

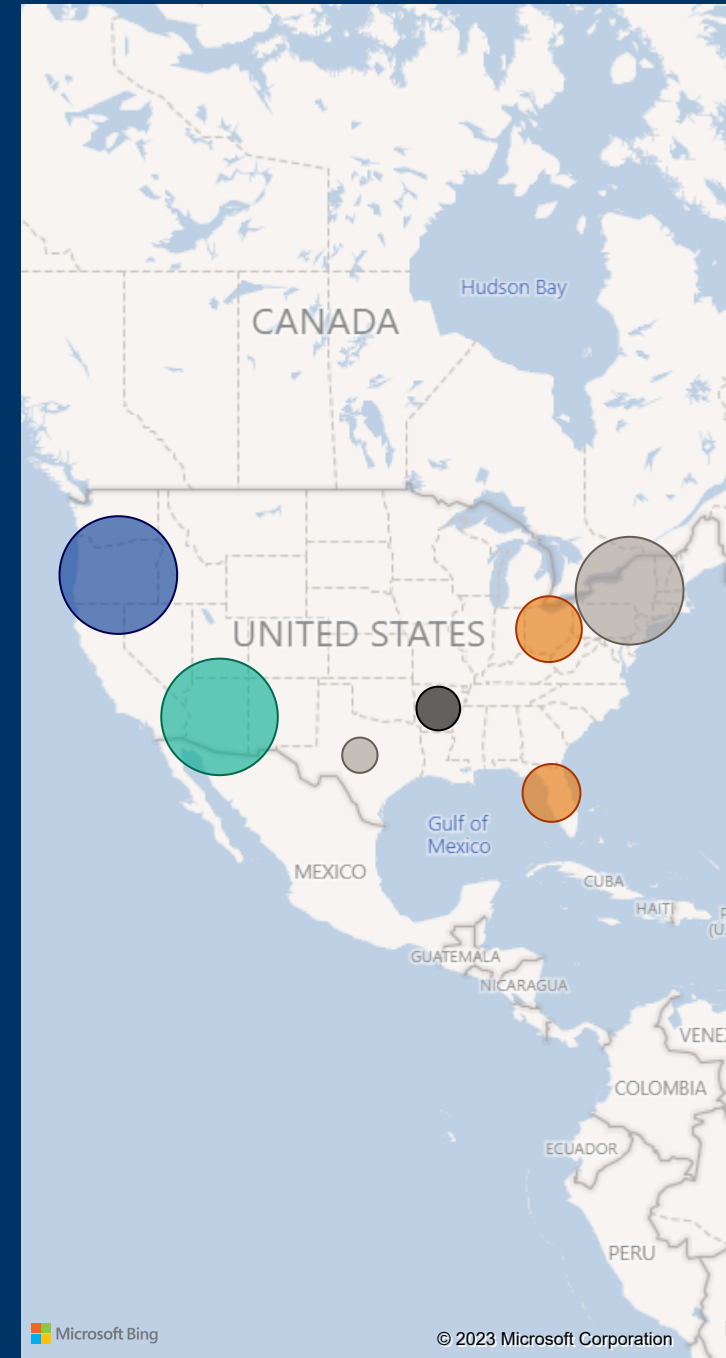
# FINANCE & OPERATIONS PERFORMANCE ANALYSIS: HEALTHCARE PRACTICE DEMO

## FINANCIALS OVERVIEW

- View snapshot KPI's (Revenue, Gross & Operational Profit, EBITDA) by YTD or CM
- Key location-based metrics including revenue & revenue targets by YTD and CM, and
- Detailed look at location expenses, including comparison to industry standards
- Revenue, Gross & Operational Profit, and EBITDA YTD and LY trends and comparison
- Revenue targets based on budget
- Cost targets based on % of revenue industry standards

## OPERATIONS OVERVIEW

- Analyze average production per patient or visit and total production over time, and by provider & clinic
- Breakdown of locations patients are referred from to Location 7: view production amount & number of unique patients by provider or clinic
- Production % Medicaid or Non-Medicaid
- CPT code production amount and % breakdown



Cover

Map

Financials:  
Overview

Financials:  
Location

Financials:  
Expenses

Financials: KPI  
Trends

Operations:  
Patients &  
Visits

Operations:  
Loc 7 Referrals

Operations:  
Visits Analysis

Operations:  
Medicaid %

Operations:  
CPT

Dec  
CM

2021  
CY

\$11,182,207  
Revenue Amount

\$11,535,336  
Production Amount

Map View  
Production

Location  
All

YTD / CM  
YTD

Cover

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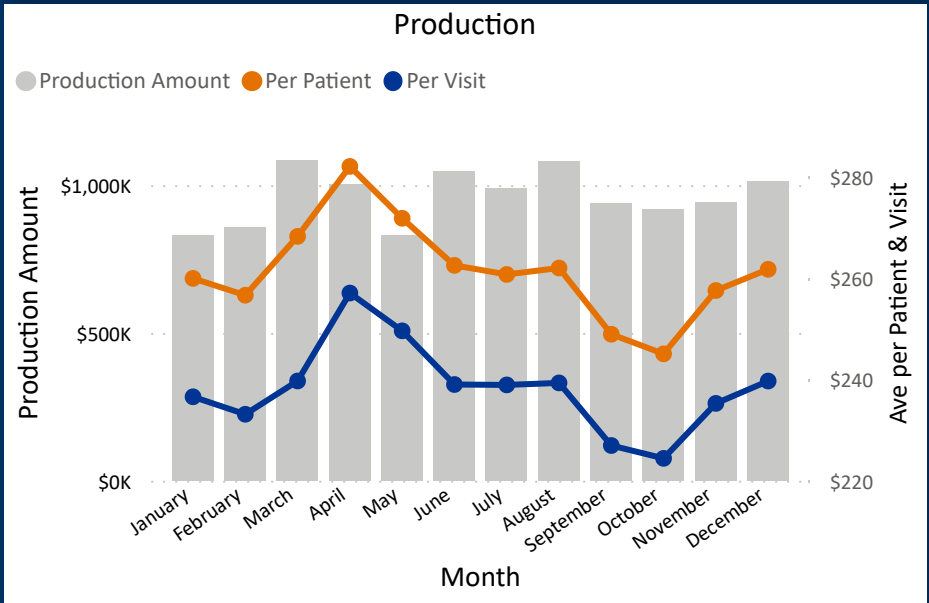
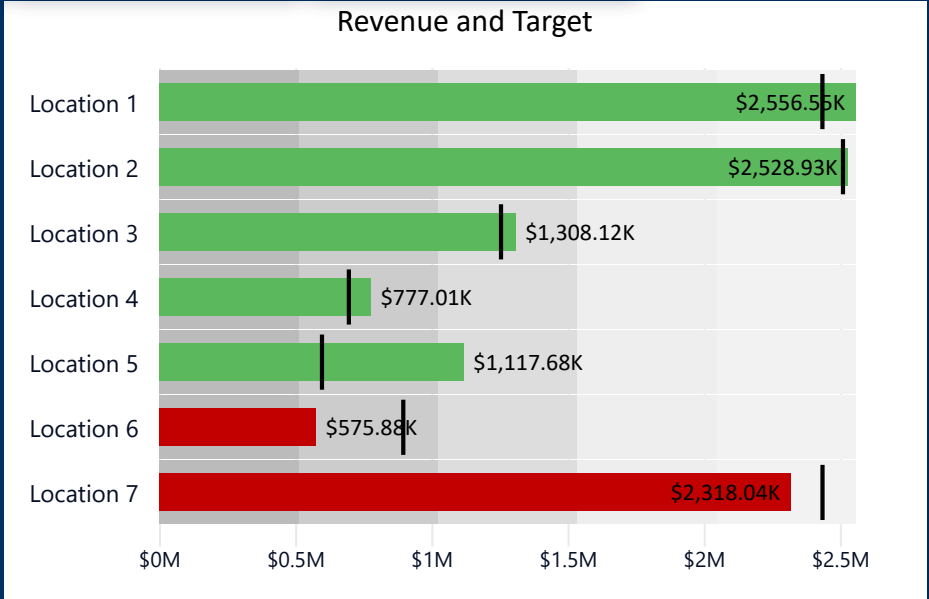
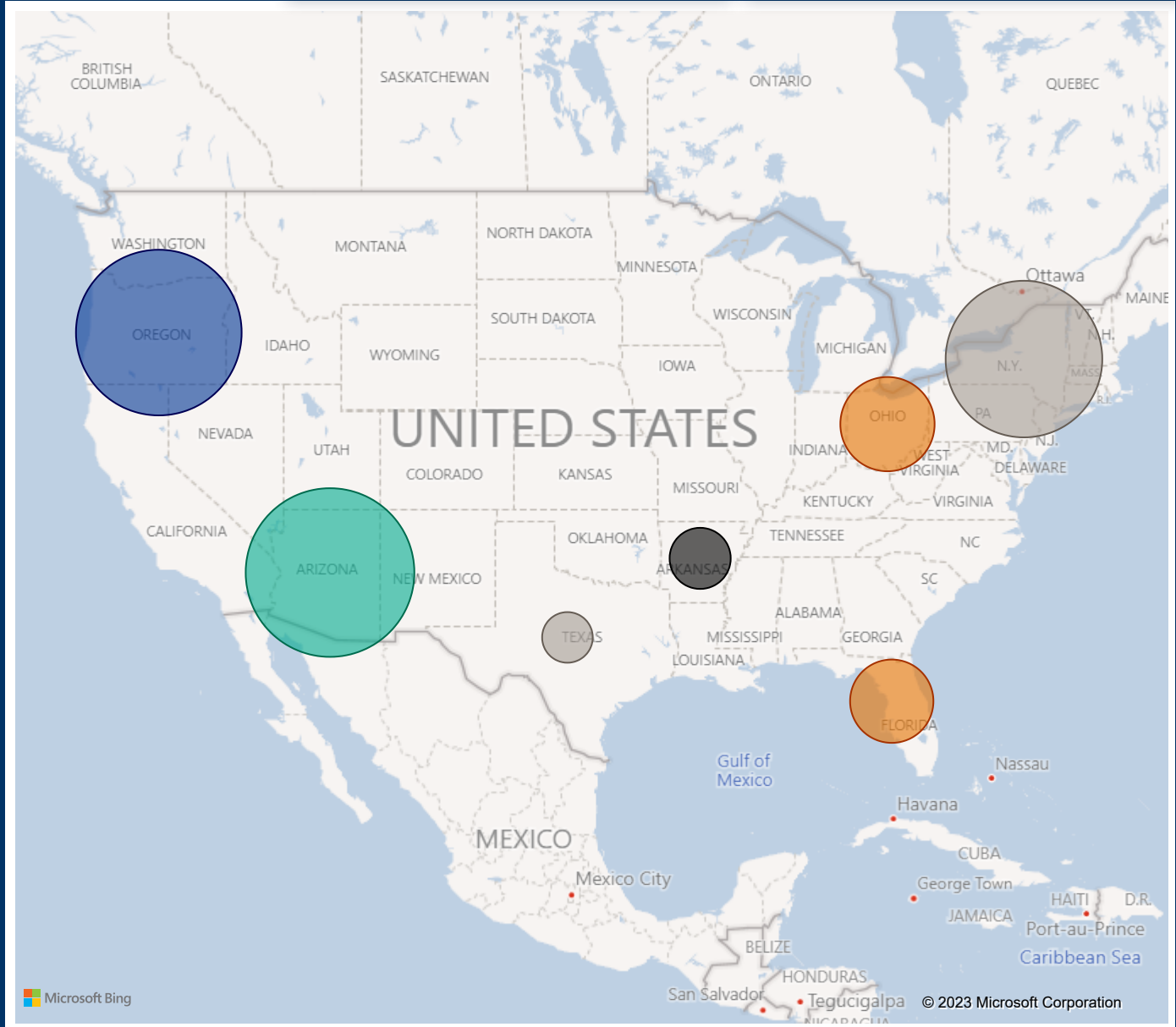
Operations:  
Patients &  
Visits

Operations:  
Loc 7 Referrals

Operations:  
Visits Analysis

Operations:  
Medicaid %

Operations:  
CPT



## Revenue

**\$11,182,207**

Prior YTD 36.52% ↑ Target 3.27% ↑

## Gross Profit

**\$4,920,518**

% Rev 44.00% Ind. Benchmark 35.90%

## Operating Profit

**\$3,731,961**

% Rev 33.37% Ind. Benchmark 20.00%

## EBITDA

**\$3,833,671**

Margin % 34.28%

Dec  
CM

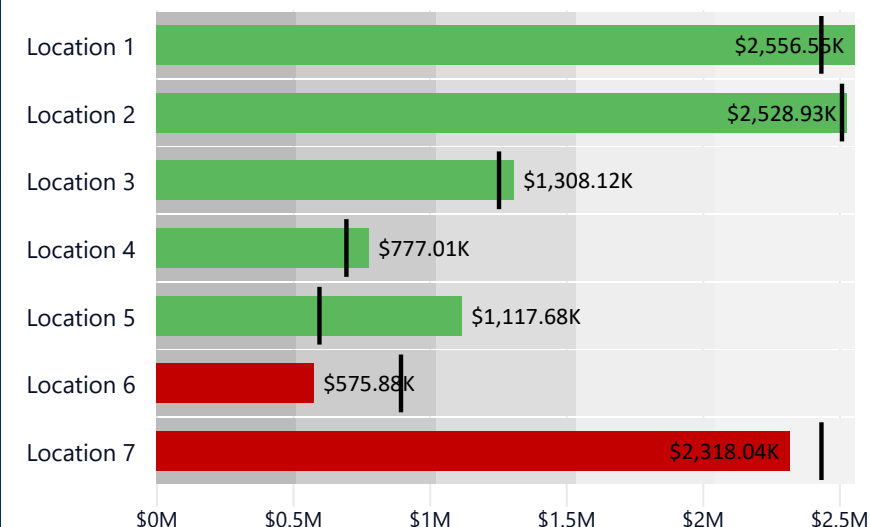
2021  
CY

Location  
All

View  
YTD

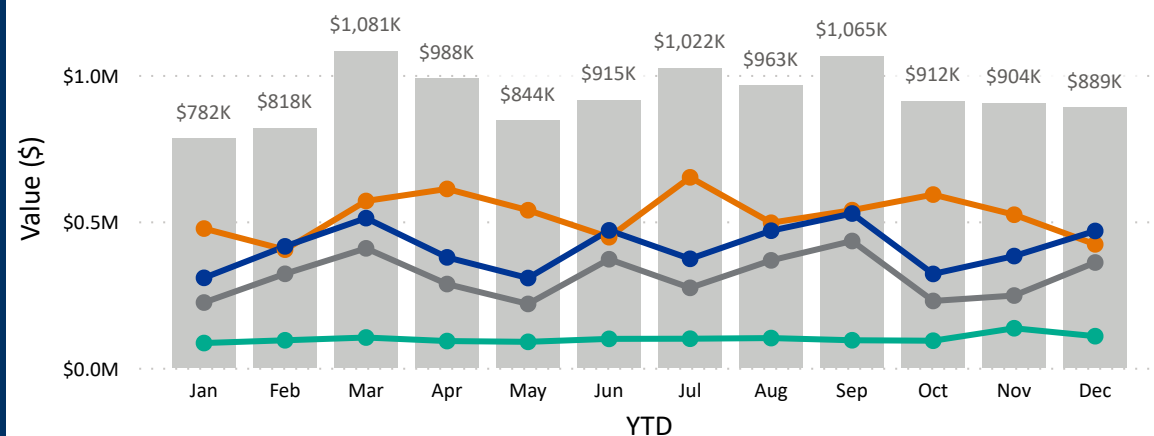
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### Revenue and Target



### KPI Trends

● Revenue ● Cost of Services ● Gross Profit ● SG&A ● Operating Profit



### KPI Overview by Location

Location	Revenue	COS % Rev	GP % Rev	SG&A % Rev	OP % Rev	EBITDA
Location 1	\$2,556,552	62.52%	37.48%	14.87%	22.60%	22.00%
Location 2	\$2,528,934	↓ 55.49%	↑ 44.51%	↓ 8.12%	↑ 36.39%	41.97%
Location 3	\$1,308,121	↓ 54.54%	↑ 45.46%	11.12%	↑ 34.33%	35.55%
Location 4	↑ \$777,009	68.70%	31.30%	16.28%	15.02%	13.50%
Location 5	↑ \$1,117,676	↓ 54.80%	↑ 45.20%	↑ 23.42%	21.78%	20.76%
Location 6	↓ \$575,880	↓ 56.90%	↑ 43.10%	11.38%	↑ 31.71%	28.85%
Location 7	\$2,318,035	↓ 46.27%	↑ 53.73%	↓ 0.16%	↑ 53.57%	53.57%
Total	\$11,182,207	56.00%	44.00%	10.63%	33.37%	34.28%

Cover

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CPT

Location  
All

Tile V...  
YTD

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## Revenue

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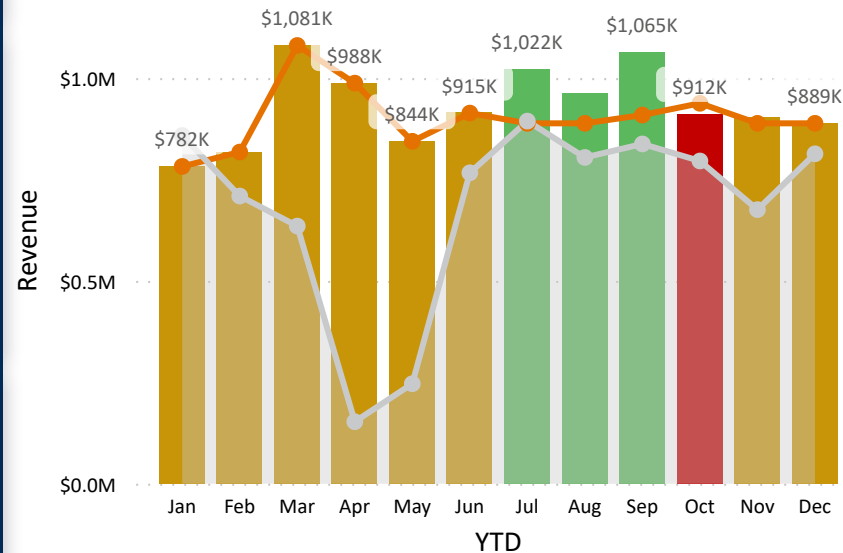
## EBITDA

**\$3,833,671**

Margin % 34.28%

## Revenue Trends and CY Target

● Revenue ● Target ● Last Year



## Revenue vs Budget % Δ

Provider Name	Current Month	Target % Δ (CM)	YTD	%GT Revenue YTD	Target % Δ (YTD)
Provider 1	\$84,489	7.54%	\$968,906	8.41%	2.76%
Provider 2	\$77,337	73.68%	\$779,972	6.77%	31.07%
Provider 3	\$72,438	11.99%	\$811,892	7.05%	4.60%
Provider 4	\$94,994	-4.70%	\$1,206,658	10.47%	-1.14%
Provider 5	\$47,196	-3.70%	\$598,316	5.19%	3.42%
Provider 6	\$123,092	7.72%	\$1,385,634	12.03%	1.05%
Provider 7	\$81,029	-16.40%	\$1,079,792	9.37%	-7.16%
Provider 8	\$112,776	16.32%	\$1,105,238	9.59%	-4.20%
Provider 9	\$319,056	14.39%	\$3,453,728	29.97%	3.19%
Provider 10	\$0		\$111,649	0.97%	21.99%
Provider 11	\$200	-79.64%	\$20,476	0.18%	8.43%
Total	\$1,012,606	9.53%	\$11,522,259	100.00%	2.34%

## Cost of Services: KPI % Revenue

Item	% Rev CM	% Rev YTD	Industry %	YTD \$
61 PROVIDER COMPENSATION	20.67%	29.67%	34.00%	\$3,318,028
62 STAFF COMPENSATION	21.69%	17.29%	21.00%	\$1,933,178
63 PRACTICE SUPPLIES	4.28%	7.68%	6.50%	\$859,086
65 LAB EXPENSE	0.13%	0.18%	0.01%	\$20,596
64 FRONT OFFICE SUPPLIES & EXPENSE	0.65%	1.17%	2.50%	\$130,800
Total Cost of Goods Sold	47.43%	56.00%	64.10%	\$6,261,688

## SG&A: KPI % Revenue

Item	% Rev CM	% Rev YTD	Industry %	YTD \$
71 PROFESSIONAL SERVICES	0.00%	0.00%	3.00%	\$0
72 ADVERTISING & PROMOTION	0.57%	0.68%	3.00%	\$75,664
73 OFFICE EXPENSE	1.32%	0.87%	1.00%	\$97,035
74 RENT	7.90%	7.37%	5.50%	\$824,238
74 OTHER OCCUPANCY	2.45%	1.38%	1.00%	\$154,237
77 TAXES AND LICENSES	0.00%	0.00%	0.50%	\$0
78 OTHER SG&A	-0.12%	0.33%	1.20%	\$37,383
Total Expenses	12.12%	10.63%	15.90%	\$1,188,557

Revenue targets based on budget.  
Cost targets based on % of revenue industry standards.

Cover

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Operations:  
CPT

# Expenses Report

\$6,261,688

YTD Cost of Services

\$1,188,557

YTD SG&A

Location

All

Cost of Services: KPI % Revenue

Item	Location 1	Location 2	Location 3	Location 4	Location 5	Location 6	Location 7
61 PROVIDER COMPENSATION	26.59%	28.98%	28.79%	30.69%	27.22%	35.94%	33.60%
62 STAFF COMPENSATION	25.16%	17.60%	16.94%	27.73%	20.53%	11.07%	4.95%
63 PRACTICE SUPPLIES	8.22%	7.81%	7.37%	8.36%	5.71%	8.31%	7.70%
65 LAB EXPENSE	0.23%	0.19%	0.30%	0.53%	0.15%		
64 FRONT OFFICE SUPPLIES & EXPENSE	2.32%	0.90%	1.14%	1.39%	1.19%	1.59%	0.01%
Total Cost of Goods	62.52%	55.49%	54.54%	68.70%	54.80%	56.90%	46.27%

SG&A: KPI % Revenue

Item	Location 1	Location 2	Location 3	Location 4	Location 5	Location 6
71 PROFESSIONAL SERVICES		0.00%				
72 ADVERTISING & PROMOTION	0.25%	0.52%	0.32%	0.50%	3.81%	0.92%
73 OFFICE EXPENSE	1.42%	0.74%	1.09%	1.63%	1.34%	0.00%
74 RENT	9.72%	5.75%	7.86%	10.20%	16.89%	10.32%
74 OTHER OCCUPANCY	2.72%	0.75%	1.63%	3.79%	1.31%	0.06%
77 TAXES AND LICENSES	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
78 OTHER SG&A	0.76%	0.37%	0.22%	0.15%	0.06%	0.09%
Total Expenses	14.87%	8.12%	11.12%	16.28%	23.42%	11.38%

Cover

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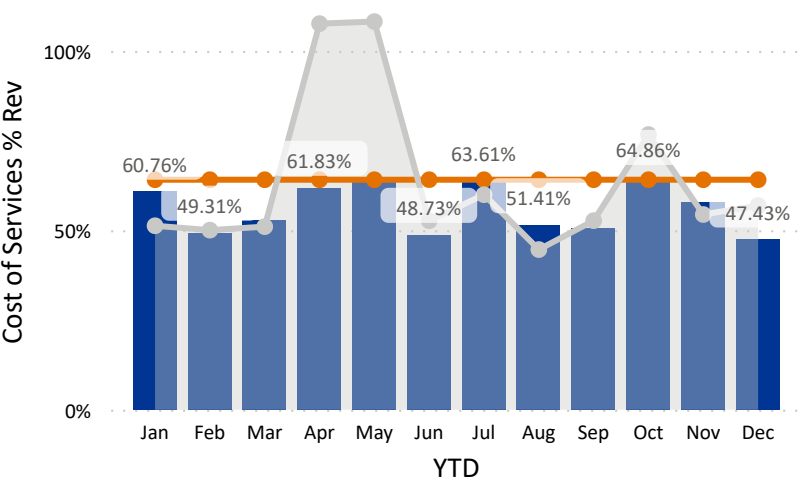
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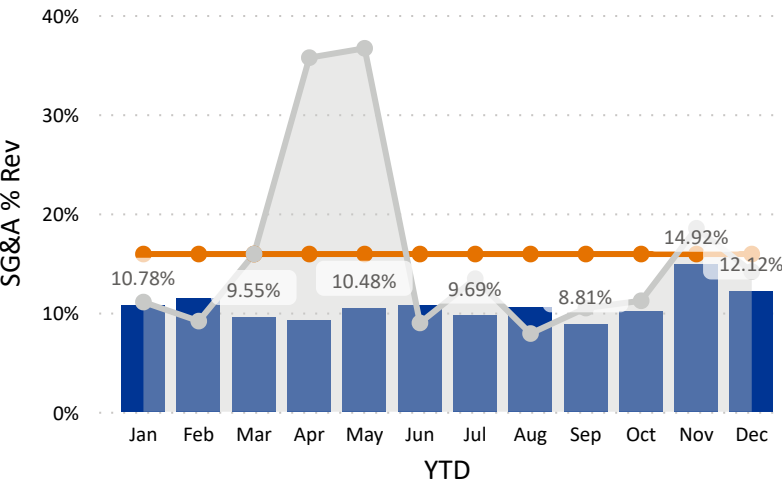
Cost of Services Trends and CY Target

● Cost of Services % Rev ● Industry Target ● Last Year



SG&A Trends and CY Target

● SG&A % Rev ● Industry Target ● Last Year



Industry Standards

Item	Industry Percentage
61 PROVIDER COMPENSATION	34.00%
62 STAFF COMPENSATION	21.00%
63 PRACTICE SUPPLIES	6.50%
65 LAB EXPENSE	0.01%
64 FRONT OFFICE SUPPLIES & EXPENSE	2.50%
Total Cost of Goods Sold	64.10%
71 PROFESSIONAL SERVICES	3.00%
72 ADVERTISING & PROMOTION	3.00%
73 OFFICE EXPENSE	1.00%
74 RENT	5.50%
74 OTHER OCCUPANCY	1.00%

# KPI Trends

\$4,920,518

YTD Gross Profit

\$3,731,961

YTD Operating Profit

34.28%

YTD EDITDA

Location

All

Cover

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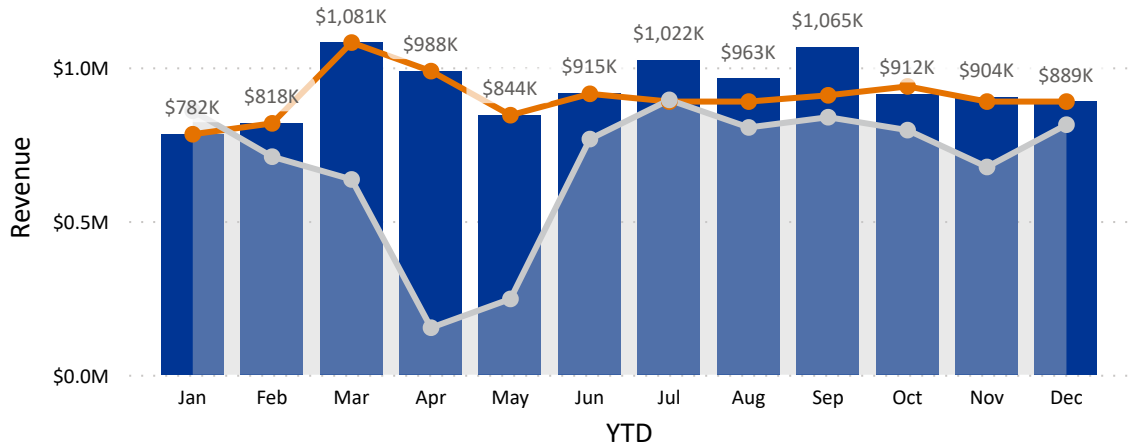
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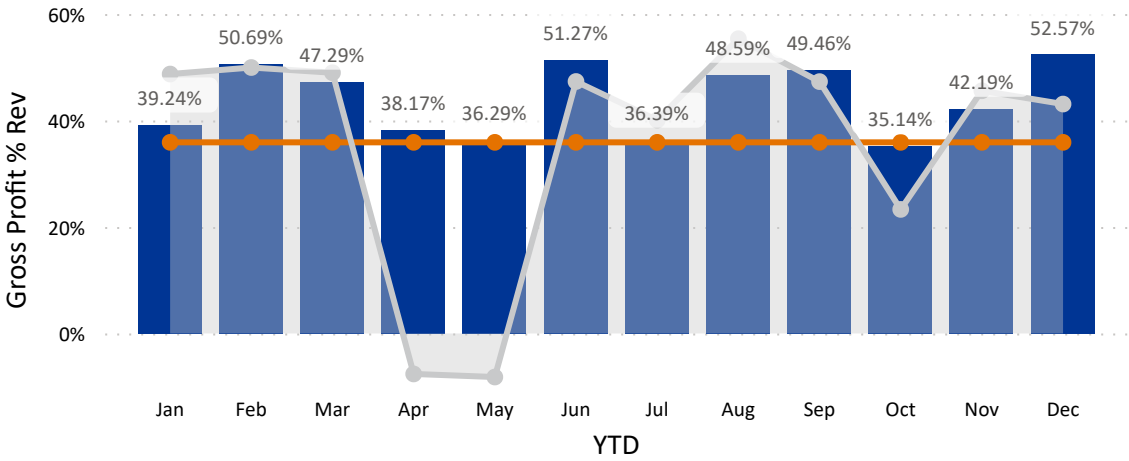
Revenue Trends and CY Target

Revenue Budget Target Last Year



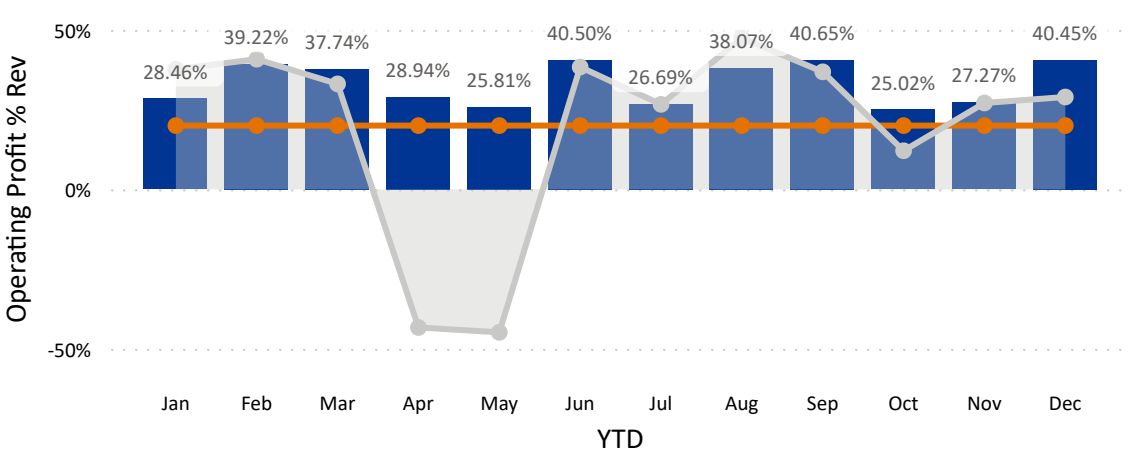
Gross Profit Trends and CY Target

Gross Profit % Rev Industry Target Last Year



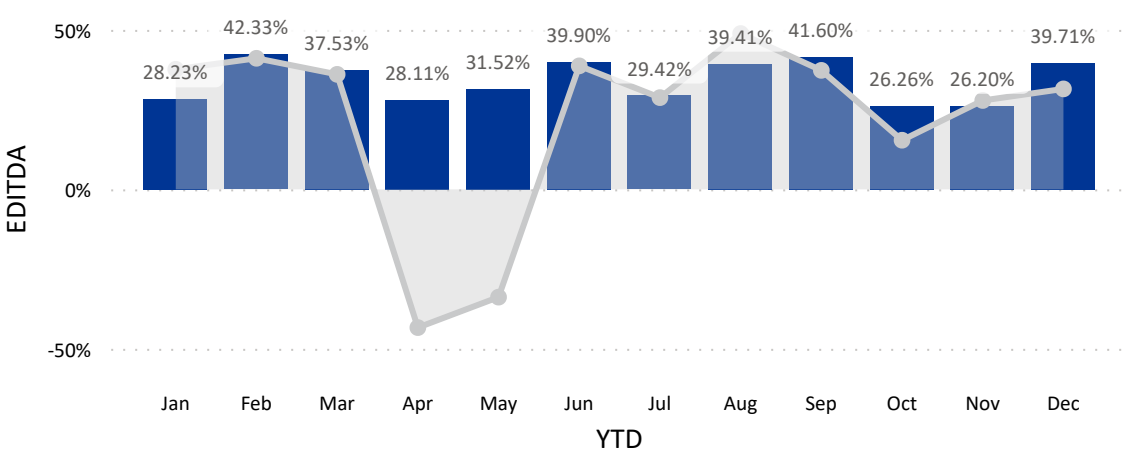
Operating Profit Trends and CY Target

Operating Profit % Rev Industry Target Last Year



EBITDA Trend

EDITDA Last Year





Clinic

All

Provider

All

# Unique Patients

058183

# Unique Visits

134179

View

Clinic

Provider

Calculation Value

Production per Patient

Production per Visit

Total Production

\$11,535,336

Production Amount

\$198

Per Patient (by provider)

\$460

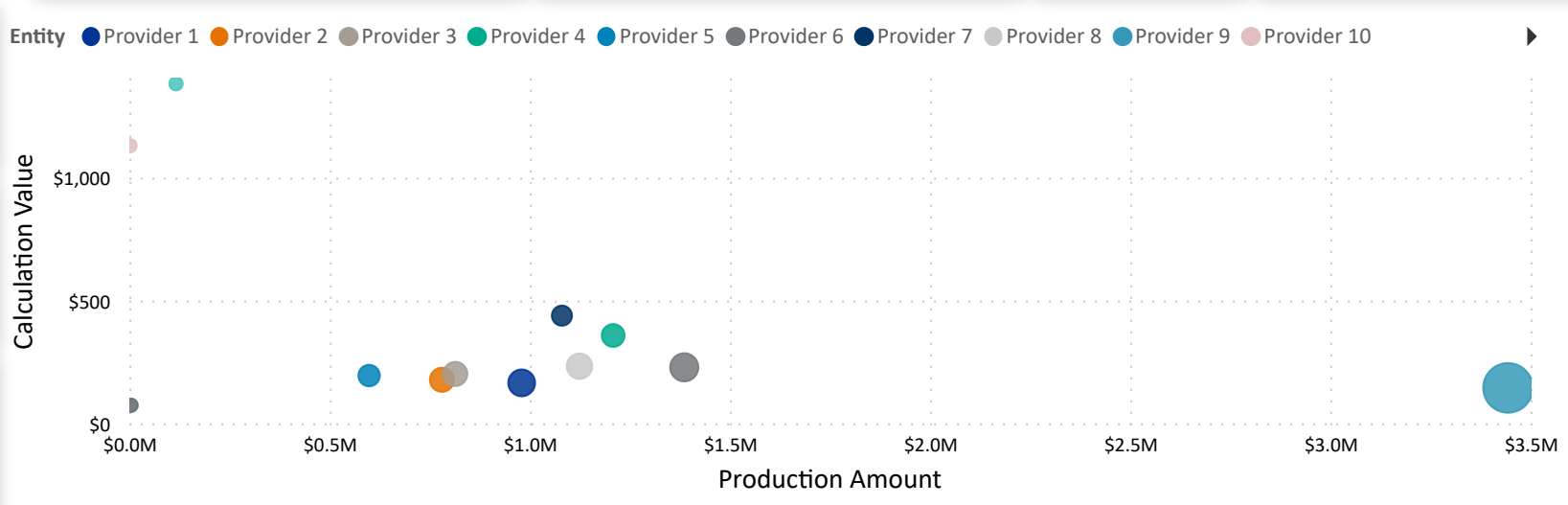
Per Patient (with all)

\$140

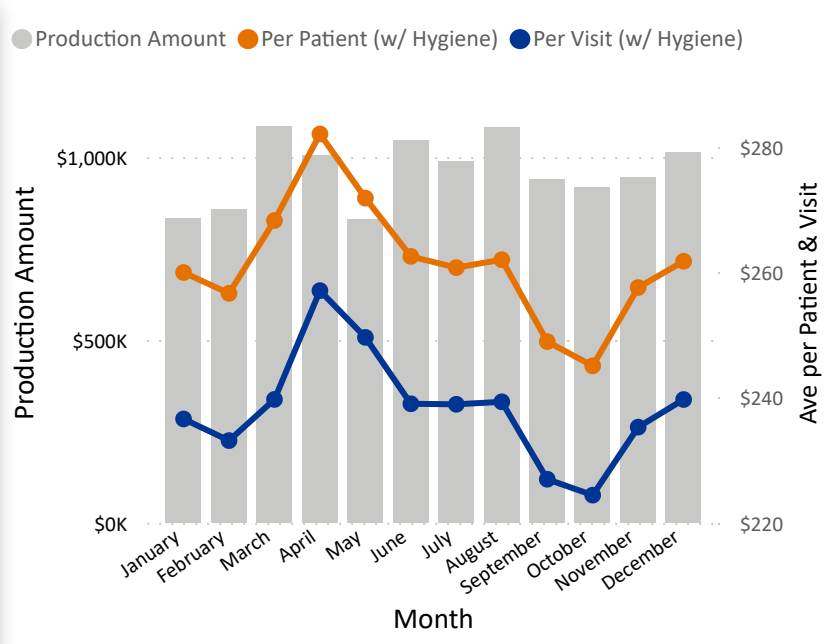
Per Visit (by provider)

\$238

Per Visit (with all)



Provider	Location 1	Location 2	Location 3	Location 4	Location 5	Location 6	Location 7	Total
Provider 1	\$133		\$135				\$1,578	\$165
Provider 2	\$108	\$116	\$52	\$113	\$172	\$114	\$1,664	\$177
Provider 3	\$897		\$199			\$188	\$1,011	\$201
Provider 4	\$84	\$155	\$142	\$164			\$1,597	\$358
Provider 5	\$135	\$136	\$177			\$236	\$1,739	\$195
Provider 6		\$208	\$305				\$1,691	\$228
Provider 7	\$164				\$184		\$1,688	\$439
Provider 8	\$104	\$124		\$258			\$2,022	\$233
Provider 9	\$130	\$142	\$168	\$95	\$184	\$125	\$16	\$144
Provider 10	\$1,130							\$1,130
Provider 11	\$1,130					\$1,399		\$1,383
Provider 12	\$48	\$47	\$31		\$61	\$50	\$154	\$74
Total	\$302	\$366	\$387	\$361	\$383	\$442	\$1,705	\$460



Cover

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Operations:  
Loc 7 Referrals

Operations:  
Visits Analysis

Operations:  
Medicaid %

Operations:  
CPT

\$2,414,871  
Location 7 Production

\$2,243,949  
Referred from Locations

92.92%  
Referred from Locations % Total

\$170,923  
Only Loc 7 (not referred)

1,431  
# Unique Location 7 Patients

1,333  
Referred from Locations

93.15%  
Referred from Locations % Total

98  
Only Loc 7 (not referred)

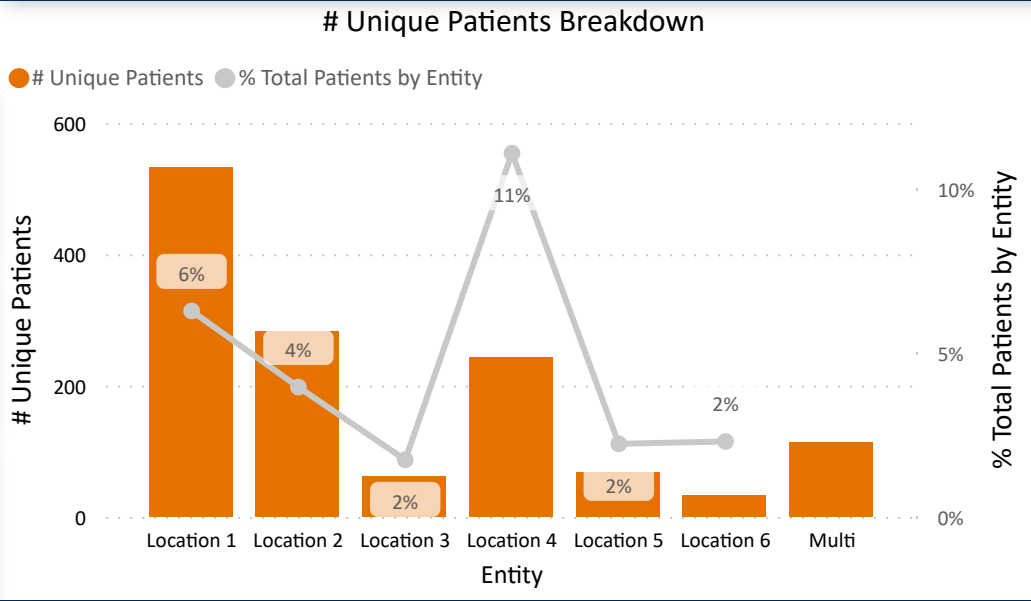
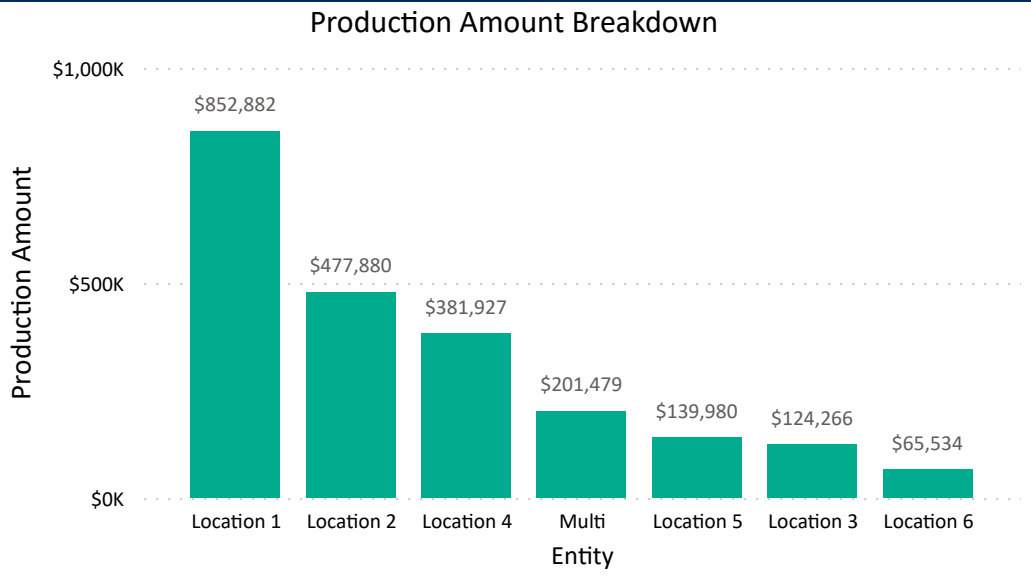
Entity 

All

View 

Clinic

Provider



Patient	Entity	Production Amount
Patient 117	Multi	\$8,006
Patient 612	Location 2	\$7,269
Patient 20	Location 4	\$6,316
Patient 49	Location 1	\$6,243
Patient 72	Location 2	\$6,163
Patient 1156	Location 4	\$6,118
Patient 555	Location 5	\$5,787
Patient 151	Location 4	\$5,721
Patient 691	Location 1	\$5,545
Patient 65	Location 2	\$5,444
Patient 1089	Location 6	\$5,389
Patient 482	Location 1	\$5,359
Patient 57	Location 3	\$5,135
Patient 285	Location 1	\$4,938
Patient 115	Location 4	\$4,685
Patient 354	Multi	\$4,599
Patient 975	Location 3	\$4,583
Patient 323	Location 4	\$4,548
Patient 1312	Location 3	\$4,539
Patient 327	Location 3	\$4,427
Patient 243	Location 1	\$4,421
Patient 268	Location 1	\$4,367
Patient 529	Location 5	\$4,278
Patient 53	Location 2	\$4,259
Patient 345	Location 5	\$4,148
Patient 1225	Location 3	\$4,134
Patient 637	Location 1	\$4,075
Patient 44	Location 4	\$4,004
Patient 1080	Location 1	\$3,974
Patient 467	Location 3	\$3,937
Total		\$2,243,949

- Cover
- Map
- Financials: Overview
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- Financials: KPI Trends
- Operations: Patients & Visits
- Operations: Loc 7 Referrals
- Operations: Visits Analysis
- Operations: Medicaid %
- Operations: CPT



Entity

All

View

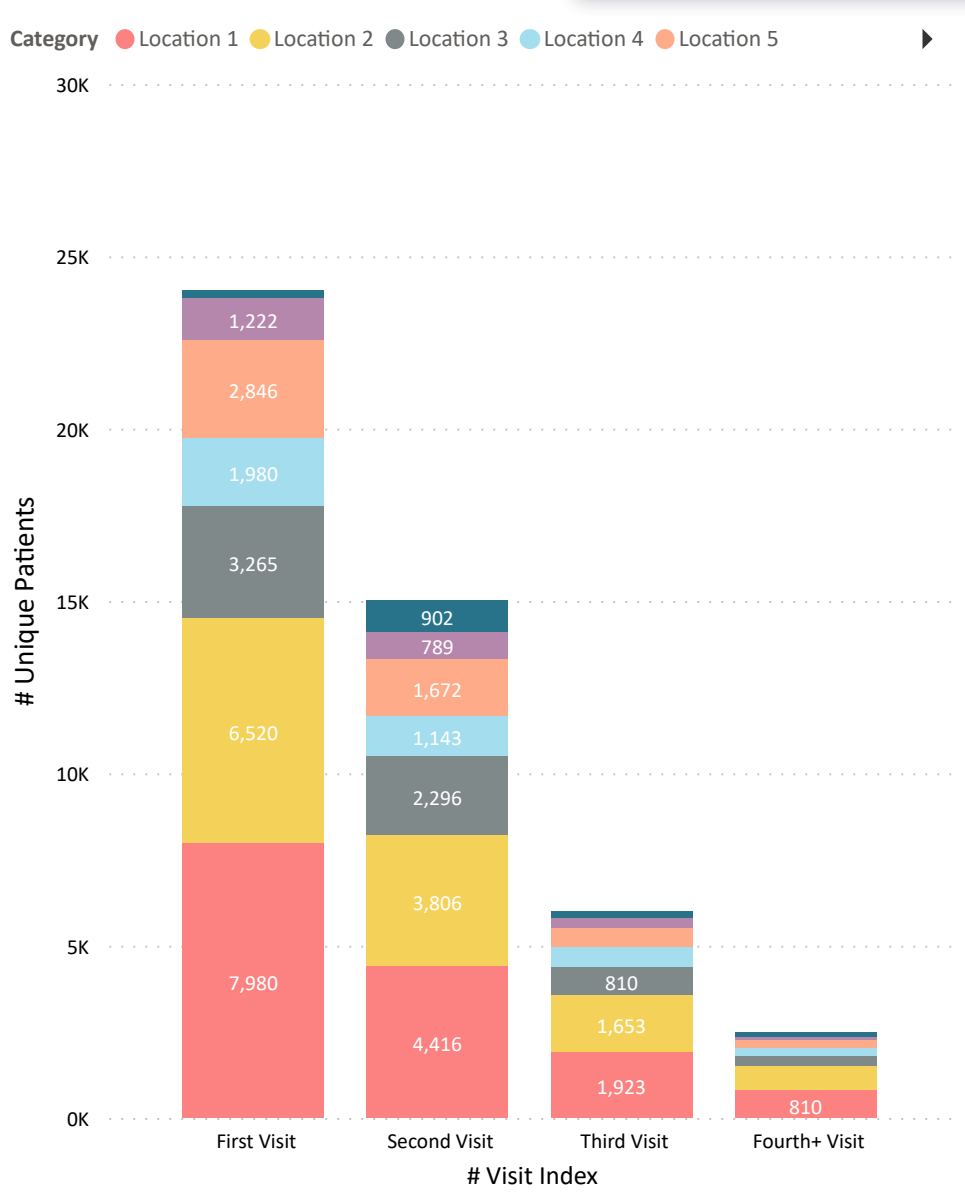
☒ Clinic

☐ Provider

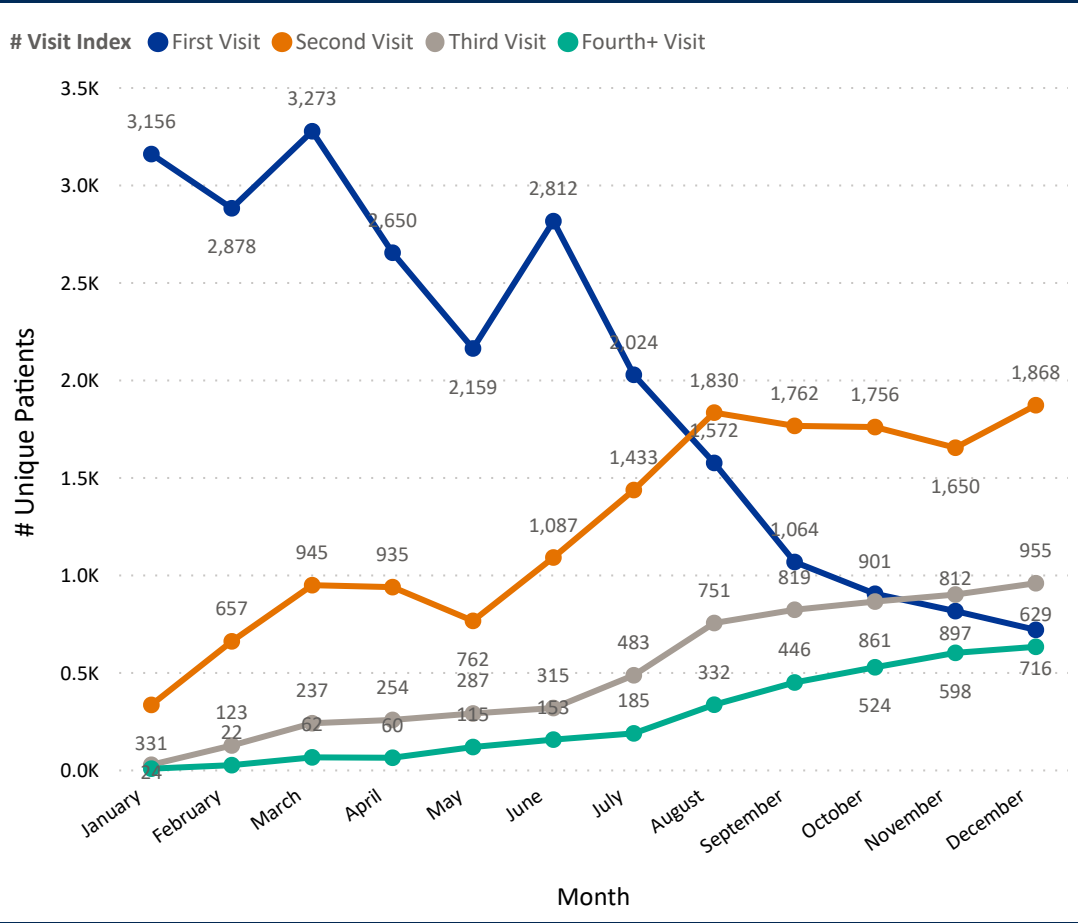
# Visits per Patient

1

11



# Visit Index	Entity	# Unique Patients	Production Amount
First Visit	Location 1	7,980	\$1,161,743
	Location 2	6,520	\$1,142,260
	Location 3	3,265	\$588,303
	Location 4	1,980	\$352,203
	Location 5	2,846	\$574,010
	Location 6	1,222	\$241,320
	Location 7	210	\$349,896
	Total	24,017	\$4,409,735
Second Visit	Location 1	4,416	\$805,695



Patients w/ No Visits in CY

Patient

Patient 1

Patient 2

Patient 3

Patient 4

Patient 5

Patient 6

Patient 7

Patient 8

Patient 9

Patient 10

Patient 11

Patient 12

Patient 13

Patient 14

Patient 15

Patient 16

Patient 17

Patient 18

- Cover
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- Operations: Medicaid %
- Operations: CPT

57.93%

% Medicaid

42.07%

% Non-Medicaid

\$6,682,252

Total Medicaid

\$4,853,084

Total Non-Medicaid

Clinic

All

Provider

All

View

☒ Clinic

☐ Provider

Type

☒ Medicaid

☐ Non-Medicaid

Cover

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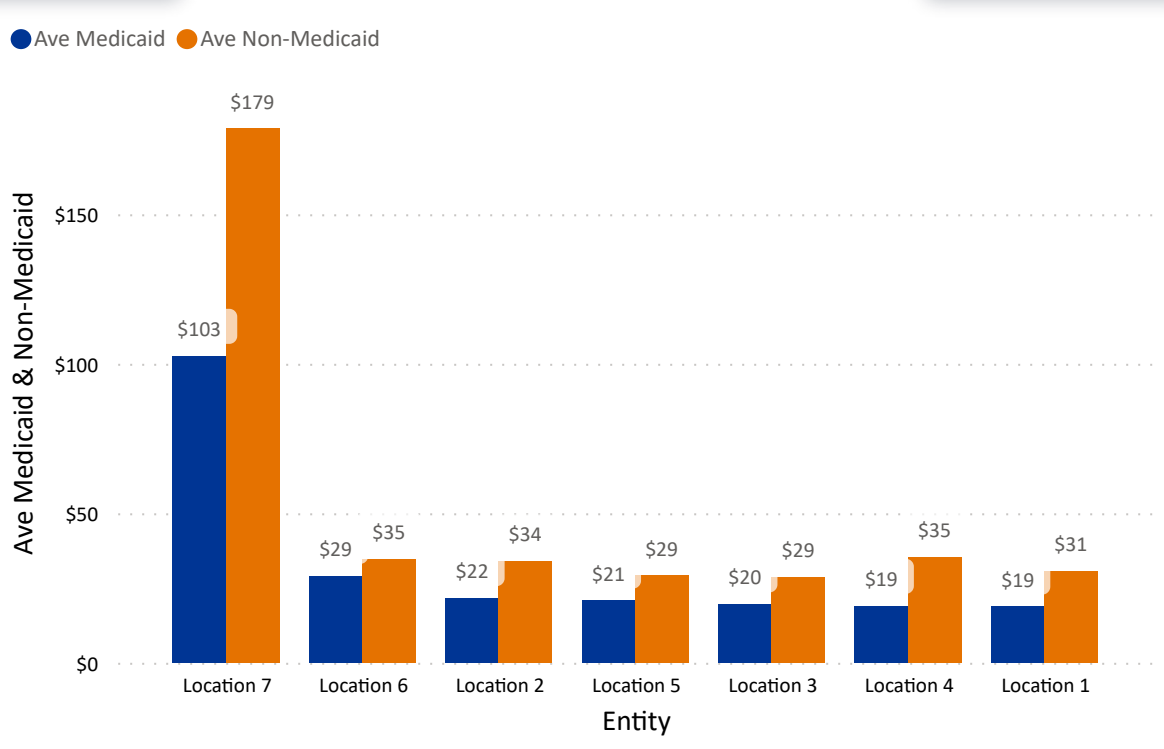
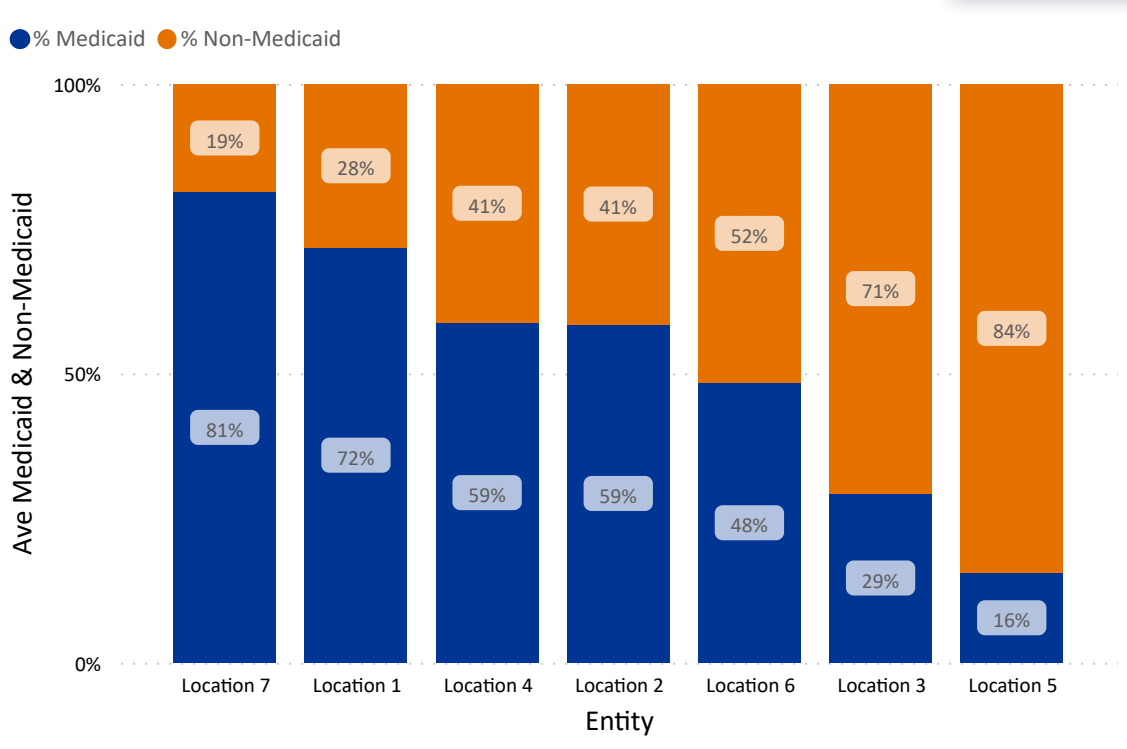
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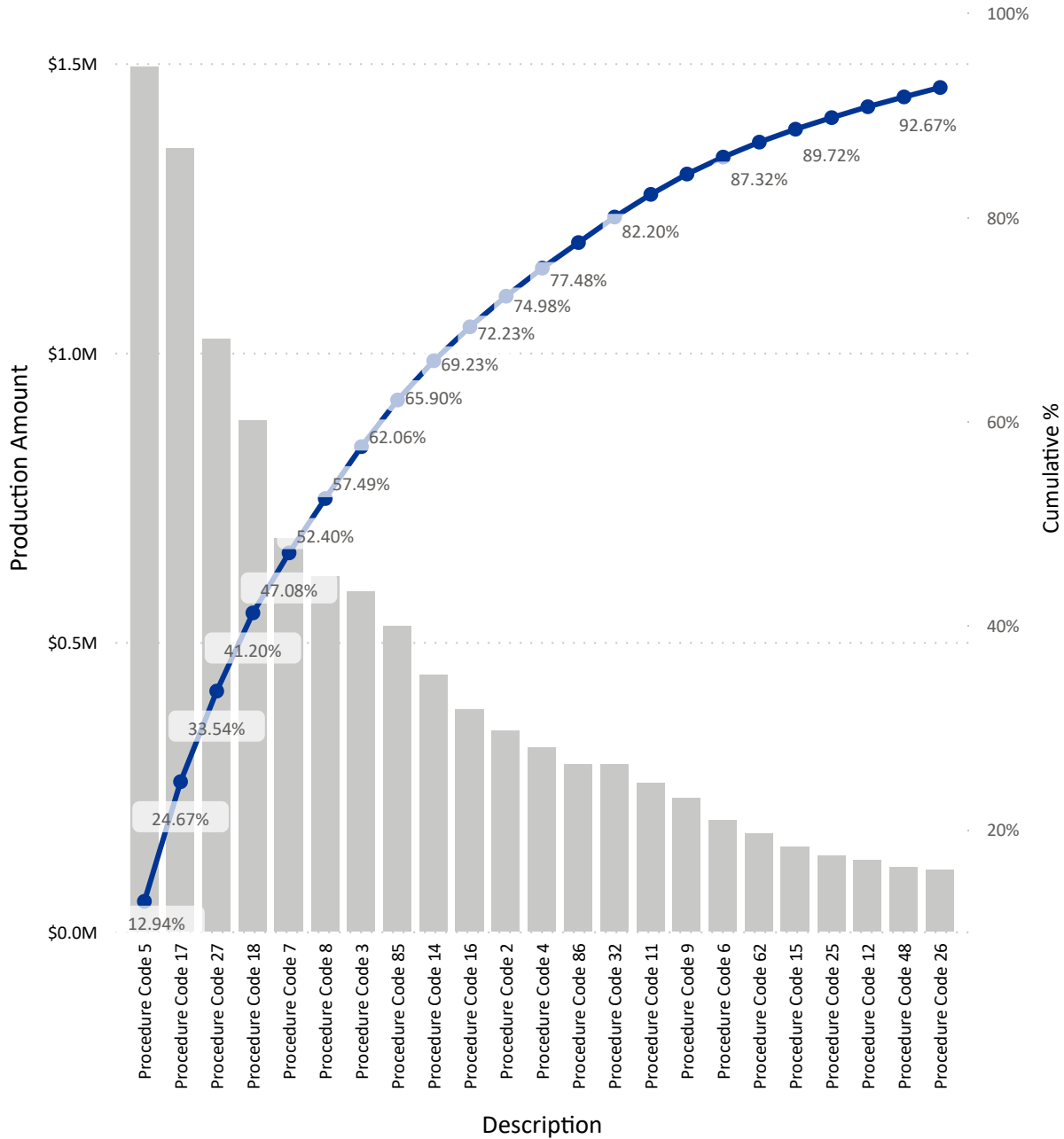
Operations:  
CPT



Entity	Total Medicaid	Total Non-Medicaid
Location 1	\$1,842,530	\$725,644
Location 2	\$1,532,520	\$1,086,508
Location 3	\$397,311	\$958,498
Location 4	\$466,097	\$326,661
Location 5	\$182,033	\$987,950
Location 6	\$297,453	\$317,259
Location 7	\$1,964,308	\$450,563
Total	\$6,682,252	\$4,853,084

Clinic	Provider 1	Provider 2	Provider 3	Provider 4	Provider 5	Provider 6	Provider 7	Provider 8	Provider 9	Provider 10	Provider 11	Provider 12	Total
Location 1	68.69%	76.50%		79.27%	82.49%		83.88%	76.06%	68.93%	100.00%	80.00%	11.27%	71.74%
Location 2		68.85%		61.77%	68.86%	59.35%		65.10%	54.86%			67.97%	58.51%
Location 3	100.00%	16.85%	31.65%	29.00%	37.84%	100.00%			24.84%			41.85%	29.30%
Location 4		60.96%		59.30%				57.94%	60.69%				58.79%
Location 5		18.92%					15.02%		13.26%				15.56%
Location 6		39.57%	43.78%		44.35%				37.01%		78.65%		48.39%
Location 7	84.72%	70.19%	60.08%	86.09%	80.99%	71.11%	82.09%	76.04%	100.00%			56.71%	81.34%
Total	71.92%	44.23%	34.32%	77.78%	61.05%	60.47%	67.37%	67.07%	47.44%	100.00%	78.72%	51.99%	57.93%

● Production Amount ● Cumulative %



**\$11,535,336**  
Production Amount

Clinic  
All

Provider  
All

Description	Production Amount Ave	Production Amount	Production Amount % Total	Production Amount % Total Overall
Procedure Code 5	\$141	\$1,493,219	12.94%	12.94%
Procedure Code 17	\$46	\$1,352,244	11.72%	11.72%
Procedure Code 27	\$37	\$1,024,011	8.88%	8.88%
Procedure Code 18	\$27	\$883,163	7.66%	7.66%
Procedure Code 7	\$176	\$678,427	5.88%	5.88%
Procedure Code 8	\$40	\$613,764	5.32%	5.32%
Procedure Code 3	\$98	\$586,874	5.09%	5.09%
Procedure Code 85	\$63	\$527,156	4.57%	4.57%
Procedure Code 14	\$31	\$443,176	3.84%	3.84%
Procedure Code 16	\$63	\$383,451	3.32%	3.32%
Procedure Code 2	\$165	\$346,183	3.00%	3.00%
Procedure Code 4	\$108	\$317,501	2.75%	2.75%
Procedure Code 86	\$79	\$288,740	2.50%	2.50%
Procedure Code 32	\$60	\$288,293	2.50%	2.50%
Procedure Code 11	\$213	\$256,151	2.22%	2.22%
Procedure Code 9	\$161	\$229,733	1.99%	1.99%
Procedure Code 6	\$111	\$191,836	1.66%	1.66%
Procedure Code 62	\$56	\$168,870	1.46%	1.46%
Procedure Code 15	\$20	\$146,172	1.27%	1.27%
Procedure Code 25	\$250	\$130,740	1.13%	1.13%
Procedure Code 12	\$27	\$123,112	1.07%	1.07%
Procedure Code 48	\$46	\$111,026	0.96%	0.96%
Procedure Code 26	\$15	\$106,373	0.92%	0.92%
Procedure Code 30	\$128	\$104,473	0.91%	0.91%
Total	\$56	\$11,535,336	100.00%	

Cover

Map

Financials:  
Overview

Financials:  
Location

Financials:  
Expenses

Financials: KPI  
Trends

Operations:  
Patients &  
Visits

Operations:  
Loc 7 Referrals

Operations:  
Visits Analysis

Operations:  
Medicaid %

Operations:  
CPT