Creating a **positive margin** in an uncertain and changing health economy

Improving financial performance and operating margin remains a top issue

**Cost issues**
- Increased demand
- Infrastructure upgrades
- Therapeutic advances
- Technology
- Labor

**Reimbursement issues**
- Decreased funding
- Shift from volume to value

**Health care stakeholders trying to reach a cost balance**

![Therapeutic advances](image)

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**What are health care providers doing about it?**

- Consolidation/M&A
- Alliances/partnerships
- Networks (care & operational)
- Joint ventures
- Vertical integration
- Alternative care settings
- Staffing models
- Cost reduction & efficiency improvement
- New revenue sources & businesses (IP, medical tourism)

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