



CASE STUDY

Driving M&A Success Through Enterprise-Wide Digital Transformation

The role of standardization, automation and data-driven strategies in Corewell Health's post-merger supply chain optimization [merger supply chain optimization](#)




By identifying issues upfront, including manual processes, data misalignment and match exceptions, GHX was able to stack the right technology solutions to stabilize our operations throughout the merger of two large health systems.”

Danish Abbasi

Director, Technology and Analytics, Corporate Supply Chain, Corewell Health

Client

Michigan-based Corewell Health is a not-for-profit health system that provides health care and coverage with a team of **65,000+ people**, in **21 hospitals**, **300+ outpatient locations** and several post-acute facilities - and Priority Health, a provider-sponsored health plan serving more than **1.3 million members**.



98.7%
order
confirmation
rate

50%+
reduction in
contract price
exceptions



Ranked #2
on Gartner's Top 25
Healthcare Supply
Chains (2023)

LEADING THE EFFORTS

Danish Abbasi
Director Technology and Analytics,
Corporate Supply Chain, Corewell Health

Pat Droste
Manager, Supply Chain Technology,
Corewell Health

Mary Ellen Crigier,
MSN, RN, Manager, Value
Analysis, Corewell Health



Highlights

CHALLENGES

- **Stabilize supply chain operations** during an M&A transition
- **Successfully consolidate 22 hospitals** on Workday Cloud ERP and Epic EHR systems
- **Automate manual P2P processes** to reduce inefficiencies and errors
- **Transition to a new GPO** with minimal contract price exceptions
- **Mature value analysis** activities using actionable data

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SOLUTION

- **Cloud solutions and strategic ERP and EHR optimization** guidance from GHX
- **Master data management strategy** leveraging GHX Data Connect for Cloud
- **P2P digital transformation strategy** to increase EDI trading partners and transaction volume through GHX Exchange Enterprise with Order Trust managed service
- An aggressive initiative to **align contract data and resolve match exceptions** through GHX Price Sync Managed Services and CCXpert
- **Integration of evidence-based insights** into clinically integrated supply chain decisions using GHX Category Optimization and Product Introduction Management

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RESULTS

- **83% of medical/surgical items** in the Workday ERP system item master curated by GHX and flowing through to the Epic EHR system
- **167% increase** in EDI trading partners and **60% increase** in digital transaction volume
- **98.7% order confirmation rate** and **84.4% perfect order rate**
- **50%+ reduction** in contract price exceptions

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Challenges

Driving Successful M&A Through Enterprise Transformation

Corewell Health's supply chain transformation started well ahead of the health system's formation when Beaumont Health and Spectrum Health merged in early 2022.

During the planning stages, Danish Abbasi, who at the time served as Beaumont Health Director of Analytics, joined the executive leadership team (ELT) dedicated to directing a smooth transition.

Abbasi was responsible for leading system-wide consolidation onto the Workday Cloud enterprise resource planning (ERP) and Epic electronic health record (EHR) systems. At the same time, he was tasked with converting all merged entities to Vizient as the new health system's sole group purchasing organization (GPO).

In Abbasi's words, "technology alignment cannot happen fast enough" in the face of change and especially given the momentous task of consolidating and standardizing supply chain systems, processes and data across what would become Michigan's largest health system.

THREE FACTORS LED ABBASI AND HIS TEAM TO ENGAGE WITH GHX:



The need for knowledgeable guidance and support throughout the ERP, EHR and GPO conversions



The importance of pre-merger data optimization and standardization to smooth the transition



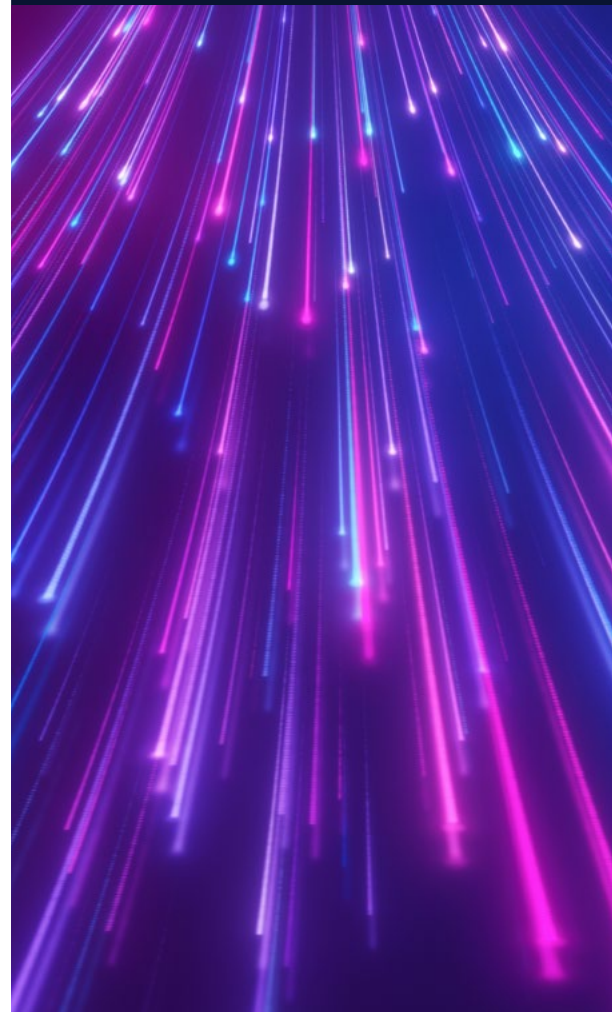
The opportunity for continuous improvement post-merger and beyond

Pat Droste, Manager, Supply Chain Technology for Corewell Health, oversees the team supporting the health system's supply chain technology. He highlighted that cloud technologies are designed to work "out of the box" with predefined processes tailored to standard healthcare supply chain operations. When deployed enterprise-wide, as with Corewell Health's Workday ERP, Epic EHR and GHX solutions, this approach promotes standardization across all users and locations.



GHX is our strategic partner, so on day one, they were engaged with us in identifying areas of inefficiency and opportunity ahead of our merger. The GHX team worked with us to develop a roadmap that would simplify and streamline our approach to supply chain consolidation, automation and optimization."

Danish Abbasi



5 key steps in Corewell Health's supply chain digital transformation journey:

1

Master data management

2

Digital transformation in supplier transactions

3

Value analysis and category optimization

4

Contract harmonization, price alignment and lowering exceptions

5

Item data standardization in supply chain and clinical workflows

1

Master data management

A few years prior to the merger, when Abbasi led Spectrum Health's conversion to the Workday ERP system, he learned the vital importance of cleansing and aligning item master data.

"When we originally went live with Workday just on the Spectrum Health side, we couldn't declare a steady state within three months," Abbasi explained. "The item master, which is always the life blood of the system, was not aligned to the right price, right contract, right information, etc. So, for 90 days post go-live, we were scrambling around trying to fix things because most of the time the data was wrong."

Abbasi carried these lessons forward when leading Corewell Health's consolidation on Workday ERP and Epic EHR systems. He and his team worked with GHX on a **master data management strategy** that established a clean and accurate data foundation for these core platforms and associated processes, including digital procure-to-pay (P2P) transactions with suppliers.

GHX validates item data within Corewell Health's Workday cloud ERP, correcting inaccuracies against the GHX Catalog—a go-to source for the healthcare industry of verified and enriched content consisting of millions of items. Content is synchronized between GHX and Workday via API integrations, automating

ongoing data cleansing and pushing up-to-date information from Workday out to Corewell Health's connected systems, including its Epic EHR system.

"We invested a lot into streamlining our data, improving our data quality, fixing and cleaning up as much as possible in the old systems before we went live with the new ones," said Abbasi. "This included not just item master data but data in general, including purchase order (PO) and requisition information."

This master data management strategy aligned with Abbasi's vision for a data-driven culture in supply chain operations where team members can leverage actionable insights in their decisions.

"It's evident how the world is changing with greater reliance on data. Everything is based on the strength and accuracy of your data quality, including the ability to use artificial intelligence (AI). We want a reliable data set that is available for our executive leaders and other decision makers to use when and where they need it."

Danish Abbasi

2

Digital transformation in supplier transactions

Beaumont Health and Spectrum Health each had an existing relationship with GHX prior to their merger, including individual integrations with the GHX Exchange for electronic data interchange (EDI) transactions with suppliers. GHX established a single EDI connection for the newly formed Corewell Health.

“Procure-to-pay efficiency and accuracy is a very important element of our overall transformation because, at the end of the day, it impacts patient care,” said Abbasi. “The fewer touch points we have in a transaction, the lower the administration costs and errors and the higher our resiliency in meeting clinical supply demands.”

Abbasi and team not only wanted to continue transacting with existing EDI partners post-merger but also wanted to substantially grow the newly formed health system’s ecosystem of digital trading partners and its overall volume of electronic, automatic transactions. GHX reached out to Corewell Health’s suppliers on the health system’s behalf, transitioning suppliers that still relied on manual P2P processes to digital transactions through the GHX Exchange.

“We always aim for best-in-class performance and meeting or exceeding industry standards. We reviewed our portfolio of trading partners, established a vision of where we wanted to go and enacted a strategy leveraging GHX technology solutions and managed services to get there.”

Danish Abbasi

3

Contract harmonization, price alignment and lowering exceptions

With Corewell Health’s conversion to its new GPO, Vizient, Abbasi and team anticipated match exceptions in their supplier P2P transactions. With guidance from GHX, they put a plan and technology solutions in place to drive sustainable contract pricing accuracy.

“In our previous systems, we had a tremendous amount of match exceptions,” said Abbasi. “With the help of GHX, we cleaned up **95% of the exceptions** before we went live on the Workday ERP system health system wide. The basic logic was that we wanted lesser impact post go-live. The greater vision was streamlining and cleaning up our house as much as possible before moving to a new world.”

Leveraging the GHX contract repository (CCXpert) and data feed to Workday, Corewell Health centralized contract management for **275 local contracts** and **703 Vizient GPO contracts** and enabled synchronized pricing updates into Workday. GHX monitors daily for contract data and price changes, automatically compares the price in Workday to the contract price, displays price differences in GHX Price Workbench, and approved price changes update automatically in Corewell Health’s Workday ERP system. As a result, **synchronizing price changes across the health system’s procurement workstream was possible.**

As Abbasi pointed out, 100% contract alignment doesn’t happen immediately after a GPO conversion; even when matching is done up front. His team is currently in a “very manageable space” with aligning GPO and local contract pricing.

“Part of this journey is understanding that price exceptions don’t just stem from our data; there are cases where suppliers aren’t updating their systems and sending us the wrong information,” Abbasi added. “The GHX team reaches out to suppliers on our behalf to resolve these issues and continuously improve data alignment with our trading partners.”

4

Item data standardization in supply chain and clinical workflows

Abbasi wanted to help ensure that enhancements would benefit clinical stakeholders – and ultimately their patients.

When considering the GHX data feed to the health system's Workday ERP system and subsequently to its Epic EHR system, he understood the value that could be derived from normalizing and enriching item descriptions and information using industry standards.

Corewell Health's use of GS1 Global Trade Item Numbers (GTINs) for medical device identification, in alignment with the U.S. Food and Drug Administration's (FDA) Unique Device Identification (UDI) rule, positions it as leader in leveraging data standards to enhance patient safety. GHX links individual medical devices in Corewell Health's ERP system to their manufacturer assigned GTIN, with this information feeding into the health system's Epic EHR system, which has a dedicated field for this identifier.

If a manufacturer issues a recall for its device or adverse events are reported, Corewell Health's supply chain and clinical stakeholders can use its UDI to quickly remove it from inventory, if necessary. If the device has been used in patient care, the UDI is documented in the patient record, enabling the health system to more quickly identify the affected patients.

While the initial load of GTINs from GHX to Workday was performed manually, GHX has since automated this process.

5

Value analysis and category optimization

Corewell Health embarked on a strategic effort to align clinical and supply chain decision makers on procurement decisions and savings goals. As Mary Ellen Crigier stated:

"Clinical leaders are tasked with cost savings around care delivery, becoming leaner in operations while increasing revenue. Supply chain leaders are responsible for achieving very high savings targets, which if they don't achieve, impacts the whole health system. When there is no alignment between the two, the bedside caregivers are being hit from both directions, which doesn't feel good."

"Today, our vice president of supply chain and chief clinical officer have a very close working relationship where they meet every other week and are in lockstep when it comes to priorities."

"GHX has achieved an evidence-based insights platform where we can get so much in a single location, and that is lacking in other solutions."

Mary Ellen Crigier

The other critical component is evidence-based insights to help inform value analysis decisions. While the value analysis team had previously worked to incorporate data into decisions around product costs and patient outcomes, the data resided in disparate systems. With GHX's Product Introduction Management and Category Optimization solutions, physicians and nurses have easier access to up-to-date comprehensive medical device evidence reviews from a single, digital source.

“Without GHX, we wouldn’t be able to effectively leverage the evidence that is out there to support clinically integrated conversations,” said Crigier. “We are now in a much more productive state where we can pull all different reports directly from GHX to set goals backed by credible data.”

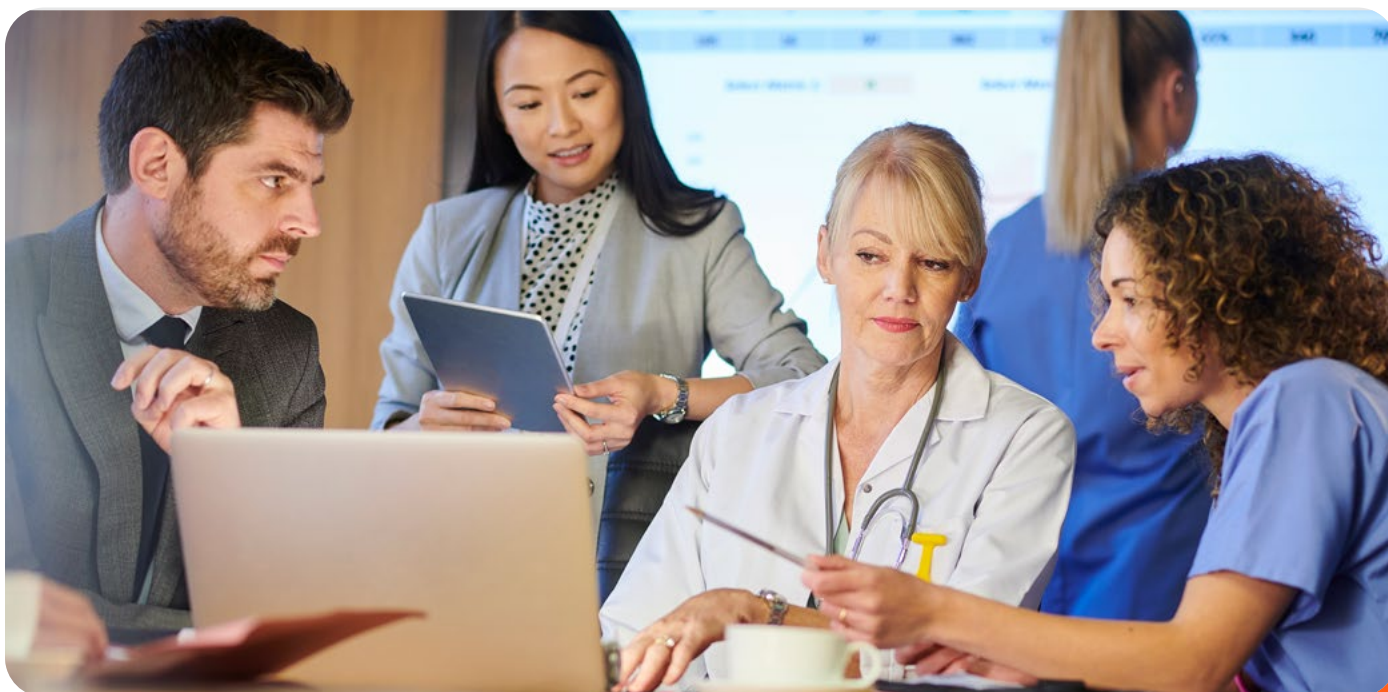
When pursuing standardization opportunities for physician preference items, Crigier said there is inevitably some pushback from providers who believe certain products correlate with better patient outcomes. The value analysis team uses GHX’s PIM commoditization score tool, which leverages the evidence to help score a device on whether its associated outcomes are better, worse or the same as equivalent products.

“I can’t tell you how much we use that commoditization score in conversations with clinicians,” said Crigier.

Along with these solutions, support from the GHX team is also critical to Corewell Health’s value analysis process, as Crigier explained:

“When we have a product category come up for review, the clinical team accesses GHX to identify whether there’s an evidence insight on it, but if there’s not, the GHX support team will jump in and perform a deep dive into the data for us. If we had to sort through all that ourselves each time the contract cycle comes around, it would be a tremendous amount of work.”

Mary Ellen Crigier



Corewell Health Achievements at a Glance

49.64% of PO lines on contract (up from 7%)	50%+ reduction in contract price exceptions (5.85% down from 12.05%)	80% advanced ship notice (ASN) EDI utilization rate
60% increase in digital transaction volume	\$3.9M in additional future savings identified in contract price alignment	10,709 GTINs sourced and added to Epic EHR system
167% increase in EDI trading partners (380 in 2025/142 in 2023)	83% of products in the Workday ERP system item master curated by GHX	3,434 contract price differences resolved
98.7% order confirmation rate	\$27K estimated future savings from resolving price differences as a result of proactive price alignment	84.4% perfect order rate

Today, the Corewell Health supply chain is optimized for performance, meeting best-in-class benchmarks for automation, data-driven digital transactions, and contract pricing accuracy."

Danish Abbasi

Working with GHX, Corewell Health not only helped stabilize its supply chain operations throughout the merger and acquisition (M&A) process, but also established a more dynamic, resilient and sustainable digital technology ecosystem to drive ongoing operational and financial performance.

Corewell Health's enterprise transformation supports its efforts to sustain patient care excellence as well, providing clinicians more accurate and enriched medical/surgical supply and device

data at the point of care to help drive increased accuracy and efficiency in the patient record.

As a result of these industry-leading accomplishments, Corewell Health earned the number two spot on the Gartner Healthcare Supply Chain Top 25 for 2023. The ranking recognizes U.S. health systems that demonstrate leadership in supply chain, with key focus areas including advancements in digital initiatives, talent development, risk management and clinical alignment.

DIGITAL P2P PROCESS AUTOMATION DRIVES EFFICIENCY AND SAVINGS GENERATION

With support from GHX, Corewell Health not only achieved a 167% increase in EDI trading partners (380 in 2025, up from 142 in 2023) and a **60% increase** in digital transaction volume, but also **boosted performance across the following P2P metrics:**

- › **98.7%** order confirmation rate, nearing the **99.7%** best-in-class rate
- › **84.4%** perfect order rate, meeting the peer benchmark goal
- › **80%** advanced ship notice (ASN) EDI utilization rate, meeting the peer benchmark goal

Corewell Health's purchasing and accounts payable teams can now work more efficiently. They have less touchpoints and fewer transactions to review because perfect orders are processed without the need for human intervention.

"With the increase in EDI advanced ship notices from suppliers, our buyers no longer have to chase down this information," said Droste. "Just having that information in the system and at the buyer's fingertips saves them a lot of time in not having to call suppliers and ask questions like, 'did the items ship, when are they going to be here, what's the tracking number?'"

Automation of POs and POAs support the health system's potential to increase digital invoice processing – and savings opportunities – as well. Abbasi stated:

"The more automation we have in our P2P process, the faster we process orders, invoices and supplier payments. Faster supplier payments enable us to leverage early pay discounts, avoid late payment penalties, potential credit holds and other financial pitfalls."

CONTRACT ALIGNMENT BOOSTS COMPLIANCE AND COST SAVINGS

With GHX helping to centralize GPO and local contract management and feeding updated contract data into Corewell Health's Workday cloud ERP, the health system has significantly increased contract utilization and compliance while driving down costly exceptions. With visibility to contract data during P2P transactions, buyers can confirm Corewell Health is paying the right price to avoid overpayments.

According to Abbasi, exception management is a journey of continuous improvement. His team leans on the GHX team to proactively identify additional exceptions as they arise along with associated opportunities for cost savings.

Key achievements include:

- › **49.64%** of PO lines on contract, up from **7%**
- › **50%+** reduction in contract price exceptions (12.05% in Q2 2023, to 5.85% in December 2024)
- › **3,434** contract price differences resolved
- › **\$27K** in estimated future savings from resolving price differences as a result of proactive price alignment
- › An additional **\$3.9M** in potential contract cost savings identified

ITEM DATA CURATION AND STANDARDIZATION STREAMLINE CLINICAL WORKFLOWS AND SUPPORTS EFFORTS TO ENHANCE PATIENT SAFETY

With GHX curating **83%** of items contained within Corewell Health's item master, continuously matching it against the industry's most up-to-date supply item data catalog, clinical stakeholders have more accurate and complete data at their fingertips in the Epic EHR system, helping free up valuable clinical time and resources for patient care.

GHX's enrichment of Corewell Health's item master with GTINs helps clinical teams ensure they are using the right products at the patient bedside. Initially, GHX sourced a list of **10,709 GTINs** that were uploaded to

Workday and streamed into Epic to support patient record and billing accuracy. Now, with automatic integration, new GTINs flow more seamlessly from GHX into one system and onto the next.

“GTIN enrichment through GHX is very important for clinician efficiency and patient safety,” said Abbasi. “A clinician scans the GTIN on the product’s packaging and the correct information is documented in the patient record, eliminating manual data entry and reducing the risk for errors. When there is a recall, it is very easy to identify whether the product was used and on which patient.”

EVIDENCE-BASED INSIGHTS DRIVE VALUE ANALYSIS DECISIONS

Freed from the burden of manually compiling, manipulating and analyzing disparate data in multiple spreadsheets, Corewell Health’s supply chain and value analysis teams operate with greater efficiency and productivity, helping save the health system significant time and labor resources.

“We have shifted from a place where our value analysis team was mostly focused on one-off product requests and individual provider preference items to positioning ourselves for broader, more strategic activities like utilization management, contract compliance, formulary adherence and case costing,” said Crigier.

Furthermore, because physicians and nurses can quickly and easily access evidence-based insights, they can review the available peer-reviewed product findings and share them as part of the value analysis process.

“We use GHX data to both select and deselect products based on evidence,” Crigier explained. “For new product requests, we require our requesters to tell us what evidence is out there. When a supplier says a product will improve a particular patient outcome, clinicians can dive into GHX’s insights to evaluate the validity of the claim. If we have onboarded a product claimed to improve outcomes and our internal data tells us it has not, we can plan our exit strategy.”

According to Crigier, GHX evidence-based insights have also increased the speed at which the value analysis team can fulfill urgent product requests from clinicians, stating: “I believe our average throughput is about two days, which is down from when everything was in spreadsheets.”

DATA-DRIVEN ECOSYSTEM SUPPORTS ACTIONABLE ANALYTICS AND REPORTING

Abbasi and team have been pursuing ways to leverage GHX’s timely and rich data for analytics and reporting across the health system.

“When we originally went live with Workday, we had practically zero reports and zero dashboards in the system,” he said. “Today, we have developed 76 dashboards and 200 reports for supply chain. In 2024, these reports in Workday were viewed over 900,000 [times].”

Droste described how the supply chain team leveraged these data-driven dashboards and reports to maintain supply continuity after Hurricane Helene severely disrupted IV production in late 2024. He stated:

“We were quickly able to stand up some excellent dashboards that we used to manage that event, incorporating data from GHX, Workday, Epic and our warehouse management system. This enabled us to track which specific departments within the hospitals reduced utilization of critically low product by switching to replacement products. We now have a blueprint to use if a similar disruption happens again.”



LOOKING AHEAD

Abbasi said he continues to align supply chain goals to the health system's mission and vision.

"We have a very clear strategy of what we want to do and follow those goals every year," he stated.

Clinically integrated partnerships are a key priority, with Abbasi and team diving into new areas of opportunity to improve how supply chain and clinical teams work together.

"We are in the midst of launching an in-house developed program that will streamline how clinicians request supplies for us," said Abbasi. "When a clinician makes a request in Epic, it will flow into Workday for supply chain to create a requisition. In essence, supply requests will become invisible to frontline clinicians."

"From a clinician's perspective, they can easily find what they need in terms of supplies in Epic without having to search for information and initiate their request," Droste added. "If a clinician has an urgent request, our technology solutions will direct them to where an item is immediately available locally."

"We are also standardizing how we operate our operating rooms (OR) throughout the health system," said Abbasi. "Finally, we are investing more in utilization management, which is a big animal."

»» [Learn more about GHX Order Automation solutions and managed services.](#)