



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



VOLUME 2 EDITION 2

# PATIENT SATISFACTION & YOUR HOSPITAL'S FINANCIAL PERFORMANCE

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

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## 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.*

Technology is changing the way in which we live and work, and the healthcare sector is not immune to this disruptive change. The emerging 'retailization of healthcare' is leading to expectations of a 'purchasing experience' among consumers and the consumer-patient is more discerning, utilizing online and social tools to research a prospective healthcare provider.

Today's emphasis is on high quality, low cost and convenient healthcare. Poor levels of patient satisfaction influence patient choice, their public feedback and subsequently your hospital's HCAHPS scores and revenue.

Drawing on our frontline expertise at VIE Healthcare®, this report explores five key strategies to enhance the patient experience, together with an introduction to an innovative digital transformative tool to begin that process, iSUGEZT.

If hospitals are to respond with agility and transform their financial position, prioritizing patient satisfaction is essential.

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## LETTER FROM THE CEO

The financial performance of many US hospitals continues to face immense pressure. Research suggests that hospitals with negative margins could rise from one quarter to 41% within a decade. (1)

These figures reveal an industry facing crises on multiple fronts and I know from our work at VIE Healthcare® that the pressures are often complex and relentless.

One area that is inextricably linked with your hospital's financial performance is that of patient satisfaction. The 'retailization of healthcare' is a concept that all leaders must recognize. An integral part of this process is the shift in consumer expectations towards a 'purchasing experience' in healthcare, similar to that of the retail sector.

Modern technologies, such as social, mobile and cloud have fueled the acceleration of this process. Expectations around on-demand, mobile-enabled healthcare services are on the rise and the industry is expected to respond.

In an era of digitalization and transparency the onus is on healthcare providers to deliver a seamless patient experience that meets expectations. High performance hospitals are responding and harnessing the power of innovative tools to connect in real-time with their patients. They recognize the potentially transformative impact of this experience on their hospital's financial performance.

As CEO and Founder of VIE Healthcare®, I encourage you to recognize the impact of consumerism and retailization on healthcare and implement effective strategies to reconnect with your patients to enhance patient satisfaction in your hospital.

In this report, I am also delighted to formally announce the launch of the iSUGEZT app from VIE Healthcare®, a digital tool which empowers your patients to connect with hospital leaders to deliver vital feedback in real-time.

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

I look forward to hearing from you.

Sincerely,

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

1 Dan P Ly, David M Cutler; Factors of US Hospitals Associated with Improved Profit Margins: An Observational Study, Journal of General Internal Medicine, July 2018, Volume 33, Issue 7 <https://link.springer.com/article/10.1007/s11606-018-4347-4>

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## INTRODUCTION

The financial performance and revenue of US hospitals is impacted by numerous factors which can be difficult to control. These multiple factors include the demographics of your patient population, case mix/morbidity/mortality, the location of your hospital, reimbursements, cost efficiency, compliance, patient safety, clinical outcomes, your hospital's reputation, market share and the patient experience.

Furthermore, the way in which hospitals are reimbursed has undergone a significant shift since the introduction of the Affordable Care Act in 2010.

Under the Medicare program, hospital reimbursements are received through the Inpatient Prospective Payment System (IPPS). In 2013, however, the Centers for Medicare and Medicaid (CMS) introduced value based performance reimbursement. This payment method incentivized hospitals to reduce costs, while increasing the quality of patient care.

### **The process works as follows:**

- Each inpatient stay is categorized into a Diagnosis Related Group (DRG) based upon the individual patient diagnosis and the services provided. Reimbursement is calculated per an assigned DRG and the hospital's total performance score related to the quality of patient care provided.
- CMS funds the program by reducing the hospital's original DRG payments by 2%, and adjusting payments back based on the total quality performance scores calculated.

### **The total performance score comprises four components:**

- 25% for efficiency/cost.
- 25% for safety.
- 25% for clinical care.
- 25% for the patient's experience.

Healthcare providers can increase their reimbursements by surpassing the benchmark score (which is based on all participating hospital scores) or by improving their score in comparison to the previous year.

The goal of the program is to reimburse hospitals based on the value of care they provide. The fundamental incentive is to reduce the cost of care, provide high quality clinical outcomes, increase patient satisfaction and thereby increase revenue.

Most hospitals are focused on this goal. In 2018, 55% of hospitals received additional reimbursement based on their excellent performance.

## Reimbursement and the impact of the patient experience

The patient experience has a direct impact on a hospital's financial performance. If hospitals are to maintain or improve operating margins, it must be prioritized.

As previously mentioned, the 'retailization of healthcare' is having a significant impact on the definition of the patient experience. As consumerism becomes the norm in healthcare, patient demands and expectations are increasing.

Research shows that *"a positive patient experience is associated with increased profitability and a negative patient experience is even more strongly associated with decreased profitability."*(2)

In an attempt to create the optimal patient experience, many healthcare providers have embarked on multiple strategies to increase patient satisfaction.

This report highlights some of those key strategies and introduces an innovative tool with the capability to harness essential and powerful insights into your patient needs. These insights equip hospitals to develop a new avenue for leadership to enhance the patient experience and respond to a new era in healthcare where hospitals must learn to adapt in order to enhance profitability across their organization.

Drawing on our expertise at VIE Healthcare®, the next section of this report outlines five clear strategies to increase patient satisfaction and deliver an enhanced patient experience.

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## HCAHPS SCORES

As noted previously, 25% of a hospital's performance score is based on the patient experience, ie, patient satisfaction. At present, this is measured through a post discharge survey instrument, known as the HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems).

This standardized survey introduced in 2006 measures patients' perspective of hospital care and:

*"... created a national standard for collecting and public reporting information that enables valid comparisons to be made across all hospitals to support consumer choice. The HCAHPS sampling protocol is designed to capture uniform information on hospital care from the patient's perspective" (3).*

2 Jason P. Richter, David Muhlestein; Patient Experience and hospital profitability: Is there a link? ; Health Care Manage Rev, 2017, 42(3), 247-257; DOI: 10.1097/HMR.0000000000000105.

3 The HCAHPS Survey: FAQs <https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/HospitalQualityInits/Downloads/HospitalHCAHPSFactSheet201007.pdf>

The form asks specific questions relating to areas including:

- Communication with doctors and nurses.
- Responsiveness of hospital staff.
- Communication regarding medicine and discharge.
- Cleanliness, hygiene and the quietness of the environment.
- Overall rating of a hospital.
- The likelihood of the patient to recommend the facility.

Hospitals with high ratings and improved scores perform well in this section which has a direct impact on their reimbursement.

Healthcare providers strive to increase their HCAHPS /patient satisfaction scores, however there are two issues with the insight and feedback provided by this survey:

**Low completion rates:** While scores may correlate with the patient experience, at present the completion rate for surveys stands at approximately 26%.

**Inflexibility of questions:** The surveys consist of a set of pre-determined questions distributed post discharge and patients may not remember details of their hospital experience.

Hospitals may find it more useful to gain invaluable insight prior to patient discharge, ie, while your patients and their families are still on site in your hospital.

Communication is the basis of good relationships. To enhance this, capturing details of positive experiences in a narrative format directly from the patient and their family members would help to build those relationships. Furthermore, a platform for hospital leadership to access those narratives or suggestions in real-time and simultaneously address concerns may influence post-discharge HCAHPS evaluations.

**Does an innovative tool exist to proactively provide a hospital with valuable patient insight prior to discharge?**

**Is there a method to obtain unguided voluntary patient and family feedback in an unstructured format?**





In the following sections we explore five strategies to improve patient satisfaction:

### **Strategy A: Best practices, efficiency and reputation**

High performance hospitals utilize standard practices and protocols to increase efficiency. This strategy increases the quality of both clinical and financial outcomes.

By standardizing clinical protocols using evidence based criteria, quality outcomes are maximized.

Patients select their healthcare provider based on their reputation and success stories. Their priority is to feel safe and being able to trust in a hospital's ability to correctly diagnose and effectively treat their illness. They need to have confidence in the quality of care they receive. As a consumerism transitions into healthcare, patient expectations are rising.

Healthcare providers are often chosen based on their reputation. In a digital era, over 75% of patients research information relating to their health and potential provider, online.

Furthermore, patients judge a hospital not only on clinical quality, but also by their experience through their hospital stay. In order to achieve efficiency in scheduling, billing, and customer service, a hospital must create standard business processes, and find ways to make the journey as easy as possible for the patient.

*“Operational inefficiency negatively influences patient satisfaction.”<sup>(4)</sup>*

4 Dong-Gil Ko, Feng Mai, Zhe Shan, Dawei Zhang; Operational efficiency and patient-centered health care: A view from online physician reviews; J Oper Manage, 2019;65:353-379.DOI: 10.1002/joom.1028



## **The patient journey**

That journey begins with the initial call to arrange a consultation or their first encounter with the admissions staff representative. During that journey, patients encounter multiple processes, and numerous staff, including different doctors and nurses. It is an extremely stressful situation for patients, who may be overwhelmed with a multitude of emotions, including anxiety, vulnerability and fear. In addition, they may be worried about the outcome of their diagnosis or treatment and their ability to pay for their care.

The role of a healthcare provider is to treat the health condition of their patients, in a comfortable and reassuring environment. In the age of consumerism, expectations are high around quality, patient-centered care.

That care must be both consistent and efficient and delivered with both compassion and kindness.

Hospital reputations are built on two components: clinical care and efficient processes. In the face of increasing scrutiny from patients and their families, the focus must be on increased patient satisfaction and retention. With increasing competition and a shift towards outpatient services, this focus is now essential.

The decline in inpatient census and move toward outpatient services, together with increased competition among providers places increasing emphasis on the importance of a good reputation and high levels of patient satisfaction.

**Is there an innovative tool that would proactively provide a hospital with valuable patient insight prior to discharge?**

**Is there a method by which to boost a hospitals' reputation by treating a patient and their family with respect, asking for their suggestions, and responding to their concerns while they are happening?**

**Is there a way to protect the hospital's reputation and thwart any negative reviews on social media?**

## **Strategy B: Continuous process improvement**

We have already considered how positive patient satisfaction scores are essential to your hospital's reimbursement. The ongoing review of hospital processes to ensure the provision of quality care will help to enhance those scores and increase revenue.

Patients utilize online platforms to deliver their verdicts on their experience of care and research physicians and hospitals prior to selecting their healthcare provider. The reviews they encounter have a major impact on their choice. Most feedback contains both positive or negative stories.

If a health system could proactively understand the areas requiring improvement, then it follows they could proactively respond to those issues and prevent negative feedback. To achieve this, hospitals need to examine the patient journey through the eyes of the patient and their families in real-time.

Giving your patients a voice helps to obtain valuable insights, both positive and negative. Obtaining this feedback while your patients are still onsite at your hospital offers hospital executives the opportunity to transform the patient experience. The simple act of offering a platform to facilitate this enhances that experience.

If patients and families believe they have a voice and see hospitals leaders addressing their concerns, the likelihood of a positive review is increased.

**Is there an innovative tool to proactively provide a hospital with valuable patient insight prior to discharge?**

**Is there an untapped, real time resource that can provide data to hospital leadership highlighting a positive experience and alerting management when a process is not working?**

**Is there an innovative platform to prove to your patients and their families that their voices matter?**

### **Strategy C: Listen to your patients and their families**

By hearing their stories and narratives, healthcare organizations can uncover a radically different perspective and transform patient loyalty.

In an Armstrong Institute/Johns Hopkins Blog post, Peter Pronovost (5) shares the views of one of his patients regarding feedback:

*“Health care professionals need to be attuned to the subtle things that can color a patient’s experience, as well as the fact that all hospital staff members are part of that experience...”*

*“...While hospitals focus on national patient experience surveys, what matters to him is whether we do something with the feedback that patients provide. That is a major way to demonstrate a commitment to partnering with patients”*

5 Peter Pronovost; The Patient Wish List; The Armstrong Institute Blog/Johns Hopkins  
<https://armstronginstitute.blogs.hopkinsmedicine.org/2015/10/20/the-patient-wish-list/>

To provide a true patient centered care environment, each staff member must understand the role they play. Hospital leadership must find a way to allow the patient to be “heard” and perhaps most importantly, see evidence that their recommendations, requests and observations are followed up by action.

*“Never overpromise, over deliver instead” (6)*

**Is there an innovative tool that would proactively provide a hospital with valuable patient insight prior to discharge?**

**Is there an untapped, real time resource that leadership can utilize to prove to the patients and their families that their voice matters?**

### **Strategy D: Happy patients, happy employees**

Patient satisfaction is a priority for every hospital.

Physicians, nurses, and other healthcare staff enter the field of medicine to make a difference in patient’s lives. Compassion and empathy are inherent to the healthcare employee. They want to help their patients and feel that their efforts are appreciated and successful.

The role of technology is also critical in this area.

Technology is disrupting healthcare and increasing demand for skilled employees. According to the US Bureau of Labor Statistics:

*“Employment of healthcare occupations is projected to grow 14 percent from 2018 to 2028, much faster than the average for all occupations, adding about 1.9 million new jobs. Healthcare occupations are projected to add more jobs than any of the other occupational groups. This projected growth is mainly due to an aging population, leading to greater demand for healthcare services.” (7)*

The retention of qualified, talented healthcare employees is expected to be a challenge for hospital leaders who must implement robust engagement strategies. These include:

- Establishing a system to acknowledge employee efforts and celebrate their actions.
- Creating a climate of trust, continuing education, career development and teamwork.

Positive interactions between team members also influence the evaluation of care by your patients.

6 Scheiner, G., & Weiner, S. (2019). Why Invest in Patient Retention? AADE in Practice, 7(2), 8–11.  
<https://doi.org/10.1177/2325160318824327>

7 US Bureau of Labor Statistics/ Occupational Outlook Handbook <https://www.bls.gov/ooh/healthcare/home.htm>



A recent study linked the provider “civility climate, civility toward patients and patient experience outcomes” (8)

*“...If nurses experience a positive work climate, they are more likely to pass on this positive relationship experience and treat patients with courtesy and respect. As such, a civility climate contributes to improve patients’ experience of care, which constitutes a key success factor in the increasingly competitive hospital market.”*

When healthcare staff feel appreciated and are recognized for their commitment to enhancing the patient experience, the result is not only happy patients, but happy and more engaged employees – and increased levels of talent retention.

**Is there an innovative tool that would proactively provide a hospital with valuable patient insight prior to discharge?**

**Is there a method that would show hospital staff how much their efforts mean to the patient?**

**Is there a training tool that could highlight staff accomplishments and increase employee satisfaction, along with patient satisfaction?**

### **Strategy E: Sharing positive patient stories**

The patient narrative is a powerful tool which can be utilized by hospital leadership to enhance their reputation and build loyalty.

8 David Entwistle , “What I learned about hospitals as a trauma patient”; Stanford Medicine Scope Blog, November 8, 2019  
<https://scopeblog.stanford.edu/author/dentwistle/>

Healthcare organizations urgently need to identify new ways of harnessing and listening to those stories and share them with their communities.

In many cases, after being patients themselves, hospital executives can gain a new appreciation for the patient experience and the importance of those small gestures which can make a significant difference when patients are fearful, in pain or facing an uncertain future.

David Entwistle, President and CEO of Stanford Health Care, depicts a harrowing tale of a CEO turned patient on his blog.

While competing in a triathlon in 2009, David Entwistle, (at that time, the CEO of the University of Utah Hospital), was involved in a serious crash when he flipped over the handlebars of his bicycle. He was transported by helicopter to the University of Utah Hospital trauma center with a brain injury. During his time in intensive care he experienced healthcare from the patient's perspective. His insightful blog describes how it felt to be completely dependent on others for his care.

*“As a patient, I learned that small gestures can make a difference. I also learned the power of empathy-how you can help someone immensely by simply being present and attuned to their needs.”<sup>(9)</sup>*

This widely shared patient experience makes compelling reading for the healthcare sector, representing just one of the millions of patient stories to be shared.

Providing a platform to capture patient stories, would empower hospitals to share their successes with prospective patients, employees and the wider community.

Such narratives boost morale, enhance trust, and demonstrate specific and relatable instances of excellent care, compassion and service above the norm.

Such stories have the power to strengthen the hospital's reputation, enhance patient satisfaction and increase referrals.

**Is there an innovative tool that would proactively provide a hospital with valuable patient insight prior to discharge?**

**Is there a way to capture patient stories as they happen, to emphasize the valuable patient-provider relationship?**

**Is there a way to expand brand reputation, increase patient satisfaction, retention, and market share?**

9 Eva-Maria Oppel, David C. Mohr; “Paying it forward”: The link between providers' civility climate, civility toward patients and patient experience outcomes; Health Care Manage Rev, 2018, 00(0), 00-00. DOI: 10.1097/HMR0000000000000209



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## CONCLUSION:

### Innovation in the Patient Experience

As our report demonstrates, a clear link exists between patient satisfaction and the financial performance of your hospital.

Factors including high HCAHPS scores, a positive online reputation, increased patient retention and referrals, employee engagement, and the delivery of quality care which is centered on the patient experience all contribute to an increased and healthy revenue stream for your hospital.

In a rapidly evolving, disruptive environment, innovation is the key to successfully realizing these goals and hospitals are constantly seeking new ways in which to innovate. Hospital executives demonstrate genuine care for their community and patients and are entrusted by them to deliver that care, while operating a financially viable organization.

A June 2018 Medpac report to Congress states the following:

*“When patients have a better experience, they are more likely to adhere to treatments, return for follow-up appointments, and engage with the health care system by seeking appropriate care... High quality hospitals and physicians appear to focus not only on technical excellence, but also on how patients perceive their care.”(10)*



10 Medpac report to Congress –June 2018- [http://medpac.gov/docs/default-source/reports/jun18\\_medpacreporttocongress\\_sec.pdf](http://medpac.gov/docs/default-source/reports/jun18_medpacreporttocongress_sec.pdf)



There is much more at stake than basic “customer satisfaction” principles here.

The good health and recovery of patients are both linked to their perception of the care they receive. Trust in their physicians, confidence in their choice of healthcare provider and a positive patient experience empowers them to become partners in that care. This partnership becomes the link between patient satisfaction, patient retention, patient referrals, positive online reviews, and ultimately, a rise in HCAHPS scores – and increased revenue.

*That increased revenue is dependent upon the goodwill established and consolidated between the healthcare provider and the patient.*

With a track record in innovation, VIE Healthcare® has developed an exclusive tool for healthcare systems to provide a platform for the patient voice.

The iSUGEZT app is provided to patients and their families on admission and *offers a confidential platform* for their voice to be heard throughout every point of the patient journey.



iSUGEZT empowers patients to:

- Praise a staff member's exceptional care, kindness and compassion.
- Share an idea to improve a hospital process to enhance the patient experience.
- Provide real-time feedback to hospital leadership.
- Report challenges they may encounter during their time at your hospital.

Feedback can be provided in a narrative format while they are still onsite at your hospital, enabling hospital leaders to resolve any concerns in a timely manner and, critically, prior to discharge.

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## INNOVATION AND TRANSFORMATION IN THE PATIENT EXPERIENCE

**Innovation from iSUGEZT transforms your patient experience and enables your hospital to:**

- Build loyalty and trust across all patient/provider relationships.
- Demonstrate empathy, compassion and a willingness to listen and learn.
- Increase patient retention and referrals.
- Strengthen hospital reputation and community engagement.
- Increase HCAHPS scores, thereby increasing reimbursement.
- Identify areas of process improvement, leading to increased efficiency, and cost improvements.
- Increase employee satisfaction and reduce levels of staff attrition.
- Gain hidden insights from the patient/family perspective.
- Provide marketing content. Patient stories can be shared on hospital websites, subject to patient permission.

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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 in excess of \$674 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.

### 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.



## 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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