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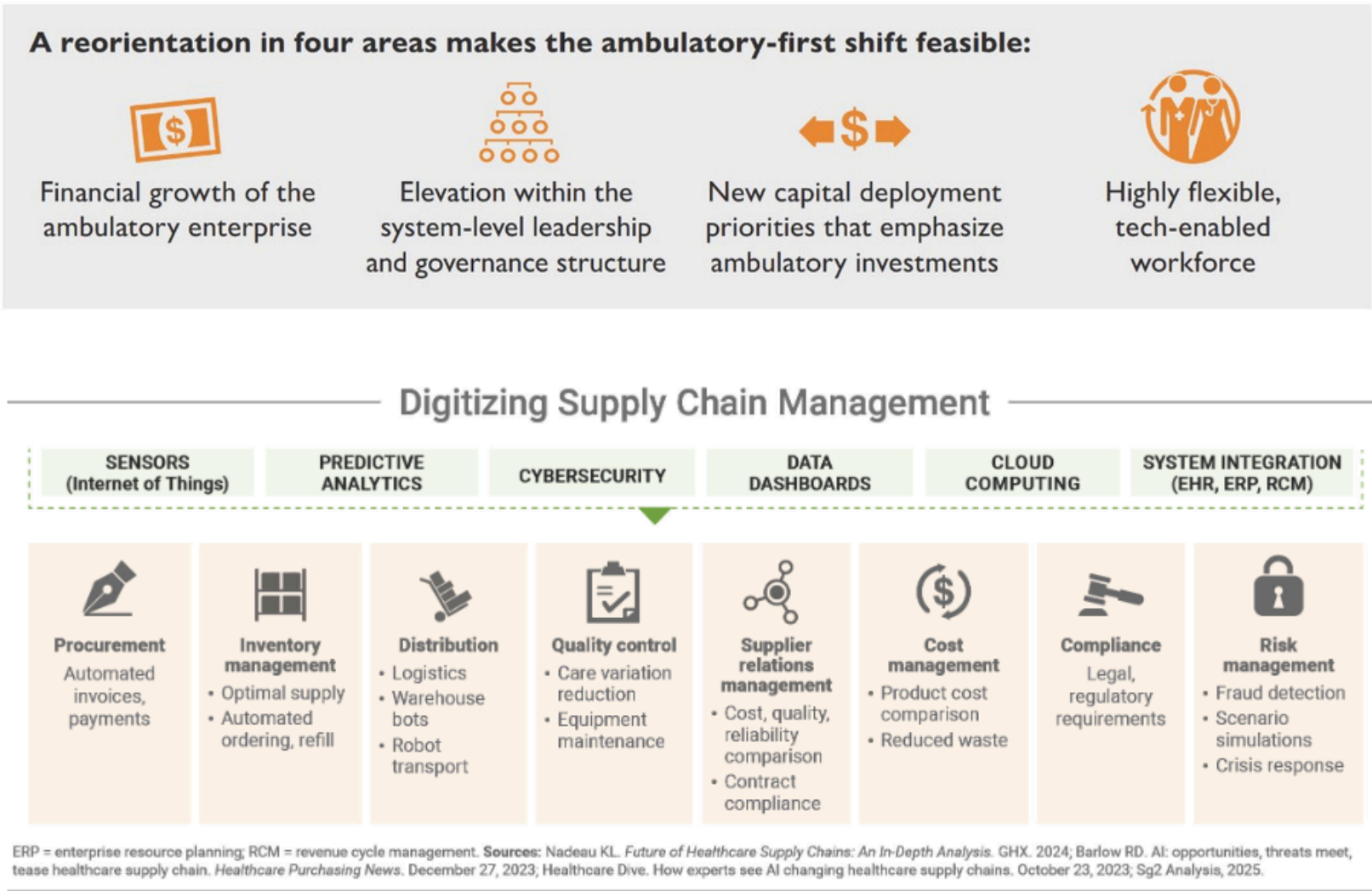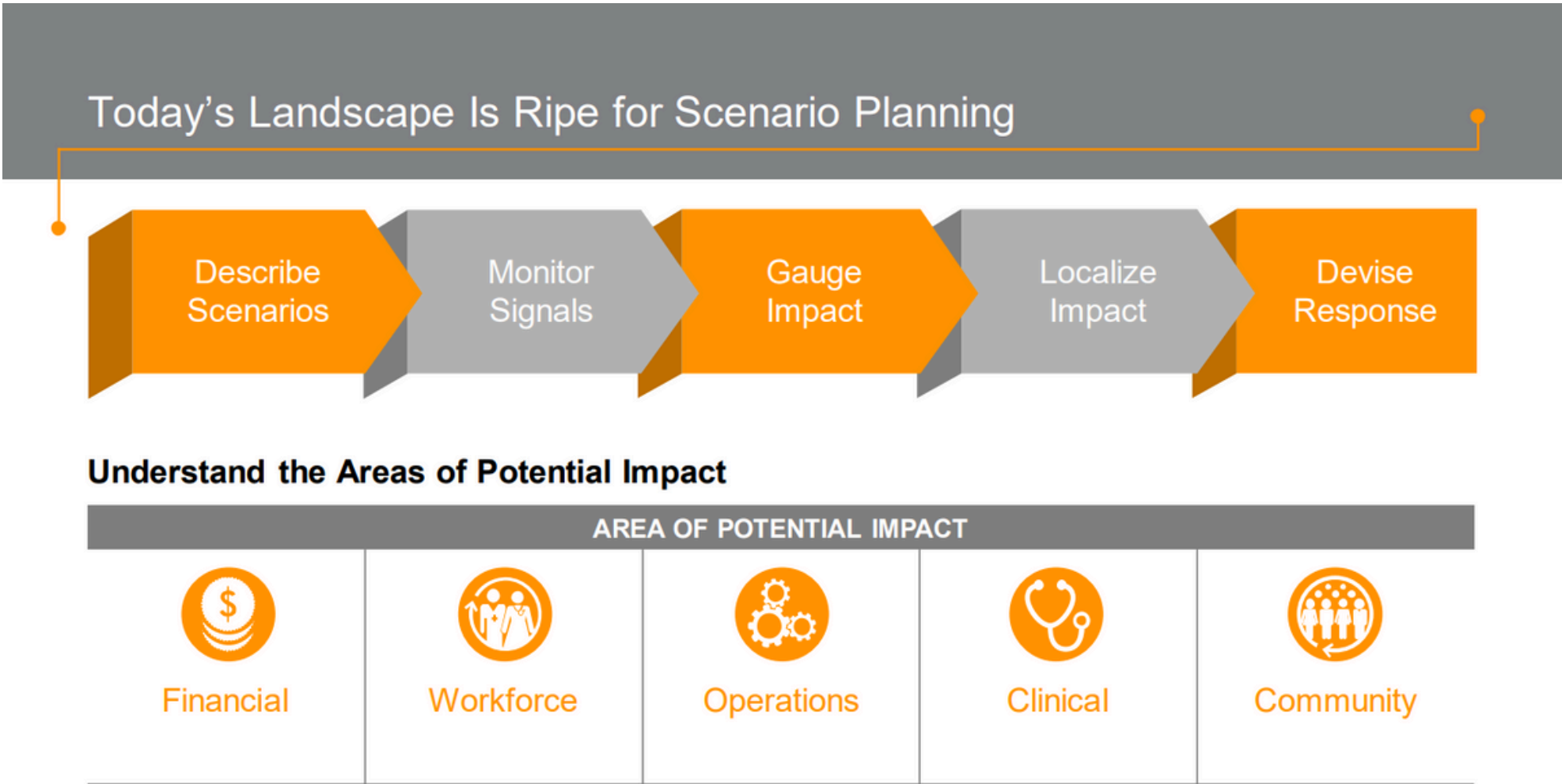
Meet Sg2's

Emerging Enterprise

Team

CORE RESPONSIBILITIES

Within the Sg2 Intelligence team, we are the group focused on enterprise-wide topics. This includes payer strategy, workforce dynamics, digital transformation and emerging technologies like AI. On any given day, our work may include analyzing market signals to identify emerging trends, leveraging Sg2's proprietary data to uncover counterintuitive insights, or crafting decision frameworks that help health systems navigate complexity. We often travel to provider sites to lead strategic discussions and translate our insights into action.

A reorientation in four areas makes the ambulatory-first shift feasible:

Financial growth of the ambulatory enterprise

Elevation within the system-level leadership and governance structure

New capital deployment priorities that emphasize ambulatory investments

Highly flexible, tech-enabled workforce

Digitizing Supply Chain Management

SENSORS (Internet of Things)	PREDICTIVE ANALYTICS	CYBERSECURITY	DATA DASHBOARDS	CLOUD COMPUTING	SYSTEM INTEGRATION (EHR, ERP, RCM)

Procurement	Inventory management	Distribution	Quality control	Supplier relations management	Cost management	Compliance	Risk management
Automated invoices, payments	• Optimal supply • Automated ordering, refill	• Logistics • Warehouse bots • Robot transport	• Care variation reduction • Equipment maintenance	• Cost, quality, reliability comparison • Contract compliance	• Product cost comparison • Reduced waste	Legal, regulatory requirements	• Fraud detection • Scenario simulations • Crisis response

ERP = enterprise resource planning; RCM = revenue cycle management. **Sources:** Nadeau KL. *Future of Healthcare Supply Chains: An In-Depth Analysis.* GHX. 2024; Barlow RD. AI: opportunities, threats meet, tease healthcare supply chain. *Healthcare Purchasing News.* December 27, 2023; Healthcare Dive. How experts see AI changing healthcare supply chains. October 23, 2023; Sg2 Analysis, 2025.

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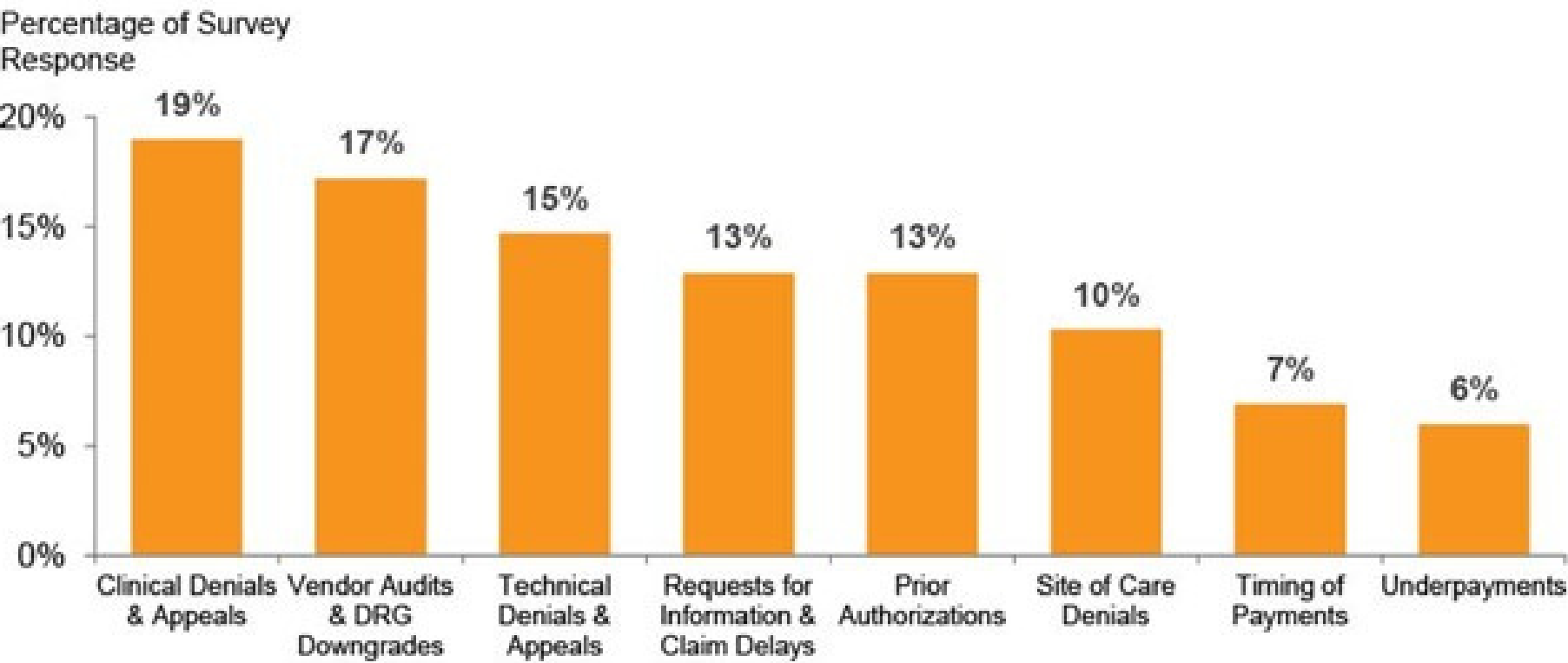
CORE RESPONSIBILITIES

Currently, we're mapping various data elements into what we call the "Economic Index" that anticipates market headwinds/tailwinds for providers to unpack how policy dynamics may impact providers' business.

Today's Landscape Is Ripe for Scenario Planning

Describe Scenarios → Monitor Signals → Gauge Impact → Localize Impact → Devise Response

Understand the Areas of Potential Impact

AREA OF POTENTIAL IMPACT

Financial	Workforce	Operations	Clinical	Community

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CROSS-COMPANY COLLABORATION

We collaborate closely across the organization, supporting consulting engagements, Vizient Networks and broader offerings focused on enterprise strategy, education and change management. By integrating proprietary data sources—including claims data, the Impact of Change®, and the Clinical Data Base®—with publicly available information, we surface insights that challenge assumptions and inform smarter decisions.

TOP PAYER COMPLIANCE ISSUES IMPACTING PAYMENT & AR

Percentage of Survey Response

Category	Percentage
Clinical Denials & Appeals	19%
Vendor Audits & DRG Downgrades	17%
Technical Denials & Appeals	15%
Requests for Information & Claim Delays	13%
Prior Authorizations	13%
Site of Care Denials	10%
Timing of Payments	7%
Underpayments	6%

Source: Vizient Member Networks, Payer Strategies Network, 2025.

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CROSS-COMPANY COLLABORATION

We also contribute to product development, analytics innovation and data strategy workstreams. As subject matter experts, we help shape network agendas, facilitate expert panels and support account teams during member engagements and Executive Business Reviews (EBRs).

LEADERSHIP

While many team members hold advanced degrees (eg, MHA, MBA, PhD), we view growth as a collective responsibility. We foster mentorship across all levels of Sg2 Intelligence, recognizing that shared learning elevates the team's collective impact.

To us, thought leadership means more than subject matter expertise. It's the ability to frame complex issues in ways that advance our members' strategic thinking.

We also place high value on presentation and facilitation skills and expect all team members to be comfortable in front of members. Whether speaking with board members, the C-suite or other leaders, we strive to improve our ability to do so and elevate our brand both virtually and in-person.

TEAM BUILDING

In a virtual-first environment, we make time each week for open conversations where everyone's voice is encouraged. These informal touchpoints allow space for candid questions and fresh perspectives to surface. We also prioritize in-person team events throughout the year to strengthen our connections.

Our team is hyper reliant on each other's skills and requires significant trust to ensure we can collectively deliver for our members. None of us knows everything about health care, and having colleagues you can turn to for support and guidance across various topics is key to elevating our collective thinking and insights.

TEAM DYNAMIC

NERDY | FUN | DRIVEN

"I absolutely love that we have the time to dig into topics that matter to health systems, unpack what is going on and envision a new way forward. It's a luxury few have in their professional career."

-Brian Esser, VP, Intelligence

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