



DINING OUT
FOR LIFE



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DOFLI ANNUAL CONFERENCE

WELCOME

PANAMA CITY BEACH, FL | AUGUST 19-22



Operational Hacks

Tips and Tricks to become more efficient

Telephone

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Location

Bradenton, Florida 34202

Website

Ravinconsultants.com

About Me

Jennifer Lockwood, MBA, ACHE CEO/Founder

With approximately 20 years' experience in business operations and finance, Jennifer exemplifies Ravin Consultant's commitment to helping their clients achieve high performance. She is a proven leader, with deep expertise in developing strong client relationships, a passion for building outstanding client teams and a disciplined focus on operations and execution.

Jennifer's previous C-suite level experience with 340B Programs, accounting/finances, and business strategy have significantly improved several of our clients' bottom lines.





About Our Company

Ravin Consultants partners with healthcare organizations serving vulnerable patients to realize a shared vision of delivering the best care possible to everyone. Our company heritage is the 340B Drug Discount Program – we live it and breathe it all day, every day. Many 340B Consultants merely provide auditing services, but with us, you get so much more. We are a passionate team of 340B experts who have started and grown successful 340B programs across the country. On average, our 340B clients achieve over 800% program revenue growth after contracting for our full-service offerings, which we always deliver with highly personalized, white glove customer service.

Operational Hacks

Tips and Tricks to become more efficient

Many healthcare organizations take a siloed approach to their operations, missing out on opportunities for greater efficiency and savings. In this session, you will learn tips and tricks that healthcare entities can deploy immediately to maximize their operational efficiency and better serve patients. Key areas of focus will include:

Human Resources

Ensuring the right talent is recruited, developed, and retained fosters a productive and engaged workforce. Effective HR practices streamline processes, reduce turnover, and enhance employee satisfaction, leading to higher performance and reduced operational costs.

Accounting /Data Mining

Accurate accounting ensures transparent financial reporting and effective resource allocation, while data mining uncovers patterns and trends that inform strategic decision-making. Together, they enable optimized processes, reduced costs, and drive profitability.

Operations

Optimizing operations is essential for high-quality care and efficiency. Efficient phone systems improve communication and patient satisfaction, while streamlined scheduling maximizes productivity and reduces no-shows.

IT

Digital systems streamline workflows, ensure secure data management, and facilitate quick access to patient information, leading to better decision-making and operational cost savings. Effective EMR management enhances data accuracy and patient outcomes.

Revenue Generators

Initiatives like the 340B program provide financial relief through drug discounts, while ventures such as thrift stores and cosmetic services like Botox and fillers diversify income streams. These programs enhance financial stability, allowing healthcare facilities to reinvest in patient care and community services.

Marketing

Marketing attracts new patients, builds brand awareness, and fosters trust within the community. Effective marketing strategies enhance patient engagement, promote services, and drive growth, ensuring the healthcare facility's long-term success and sustainability.

Human Resources

Tips for Attracting Top Talent

By implementing these strategies, healthcare organizations can attract and retain the best talent, ensuring high-quality patient care and operational excellence.

Recruitment Channels

- **Online Job Portals:** Utilize popular healthcare job boards and websites and ones specific to the healthcare industry.
- **Social Media:** Leverage platforms like LinkedIn, Facebook, and Twitter for recruitment.
- **Professional Network:** Engage with professional associations and healthcare groups.
- **Recruiters & Staffing agencies:** and of course, professionals trained in this area are always a huge help (for a fee)



Human Resources

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Streamlined Hiring Process

- **Efficient Process:** Ensure a quick and efficient hiring process.
- **Collaborative Decision-Making:** Involve key team members in the interview process.
- **Efficient Communication:** Maintain clear and prompt communication with candidates.
- **Fast Turnaround:** Set tight timelines for each hiring stage to avoid delays.
- **Candidate Experience:** Provide a positive experience from application to onboarding.



Human Resources

Tips for Retaining Talent

Once you find the right talent and train them, it is critical to retain them. Investing in these retention strategies ensures a motivated, committed, and high-performing healthcare workforce. A stable and satisfied team translates to better patient care and overall organizational success.

Employee Support Systems

- **Onboarding Support:** Provide comprehensive onboarding, orientation and training programs.
- **Counseling Services:** Offer access to counseling and employee assistance programs.
- **Support Groups:** Create support networks for shared experiences and challenges.



1099 Onboarding Template

[Main Table](#)
[Form](#)
[Files Gallery](#)
[Not complete](#)
[Llama farm](#)
[+](#)

[New item](#)
[Search](#)
[Person](#)
[Filter](#)
[Sort](#)
[Hide](#)
[Group by](#)

Human Resources

<input type="checkbox"/>	Item		Lead	Status	Files	Link
<input type="checkbox"/>	Cyber Security Training	+		Assigned		Cybersecurity
<input type="checkbox"/>	Onboarding process feedback	+		Assigned		
<input type="checkbox"/>	Signed ICA	+		Assigned		
<input type="checkbox"/>	Review and Sign NDA	+		Assigned		
<input type="checkbox"/>	HIPAA Certification	+		Assigned		HIPAA Certific...
<input type="checkbox"/>	Signed Offer Letter	+		Assigned		
<input type="checkbox"/>	Create Job Description	+		Assigned		
<input type="checkbox"/>	Signed BAA	+		Assigned		
<input type="checkbox"/>	Signed Data Protection Policy	+		Assigned		
<input type="checkbox"/>	Filed Resume	+		Assigned		
<input type="checkbox"/>	Confidentiality Agreement Signed	+		Assigned		
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1 files



Human Resources

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Employer Branding & Marketing

- **Positive Work Culture:** Promote a supportive and inclusive work environment.
- **Reputation:** Highlight your organization's reputation and achievements.
- **Communications:** Highlight the many reasons employees should work for your organization!

Example:

The image shows a sample employer branding document for Ravin Consultants. It features the company logo at the top left. A prominent red banner asks "WHY WORK FOR RAVIN CONSULTANTS?". Below this, the document is organized into several sections: "WORK ENVIRONMENT" with a paragraph about the company's mission and culture; "HOLIDAY & PTO" detailing 80 hours of PTO and a list of paid holidays (New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day); "BENEFITS" which includes "Insurance" (Health, Dental, Vision, Life) and "Retirement" (IRA with 3% employer match). On the right side, there is a "AT A GLANCE PERKS" section listing Remote Work, Flexible Schedule, Advanced Technology, and Fun Work Environment, followed by an "EXTRAS" section listing Discretionary Bonuses and Professional Education Development. At the bottom right, there is a red box featuring a circular portrait of Jennifer Lockwood, CEO/Founder, with her name and title. Below her photo is a short paragraph about the company's culture and innovation.

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Professional Development

- **Continuing Education:** Support ongoing training and certification opportunities.
- **Career Advancement:** Create clear paths for career progression and promotions.
- **Mentorship Programs:** Implement mentorship to guide and support employees.

We are Lean Green Belts.

We Ravineers have earned our Green Belts in Lean Healthcare through the Haslam College of Business at the University of Tennessee. We completed a graduate-level classroom program and led organizational projects to demonstrate our mastery of the material. The Green Belt in Lean Healthcare prepares certificate holders to understand the root causes of operational dysfunction, better identify high-leverage areas for improvement, apply the most common Lean tools to improve operations, and manage human and organizational elements in implementing and sustaining a lean transformation. Of course, we pass all this knowledge along to our clients.



Human Resources

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Work Life Balance

- **Flexible Scheduling:** Offer flexible work hours and shift options.
- **Paid Time Off:** Provide adequate vacation, sick leave, and personal days.
- **Wellness Programs:** Promote mental and physical wellness initiatives.



Human Resources

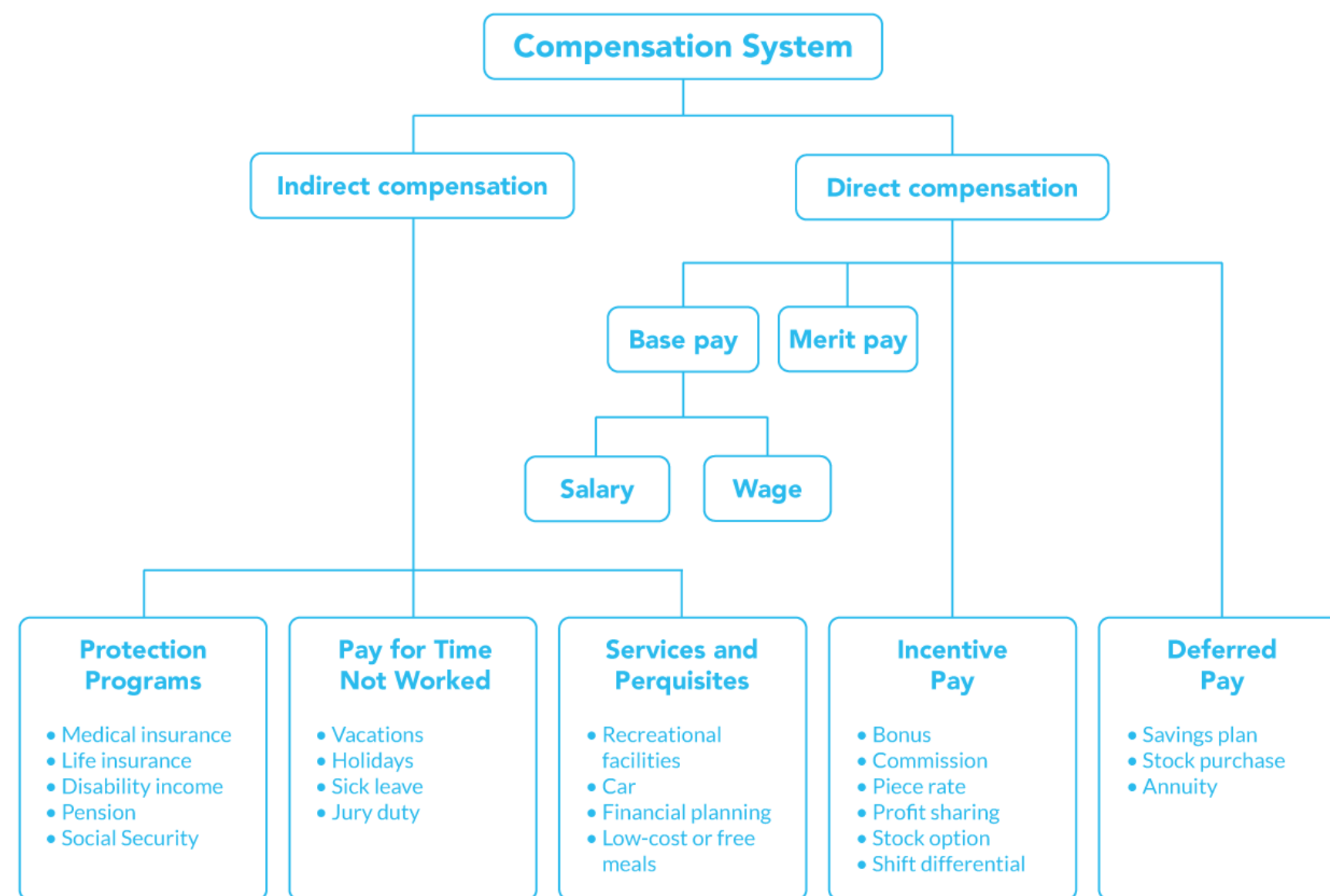
Tips for Attracting Top Talent

By implementing these strategies, healthcare organizations can attract and retain the best talent, ensuring high-quality patient care and operational excellence.

Compensation & Benefits

- **Attractive Salaries:** Offer competitive salaries.
- **Comprehensive Benefits:** Include health insurance, retirement plans, and wellness programs.
- **PTO & Paid Holidays:** Employees need time to refresh and recharge to do their best.
- **Equity:** Give employees skin the game to increase their work ethic.
- **Bonuses & Longevity perks:** Give employees bonuses for a job well done or loyalty perks for staying with you.
- **Phones, Cars, Gym Memberships:** Pay for some staples and upgrades to relieve expenses.

TOTAL COMPENSATION



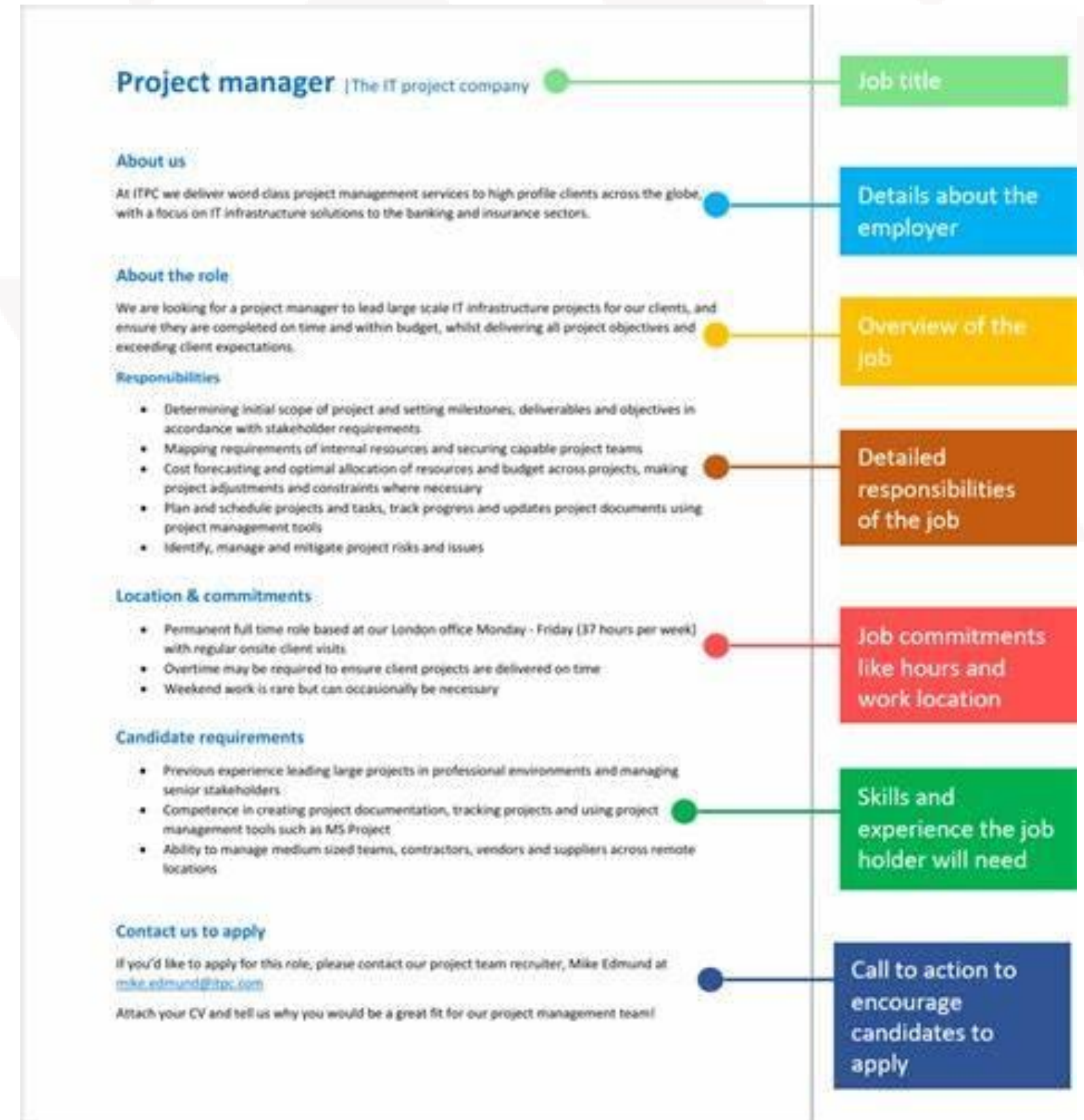
Human Resources

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Effective Job Descriptions

- **Use Clear, Specific Titles:** Ensure the job title is straightforward and reflective of the role.
- **Highlight Key Responsibilities:** Focus on the most important duties; use bullet points for easy scanning.
- **List Required Skills/Qualifications:** Separate "must-have" and "nice-to-have" qualifications.
- **Include Keywords:** Use relevant industry keywords to improve searchability.
- **Showcase Culture/Values:** Briefly describe company culture and unique perks.
- **Strong Call to Action:** Provide clear application instructions to encourage candidates to apply.



Human Resources

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Referral Programs

- **Incentives:** Implement referral programs with attractive incentives for current employees.
- **Network Utilization:** Encourage staff to refer qualified candidates from their networks.
- **Feedback and Communication:** Provide regular updates to referrers about the status of their referrals to keep them engaged and informed.
- **Acknowledge Contributions:** Publicly recognize and reward employees whose referrals lead to successful hires, enhancing motivation and ongoing engagement.

How To Create an Employee Referral Program





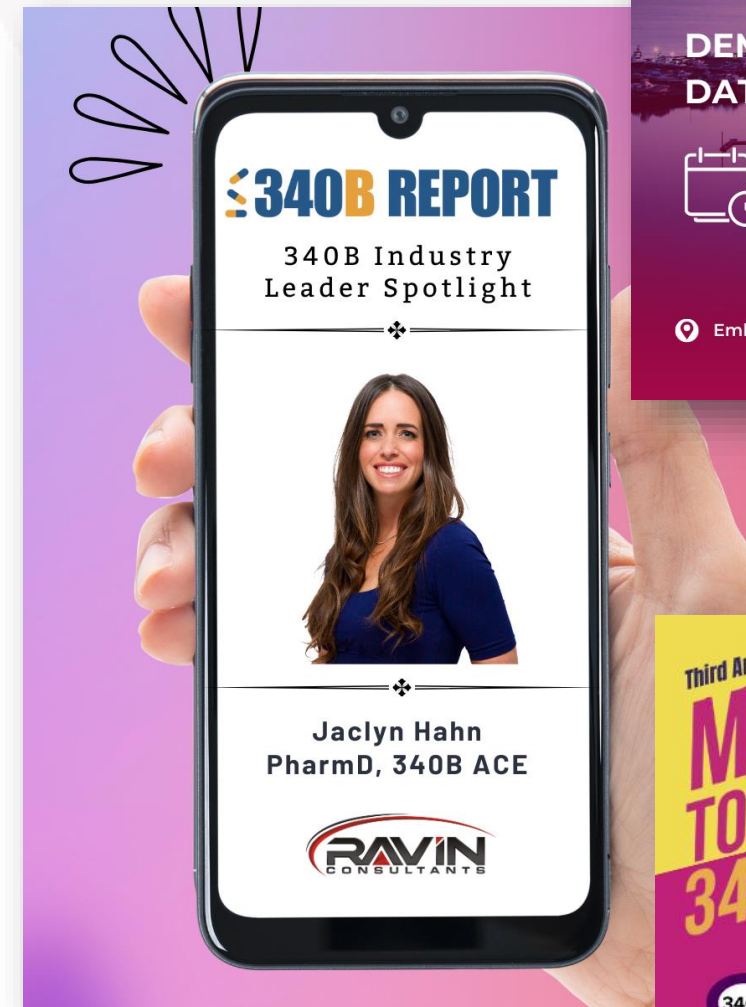
Human Resources

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Education Partnerships

- **Industry Collaboration:** Collaborate with experts in your industry to give employees the opportunity to shine in thought leadership through speaking opportunities, webinars and content creation.
- **Internships and Residencies:** Offer internships, residencies, and fellowships.
- **Campus Recruitment:** Collaborate with medical schools and nursing programs to build brand awareness of



Human Resources

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Positive Work Environment

- **Supportive Culture:** Foster a collaborative and inclusive workplace culture.
- **Recognition Programs:** Regularly acknowledge and reward employee contributions.
- **Feedback Mechanisms:** Implement regular feedback and open communication channels.
- **Involvement in Decision-Making:** Involve staff in decisions affecting their work.
- **Team-Building Activities:** Organize events to strengthen team cohesion and morale



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Leadership & Management

- **Effective Leadership:** Train managers in leadership skills and conflict resolution.
- **Transparent Communication:** Ensure clear, honest, and consistent communication.
- **Empowerment:** Empower employees by delegating responsibilities and trusting their expertise.



Ryan White Clinics
340B

DONT FORGET...

**Leveraging 340B Savings:
Impact on Patient Care and
Services Webinar**

SPEAKER

Jackie Hahn
Director of Pharmacy



**RAVIN
CONSULTANTS**

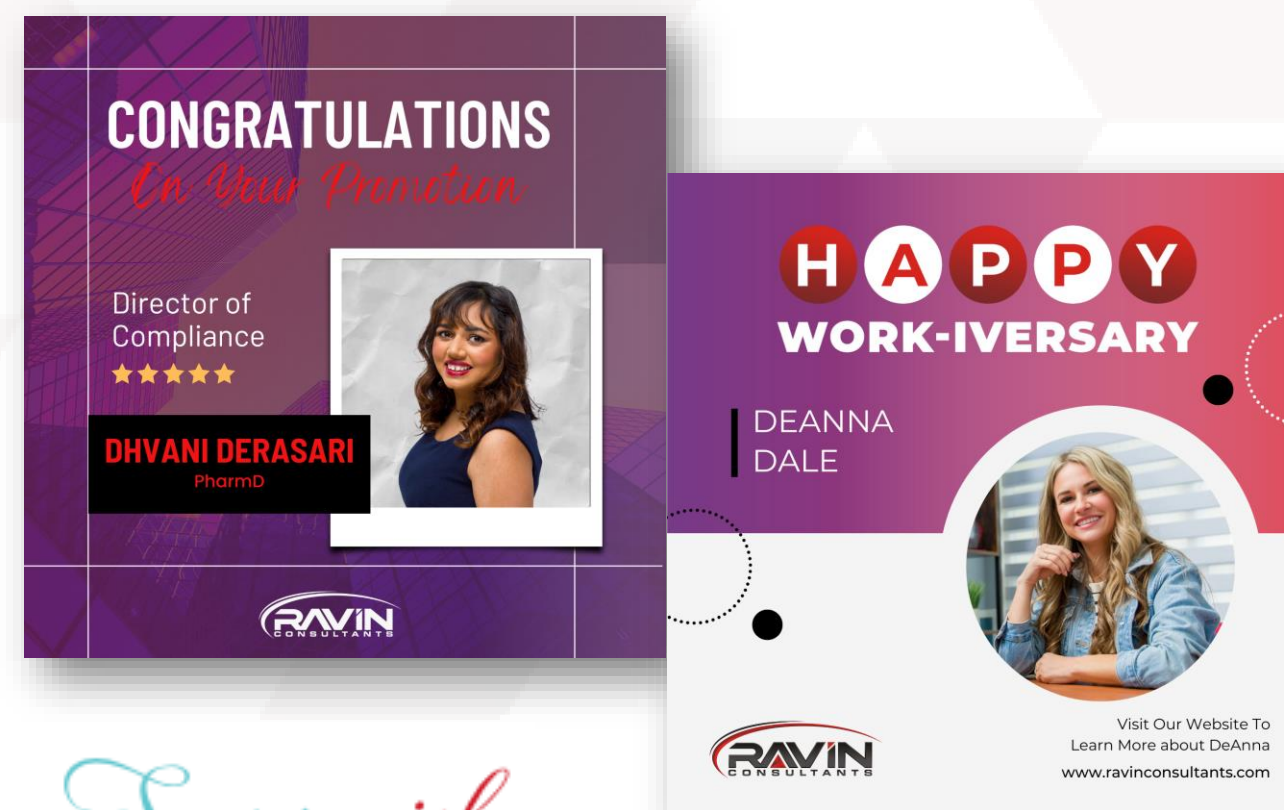
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Recognition & Rewards

- **Regular Acknowledgment:** Recognize achievements and milestones in meetings, in person and on social media.
- **Awards and Ceremonies:** Host award ceremonies to celebrate employee contributions.
- **Personalized Recognition:** Tailor recognition efforts to individual preferences.
- **Token gifts:** Celebrate work anniversaries, birthdays and beyond with tokens of appreciation. (Sugarwish makes it efficient!)



Sugarwish



You choose

You choose what to send and the gift size.



They select

They choose from dozens of options to get exactly what they want.



We deliver

We box up their choices in our signature awning box and deliver directly to their door.

Accounting

Benefits of a Dashboard

A dashboard is incredibly helpful for accounting because it provides real-time insights and consolidates critical financial data into a single, easy-to-navigate interface. This allows accountants to quickly assess the financial health of an organization, identify trends, and make informed decisions. Dashboards streamline complex data, reduce the time spent on manual reporting, and improve accuracy by minimizing human error. By offering a clear, visual representation of key metrics, dashboards enhance transparency, support compliance, and facilitate better financial planning and forecasting.

- ✓ Real-time insights
 - ✓ Quick assessment of financial health (Pulse)
 - ✓ Enhanced transparency
 - ✓ Better financial planning and forecasting
 - ✓ Identification of trends
 - ✓ Informed decision-making
-
- ✓ Streamlined data management
 - ✓ Improved accuracy by minimizing human error
 - ✓ Consolidation of critical financial data
 - ✓ Reduced time spent on manual reporting



Dashboard

Example

Keep track of key performance indicators (KPIs) such as revenue, savings, number of patients, claims, locations, pharmacies, program usage (capture rate), and MORE!

Location KPIs

- ✓ Average revenue
- ✓ Revenue by location
- ✓ Revenue by provider
- ✓ Drug cost
- ✓ Program savings
- ✓ Overall savings margin

340B Program KPIs

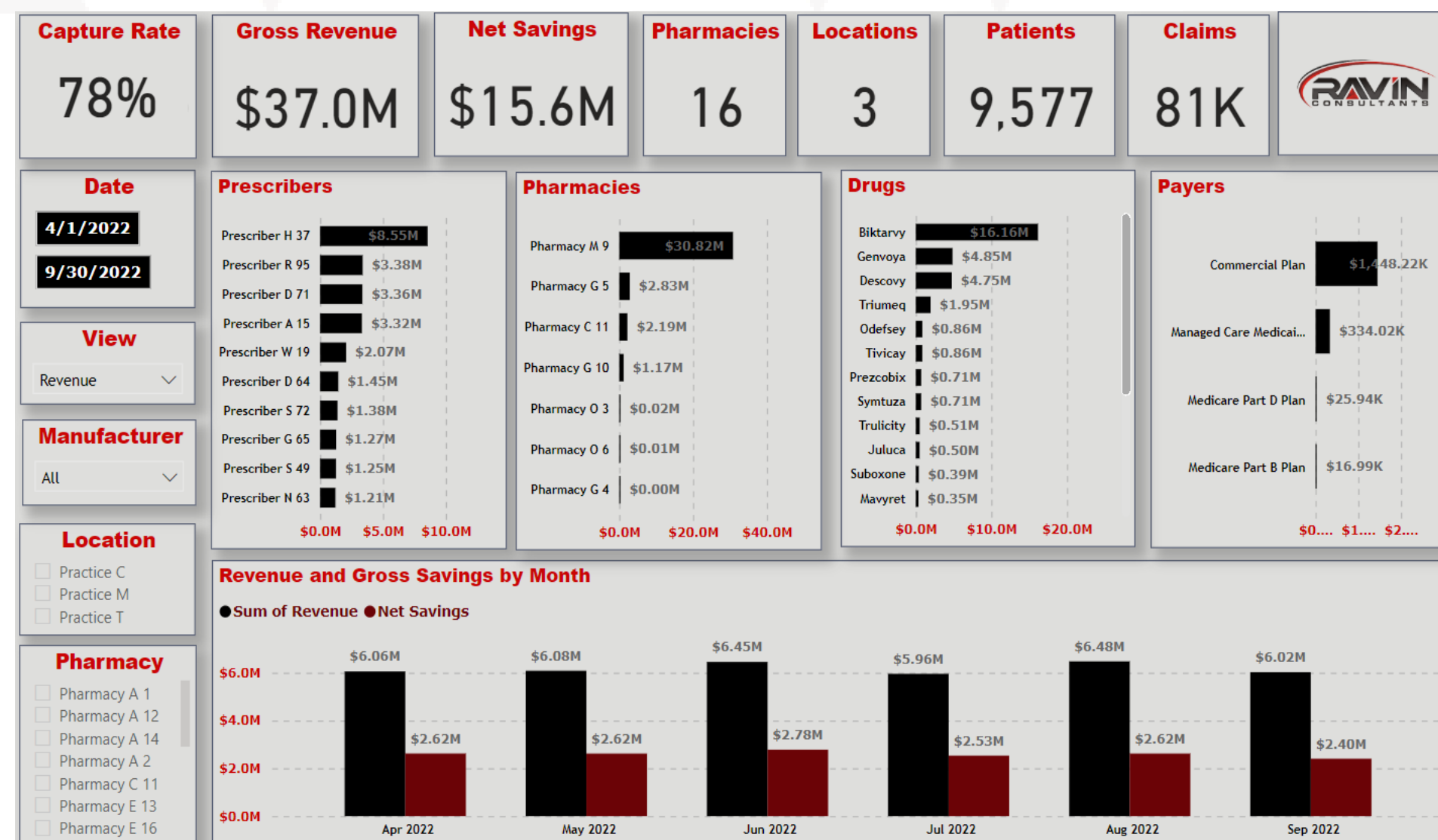
- ✓ Utilization rates
- ✓ Dispense & TPA fees
- ✓ Pharmacy Utilization alerts
- ✓ Medication adherence
- ✓ Comprehensive payer breakdown
- ✓ Program Capture rate



Accounting

Monitoring KPIs

- ✓ Managing by KPIs
 - Eliminate manual, micromanaging
 - Manage by the high-level metrics and drill down
 - Assign responsibility for acting on results, plus time frame and frequency of reporting
 - Act on KPIs
- ✓ Setting targets
 - More than finance budgets
 - Targets for Operational KPIs



Accounting

Monitoring 340B KPIs

Capture Rate

- The percentage of patients who have an eligible prescription and fill it at a 340B pharmacy
- The most important program driver and the easiest to influence
- Nurses, Prescribers, front desk, and any other patient facing staff should know what 340B is and how it works (don't miss new hires!)
- Track Capture Rate across eligible locations and don't lose sight of it

Prescription Adherence

- Important to achieve excellent patient outcomes
- Important for program revenue, every missed refill is missed revenue opportunity

Drug Profitability

- What happens if the margin on a drug is 15% and you have a 20% dispense fee?
- Make sure your pharmacy contracts include a "Winners Only" clause
- Protects against low margin claims
- Protects against discriminatory PBM reimbursement

Barriers to Care

- Prior Authorizations
- Lab requirements
- Patient financial assistance
- Applications and document gathering

Prescribing Efficiency

- Includes pharmacy dispense fees and drug class alternatives
- Make small programmatic tweaks that add up to big savings

Payer Mix

- Important to understand your exposure to different payers and PBMs
- Low Medicare reimbursements
- PBM changes
- Manufacturer assistance program changes

Enhancing Healthcare Efficiency through *Information Technology*

Streamlined Data Management

- **Electronic Health Records (EHR):** Centralized patient information accessible in real-time, reducing paperwork and duplication.
- **Data Integration:** Seamless sharing of information across departments, improving coordination and reducing errors.

Improved Communication

- **Telemedicine:** Facilitates remote consultations, expanding access to care and reducing patient travel time.
- **Secure Messaging Platforms:** Enhanced communication between healthcare providers, leading to quicker decision-making and better patient outcomes.

Compliance & Security

- **Data Security:** IT ensures compliance with healthcare regulations (e.g., HIPAA) by protecting sensitive patient information.
- **Audit Trails:** Automated logging of access and changes to patient records, ensuring accountability and traceability.

Automated Processes

- **Scheduling & Billing:** Automated systems for appointments and billing, minimizing administrative burdens and freeing up staff for patient care.
- **Supply Chain Management:** IT solutions for inventory tracking, ensuring essential supplies are always available.

Enhanced Decision Support

- **Clinical Decision Support Systems (CDSS):** Provides data-driven insights to assist healthcare professionals in making informed clinical decisions.
- **Predictive Analytics:** Utilizes historical data to forecast patient needs and optimize resource allocation.

Patient Engagement

- **Patient Portals:** Enables patients to access their health information, communicate with providers, and manage appointments online.
- **Mobile Health Apps:** Supports patient self-management and adherence to treatment plans through reminders and health tracking.

Operations

Why Phone Systems Matter

- **First Point of Contact:** Phone systems are often the first interaction patients have with your healthcare facility, setting the tone for their overall experience.
- **Operational Hub:** Efficient phone systems streamline communication between patients, providers, and administrative staff, reducing bottlenecks and improving workflow.



The Impact

- ✓ **Enhanced Patient Experience:** Streamlined phone interactions lead to higher patient satisfaction and loyalty.
- ✓ **Increased Efficiency:** Reduces administrative burden and operational costs, freeing up resources for patient care.
- ✓ **Data-Driven Decisions:** Leveraging phone system data to make informed operational improvements.

Operations

Phone System Best Practices

Integrated Communications

- **Unified Systems:** Implement a phone system that integrates with your Electronic Health Record (EHR) and practice management software for seamless data access and appointment scheduling.
- **Omnichannel Support:** Utilize systems that support multiple communication channels (voice, text, email) to accommodate patient preferences and reduce call volumes.

Automated Scheduling/Reminders

- **Self-Service Options:** Offer automated appointment scheduling and reminders through IVR (Interactive Voice Response) systems to decrease manual workload and minimize no-shows.
- **Real-Time Updates:** Ensure the phone system provides real-time updates on appointment availability and wait times to enhance patient satisfaction.

Call Routing & Prioritization

- **Smart Routing:** Implement intelligent call routing to direct patients to the appropriate department or personnel based on their needs, reducing transfer rates and call wait times.
- **Priority Triage:** Set up protocols to prioritize urgent calls, ensuring that critical cases are handled swiftly.

Staff Training & Support

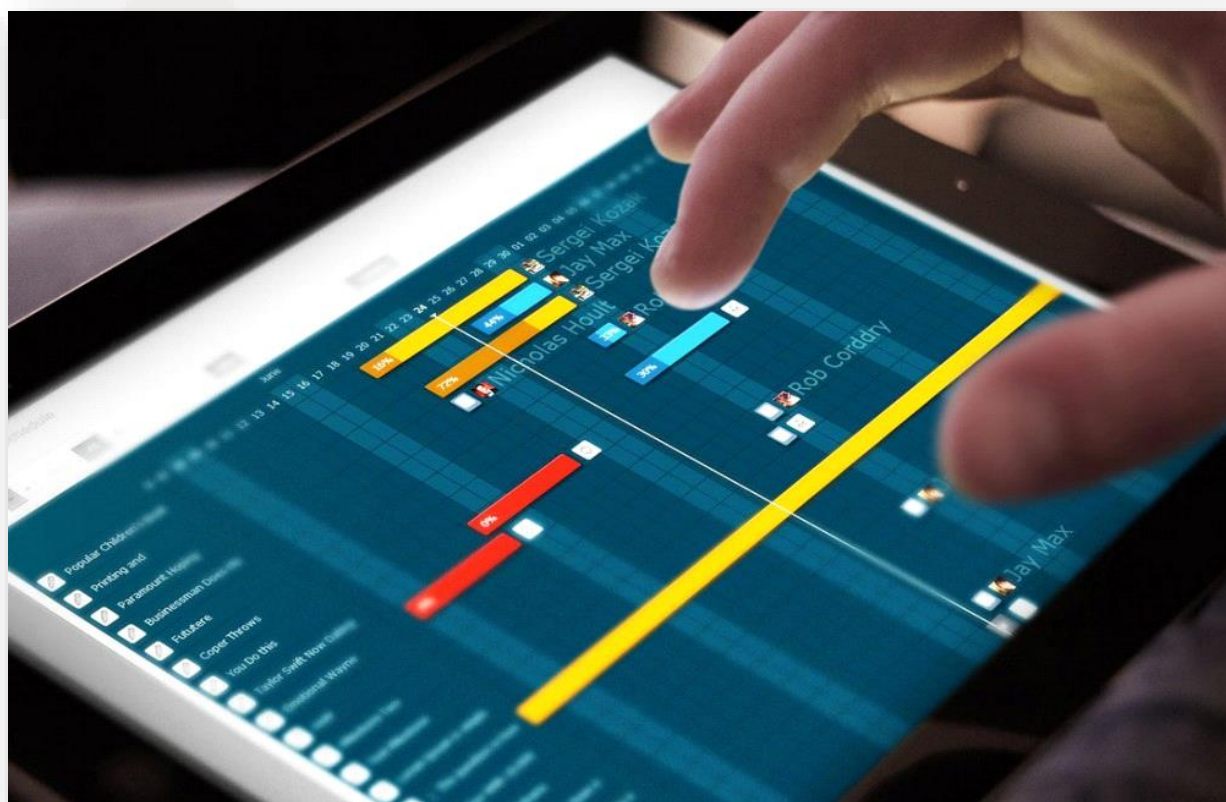
- **Staff Training:** Regularly train staff on phone etiquette, system usage, and troubleshooting to maintain high service standards.
- **Ongoing Support:** Ensure there is robust technical support for the phone system to minimize downtime and disruptions.

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Operations

Scheduling Best Practices



Addressing and optimizing your scheduling practices can reap big rewards – it's not uncommon to see +20% increase in volume.

Appointment Types

- Standardize
- Streamline
- Duration

Enable Self-Scheduling

- New patients can book when clinic is closed
- Competitive advantage as it improves patient experience
- Keys to success:
 - ✓ appointment reminders via email and/or text
 - ✓ clear policy for cancellation signed by patients
- Double book based on data

Staff to Demand

- Most clinics staff to office hours, not demand

Operations

EMR/PM Utilization

Frequent EMR Changes

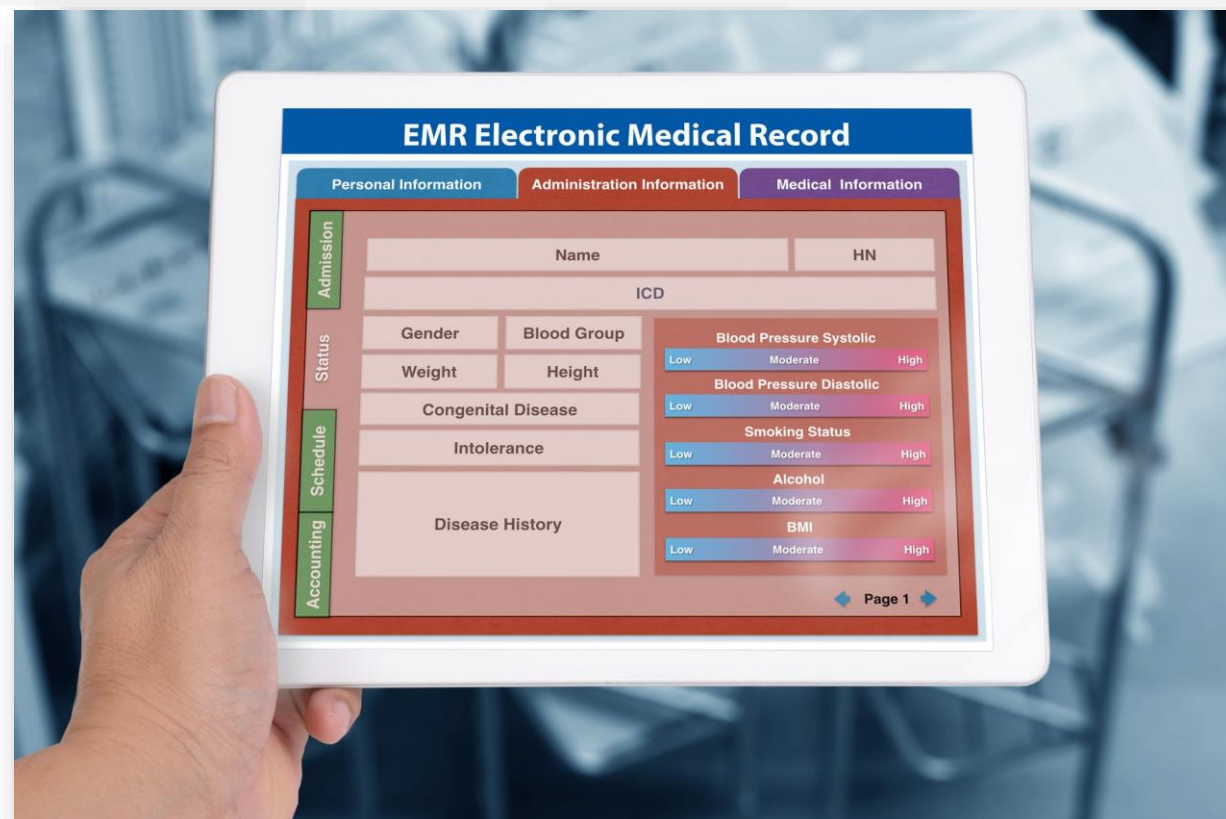
- Exposes lack of sound vendor selection criteria / vendor selection process
- Sales team vs tech team
- Often due to staff bringing in workflows and habits from other clinics and other systems

Paper/EMR Hybrid

- **There is no need for paper anymore!**
- Not understanding how to use system effectively
- "Free" or old systems with limited functionality are not zero-cost.
- Huge cost to the 340B program savings and FFS revenue due to inefficiency
- Limits 340B program expansion

Long-term EMR Changes

- Even practices that love their EMR have opportunities
- Natural "gap" forms over time where actual and best practices diverge



Operations

EMR/PM Examples

AFTER VISIT SUMMARY Epic

10/25/2016 East Dep

Instructions from Chris Heit, MD

To address your congestive heart failure, I'd like you to start exercising more often and eating healthier. In addition, you need to work on controlling your hypertension with the medications I've prescribed you. I've ordered a few labs and referred you to a cardiologist so we can try to get your CHF and Hypertension under control.

Today's medication changes

START taking:

- furosemide 40 mg tablet (LASIX)
- ibuprofen 800 mg tablet (MOTRIN)
- tramadol 50 mg tablet (ULTRAM)

Accurate as of October 25 11:59 PM
Review your updated medication list below

Goals discussed today

- Decrease soda or juice intake **Not on track**
- Eat more fruits and vegetables **On track**
- Increase physical activity **Not on track**

Done Today

CBC (COMPLETE BLOOD COUNT)

What's Next

- NOV 18 2016** Office Visit with Vijay Shah, MD
Friday November 18 4:45 AM (Arrive by 4:30 AM)
Please arrive 5 minutes early to fill out any necessary paperwork before the appointment.
- NOV 25 2016** Echocardiogram
Friday November 25 3:00 PM
Please arrive at least 30 min. before scheduled appointment.

Automated Lab Reminders

By enabling automatic lab reminders in eClinical Works, a practice was able to stop pre-appointment look ups and rescheduling calls.

Proper Report Usage

By properly defining no shows, reschedules, and cancellations, a practice was able to use reporting to identify issues affecting scheduling

After-visit Summaries

Giving patients after-visit summaries, a practice was able to reduce inbound calls from patients with questions that were answered in the summary.

Customer Service

“Voice of the Customer”

Customer expectations have evolved greatly in the digital age. Service standards should be determined by the “Voice of the Customer”

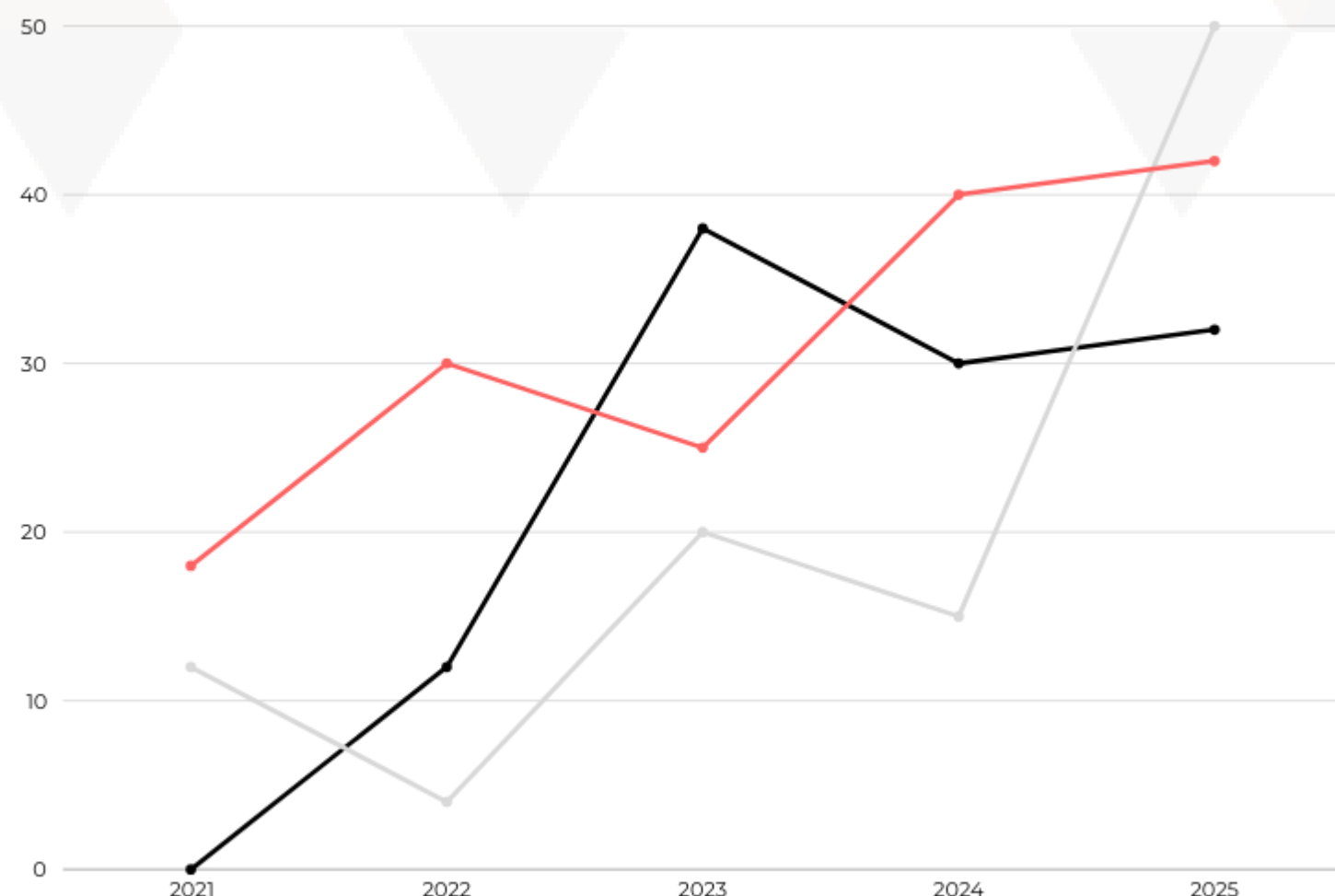
- ✓ Defining measurable service standards
- ✓ Achieving consistent customer service
- ✓ Fostering accountability

Voice of Customer Matrix

Customer Comment	Issue Identified	Customer Requirement
<p>"The doctor's help does not do their job and was very unprofessional. they were supposed to check with my insurance company to make sure they would cover my gel shot, which they never did and now they want me to pay. Had I been informed I would never have gotten the shot."</p>	<ul style="list-style-type: none"> • Follow up • Price transparency 	<ul style="list-style-type: none"> • Expects staff to honor commitments made • Wants to know price upfront (part of decision making process. Does not want "surprise" bills.
<p>"For a major medical issue, they only spent a few minutes with us, refused to call me back, released my husband with no follow up in place and told us to follow up within two weeks. Their next available neurology appointment is in 3 months."</p>	<ul style="list-style-type: none"> • Perception of Time Spent / Concern • Responsiveness • Appointment Availability 	<ul style="list-style-type: none"> • Expects more time with provider • Expects timely response (call back) • Expects to be seen in x weeks
<p>"OB/GYN office is judgy, rude, slow. We changed insurance for next year to avoid going here anymore. Rude experiences, long wait times in the office and on the phone anytime you call."</p>	<ul style="list-style-type: none"> • Courtesy / Professionalism • Long wait times in office • Long wait times on phone 	<ul style="list-style-type: none"> • Expects courtesy and respect • Wants efficiency / values time • Expects prompt response to phone inquires

Revenue Generators

Identify alternate streams



Initiatives like the 340B program provide financial relief through drug discounts, while ventures such as thrift stores and cosmetic services like Botox and fillers diversify income streams. These programs enhance financial stability, allowing healthcare facilities to reinvest in patient care and community services.

340B Program

The 340B Program is a U.S. federal initiative that allows eligible healthcare providers to purchase medications at discounted prices. The savings from these discounts can be used to expand services and support additional patient care, effectively generating revenue for participating organizations.

Thrift Stores

Thrift stores run by healthcare clinics generate additional revenue by selling donated items. The proceeds help fund clinic operations, support patient programs, and enhance community services.

Botox & Fillers

Botox and fillers can generate additional revenue in healthcare clinics by offering cosmetic treatments that attract new patients and increase overall service income.



Marketing

On a Shoestring Budget

TOMORROW: 9:30AM

This session explores how to grow your business with high-level marketing strategies combined with the effective use of digital marketing tools tailored to the specific needs of businesses with limited budgets. It offers a comprehensive guide on how to determine your strategic approach, followed by examples of budget-friendly platforms, apps and AI to assist in increasing engagement and results.



2024
DOFLI ANNUAL
CONFERENCE

With Featured Speaker
De Anna Dale

WORLD CLASS
MARKETING ON A
SHOESTRING BUDGET

📅 22ND
AUG.
9:30AM-10:45AM CST

📍 Embassy Suites Panama City Beach

RAVIN CONSULTANTS

Questions???



Contact Us!

For a free consultation to learn about how we can help put these operational hacks into practice to grow your business.



Website & E-mail

<https://www.ravinconsultants.com/>
info@ravinconsultants.com