



**VIE HEALTHCARE<sup>®</sup>**  
**CONSULTING**  
MARGIN IMPROVEMENT EXPERTS

VOLUME 2, EDITION 1

# HOSPITAL SPEND DATA ANALYTICS

By Sue Farkas, Clinical Officer  
VIE Healthcare<sup>®</sup> Consulting

*Sue Farkas brings a wealth of experience in healthcare and marketing to the clients of VIE Healthcare<sup>®</sup> Consulting. She is acutely aware of the dilemmas that hospitals face to help their patients stay well within a climate of value based care.*

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## LETTER FROM THE CEO

Cost management in healthcare organizations across the United States has reached a crisis point.

Innovation technologies in areas such as business intelligence, data analytics, AI and machine learning modeling are at the leading edge of that disruption, demanding a response from healthcare leaders.

Top performing hospitals have moved into this domain, creating centers of innovation, and leveraging technology to design new pathways of care and improve patient outcomes.

Other healthcare providers risk being left behind by continuing to rely on manual processes and systems which are no longer effective in a continually evolving digital environment.

To succeed in today's context of value based healthcare, health systems must be digital innovators. To achieve that they must transform current clinical and business models in order to create strategic plans to facilitate change.

As CEO and Founder of VIE Healthcare<sup>®</sup>, my aim is to encourage you to examine the cost savings potential of spend data analytics for your own organization. Our frontline expertise enables us to implement proven strategies which deliver significant margin improvement.

Please reach out directly to me to discuss the ways in which VIE Healthcare<sup>®</sup> can support your organization in the vital areas of spend data analytics, 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

## EXECUTIVE SUMMARY

*Sue Farkas brings a wealth of experience in healthcare and marketing to the clients of VIE Healthcare® Consulting. She is acutely aware of the dilemmas that hospitals face to help their patients stay well within a climate of value based care. Her insights extend to patient care, customer service, research, process improvement, data analytics and reimbursement.*

In 2014, the US healthcare sector was described as an industry 'in need of analytics', yet despite that need, progress towards embracing spend data analytics as normative has been slow and the sector lags behind other industries.

Now, the utilization of data analytics is no longer a need but a necessity for healthcare providers and hospitals. The emergence of value based care has proved to be a major disruption for healthcare leaders, creating an urgency around abandoning manual methodologies in favor of the power of technology to transform processes, both clinical and business related.

In short, today's health systems must be digital innovators.

Innovation technologies in areas such as business intelligence, AI and machine learning modeling are at the forefront of change, offering transformative power to improve processes across all areas of your hospital.

Drawing on our frontline expertise at VIE Healthcare®, this report explores the cost saving potential that can be realized with hospital spend data analytics.

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## THE STATE OF US HEALTHCARE

US healthcare is unique compared to other industry sectors.

The priority and focus for every healthcare organization must be on patient care.

The patient's needs, comfort and recovery are always primary goals. Patients do not choose to become sick, develop life threatening diseases or require hospital services. When they do, they need to be confident that hospitals can provide those services as required. They must be able to trust that the healthcare system they utilize is safe, incorporates best clinical practices, and provides the best value for high quality care.

The complex nature of the US insurance industry and the shift to value based care and price transparency has placed responsibility firmly on hospitals to provide low cost, high quality patient care. That care is intrinsically linked to a patient's wellbeing, as well as the hospital's reputation and financial stability.

Furthermore, all healthcare providers must ensure that the actual cost of care is accurately calculated, and cost reduction prioritized as a strategic goal.

*The use of innovative methods to review all costs and attain that strategic goal is paramount.*

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## MANUAL PROCESSES AND MISALIGNED SYSTEMS

In our experience, two obstacles stand in the way of health systems achieving that goal, namely manual processes and misaligned systems.

Hospital departments habitually work in silos. Historically, clinical departments focused on patient care and outcomes, while financial services were responsible for the costs of care. For the majority of healthcare organizations this has not changed. In addition, most hospitals still rely on manual processes and resources are often scarce.

The result is misaligned systems, leading to inefficiencies and higher costs. These issues are compounded by the much wider choice of healthcare providers available to patients. The majority choose their providers based on reviews of their performance and the cost of the services they offer.

*The ability of a hospital to determine true costs, provide pricing transparency and achieve a high rating in patient satisfaction is critical but often impossible when patient data is gathered from disparate systems and insurance coverage varies from patient to patient.*

For most organizations, calculating the true costs associated with a hospital stay is a significant challenge that they are working to overcome.

*The solution lies in the adoption of new technologies and innovative data driven tools.*

Data analytics is an actionable area that can be leveraged in healthcare to address this problem.

Healthcare executives of high performance hospitals are ahead of the curve in embracing technology and recognizing the rewards of innovation. In our experience, however, there are three key challenges preventing most health systems from implementing change.

## **Three challenges to data driven innovation**

### **1. Hospital operations are complex:**

Hospital operations often involve numerous and diverse entities. These include insurance companies, government agencies, compliance and privacy mandates, and changing reimbursement models. In addition, patient data is often unstructured and resides in multiple database systems. Again, these systems can often operate in silos.

### **2. Reimbursement:**

Typically, hospitals utilize 'chargemasters' which provide details of prices for all clinical services performed. Their ability to offer price transparency is compromised as they contract with multiple insurance carriers to negotiate rates for various services in order to obtain payment. This makes it difficult to offer price transparency to consumers.

The principal party responsible for determining hospital reimbursement is the federal government, ie, The Centers for Medicare and Medicaid Services (CMS).

Hospital inpatient reimbursement is calculated based on several factors. These include the patient's diagnosis upon admission, whether they have any comorbidities, the procedures involved in their treatment, and the length of their stay.

Reimbursement also varies according to hospital location, the quality of the hospital's performance, patient satisfaction scores, and several other factors. The potential variation and complexities are numerous, further complicating issues over price transparency.

### **3. The disruptive effect of technology:**

New technologies continue to disrupt and transform healthcare, in particular the patient experience.

Telehealth, real-time patient monitoring, medical wearables, precision medicine/genomics, and predictive analytics all enhance the ability to predict illness and identify health risks.

Furthermore, natural language processing (NLP) and artificial intelligence (AI) are used in conjunction with clinical decision support, social and behavioral data reviews, population health initiatives, and clinical documentation improvement measures.

In summary, both the volume of data and its complexity are overwhelming.

As a result, hospitals are beginning to recognize the need to employ innovative technology tools in their business processes.

This is already happening in the revenue cycle which is being transformed in key areas through new medical billing and coding applications, the addition of customer service bots and other AI technologies.

But it is in the critical area of hospital spend and a health system's ability to accurately determine the costs associated with patient care that data analytics offers significant potential and benefits. In the following sections we will explore this potential in more detail.

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## WHAT IS SPEND ANALYTICS?

In the previous section, we examined the complexities associated with hospital processes and the multiple systems in which data is located. To reiterate those points and also to give more context, hospital data can be found in:

- Patient clinical data (for example, inpatient, outpatient, lab, radiology, pharmacy, etc.)
- Reimbursement data.
- Quality data, government mandates (state and federal oversight), compliance and accreditation requirements, and insurance regulations.
- Administrative data (such as, accounting, human resources, materials/supply chain/procurement/ contracts, IT, security, etc).

*This report focuses on how to incorporate data analytics into a hospital's strategic plan to understand the true costs of care and uncover savings opportunities.*

*Spend data analytics is the methodology applied to accomplish this aim.*

Using innovative spend analytics tools enables healthcare organizations to achieve their goal of providing care at the best price, while maintaining quality clinical outcomes.

However, a 2019 study revealed that only 12% of healthcare organizations are effectively using data analytics to manage their costs and enhance patient care<sup>1</sup>.

1 <https://www.managedhealthcareexecutive.com/article/top-4-challenges-healthcare-executives-face-2019/page/0/3>



## How Spend Data Analytics Transforms Hospital Processes

Spend data analytics offers enormous potential for hospitals to derive invaluable insights which are often overlooked when using traditional manual processes. A 2017 study<sup>2</sup> concluded that hospitals can realize a number of benefits when using data analytics.

### Some of the key points highlighted in the report include:

- The lack of experience in utilizing data and the cost of developing analytics were the two major barriers to the use of data analytics.
- Hospitals need to invest in skilled staff with skills and experience in both data analytics and data integration.
- The adoption, implementation and utilization of big data technology will have a “*profound positive effect*” on healthcare providers.

2 Schaeffer C, Booton L, Halleck J, Studeny J, Coustasse A.; Big Data Management in US Hospitals: Benefits and Barriers; *Health Care Manag*; 2017 Jan/Mar, 36(1):87-95. doi: 10.1097/HCM.000000000000139. <https://www.ncbi.nlm.nih.gov/pubmed/28027194>

A further study from 2014, *Big Data Analytics in Healthcare: Promise and Potential* highlights the overwhelming nature of big data for many healthcare organizations.

*“Big data analytics has the potential to transform the way healthcare providers use sophisticated technologies to gain insight from their clinical and other data repositories and make informed decisions”...<sup>3</sup>*

*...“For the big data scientist, there is, amongst this vast amount and array of data, opportunity. By discovering associations and understanding patterns and trends within the data, big data analytics has the potential to improve care, save lives and lower costs.”<sup>3</sup>*

Many supply chain processes rely on a manual review of invoices and contracts, however, technology is the only way to accurately and systematically review the immense volume of data available.

Furthermore, this systematic review is only accomplished with the use of a specialized spend analytics software tool.

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## REIMAGINING THE SUPPLY CHAIN WITH SPEND DATA ANALYTICS

### **Supply chain data is the key to accelerating healthcare’s shift to value based care**

A 2019 report notes that while the US spends nearly twice as much on healthcare, the most:

*“...effective means of cost reduction may be to focus on reducing the cost of providing all care—making appropriate, necessary care more efficient through supply optimization.”<sup>4</sup>*

The report also found that:

- Efforts to reduce costs are too often focused on overtreatment which only accounts for 6% of healthcare costs.
- Delivering more efficient care through optimizing the supply chain may prove to be more beneficial.
- As other industries have achieved major savings through supply chain optimization and waste reduction, similar potential exists in healthcare, while preserving – or enhancing – profit margins and patient outcomes.

<sup>3</sup> Wullianallur Raghupathi and Viju Raghupathi; Big Data Analytics in Healthcare: Promise and Potential ; *Health Information Science and Systems* 2014, 2:3

<sup>4</sup> Thiel C, Horwitz LI. Improving Value in Health Care Through Comprehensive Supply Optimization. *JAMA*.2019;322(15):1451-1452.doi: <https://doi.org/10.1001/jama.2019.15478>



**Below we have identified key areas where analytics can help to reduce hospital costs**

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## **Purchased services spend analytics**

A hospital's purchased services spend can account for between 40-50% of its total non-labor costs.

Evaluating the cost saving opportunities in purchased services spend by carrying out a systematic review is a good starting point for most healthcare organizations.

VIE Healthcare® has developed a groundbreaking spend analytics tool to systematically dissect every line item detail accurately and rapidly. In our experience, technology is the only way of effectively assessing a hospital's non-labor costs.

Carrying out a line item analysis of each invoice from the vendor reveals the true extent of pricing errors and potential opportunities for cost savings. With their high margins for error, manual processes are not effective in reviewing the vast amounts of data generated.

Business solutions have often taken a back seat to clinical needs and data healthcare commitments to technology have often been catalyzed by Meaningful Use requirements and the conversion to electronic health records. Interfaces between multiple legacy systems and interoperability have been in the crosshairs of IT departments, while achieving transformative cost savings with spend data analytics have been overlooked.

Hospitals need to develop partnerships with companies who have extensive experience in new cost savings strategies. Innovation in new technologies with cost analytics can quickly reveal trends and pricing errors.

Real-time insight and spend analytics with VIE Healthcare's proprietary software have been proven to identify major cost saving opportunities.

## Physician Preference Items (PPIs) and high cost supplies

A further, critical area to benefit from spend data analytics is that of Physician Preference Items (PPIs) and high cost supplies.

By 2020, supply chain costs are expected to overtake labor expenses as the #1 cost in US healthcare, making it vital to invest in your supply chain in 2019. Without spend data analytics, your hospital's finances are probably being managed on outdated information and significant cost savings are being missed.

A 2018 supply chain trends report listed three main areas of concern for Supply Chain Management:<sup>5</sup>

- **Cost Management:** A high expectation exists relating to savings from supply chain
- **Integration:** Clinical data integration and integration throughout the enterprise
- **Technology:** Use of data analytics

A further study suggested that each healthcare institution could potentially save around \$11 million per year if it transformed its supply chain<sup>6</sup>.

The greatest pressure on today's healthcare organizations is to improve profitability and financial viability. While the focus on revenue has taken top billing for the past several years, hospital leaders have started to turn their attention to cost control and management. As supply costs surpass labor costs, better management of the supply chain process will provide significant opportunities to improve the bottom line.

**Many healthcare organizations, however, note the following obstacles to success:**

- A highly fragmented supply chain.
- A reliance on manual processes.
- Limited resources or full-time employees to perform these processes
- A need for transformational shift.

Spend data analytics can enable your organization to reimagine and transform your supply chain by identifying significant potential savings in a new and innovative way.

## Collaboration between clinicians and supply chain

Supply chain optimization includes the use of technology through spend analytics to streamline processes and uncover hidden cost savings. Additionally, a collaborative effort between clinicians and supply chain leadership helps to realize cost savings.

5 <https://www.hponline.com/sourcing-logistics/article/13001185/2018-healthcare-supply-chain-trendsissues>

6 <https://viehealthcare.com/4-reasons-to-invest-in-your-supply-chain-in-2019/>



To successfully implement change, supply chain leaders must ensure spend analytics data is available to clinicians.

As we explored in our research report on physician cost awareness<sup>7</sup>, clinicians are scientists, data driven and life-long learners. Furthermore, the majority are willing to review clinical variability in order to control costs. For example, changing to reusable supplies or standardizing instruments and preference cards can deliver cost savings, without an adverse effect on patient outcomes.

As our report demonstrates, when physicians are presented with evidence based data analytics, and routinely engaged in cost savings strategies with continued quality outcomes, success is achievable in this area.

An additional area of concern is again highlighted in the area of manual systems.

In 2018, the Association for Healthcare Resources and Materials Management found that realizing cost savings in hospitals is further complicated as over 75% are still reliant on manual inventory management.

7 VIE Healthcare Physician Cost Awareness Research Report, 2019, Sue Farkas <https://viehealthcare.com/physician-cost-awareness/>

Manual systems cannot confirm how long medical devices and supplies have been unused, their frequency of ordering or clinical effectiveness. A reliance on manual systems can also result in overspending.

## Transforming the supply chain

Process improvement measures powered by data analytics have the ability to transform and reimagine the supply chain as follows:

- As we highlighted above, hospital organizations have depended upon manual processes to review invoices for accuracy.
- The need for managing disparate data from multiple sources across a healthcare enterprise must be recognized as a vital role for analytics.
- There is an urgent need to streamline and automate manual processes and utilize new technologies in order to analyze and comprehend complex supplier contracts. *Actual charges must be compared accurately and with confidence against contract pricing.*
- Inefficiencies and human error are eliminated as manual tasks are replaced by the power of technology, resulting in more engaged employees.
- Spend analytics transforms manual tasks and seamlessly exposes hidden errors and off-contract pricing.

It must be emphasized that spend data analytics is not a “quick fix”. There is a need for clean, accurate, accessible cost data in order to realize maximum cost savings.

## Real-time Benefits of “Small Data” Analytics

2019 has seen a shift in emphasis away from “big data” towards “small data” as hospitals work to leverage their existing data to drive margin improvement and deliver better patient care. Spend analytics can help your organization to access that “small data”.

Small data is defined by “*What Is*” as follows:

*“Small data is data in a volume and format that makes it accessible, informative and actionable.”*

That data is available in “usable chunks” and, according to the Small Data Group:

*“...connects people with timely, meaningful insights, organized and packaged – often visually – to be accessible, understandable and actionable for everyday tasks.”*

## Using “small data” with a 3-pronged approach

Carrying out a deep dive into “small data” can identify potential cost saving opportunities. To achieve this, and enable health systems to evaluate the true cost of care, spend must be reviewed on three levels as follows:

- The overall **broad view** - all spending is divided into categories and prioritized.
- The **contractual view** – contract terms are mapped to pricing.
- A systematic **detailed view** – this approach involves a detailed, line item analysis of all spend.

As leaders in cost reduction services, at VIE Healthcare® we operate on the maxim that what can be measured can be improved, working on two key principles:

- **Data accuracy:** It is possible to profit from data analytics by ‘measuring small’ and then expanding your focus.
- **Use “real-time” data:** Don’t rely on data which is 12 months old. To capture the true value of data, narrow your focus to review trends on a monthly basis, in real time.

VIE Healthcare’s spend data analysis is vital to help hospitals achieve the massive potential cost savings we are renowned for in this area with our innovative, automated process, Invoice ROI™ (reconciliation, optimization, intelligence).



**The benefits of Invoice ROI™ include:**

- Spend data analytics enables your hospital to identify major cost savings opportunities, including items with incorrect pricing, or those that are on or off contract.
- Real-time insight helps hospitals rapidly identify invoicing errors. This can help to prevent overspend or inaccurate charges on your invoices without having to renegotiate at a later stage with your vendors.
- Trends must be visible on a monthly basis, rather than your hospital relying on historical data which may be 12 months old in some cases.

*Without spend data analytics, the management of your hospital's finances are likely to be based on outdated information and significant cost savings are missed.*

What can be measured, can be improved. Combining lean principles with cutting edge data analytics and on-site observations can also lead to significant process improvements, enabling hospitals to reduce costs and run lean.



## CONCLUSION

Cost management in the US has reached a crisis point with the shift to value based care and price transparency.

Spend data analytics has the power to transform clinical and business processes in healthcare organizations by eliminating a reliance on manual systems which are prone to error and inaccuracies. Its vital role is in the management and analysis of disparate data gathered from multiple sources to identify critical and hidden cost savings across your organization.

As innovators in this key area, VIE Healthcare® is a leader in the implementation of proven, sustainable cost savings strategies for healthcare organizations across the United States. By embracing the transformative power of spend data analytics your hospital can move with confidence towards price transparency and enhanced patient care and satisfaction.

**Discover the power of spend data analytics and Invoice ROI™.**

***Let VIE Healthcare® complete a diagnostic price to contract check-up for your organization***

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## WHAT OUR CLIENTS SAY ABOUT VIE HEALTHCARE®

“ The experts at VIE Healthcare® provided not only covered every clinical area of the perioperative environment, but also all the critical areas that support their processes. VIE Healthcare’s collaborative approach allowed a real time education opportunity throughout the assessment process. From clinical, financial, supply chain and process experts, you managed to cover all the bases.

**David M. Johnson, VP Operations Improvement, Inspira Health Network**

“ I have worked with VIE Healthcare® on more than one project and found Lisa and her team to be subject matter experts in the perioperative environment. 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.

**Amy Smith, Vice President, Perioperative Services at Robert Wood Johnson University Hospital**

“ We engaged VIE Healthcare® to assist us in evaluating and reducing our purchased services spend, a growing segment of our operating expenses. Their patented methodology to compare actual spend to contract spend, using line-item invoice detail, helped us recover hundreds of thousands of dollars related to inaccurate billing. Further, they’ve been responsible for well over a million dollars in savings by partnering with us to evaluate our rates against market rates for services, ultimately leading to re-negotiated terms with our vendors and I anticipate more to come as we continue our work with VIE Healthcare®. This all happened within the first 6 months of the engagement. I couldn’t be more pleased with their approach and results.

**Christine Pearson | Chief Financial Officer, AnMed Health**

“ We have been overly impressed with VIE Healthcare’s approach to our purchased service agreements. We begin with a retroactive audit of our existing agreements and reconciliation of any discrepancies and overpayments through VIE Healthcare’s Invoice ROI™ Technology. From there VIE Healthcare’s Invoice ROI™ Technology continues to review invoices regularly to help avoid any future discrepancies. VIE Healthcare® has been able to identify hundreds of thousands of dollars in discrepancies. Because they analyze invoices at the line item level, VIE Healthcare® have the ability to quickly take utilization and usage trends to produce RFPs allowing us to re-negotiate new agreements resulting in further cost reductions. This includes consolidating contracts and service providers across multiple hospitals in different regions.

**Luis R. Martinez | VP Supply Chain, Cornerstone Healthcare Group**

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## ABOUT VIE HEALTHCARE® CONSULTING



**SUE FARKAS**

CLINICAL OFFICER, VIE HEALTHCARE®  
CONSULTING

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® is an experienced strategic outsourcing advisor to hundreds of hospitals. We have assisted hospitals and organizations with outsourcing decisions and benchmarking strategies since 1999. We are committed to your priorities.

### **Sue Farkas**

Clinical Officer, VIE Healthcare® Consulting

Sue is passionate about building relationships and providing healthcare providers with customized, proven solutions. She has worked in a variety of settings, including inpatient, skilled

nursing, home care and as the Privacy Officer for a community behavioral health center.

Sue launched her career as a Nuclear Cardiology technologist in the Applied Physics Department of the National Institutes of Health (NIH). During that time, she worked as Research Assistant to Nuclear Cardiology Dr. Stephen Bacharach, Dr. Jeffrey Borer, Dr. Robert Bonow and Dr. Martin Leon, in the development of Nuclear Cardiology imaging techniques.

This experience proved invaluable in her subsequent role as a Clinical Applications specialist for Medtronic/Medical Data systems. She also served as the liaison between R&D and multiple hospital beta sites including Yale, Columbia Presbyterian, Duke and Massachusetts General.

Her marketing experience includes responsibility for a large customer service department before serving as VP of Operations for TAL International Marketing.

Sue holds a BS degree in Health Information Management from Temple University, graduating Summa Cum Laude and receiving the College of Health Professions Academic Excellence Award. She also holds the credentials of RHIA (Registered Health Information Administrator) and CCS (Certified Coding Specialist) from AHIMA (The American Health Information Management Association).

## Lisa T. Miller, MHA

Founder and CEO, VIE Healthcare® Consulting

Lisa Miller launched VIE Healthcare® Consulting in 1999 to provide leading-edge financial and operational consulting for hospitals, healthcare institutions, and all providers of patient care.

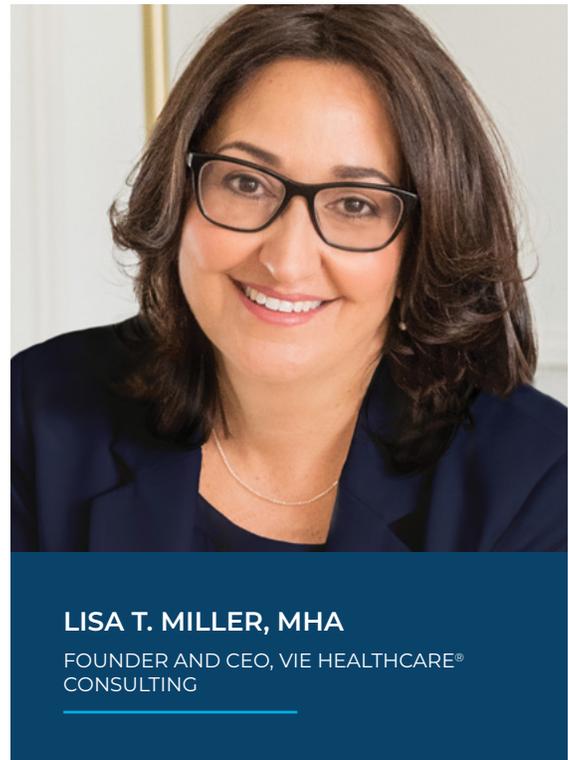
She has become a recognized leader in healthcare operational performance improvement, and with her team has generated more than \$620 million in financial improvements for VIE's healthcare clients.

Lisa is a trusted advisor to hospital leaders on operational strategies within margin improvement, process improvements, technology/telehealth, the patient experience, and growth opportunities. Her innovative projects include VIE Healthcare's EXCITE! Program, a performance improvement workshop that captures employee ideas and translates them into profit improvement initiatives, and Patient Journey Mapping, an effective qualitative approach for visualizing patient experience to achieve clinical, operating, and financial improvements.

Lisa has developed patented technology for healthcare financial improvement within purchased services; in addition to a technology that increases patient satisfaction through front line insights.

Lisa received a BS degree in Business Administration from Eastern University in Pennsylvania and a Masters in Healthcare Administration from Seton Hall University in New Jersey. She is a member of the National Honor Society for Healthcare Administration – Upsilon Phi Delta.

Her book *The Entrepreneurial Hospital* is being published by Taylor & Francis.



**LISA T. MILLER, MHA**

FOUNDER AND CEO, VIE HEALTHCARE®  
CONSULTING

## HOW TO WORK WITH US

VIE Healthcare® delivers dramatic margin improvement strategies and value driven solutions for breakthrough results.

### 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.



## HOW TO WORK WITH US

### VIE HEALTHCARE'S SIMPLE 3 STEP PROCESS

#### STEP 1 —> STEP 2 —> STEP 3

##### Schedule a Call

On your initial consultation call, we will want to learn about your goals and how VIE Healthcare® can support you and your team.

##### We Analyze Your Data

The team at VIE Healthcare® will create a customized solution specifically focused on your hospital's needs and the outcomes you want to achieve.

##### You Achieve Rapid Results

VIE Healthcare® will dedicate expertise and resources that support you and your team to become a high performing hospital.

**Call or email today Lisa Miller** to discuss how VIE Healthcare® can work with you and your team to rapidly reduce costs in your OR: 1-888-484-3332 Ext 501 | [lmiller@viehealthcare.com](mailto:lmiller@viehealthcare.com)

### VIE Healthcare® - The Formula Of Our Success:

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









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