



HME Business VOICES

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This Voices article is sponsored by Brightree. As Head of Sales at Brightree, Scott Dios brings a unique cross-industry lens to the HME landscape, drawing on experience across health systems, pharma, and post-acute care. In this Voices interview, Dios shares how frameworks like Entrepreneurial Operating System (EOS) are helping providers scale smarter, why financial health is the key to sustainable growth and how Brightree is equipping HME businesses to thrive in an increasingly home-based, tech-enabled market.

From staffing pressures to AI-driven automation, Dios outlines the opportunities and challenges shaping the path forward as the future of HME takes shape heading into 2026 — and does so with some help from Chris Farley and Will Ferrell.

Editor's note: This interview has been edited for length and clarity.

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Q: HME Business:
How did you get into the health care space, and how has being in a sales role shaped your perspective today?

Scott Dios: Most of my career has actually been outside of health care, which probably makes me one of the few people in this space with more of a cross-industry background. I got involved through a couple of roles focused on CRM and business analytics, mainly working with health systems and pharmaceutical companies. Then I came to Brightree and found myself drawn into the post-acute care space, where I've spent the last three years. I also had a previous two-year stint here, so technically, I'm a boomerang.

Being in sales has given me a wide lens. I've had the chance to work closely with both payers and providers, which means I've seen firsthand the differences in how each side approaches patient care. The sales side really forces you to understand those perspectives and bridge the gap, which is ultimately what drives better outcomes.

Q: HME Business:
Let's talk Entrepreneurial Operating System, or EOS. What is it, and why does it matter to HME providers?

Dios: EOS is a framework designed to help small or scaling businesses operate more effectively, and I think it's especially relevant in HME, where there are so many owner-led organizations. I first learned about it through a consultant I met in a business networking group, back when I was doing network marketing to generate leads for a small business I owned.

It's based on the book Traction by Gino Wickman, and it offers a structured way to run your business. That includes setting SMART goals, running more effective meetings, managing talent more intentionally and creating alignment across departments. We used it in my previous business to push through some tough growth challenges and improve communication across the team. For HME providers, it's a really practical system to help get everyone on the same page and moving toward bigger goals.

Q: HME Business:

What are some of the common frustrations or challenges that you hear when a provider is deciding how to grow their business? If I may, it's the line from Tommy Boy: You're either growing or dying — there ain't no third direction.

Dios: I like Tommy Boy. He's a hero in our profession, and it's a great movie, so I love that quote.

Given my bias, we typically get the knock on the door, the call or the form submission when someone is dealing with a technology issue. Tech is a hot topic in HME right now, especially with AI and new automation tools entering the market. The big question is: how do you scale your business effectively? For us, technology is a huge part of that. But it has to be simple, achievable and easy to implement.

One example is how we've enabled customers to expand into new disease states and serve more patients with very little lift. You can see that in our resupply platforms, for instance. Another major challenge is staffing. How do I keep the people I have? How do I find new talent that can handle such a complex business, especially in rural areas or highly competitive urban markets?

That's where combining smart tech and strategic services comes in. Some providers turn to outsourced services like live calling, RCM or patient collections, which we support at Brightree. Others are leaning into augmentation, using AI agents and voice technology to extend their teams without adding headcount. It's really about making the most of the resources you've got while preparing for long-term growth.

Q: HME Business:

How does a provider know when it's the right time to expand, whether a product line or a new area of focus?

Dios: To quote another movie, "If you're not first, you're last" — Ricky Bobby definitely makes the list of our unofficial heroes.

Jokes aside, one thing I've noticed coming into HME from outside the industry is that this space has a real heart for service. People get into this business because they want to serve patients. That's foundational. But sometimes the folks who are passionate about care may not always have the strongest business background, or vice versa. You'll also see folks entering HME because it looks like an attractive market, but they may not fully understand the patient service side.

So for me, it starts with financial health. Before you think about expanding, you've got to make sure your house is in order. Are you seeing consistent revenue growth? Do you have healthy profit margins, whether that's gross or net operating profit? And this is key: are you generating enough free cash flow to reinvest in the business?

You might have solid books, but if you're not throwing off cash or building retained earnings, it's probably not the right time to grow. Once that foundation is in place, that's when you can look at the opportunities. Where can you expand in a way that complements your existing business? Where can you scale without disrupting what's already working?

So even as a sales guy, I'll say: get your financial health right first. Nail what you're already doing, then look to add on. That's how you scale responsibly.



Q: HME Business:
As more patients choose to age at home, what potential do you see for HME/DME providers to expand into other care settings if they haven't done so already?

Dios: Yeah, this one hits close to home for me, literally and emotionally. My dad, who's no longer with us, spent his final days in hospice care at home, and I got to see firsthand the power of this model. Watching the business of care come to life in a home setting changed how I think about the value of what we do. It's a game-changer, not just for the patient, but for the family and caregivers involved.

We're at a pivotal time in the industry. With the aging population growing fast, demand for home-based care is only going to increase. It's an exciting moment for providers who are ready to adapt and expand. But it's also a complex business, especially when it comes to logistics. Delivering, resupplying and picking up equipment in the home takes precision, coordination and smart technology.

That's where we come in. Our role is helping traditional DME providers be successful and profitable in the home-care space. If a provider isn't already serving that market, we offer the tools and partnerships to help them get there. We provide intelligent logistics systems that support efficient home delivery and resupply, including drop-shipping capabilities. And we've partnered with leading companies in the space to streamline order intake and ensure accuracy from the start.

At the end of the day, it's about building a highly integrated, connected tech ecosystem where referrals, prescriptions and service requests flow seamlessly. The easier it is for providers and referral partners to communicate and get products to the patient's door, the more scalable and impactful this care model becomes. It's a huge opportunity, and the providers who get it right will play a major role in shaping the future of aging at home.

Q: HME Business:
Staying on that growth theme, what resources can Brightree offer providers to help expand their business?

Dios: Every provider has different goals. Some are laser-focused on a specific niche, while others want to offer a broader set of services. So, when it comes to supporting growth, we try to meet providers wherever they are.

We take a consultative approach on the sales side. Our sales team isn't just selling products — they're working with providers to determine the best next dollar to spend, whether that's to improve patient care, expand services or streamline operations. We'll sit down, understand their goals, and then help identify the right solutions across our broad portfolio.

Second, and just as important, we've built a strong customer success model. Every Brightree account has a dedicated customer success representative who's there to help providers optimize their business and maximize the value of their investment. This isn't someone trying to sell them something. It's someone who really understands their workflows and can help fine-tune things like resupply, patient collections, payer collections and overall use of Brightree's features.

That kind of dual support, from initial planning and configuration to long-term optimization, sets us apart. We want our customers to feel like they've got a true partner in growth, whether they're just getting started or scaling to the next level.

Q: HME Business: Lastly, please complete this statement:

“In HME, 2026 will be the year of...”?

“...More AI.”