



**VIE** HEALTHCARE<sup>®</sup>  
CONSULTING

MARGIN IMPROVEMENT EXPERTS

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## 2019 HEALTHCARE LEADERSHIP REPORT

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VIE HEALTHCARE<sup>®</sup>  
CONSULTING  
RESEARCH REPORT



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## EXECUTIVE SUMMARY

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Robust leadership in the healthcare sector has never been so critical. Delivering quality care and patient satisfaction while ensuring financial sustainability are just some of the issues facing today's healthcare leaders.

In this 2019 Healthcare Leadership Report from VIE Healthcare® Consulting we explore six areas of focus and offer strategies to enable immediate progress for each one. These range from a variety of solutions to safeguard patient satisfaction and quality care, to capitalizing on telehealth, driving margin improvement and working with your families to pro-actively address patient needs.

## LETTER FROM THE CEO

As CEO and founder of VIE Healthcare®, I am acutely aware of the challenges facing you and healthcare leaders throughout the United States on a daily basis.

Escalating costs on one side and the pressures of declining reimbursements on the other side while focusing on providing high quality patient care and investing in healthcare technology and medical advancements.

This VIE Healthcare® Research Report provides healthcare leaders with insights and strategies that will make a positive impact on their key challenges.

By outlining specific action steps in six major healthcare areas, my goal is to give you a new view with the strategies and insights that will increase your patient satisfaction, quality of care and profitability.

Please reach out directly to me to discuss the ways in which VIE Healthcare® can empower and support your organization in the vital areas of margin improvement, transforming the patient experience and delivering high quality healthcare.

I look forward to hearing from you.

Sincerely,

Lisa T. Miller, MHA  
Healthcare Margin Improvement Expert, CEO

## INTRODUCTION

Technical advances in medicine, increases in healthcare costs and changes in policy have transformed the healthcare landscape in the US, requiring a major redesign of delivery systems, finances and incentives. At VIE Healthcare®, we work with our clients to ensure they continue to stand at the forefront of that transformation, equipping healthcare leaders with the tools to address the biggest challenges they face today.

Based on our extensive work with healthcare organizations throughout the country, we are able to highlight the best practices and proven strategies for change to help industry leaders like you improve healthcare delivery and outcomes.

The following are the top six concerns for today's healthcare executives:



None of these concerns exist in isolation but by adopting a creative approach to each one, overall improvements are achievable in critical areas such as increased patient compliance, patient trust in healthcare delivery and – most importantly – improved health outcomes for your patients.

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## **FOCUS #1: ENSURING HIGH PATIENT SATISFACTION**

IN A CHANGING HEALTHCARE LANDSCAPE, PATIENTS HAVE ACCESS TO MORE CHOICE IN THEIR CARE, PLACING MORE EMPHASIS ON PATIENT SATISFACTION. HIGH LEVELS OF PATIENT SATISFACTION LEAD TO IMPROVED CLINICAL OUTCOMES, BUILD LOYALTY AMONG EXISTING PATIENTS AND ATTRACT NEW PATIENTS TO YOUR HOSPITAL.

With increased and rapid access to information and second opinions, patients are now committed advocates for their own healthcare— and since October 2012, the satisfaction of those patients directly affects your hospital's reimbursement. The clinical and financial impact of patient satisfaction underscores its importance in healthcare today. To maintain high satisfaction levels, healthcare executives must constantly seek better solutions.

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## **FOCUS #2: MEASURING PATIENT SATISFACTION ACCURATELY AND IN REAL-TIME**

MOST HEALTHCARE EXECUTIVES RECOGNIZE A NEED TO MEASURE PATIENT SATISFACTION. WITH EMERGING TECHNOLOGY, TRADITIONAL METHODS OF PHONE CALLS AND PAPER QUESTIONNAIRES HAVE RAPIDLY BECOME OUTDATED. HEALTHCARE EXECUTIVES REQUIRE NEW SOLUTIONS THAT MEASURE PATIENT SATISFACTION WITH A BROADER SCOPE AND IN REAL-TIME.

The healthcare sector has shifted from serving “passive patients” to an industry that must attract and serve discerning “healthcare consumers.” Those healthcare consumers increasingly conduct their own research (e.g., reading online reviews, comparing prices and seeking better service) before making healthcare decisions.

As a result, healthcare providers must not only create messages that attract these consumers but also provide “social proof” — in the form of online reviews, testimonials, statistical data and even case studies — that will persuade prospective patients. All too often, the healthcare sector trails behind other industries in engaging with patients to leverage online reviews and feedback.



## **ACTION STEPS - FOCUS #1 AND #2: HOW TO ENSURE PATIENT SATISFACTION AND MEASURE IT ACCURATELY**

Our experience has shown us that the inability of providers to (a) measure patient satisfaction thoroughly and to (b) generate the social proof hospitals need has cost them thousands of potential patients and millions of dollars in revenue. To solve these problems, providers must obtain an accurate picture of patients' opinions.

This cannot be accurately measured by increasing the number of survey responses you receive—although that is certainly important. To ensure accuracy, your survey demographic should fairly represent your patient population, in terms of age range, treatment levels, occupational categories and opinions. Anything less than a representative sampling of your patients and their opinions is akin to trying to diagnose and treat an ankle fracture with a diagnostic image that shows only one toe. Without accurate and appropriate data, your decision making process will be flawed.

Here are **9 key improvements to measure patient satisfaction** that can improve accuracy, guarantee high-quality patient care and protect your reimbursement:

- 1.** Leverage multiple methods to administer your surveys (for example, paper-and-pencil, online, mobile, kiosk). This will not only increase the volume and speed of response but also broaden the representativeness of your data.
- 2.** Gather real-time information, so you not only ensure that your data is timely but also facilitate service recovery.
- 3.** Collect and analyze patient satisfaction data you use internally, to continually improve the process and protect your reimbursement.
- 4.** Use these internal surveys in departments throughout your hospital, so that (a) patients receive short, focused, specific surveys and (b) all units in your hospital can obtain timely, relevant feedback.
- 5.** Offer incentives to patients for completing these surveys. Doing so can dramatically increase the proportion of patients who participate. The benefits of doing so far outweigh the modest financial cost.
- 6.** Report this data and actions arising from it to relevant departments.
- 7.** Include data that can be used to market your hospital effectively in your internal surveys. This may include general and specific satisfaction measures, testimonials and online reviews - the “social proof” that can prove critical in maintaining patient volume.
- 8.** Develop and implement a mechanism to invite satisfied patients or family members to provide online reviews. Negative reviews have significant implications for future patient volume. Use your internal data to develop and implement relevant strategic initiatives in your hospital or practice.
- 9.** Continue to implement these measures and constantly refine your system for ongoing control and improvements to your service quality.

Consumer habits are changing and that shift extends to the healthcare sector. Your prospective patients will not only visit online sources such as WhyNotTheBest.org or Healthgrades, but also draw conclusions from the opinions of other consumers, blogs, online reviews and forums that give them patient insights relating to treatment and quality care.

Consumers, therefore, now have the power to impact the choices of other consumers. They can either promote your hospital, by serving as a brand advocate and “referral generator” or hurt your hospital by posting negative, potentially harmful information about its products and services. It is vital to remember - and to remind your healthcare team - that excellent treatment or service quality, as well as customer service, are critical to your success in today’s healthcare landscape.



## FOCUS #3: IMPLEMENTING TELEHEALTH/TELEMEDICINE

MULTIPLE STUDIES SUGGEST THAT TELEMEDICINE REDUCES THE COST OF HEALTHCARE AND INCREASES EFFICIENCY THROUGH BETTER MANAGEMENT OF CHRONIC DISEASES, SHARED HEALTH PROFESSIONAL STAFFING, REDUCED TRAVEL TIMES AND FEWER OR SHORTER HOSPITAL STAYS.

Research from the Pew Internet & American Life Project suggests that 80% of internet users - approximately 93 million Americans - have searched for a health-related topic online.<sup>2</sup>

A more recent study suggests that 57% of consumer begin online when researching information about a specific health condition or question vs. 32% that would visit their doctor or other healthcare professional first.<sup>3</sup>

2 <http://www.nbcnews.com/id/3077086/t/more-people-search-health-online>

3 <https://www.pm360online.com/how-consumers-find-and-use-online-health-related-content-in-2017/>



This trend presents a great opportunity for the healthcare industry. Good communication is essential to quality care. As Americans grow increasingly comfortable using computers and mobile devices to address their health concerns, providers can implement the use of the latest technologies to boost communication and patient interaction. Increased communication strengthens trust and empathy and also heightens patients' perceptions regarding active participation in their healthcare.

New "telehealth" capabilities have created numerous opportunities for sharing, obtaining and discussing information, while controlling costs. By offering better access to healthcare providers, telemedicine also helps improve healthcare disparities that rural communities face and who have historically experienced poorer health outcomes when compared to urban areas.

## **ACTION STEPS - FOCUS #3: CAPITALIZING ON THE TELEHEALTH OPPORTUNITY**

Here are the **top 5 things you can do to start capitalizing on telehealth opportunities:**

- 1. Develop a strategic plan.** Define clearly and agree on the extent and limitations of telemedicine for your organization.
- 2. Engage physicians.** Certify physician involvement from the planning stage through development and implementation.
- 3. Obtain physician champions.** Engage key stakeholders who will directly impact the success of the telemedicine program. This is critical to the success of your program.
- 4. Engage frontline staff.** Ensuring transparency of your strategic plan and obtaining ongoing input on your program development will ensure a smoother implementation.
- 5. Be prepared to adjust.** The transition from traditional medicine to telehealth can be challenging.

VIE Healthcare® can work with your healthcare team to harness the power of technology and, in turn, redefine the patient- physician relationship. Technology provides a myriad of ways to enhance the physician-patient relationship.

Utilizing Smartphone apps, text messages and emails are all strategic ways to engage the patient and elicit feedback at each stage of their experience. Obtaining feedback quickly and throughout a patient's hospital experience provides real-time data that your hospital can respond to rapidly, particularly if it identifies a problem with patient satisfaction.

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## FOCUS #4: MAINTAINING AND INCREASING PROFIT MARGINS

IN JULY 2018, THE AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES ASKED 146 HOSPITAL AND HEALTH SYSTEM C-SUITE EXECUTIVES TO RATE 33 ISSUES THEY WOULD LIKE TO LEARN MORE ABOUT FROM THE ADVISORY BOARD.

The **top five areas of concern** were<sup>4</sup>:

1. Preparing the enterprise for sustainable cost control.
2. Innovative approaches to expense reduction.
3. Exploring diversified, innovative revenue streams.
4. Boosting outpatient procedural market share.
5. Meeting rising consumer demands for service.

Most hospitals seek to increase their profit margins but are challenged by static or declining patient volumes, reductions in reimbursement rates and inefficient data systems. Historically, the first line strategy for driving margin improvement has been cost containment. As financial burdens increase, it may no longer be enough for pressured healthcare systems.

### ACTION STEPS - FOCUS #4: OVERLOOKED WAYS TO INCREASE PROFIT MARGINS

The focus on cost containment as a means of margin improvement proves that hospitals often overlook other effective strategies, for example:

- Carrying out an in-depth purchased services cost savings initiative.
- Training front line employees in negotiation skills.
- Analyzing and mining managed-care agreements for outlier payments due to your hospital.
- Identifying and capitalizing upon telemedicine/telehealth opportunities.
- Engaging physicians in cost reduction, variation improvement, revenue improvement and process improvement initiatives.
- Analyzing large outsourced agreements or non-core areas for make vs. buy decisions.
- Exploring and capitalizing upon non-patient revenue opportunities.
- Increasing patient satisfaction scores.

<sup>4</sup> <https://www.advisory.com/research/health-care-advisory-board/blogs/at-the-helm/2018/07/hcab-topic-poll>

- Analyzing your GPO agreement and all additional 'costs and subscriptions' to determine whether these GPO agreements are costing you money.
- Performing an Operating Room Profitability Assessment.
- Training every front line employee—from the valet to the front desk employee, to admissions and nursing—to provide exceptional customer service.
- Improving your online reviews.
- Asking your employees for their ideas.

One of the key ways to maintain profit margins is to attract more patients. As mentioned above, 57% of consumers begin online when researching information about a specific health condition. Researchers and academics refer to these patients as “e-patients” – empowered, engaged, equipped, and enabled.

Patients now research treatments, preventative strategies, procedures and physician information. While the internet has increased patient access to knowledge, health professionals have no control over the accuracy of that information. At VIE Healthcare®, we recommend that industry leaders should move toward developing and/or curating research content (e.g., information regarding nutrition, treatment and illnesses) to be made available to your patient community.

This approach also allows patients to share that information with family and friends. Providing additional resources to share with family members can be particularly useful for patients who have a difficult time processing their diagnosis and/or prognosis.

Providing online content that e-patients can access and share readily can help them and their families to understand the potential impact of their illness. Furthermore, easy access to up-to-date online content sends a powerful, cost-effective message that your hospital actively supports an engaged, empowered, enabled and equipped patient community.

Another key to attracting healthcare consumers is to develop transparent price structures, recommended by researchers, the media and also in-state and federal laws. By increasing price transparency, hospitals will strengthen public trust, attract and retain patients, and position themselves as industry leaders.

## **ADDITIONAL ACTION STEPS - FOCUS #4: ACHIEVING TRANSPARENCY**

At VIE Healthcare®, we believe that transparency in healthcare goes beyond price structures. Crafting clear messages that demonstrate the value of the hospital's physicians, history and culture also represent key strategies to increase engagement among healthcare consumers. Providing easy access to physicians' biographies, awards and accomplishments helps consumers to evaluate their physicians' competence and, in turn, increases their confidence in decisions made around their healthcare.



## **FOCUS #5: IMPROVING ANALYTICS TO MAINTAIN AND INCREASE PROFIT MARGINS**

CLIVE HUMBY, A UK MATHEMATICIAN, HAS WIDELY BEEN CREDITED AS THE FIRST TO COIN THE PHRASE: “DATA IS THE NEW OIL.” WITH EMERGING TECHNOLOGY, GATHERING DATA HAS BECOME STANDARD PRACTICE IN HEALTHCARE. HOWEVER, THAT DATA MUST BE ANALYZED AND APPLIED IN ORDER TO CREATE THE MOST VALUE.

Building analytics competency can help your organization harness “big data” to create actionable insights, set your vision for the future, improve patient outcomes and reduce time to value.

Utilizing this data as a core asset that you can leverage to support every organizational goal—including financing, reimbursement, recruiting and (most importantly) patient care—is key. VIE Healthcare® helps hospitals harness the power of analytics and increase efficiency in patient care, operational effectiveness, and financial and administrative functions. Based upon our experience, we’ve provided 11 key steps you can take today to make profitable improvements in your analytics.

VIE Healthcare® has responded to this demand by automating our proven process, Invoice ROI™, that reconciles, optimizes and benchmarks internal expertise to achieve cost savings for hospitals and healthcare organizations from the line-item details of their purchased services invoices.

## ACTION STEPS - FOCUS #5: USING ANALYTICS TO PROTECT AND IMPROVE PROFIT MARGINS

- **Measure.** What is measured can be improved. Olympians and elite athletes consistently measure their performances to ensure they perform at their highest level. Your hospital should follow this example.
- **Ask for and capture the right data.** According to Healthcare IT News, gathering and using accurate data allows C-suite executives to 'do their jobs better while improving care and trimming costs', recommend eliminating unnecessary or lower-impact data and focusing the important factors to make informed decisions.<sup>5</sup>
- **Confirm data accuracy.** Validate your sources by "measuring small" and then expanding your focus. You will be surprised at what you see or, more importantly, what you don't see.
- **Invest in training.** Your staff members are continually asked to "do more with less." Provide them with the healthcare-specific training they need to accomplish this. Educational workshops can enhance your team's performance and strengthen morale.
- **Coach.** Even the best-trained people need help to understand the vast amounts of data that are generated on a daily basis. Make sure your employees understand what the data means, how they affect your organization and how all staff members should act upon the data.
- **Evaluate your systems.** How many independent systems operate in your organization? Are they integrated effectively? Answering these questions is critical to your profitability.
- **Eliminate manual data entry.** How much of your current process relies on manual or paper based systems? Over-reliance on a manual process increases the chance of human error or inaccurate data.
- **Hold the systems accountable.** When was the last time your supply chain team was trained by their materials management system representatives or the clinical team on their OR system? Education and training must be consistent.
- **Push for real-time data.** See the trends happening immediately on a monthly basis, rather than relying on data that is six months to a year old. This will reveal significant savings opportunities for your organization.
- **Evaluate Zero-Based Budgeting.** Definition: A method of budgeting in which all expenses must be justified for each new period. This type of budgeting eliminates the guesswork in expenses and allows quick analysis of trends.
- **Conduct a Gap Assessment.** Have an independent assessment performed on analytical skills, accuracy of data captured and measurements used.
- **What gets measured – gets improved.** Perform monthly spend analytics on your line item supply purchases and your line item service item purchases. Trend your line item spend month over month, quarter over quarter and year over year and identify price and utilization cost savings opportunities as they are happening.

<sup>5</sup> <https://www.healthcareitnews.com/news/how-big-data-redefining-ceo-cfo-and-coo-roles>

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## FOCUS #6: MAINTAINING QUALITY CARE

WITH THE NATIONAL SHIFT TOWARDS VALUE-BASED CARE, MAINTAINING HIGH QUALITY PATIENT CARE AND ACCURATELY MEASURING THAT CARE HAS BECOME A FOCAL POINT FOR HEALTHCARE EXECUTIVES.

Our team of experts at VIE Healthcare® understands that it is impossible to offer quality care without fully understanding your patient community. Often, health care leaders react to health demands – rather than strategically responding to health needs.

Community needs assessments provide powerful tools that industry leaders can use to enhance quality care – and, more importantly, avoid aimlessly implementing policies, procedures and practices. Through community needs assessments, VIE Healthcare® can offer health care leaders a systematic method of identifying and addressing the unmet healthcare needs of their patients. Our team employs innovative approaches to capture local community priorities that consider both clinical and cost perspectives.

VIE Healthcare® is committed to helping industry leaders maintain their not-for-profit hospital status. Surveys of community members can be particularly useful for these hospitals, allowing them not only to better understand the populations they serve, but also to establish a solid foundation for creating content that will engage key stakeholders, prospective patients and healthcare professionals in their local area. Implement follow-up surveys of patients to ensure quality care after their discharge. This will also be helpful in understanding the public service of not-for-profit hospitals.

**The benefit of including family in a patient’s care has been well-documented. Family members provide emotional support and often serve as the primary caregivers at home once a patient has been discharged from the hospital.** Increasing the involvement of families can provide a cost-effective means of ensuring quality care—and increasing patient satisfaction, as well.

## ACTION STEPS - FOCUS #6: INVOLVING FAMILIES AS A MEANS OF IMPROVING AND MAINTAINING QUALITY CARE

Here are some key ways in which you can increase family involvement:

Use surveys to identify the core needs and concerns of the patient and family to be certain that those expectations are being met – or exceeded. Supplement this data with qualitative analyses of comments in online reviews and with mystery shopping. Communicate the findings throughout the organization to help achieve the goals outlined below.



Listen actively to families' concerns and needs.

*'If patient and family input is emphatically built into systems of performance improvement, and if patients and families are taken seriously and are respected for their valuable perspectives about how care can be improved, then organizations can improve at improving. Resources in health care are in short supply, yet the sources of patient and family help and time are almost limitless, are ready to be tapped, and can have a huge impact on improving the reliability and the overall success for any health care organization.'*

Partner with families. Involving patients and families in quality improvement initiatives is a best practice within innovative health care systems to ensure everything possible is being done to enhance safety and quality outcomes.

Although family involvement should be cultivated and developed at the department level, it must also be encouraged and supported across the entire organization. The way in which families are addressed and welcomed into the care of the patient must be both strong and consistent.

Demonstrate empathy for patients and families. Fear, uncertainty, disruption of routine and other factors make hospitalizations tremendously stressful times for patients and their families. Educating staff at all levels of the organization (not just front-line clinical staff) about this stress and teaching them to deal compassionately and effectively with patients and families improves their experience and satisfaction, which also protects your reimbursement.

## **YOUR OPPORTUNITY TO MOVE FORWARD**

If the challenges that were discussed in the 2019 Healthcare Leadership Survey reflect the issues facing your hospital, we hope that the strategies and steps in this report provide some key solutions for immediate action. If you would like a complimentary strategy session regarding one or more of the six focus areas we discussed here, call our office at 1-888-484-3332 ext. 501 to speak with CEO and Founder Lisa Miller.



## LISA T. MILLER, MHA

HEALTHCARE MARGIN IMPROVEMENT  
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## ABOUT US

Since 1999, VIE Healthcare® has supported hundreds of hospitals and healthcare organizations in reducing their non-labor costs. Lisa Miller and the VIE Healthcare® team are passionate about working with hospitals to extract unnecessary healthcare costs and improve operating margins and patient care using proven and innovative margin improvement strategies.

VIE Healthcare® offers cost reduction services that thoroughly analyze operational expenses and quickly identify costs that can be extracted from your organization. These include overutilization, standardization, pricing opportunities and process improvements.

### **Lisa T. Miller, founder and CEO of VIE**

**Healthcare®**, is the nation's leading healthcare consultant. She is a trusted advisor to hospital leaders on margin improvement initiatives including cost reduction, revenue improvement, patient experience and strategic growth opportunities. She has developed proprietary technology to allow for significant and guaranteed financial improvements in healthcare, and is a leader in data optimization and intelligence.

1-888-484-3332 Ext 501  
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The VIE Healthcare® team are specialists in hospital non-labor expense reduction. We are independent advisors to hospitals in achieving best pricing in the marketplace, to optimize their resources and reduce clinical variation.

**Our specialization includes:**

Cost Analysis, Physician Preference Items, Purchased Services, IT/Telecommunications and Operating Room Performance Improvement Services.

- Our approach is data driven, customized, collaborative and sustainable for every client.
- Cost savings realized by our clients range between 17% and 39%.

## **WHY VIE HEALTHCARE® DOES THIS WORK**

When you partner with VIE Healthcare®, you will strengthen the financial health of your organization. You'll strengthen the financial health of your organization when we increase your operating margin and profitability by securing the most value from what you spend on your technology, equipment, testing, drugs, medical devices, supplies and services. Your hospital can then utilize these savings to provide exceptional care for your patients without ever needing to reduce labor costs. We guarantee you will pay the best prices, gain the most favorable agreement terms and optimize your utilization – all while increasing the quality of care.

By achieving this, VIE Healthcare® also enables you to fully commit to YOUR mission. As a financially healthy organization, YOU can devote more time, energy and resources to YOUR patients and empower YOUR employees to focus on what they do best: providing excellent patient care with better outcomes.



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## WHAT OUR CLIENTS SAY ABOUT VIE HEALTHCARE®

Just as a sports team would not walk onto a field without a meticulous playbook and without a coach to lead them, nor should an organization enter into an outsourced service provider arrangement without an expert coach. VIE Healthcare® has been coaching hospitals and healthcare organizations for almost two decades and this is what our clients had to say.

“

*“I have worked with VIE Healthcare® on more than one project and found Lisa and her team to be subject matter experts. They have an affinity for details and picks up things that many have missed in prior reviews. They have access to a variety of experts within the hospital environment.”*

Vice President, Perioperative Services

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*“Lisa and the VIE Healthcare® team did an outstanding job on an expense reduction initiative at our Hospital. The VIE Healthcare® team worked closely with our staff to identify and implement significant cost saving opportunities. Based upon their thoroughness, persistence, professionalism and results delivered I highly recommend the services provided by Lisa and the VIE Healthcare® organization.”*

Vice President of Supply Chain

”

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*“Lisa and her team at VIE Healthcare® gave our hospital a significant boost to our bottom line at a time when we really needed it. Even with a GPO in place, they were able to help Habersham Medical Center reduce our supply costs and contracted costs in so many areas. A good example of this was when they negotiated an exclusive agreement with a top orthopedic knee and hip vendor to be our sole source vendor. It was a huge boost to our bottom line and helped us standardize our joint program at the hospital. I just can't say enough good things about VIE Healthcare® and the savings they can find for your organization.”*

Chief Financial Officer

”



## HOW TO WORK WITH US

VIE Healthcare® delivers dramatic margin improvement strategies and value driven solutions for breakthrough results. There are several ways your hospital or healthcare organization can work with us:

### **Margin Improvement Strategies**

Engage our in-house team of analysts to identify opportunities for non-labor savings, develop customized cost-saving reports and deliver the best pricing available anywhere on the market today.

### **Consulting and Advisement**

VIE Healthcare® is passionate about empowering our clients to transform the patient experience and deliver smarter healthcare. Our team of experts conduct comprehensive assessments to deliver rapid results aligned with your core business goals for increased profit.

### **Invoice ROI™**

Consult with our margin improvement specialists to review your purchased services spend. Our proprietary Invoice ROI™ delivers guaranteed margin improvement and identifies cost saving opportunities in real-time.

### **Data Analytics**

As leaders in the field of data analytics in healthcare, we work on the principle of 'what can be measured can be improved'. Retain our expert data analysts to deliver actionable insights to drive your success.

Call or email today [Lisa Miller](#) to discuss how VIE Healthcare® can work with you and your team to rapidly reduce costs in your purchased services spend:

1-888-484-3332 Ext 501 | [lmiller@viehealthcare.com](mailto:lmiller@viehealthcare.com)

### **The Formula of VIE Healthcare's Success:**

Purchased Services Expertise | Proven Process | Invoice ROI Technology | Results Achieved











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