiatives led by physician leaders with product selection as part of care redesign committees

Milestones on the Journey

Centralize product evaluation decisions at the system level

- › Migrate decision-making to system-wide committees
- › Provide transparency into decision making across the system
- › Standardize product decision-making processes

Support roll out of care redesign program

- › Support operational structure of new VATs
- › Leverage evidence-based practice guideline literature reviews to help fuel care redesign efforts

Enhance evidence-based decision making

- › Evidence-based research seamlessly integrated into electronic new product request form and project management function
- › Access to unbiased source of product research

Engage clinicians in variation reduction

- › Drive physician engagement in research and electronic new product request process redesign
- › Promote a culture of physician engagement and accountability of device selection



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