

MOST ADMIREDCEO

# BRUCE JOHNSON

GHX chief likes the talent and entrepreneurship in Louisville

Bruce Johnson led the delivery of more than \$5 billion in savings to the health-care industry.



MARVIN ANANI, SPECIAL TO DENVER BUSINESS JOURNAL

GHX President and CEO Bruce Johnson has been on the international health-care trading-exchange company’s leadership team since the company’s founding in 2000. Johnson was nominated for, among other things, leading the delivery of more than \$5 billion in savings to the health-care industry from 2010 to 2014 and continuing that trend with \$1 billion savings every year through its innovative work in the hospital supply chain. Johnson is also being recognized for his community work, focusing particularly on children through charities like A Precious Child and Colorado Uplift. He was a 2017 DBJ Corporate Citizen of the Year.

GHX aims to help hospitals and other health-care organizations better manage their supply chains. Tell us about some of the biggest “weak links” in hospital supply chains, and how does the cloud help fix them? As we look at the forces shaping the health-care industry there are several major trends impacting the health-care supply chain. Three of note include:

- The move to value-based health care, where care providers are paid based on patient outcomes;
- The evolution of the care setting from inside the hospital to the community and even the patient’s home;
- Information security in an increasingly open and connected network of care coordination.

Value-based health care is forcing providers to better understand the cost of care and the optimal mix of care pathways, supplies and care-delivery locations. All of this requires that the supply chain evolve to a more data-driven and real-time enterprise. Cloud technology by its very architecture is better suited to combining and sharing data for analysis. At the same time, the development approach used to build cloud solutions like GHX and others allows technology to be much nimbler than it has been in the past.

As Denver continues to grow as a national tech hub, what’s it like running a global software company in a small town like Louisville? Being in Denver’s backyard is terrific. There’s tremendous talent and entrepreneurship right here in Louisville and the greater Denver area where many of our employees come from. We’re proud of our roots in Louisville and what each of our offices and partners around the world bring to GHX.

What do you find most rewarding about your role as CEO? Seeing how GHX has evolved to be such a critical and significant piece of the health-care supply chain is extremely rewarding. But none of it would be possible without our team. Working around and with the GHX employees who are so passionate and excited about what we are working on and seeing them achieve success is the best part of my day.

**BRUCE JOHNSON**  
**TITLE:** President and CEO  
**ORGANIZATION:** GHX  
**WEBSITE:** ghx.com

What workforce trends do you see most impacting your business in the coming years? We believe the workforce of the future, and specifically GHX employees, will require more experience and innovation in the areas of analytics and big data. We want our employee base to be even more adept at analyzing data for decision making as well as designing new ways for our customers to leverage technology to improve their decision making.

Tell us about a time you took a risk and it paid off. About five or six years into my tenure as CEO I approached the board about making some pivotal, strategic decisions on how to move forward as a company. Essentially, I recognized that what got us here wouldn’t get us successfully to the next chapter for our customers. Ultimately it meant leading the board through a process to evolve from a consortium business model to a for-profit model with growth as the key driver of our future. It paid off. Our employee base has grown by 37 percent along with double-digit, top-line revenue growth.

Why do I want to work for you? We are doing something in health care that has never been done before – creating a hub for health care, taking it global and saving the industry billions in the process. While we create great software and services for health care, our purpose touches the lives of everyone – it’s the patient. Additionally, we have a great culture that values people, focuses on what is most important, lives a “work hard, play hard” mentality and enjoys helping our community through volunteer efforts. We have an employee tenure more than twice the national average. That tells me we’re doing great things.

WHAT IS YOUR THEME SONG?

Aerosmith’s “Dream On.” I want GHX to keep re-imagining what we can do for our customers and what GHX can become.