

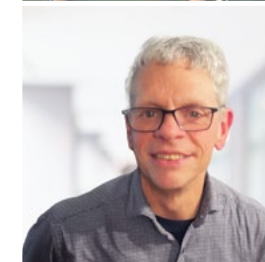
IMPACT SUM-UP

Turning data into better healthcare

#2025 #UK



LOGEX
Healthcare Analytics



CONTENTS

|02|

7 In Focus – UK

8 Finance at the Wheel

9 Customer Story - Portsmouth Hospitals University and Isle of Wight

|04|

11 In Focus – The Netherlands

LOGEX Financial Analytics Explained

Less is More: How Less Care Leads to More Appropriate Care

|06|

13 Real-World Evidence

Closing Evidence Gaps in Healthcare: The Role of Real-World Data and Observatories

Customer Story – AstraZeneca

|01|

2 Contents

3 Welcome from Philipp Jan Flach

4 In Numbers: Understanding Europe's Healthcare Landscape

|03|

10 In Focus – Germany

Harnessing Data to Shape Germany's Healthcare Transformation

Customer Story - Klinikum Bayreuth

|05|

12 In Focus – Sweden

Data-Driven Insights Create More Efficient Healthcare

Customer Story - Region Värmland

|07|

14 Future

15 Turning Feedback into Better Healthcare

16 A Peek Into LOGEX's Approach to Innovation

17 LOGEX Income UK

|08|

18 A Day at LOGEX

|09|

20 In Conclusion

A portrait of Philipp Jan Flach, a middle-aged man with grey hair and glasses, wearing a dark blue blazer over a light blue button-down shirt and dark jeans. He is standing in front of a large window with a black frame, looking directly at the camera with a slight smile.

Welcome from Philipp Jan Flach

Future-proofing healthcare with data

If there is one certainty in European healthcare, it is that the challenges ahead will not get easier. Rising demand, increasingly complex patient cases, and persistent workforce shortages are stretching systems to their limits. At the same time, financial pressures and regulatory reforms demand that providers do more with less.

Simply spending more will not solve these problems. We see this in countries with the highest per capita expenditure, where waiting times and staff shortages remain. The real question is: how do we make healthcare sustainable without compromising quality or access?

The answer lies in data. Data brings clarity to complexity. It helps us understand where resources are used, where inefficiencies hide, and where improvements can deliver the greatest impact. It enables hospitals to plan strategically, benchmark performance, and make decisions based on facts rather than assumptions.

At LOGEX, we believe future-proofing

healthcare means equipping providers with the insights they need to navigate uncertainty.

As you read through this Sum-Up, I hope you see what we see every day: the power of data to transform challenges into opportunities. At LOGEX, we are committed to supporting this transformation, helping healthcare deliver high-quality care sustainably, for every patient, now and in the future.

A stylized, handwritten signature in black ink, consisting of a large 'P' followed by a series of loops and a final 'F'.

Philipp Jan Flach, CEO

In Numbers: Understanding Europe's Healthcare Landscape


€1.648 Billion
For EU health expenditure in 2022

Note 4

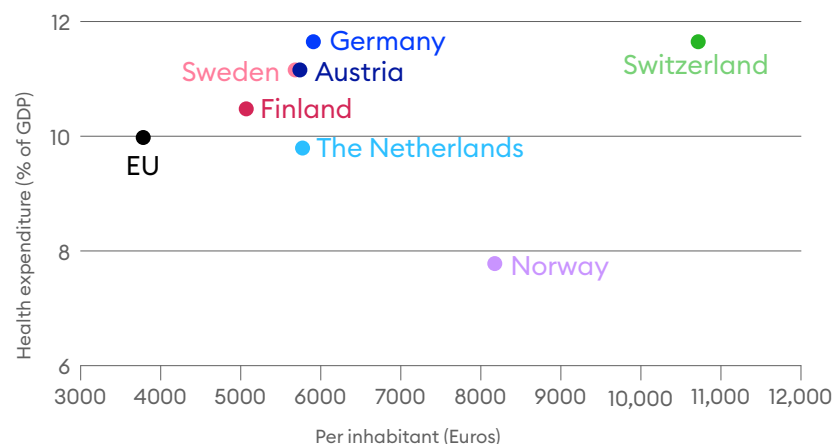


Figure 1
Note 1

% EU countries reporting shortages in 2022

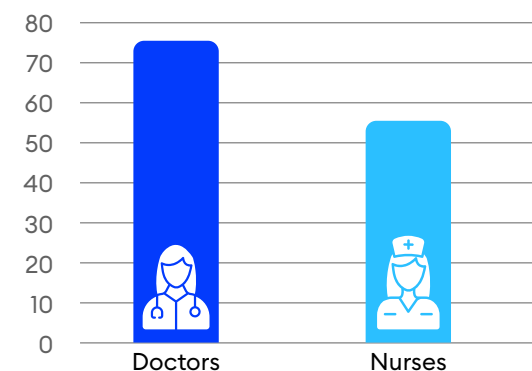


Figure 2
Note 2

Healthcare ranks among the largest government expenditures in the EU, totaling approximately €1.648 billion in 2022, with countries like Germany allocating nearly 12% of their GDP to health, while the highest per-capita spending is seen in Norway and Switzerland (Figure 1). Despite this significant financial commitment, many European health systems face severe workforce shortages. In 2022,

75% of countries reported a lack of doctors and 55% a shortage of nurses (Figure 2), resulting in an overall gap of about 1.2 million healthcare professionals. This stark contrast between high spending and persistent staffing deficits underscores the complexity of ensuring accessible, high-quality care across Europe.

1.2 Million
healthcare workforce shortage in 2022

Note 3

¹ Eurostat. (2022). Health care expenditure by financing scheme [Dataset]. In Publications Office of the European Union. https://doi.org/10.2908/hlth_sha11_hf

² Oecd, & Commission, E. (2024). Health at a Glance: Europe 2024. In Health at a glance. Europe. <https://doi.org/10.1787/b3704e14-en>

³ World Health Organization. Global health and care workforce: current status and future trends. Geneva: WHO; 2023.

⁴ Eurostat. (2022b). Health care expenditure by financing scheme [Dataset]. In Publications Office of the European Union. https://doi.org/10.2908/hlth_sha11_hf

In Numbers: Understanding Europe's Healthcare Landscape

5-10%
of ER visits are **not**
urgent care in the UK

Note 8

Despite substantial resources, European healthcare systems face persistent access issues.

Even though healthcare expenditure per capita is highest in Germany and hospital bed availability is greater (Figure 3), waiting times for care remain significant (Figure 4). For instance, the UK and Sweden report some of the longest waiting times for non-

emergency surgeries, with 62 and 50 days respectively.

Another issue we see in care across Europe is the level of variety in treatment. As an illustration of this we take a look at the duration of hospitals stays. Germany and the UK have the longest average hospital stay of respectively 8.8 and 8.5 days whereas in the Netherlands, this is only 4.5 days (Figure 5).

Hospitals beds per 100,000 inhabitants

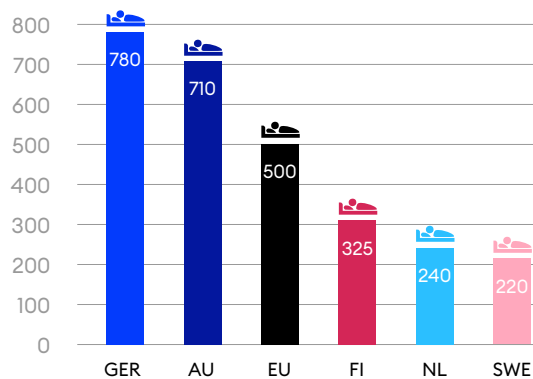


Figure 3
Note 5

Average waiting time for non-emergency surgery in 2023

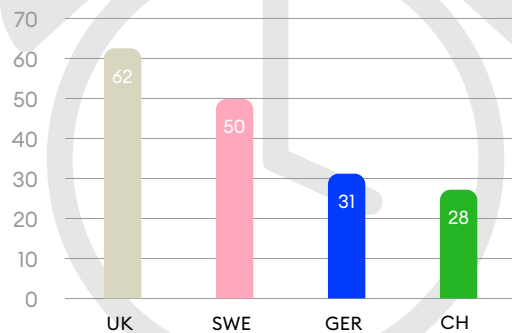


Figure 4
Note 6

Length of stay in days

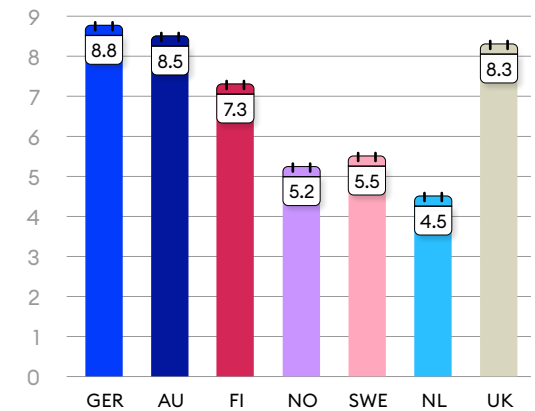


Figure 5
Note 7 - 7a

⁵ Eurostat. (2024). Hospital beds by function and type of care [Dataset]. In Publications Office of the European Union. https://doi.org/10.2908/hlth_rs_bds1

⁶ Fleck, A. (2024, 17 september). Healthcare: How Long Do Patients Have To Wait? Statista Daily Data. <https://www.statista.com/chart/33079/average-waiting-times-for-a-doctors-appointment/?srsltid=AfmBOoo2m8gqlcl6X75Milspv5ekKsYLol4ggQwaW6bSUvAIKervjD2z>

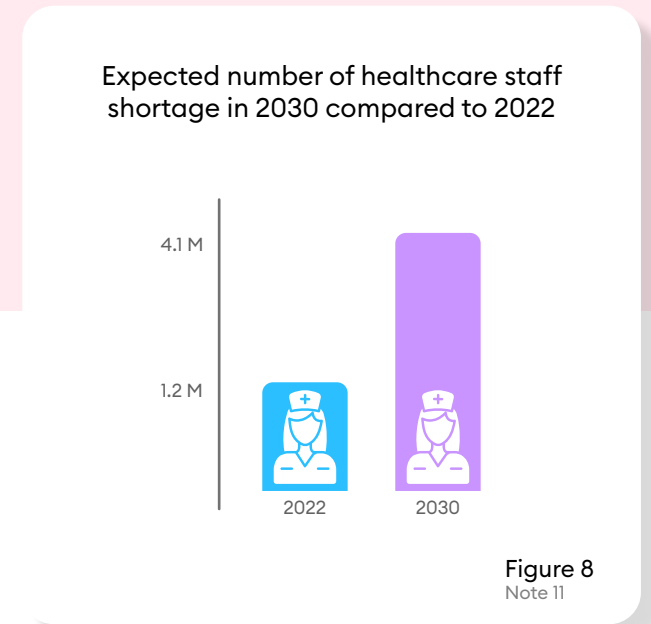
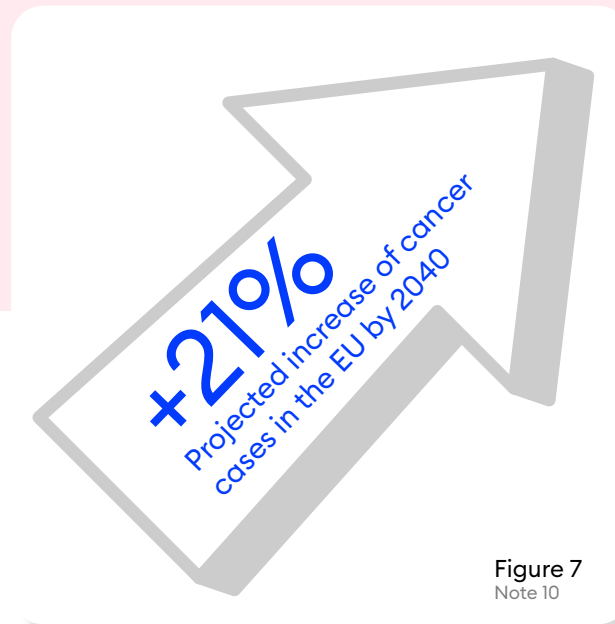
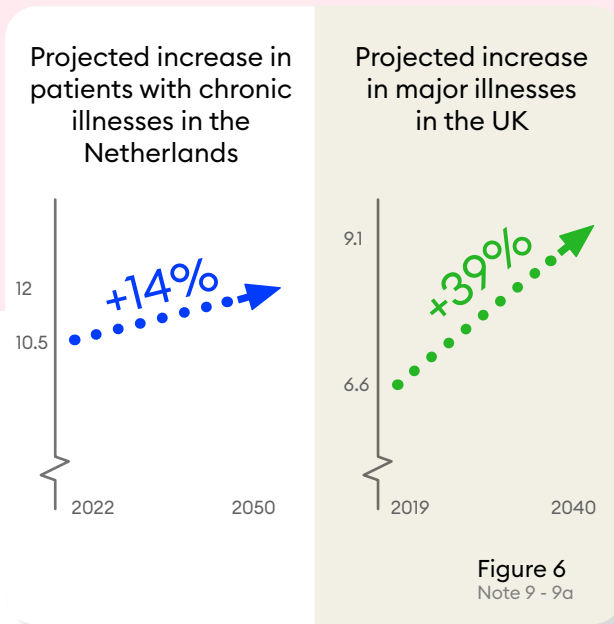
⁷ Eurostat. (2022b). In-patient average length of stay (days) [Dataset]. In Publications Office of the European Union. https://doi.org/10.2908/hlth_co_inpst

^{7a} Longer hospital stays and fewer admissions. (n.d.). The Health Foundation. <https://www.health.org.uk/reports-and-analysis/briefings/longer-hospital-stays-and-fewer-admissions>

⁸ Doctorsa. (2025, 23 mei). Healthcare Wait Times by Country: Global Comparison. Doctorsa.

<https://doctorsa.com/stories/er-waiting-times/#::-:text=The%20UK's%20National%20Health%20Service,home%20or%20to%20outpatient%20facilities.>

In Numbers: Understanding Europe's Healthcare Landscape



Healthcare systems across Europe face mounting pressure as patient numbers surge. As shown in Figure 6, chronic illness is projected to rise sharply, with the Netherlands expecting 12 million people affected by 2050 and the UK anticipating a 39% increase in major illnesses by 2040. Cancer cases in the EU are also forecast to grow by 21% by 2040 (Figure 7). At the same time, workforce

shortages are set to worsen dramatically, climbing from 1.2 million in 2022 to 4.1 million by 2030 (Figure 8). These trends underline the urgency for healthcare institutions to be well-equipped and efficient. Addressing these challenges will require more than increased spending alone, as seen in countries like Germany that invest heavily yet still grapple with systemic challenges.

Based on these numbers, it's clear that healthcare systems across Europe will need to deliver care to more patients while managing limited human and financial resources. Improving productivity and efficiency with the resources available will be essential. The key lies in making better use of data.

⁹ <https://www.rivm.nl/nieuws/in-2050-verdubbeling-aantal-mensen-met-dementie-en-artrose>

^{9a} The Health Foundation. (n.d.). 2.5 million more people in England projected to be living with major illness by 2040. <https://www.health.org.uk/press-office/press-releases/25-million-more-people-in-england-projected-to-be-living-with-major>

¹⁰ European Cancer Information System: 21% increase in new cancer cases by 2040. (2022, March 16). The Joint Research Centre: EU Science Hub. https://joint-research-centre.ec.europa.eu/jrc-news-and-updates/european-cancer-information-system-21-increase-new-cancer-cases-2040-2022-03-16_en

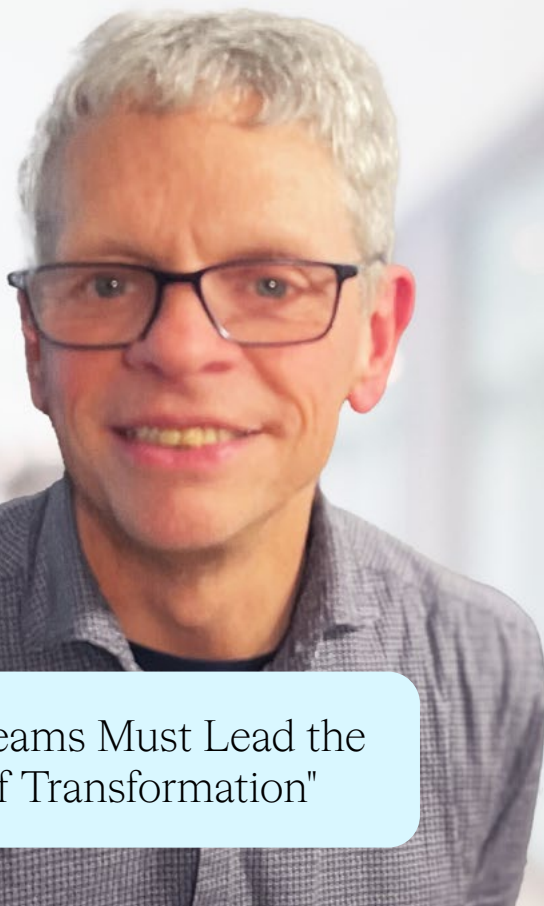
¹¹ Healthcare sector: addressing labour shortages and working conditions | News | European Parliament. (2025, February 10). <https://www.europarl.europa.eu/news/en/agenda/briefing/2025-02-10/14/healthcare-sector-addressing-labour-shortages-and-working-conditions>



In Focus - UK

The UK has long been home to one of the world's most recognised public health systems: the National Health Service (NHS). For decades, it has stood as a symbol of universal care. Today, however, the NHS faces mounting challenges, from financial pressures to growing demands for transparency and accountability.

To address these issues, the NHS has outlined a 10-year plan focused on modernising services, improving efficiency, and ensuring long-term sustainability. Alongside this, new approaches to financial management and reporting are being introduced to strengthen governance and optimise resource allocation. This is a moment for the NHS to rethink its approach and drive meaningful change.



"NHS Budgeting Teams Must Lead the Way in a Decade of Transformation"

Finance at the Wheel:

A Conversation with Mark Speller on the NHS 10-Year Plan

The NHS has set out a bold vision for the next decade: shifting care from hospitals to communities, embracing digital transformation, and focusing on prevention rather than treatment. These changes promise better outcomes for patients, but they also place new demands on finance departments. To explore what this means in practice, we spoke with LOGEX's Mark Speller, who has worked across all areas of NHS Finance and now supports Trusts throughout the financial year.

Mark, what does the NHS 10-Year Plan mean for finance teams?

Well, I feel we should see this as more than a policy update: it's a challenge. Finance leaders are being asked to move beyond short-term targets and take on a strategic role in shaping a new model of care that is proactive, personalised, and digitally enabled. That means rethinking how resources are allocated and monitored. Traditional incremental budgeting won't cut it. Teams will need to adopt scenario modelling across a long-term timeframe, factoring in changes to activity, workforce, and income.

What makes this shift so challenging?

The move to neighbourhood health services will take years and involves complex changes. Finance leaders need integrated tools to model assumptions, control variables, and produce outputs without relying on fragmented spreadsheets. Without good planning, the NHS risks becoming a reactive service with growing waiting lists and declining outcomes.

What can the NHS learn from countries that have already gone through similar transformations?

We've been closely involved in similar shifts before. For example, in Sweden, where health and social care moved toward more integrated, community-based models. Working alongside those organisations, we saw firsthand how challenging it was to plan effectively when information was scattered across departments. The key takeaway? Success depends on reliable data and strong collaboration. That's a big ask, but with the right tools and know-how, it becomes achievable.

What is your advice for finance leaders?

Embrace the challenge. Invest in tools and relationships that support integrated planning. Build strong connections across functions. And above all, don't see budgeting as a constraint - see it as a catalyst for better care.



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Customer story

Empowering the Portsmouth Hospitals University and Isle of Wight NHS Trusts Through Integrated Costing



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About the Project

Portsmouth Hospitals University NHS Trust (PHU) and the Isle of Wight NHS Trust (IWT) initiated the integration of their costing teams after the January 2023 announcement of their strategic partnership and shared leadership model. Both organisations recognised the need for consistent, high-quality costing data to support financial planning, business cases and clinical decision-making. While both trusts were already using LOGEX Costing, they were at different stages of their costing maturity, and engagement with costing data varied significantly. PHU had moderate involvement, while IWT's was minimal.

The challenge

The integration faced several hurdles:

- **Technical barriers:** Despite using the same costing system, the trusts operated on separate servers, preventing shared access to data. This limited collaboration and delayed plans for a unified team structure.
- **Process misalignment:** Each trust had different costing processes and reporting formats, creating inconsistencies in outputs.

- **Low engagement:** Historically, costing data was underutilised in decision-making, particularly at Isle of Wight, where the costing team did not sit within finance.
- **Resource constraints:** Moving from quarterly to monthly models was challenging due to data readiness issues, slowing progress towards real-time insights.

Our solution

- **Standardised reporting:** Both trusts aligned their costing processes and outputs, ensuring consistent formats across sites. This was a major success in the first year.
- **Enhanced visibility:** The organisation exported the LOGEX Costing outputs into the tool they were using for Business Intelligence, Power BI. From there, the team was able to set up user-friendly dashboards enabling self-service access for finance and operational colleagues. Thanks to this, it was much easier to understand the data and to have confidence in them.
- **Clinical engagement:** The innovative introduction of a Clinical Director for Finance and a

Deputy Clinical Director fostered clinician involvement. Costing data is actively used in the identification of CIPs and now informs departmental reviews, such as respiratory benchmarking and renal transplant service growth plans.

- **Continuous improvement:** LOGEX Costing's transparency of cost calculation and improved export capabilities strengthened trust in the system, both within and outside of finance. Collaboration with the allocated LOGEX consultant ensures the needs of the Trust are heard and taken on board in ongoing enhancements to the tool.

Future Vision

Portsmouth Hospitals University and Isle of Wight NHS Trusts aim to make costing data an integral part of everyday financial and operational conversations, rather than a secondary consideration to budgets. The goal is to provide timely, consistent, and actionable insights that support strategic planning and service development.

A key ambition is to streamline Business Intelligence reporting, which will be facilitated by further LOGEX developments, reducing manual processes and accelerating access to information. By continuing to collaborate with LOGEX on system enhancements and export improvements, the Trusts hope to strengthen engagement across clinical and finance teams, ensuring data-driven decisions that improve efficiency and patient care.

In Focus - Germany

Germany stands at a turning point in healthcare. As one of Europe's most populous and influential nations, it has long been seen as a pillar of strength. Yet, its healthcare system is undergoing a profound transformation, especially following the COVID-19 pandemic, which revealed critical gaps that can no longer be ignored.

In response, 2025 marked the launch of a major hospital reform by the federal government; the Krankenhausversorgungsverbesserungsgesetz, or KHVVG. This reform introduces service groups, portfolio restructuring, and new financing rules. All designed to steer the system toward greater sustainability. These changes indicate not just a policy shift, but a redefinition of how care is delivered in Germany for the years to come.

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Harnessing Data to
Shape Germany's
Healthcare
Transformation



Customer Story –
How Klinikum Bayreuth Is
Making Operating Theatre
Management More
Efficient with OPTTEAMIZER

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for more
information:



LOGEX Financial
Analytics Explained



Less is More: How Less
Care Leads to More
Appropriate Care



In Focus - The Netherlands

Despite being a much smaller country than the UK and Germany, the Netherlands faces similar challenges in its healthcare system, including staff shortages, financial pressures, and the need for greater efficiency.

At the centre of this transformation is the principle of appropriate care: a patient-centred approach that ensures the right care is provided at the right place and time. The goal is clear: avoid unnecessary and ineffective treatments and care activities, while improving outcomes and usage of resources and capacity. This concept is supported by the national Framework for Appropriate Care, which guides hospitals in redesigning services, optimising collaboration, and prioritising value over volume.

The coming years will be decisive as Dutch healthcare works to embed these principles and create a system that is both efficient and future-proof.

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Data-driven Insights
Create More Efficient
Healthcare



Customer Story –
Mobile Community Health
Teams Optimising Care in
Region Värmland

In Focus - Sweden

The Swedish healthcare system is decentralised across twenty-one regions, allowing local adaptation while maintaining national standards. Built on a tax-funded model, it guarantees access to care for everyone, regardless of financial circumstances. Another key feature of the Swedish healthcare system is that its hospitals and care facilities are among the most modern in Europe. However, modernisation alone does not eliminate the challenges.

With one of the highest life expectancies in Europe, Sweden faces the growing demands of an ageing population. These pressures, combined with persistent staff shortages and long waiting times, continue to strain the system. To remain strong and sustainable in the years ahead, changes will be needed to improve efficiency and make the best use of resources.

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information:



Closing Evidence Gap in
Healthcare: The role of
Real-World Data and
Observatories



Customer Story –

AstraZeneca: Leveraging
Real-World Data to Close
Evidence Gaps in Clinical
Practice

Real-World Evidence: Supporting the Future of Patient Care

Real-World Data (RWD) is data generated during routine care. Analysing it creates Real-World Evidence (RWE): insights into how treatments and care pathways perform in everyday practice. RWE helps identify patterns in outcomes and resource use, supporting better decisions. Unlike randomised controlled trials (RCTs), which focus on selected populations, RWE offers longitudinal, actionable insights from real-life settings.

Yet even with the right expertise, creating RWE remains complex, particularly in Europe, where the healthcare landscape is highly fragmented. Access to RWD is limited, and the data that is available is rarely harmonised across countries. On top of that, data quality can vary significantly.

Solutions exist to harmonise processes and help care providers, policymakers and researchers make data-driven decisions. While adoption is still limited, these tools offer a real opportunity to transform healthcare and create a system that is data-driven and designed to unlock better treatment pathways for the future.

Understanding the Need: Creating the Right Tooling for Future-proofing Healthcare



Turning Feedback into Better Healthcare



Click here for more information

Offering solutions that help healthcare providers make data-driven decisions is a good start toward improving care. But situations evolve, challenges change, and what worked last year might not solve today's issues. Keeping our offerings relevant is crucial. One-way LOGEX achieves this by proactively engaging with the organisations we work with. To learn more, we spoke with Hilde Aune Skretting, who leads the Services, Support and Success teams. She explained how LOGEX turns feedback into scalable solutions, and why collaboration is key to better care.



**Jörg Zirklewski,
Product Manager
at LOGEX talks
about how this
was recently put
to practice:**

For our German customers, LOGEX actively addressed hospital challenges through a dedicated workshop. This session gave hospitals the space to share their struggles while our experts provided practical solutions. This was more than just a conversation, as it sparked action: LOGEX product team is now developing a requirements specification based on the workshop outcomes, ensuring our solutions evolve with our customers' needs.

So, Hilde, can you explain how LOGEX gathers and responds to feedback?

We have regular touchpoints with the users of our solutions through onboarding, ongoing services and support, and regular review sessions. These conversations give us a deep understanding of priorities and how we can support them even better. On top of that, we started running an annual customer survey to capture even more insights. When we spot patterns in feedback, that's when the magic happens, because one request often reflects a broader need, and we work to turn that into scalable solutions.

Can you give an example of how feedback got implemented?

Actually, all of our analytical solutions are developed through long-term collaboration with healthcare providers and authorities across Europe. Great ideas often come from forums such as user group meetings. For example, we've introduced new dashboard views for benchmarking and adapted our tools for mental care providers. Sessions with clinicians have sparked ideas for deeper data collection and RWE, leading to insights that improve treatments in real life.

How does this approach help healthcare providers?

It keeps our tools relevant and practical. We're solving real-world challenges. That means our solutions and services are scalable, easy to use, and ready for tomorrow's demands. Plus, we support users to get the most out of our tools and foster collaboration across organisations. It's all about how we can improve healthcare together.





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more information

A Peek Into LOGEX's Approach to Innovation

New business idea development (or product innovation) in healthcare technology often happens in one of two ways: it's either driven by what's technically possible (technology push) or by what customers are asking for (market pull). But how does this process actually work at LOGEX?

We spoke with Pieter Krop, Head of Product Strategy & Marketing, to understand how LOGEX moves from identifying problems to delivering solutions that help hospitals balance quality care with financial sustainability.

Can you walk us through how LOGEX approaches innovation?

Typically - although other routes exist - the situation for us is 'market pull'. Our Customer Office works hard to understand the practical challenges healthcare organisations face and talk to us about. We then build a minimum viable product that addresses the problem at hand. If the business value of the new solution is proven in a few pilots, we move forward to product development and create something scalable. Sometimes, we are the ones to see a new market challenge and decide to develop that idea. We validate it first with a few customers and then basically the same process kicks off as with the market-pull setting. This way we ensure that the jobs-to-be-done we uncover are valuable to the customer and can be translated into products that are relevant, urgent and scalable across geographies.

How do you move from identifying challenges to building solutions?

When recurring pain points emerge - such as unclear income streams, inefficient negotiations, or rigid budgeting processes - we validate them against our strategic priorities and strive to align them with market insights. Ideas are shaped through an iterative process: we test prototypes with customers, establish feedback loops and develop business cases. This ensures that each solution is grounded in real customer needs and delivers measurable value that the customer is genuinely interested in. To be fair, this process is still evolving and not yet fully institutionalised at LOGEX.

How do you decide where to invest resources?

This is still a very new process at LOGEX and it is not yet where we want it to be. Under the right circumstances, we prioritise initiatives that combine 'relevance of the problem', 'urgency of the problem' and a 'customer willingness to buy this from LOGEX'. In a nutshell, *does this provide the customer with real value?* Strategic product-fit to our existing portfolio is important here as well; we aim to leverage our existing customer base, architecture and datasets, and ensuring lightweight onboarding.

How does this connect to the product and marketing strategy?

Our goal is to help healthcare strike the right balance between affordability, accessibility, and quality while keeping an eye out for technological innovations from the healthcare industry. Every product we create supports this goal by enabling the entire healthcare ecosystem to ensure the delivery of high-quality care while safeguarding financial health in an uncertain environment.

LOGEX Income: Transforming Revenue Management for NHS Trusts – launching a new module with customers in the UK

Example 1

1

Customer Challenge

NHS Trusts face increasing complexity in managing variable income under the evolving NHS Payment Scheme. With fee-for-service models gaining prominence, accurate invoicing and compliance with strict Data Landing Portal structures have become critical. Many Trusts struggle with fragmented data processes, manual data handling, and tight, monthly deadlines: issues that directly impact revenue recovery.

How the Idea Started

The concept for LOGEX Income was driven by customer feedback and market signals. Trusts highlighted inefficiencies and dependency on BI teams for data corrections. Combined with NHS reforms and the need for interoperability, this created a clear need for an integrated, cloud-based solution.

What's the job-to-be-done we help resolve

LOGEX Income consolidates the entire income process - data collection, validation, NHS groupers, pricing, and reporting - into one platform. This eliminates system dependencies, reduces manual work, and ensures compliance with NHS standards.

Main goals of the product

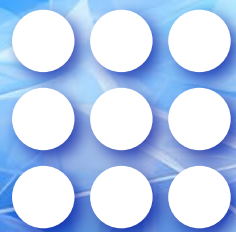
- **Cut customer time spent in half:** about 50% less time spent on data preparation and validation thanks to automation.
- **Time spent on errors reduced:** Up to 30% fewer commissioner challenges, reducing rejected claims and disputes, freeing up critical healthcare resources for other tasks.
- **Better liquidity:** Hundreds of thousands of pounds are safeguarded annually through improved accuracy and timely submissions.

Customer Feedback & Next Steps

Early adopters report improved control over deadlines and higher income recovery. Feedback emphasises the value of integrated analytics and monitoring, guiding enhancements such as expanded tariff benchmarking, forecasting and granular integration with other LOGEX modules.



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LOGEX



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A day at LOGEX

LOGEX employs hundreds of people across Europe, yet distance is not a barrier. Teams collaborate seamlessly to deliver value for customers, while internally the focus is on building a culture that goes beyond the ordinary, strengthening connections across locations and backgrounds through initiatives led by a dedicated team throughout the year.



Encouraging Creativity and Growth

LOGEX regularly organises internal activities to spark creativity and develop knowledge and skills. Last summer, for instance, LOGEX's first event AI Hackathon took place. It was a one-day event during which eight teams explored how AI could transform healthcare through data and AI. The outcome was eight fresh, inventive concepts that showcased the ingenuity and collaborative spirit of the participants.

The Hackathon was all about giving ideas room to grow. Some teams focused on improving internal processes, creating tools such as a 'Ticket Prioritiser' to streamline workflows, while others looked outward, developing solutions like a 'Medical Transcriber' to support healthcare professionals. Each team delivered a working demo, a clear use case, and a vision for how AI could make an impact, both within LOGEX and beyond. The event was a powerful reminder of what happens when people are given the freedom to experiment, collaborate, and think creatively.



Raising Awareness Through Medical Campaigns



Beyond promoting creativity and skills, LOGEX also offers its team the possibility to gain more knowledge about certain real-world medical issues. In

November and December, the company raised both awareness and funds for the research of respiratory tract infections (RTIs). During the campaign, medical specialists, Health Tech Assessment experts, and data specialists hosted sessions for all LOGEX employees on the topic of RTIs. The sessions were aimed to broaden the understanding of how data analyses are already having a real-life impact on hospitals, patients and immunisation strategies.

What drives LOGEX to deliver meaningful impact for our stakeholders begins within our own walls. By investing in people, encouraging creativity, and fostering collaboration, we build the foundation for solutions that make a difference in healthcare.



In Conclusion - Building Resilient Healthcare Together

Future-proofing healthcare is an urgent necessity, not some distant goal. The pressures of rising demand, workforce shortages, and financial constraints will only intensify. But as this Sum-Up shows, data gives us the tools to respond with clarity and confidence.

Data-driven insights help hospitals plan smarter, allocate resources efficiently, and measure what truly matters: quality of care. They enable collaboration across teams and systems, turning complexity into actionable strategies.

At LOGEX, we believe the future of healthcare will be shaped by those who embrace this approach today. By working together -providers, policymakers, and partners - we can transform challenges into opportunities and build systems that are sustainable, equitable, and patient-centered.

Thank you for joining us on this journey. Let's keep pushing forward, using data to make healthcare stronger for every patient, now and in the future.



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