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# Using Data as a Strategic Advantage

Managing through an ever-changing financial landscape

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# At the end of this session, you will be able to:

- Identify the large number of data sources organizations have at their fingertips today
- Recognize how organizations have transformed their data into insights
- Discuss how to leverage a case study, of how transformed data was utilized to make strategic decisions



# Today's Presenters



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# How are Business Decisions Being Made?



- Gut feel
- Wind direction of the day
- Influence



- DATA
- Financial Information
- Operational KPI's

# Modern Challenges & Environmental Headwinds

- Staffing
- Rising Costs / Decreasing Revenue
- Disparate Systems with Siloed Data
- Complicated Rev Cycle
- Significant Lag in Trusted Reporting
- Data Overload
- Digital Vendor Confusion
- Covid Change Management
- Ever Changing Technology

“No Margin No Mission”



# What is the Cost of Not Getting the Most Out of Your Data?

Problem?



Result?



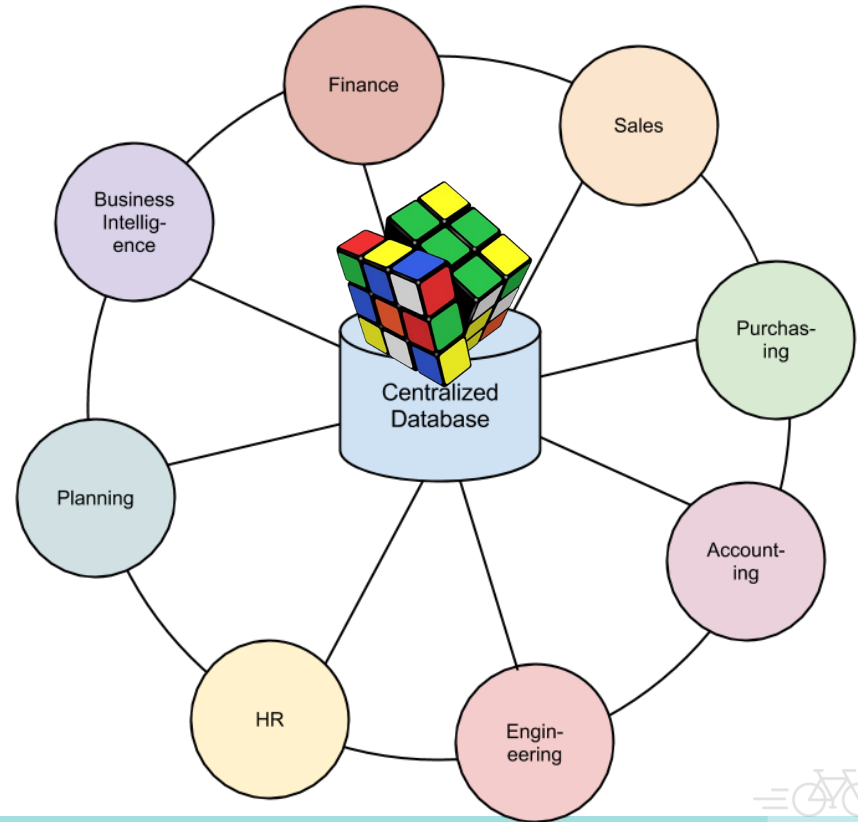
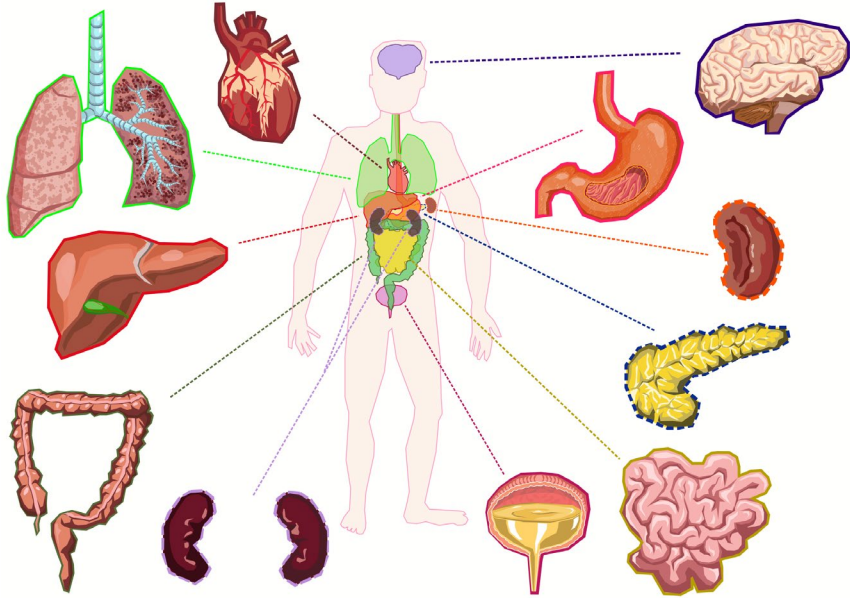
“No Margin No Mission”

# The Power of Data and Digital Transformation

- Daily Life
- Clinical Applications
- Business
- Empowers & Guides Direction
- Creates Confidence
- Strategy
- Operations
- Efficiency



# To Thrive – Systems – Need to Work Together



# CLA Digital –Empowering Business Success



## Data

Data Strategy & Road Mapping  
Digital Readiness Assessments  
Analytics & Reporting  
Predictive Modeling  
Artificial Intelligence



## Automation

System Integration  
Process Automation  
Platform Optimization  
Custom App Development



## Software

Software Implementation  
Sage Intacct  
Acumatica  
Microsoft & Azure  
License “Right-Sizing” Evaluations

CLA Digital teams uses data, automation, and software to meet clients where they are and help them make data driven decisions.

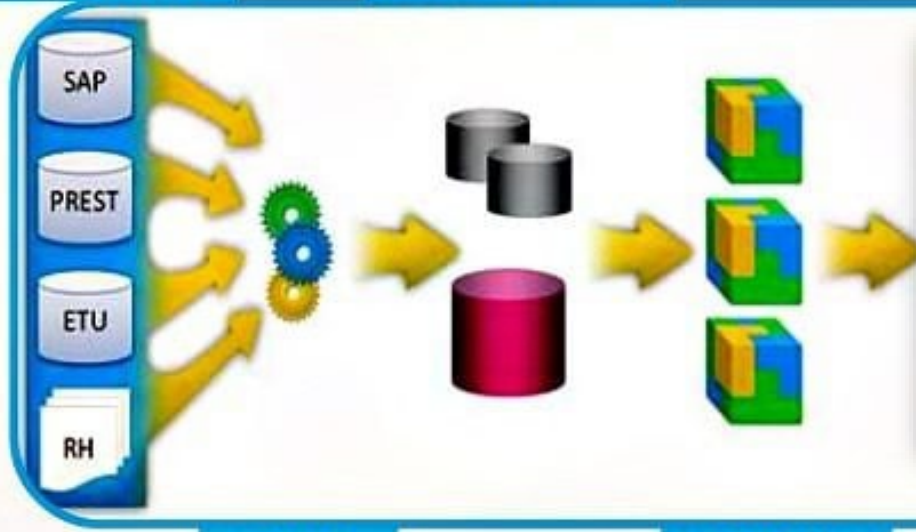


# BUSINESS INTELLIGENCE (BI)

Heterogeneous  
data sources

Data Warehouse/  
Data Marts

Visualizations/  
Reports



Extract,  
Transform  
&  
Load

OLAP/Cubes

Dashboards/  
Scorecards



# When Does it Make Sense to Explore Enhanced Digital Solutions?

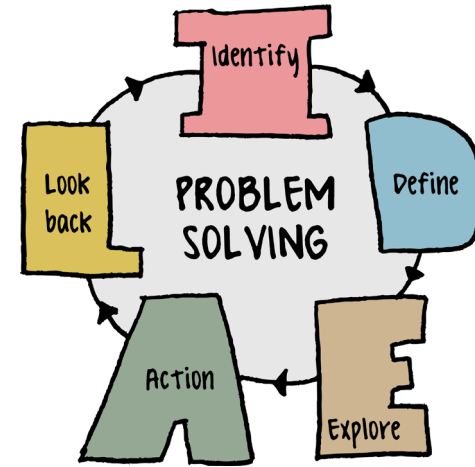
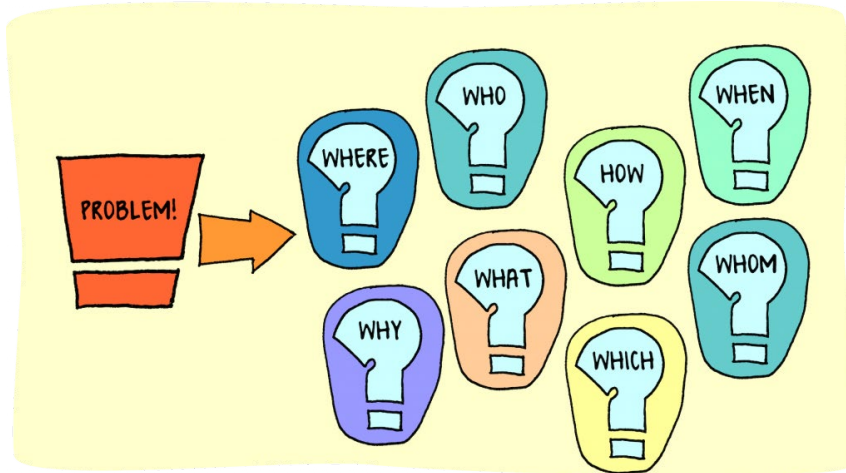
## Symptoms:

- Building key reports via manual data extraction
- Then dumping into Excel or some other Db
- Outgrown current systems (accounting, budgeting, scheduling, rev cycle, etc.)
- Disparate Software Systems that don't talk to each other
- Challenged by the Digital Transformation journey
- No Data Strategy in place today
- In your everyday work - **“there has to be a better way”**

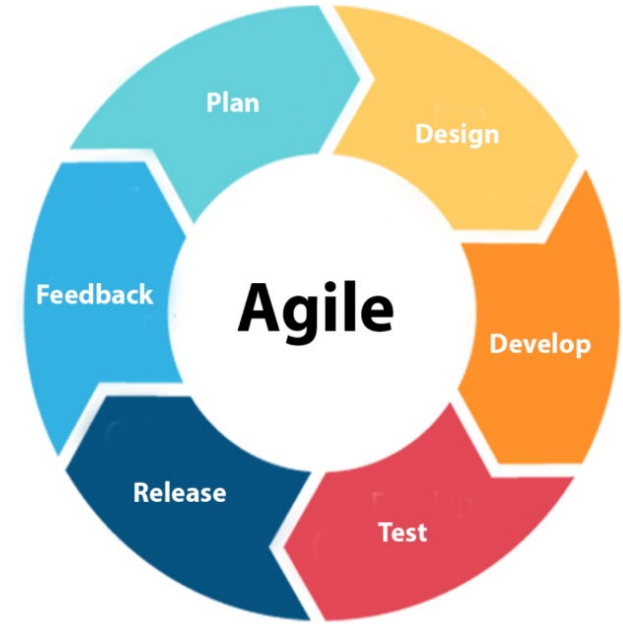
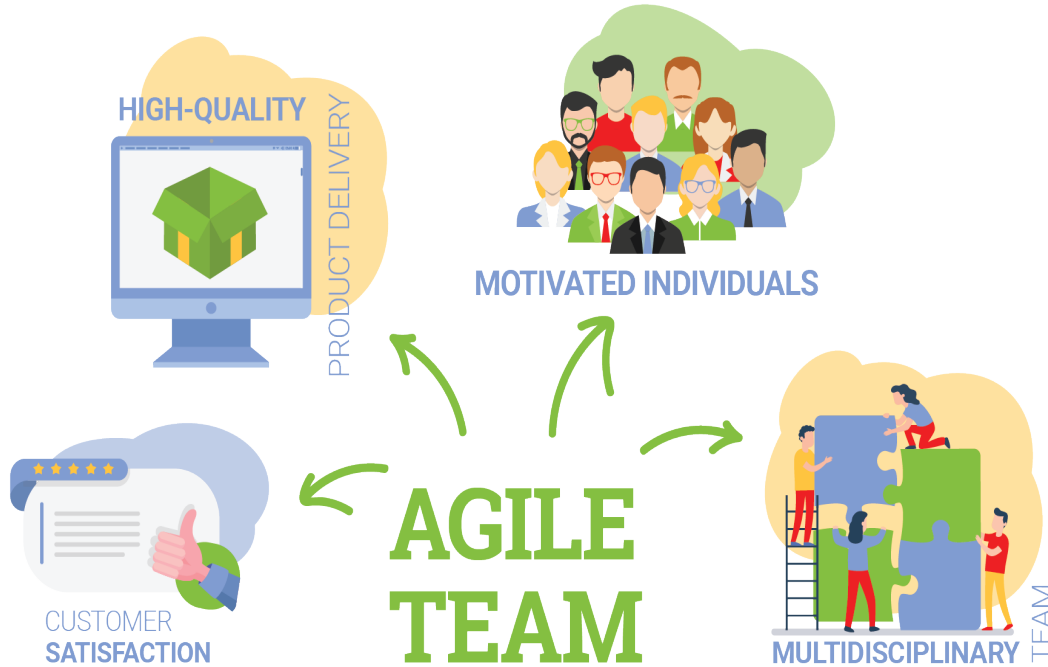


# Start with a Digital Readiness Assessment

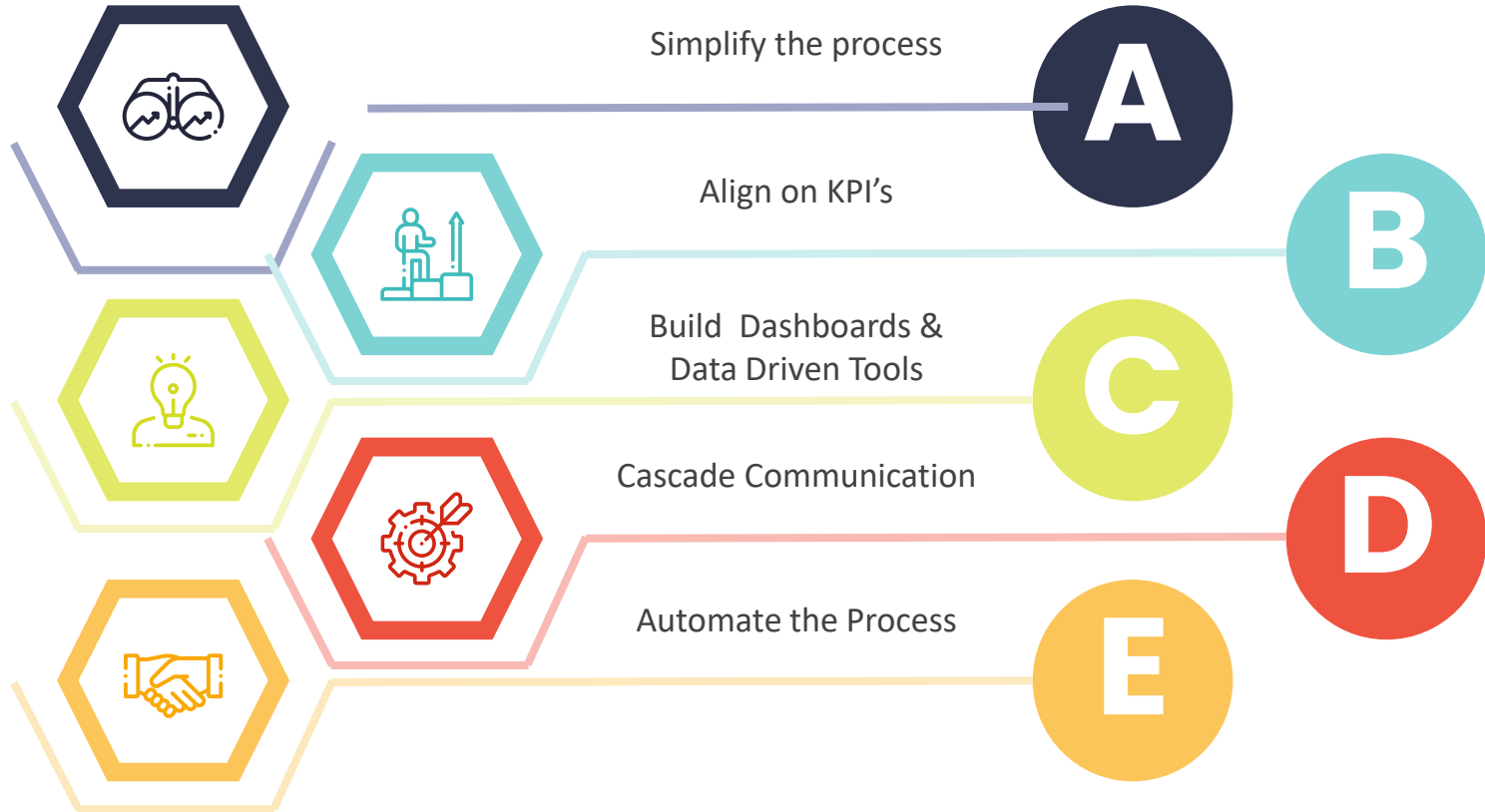
- Determine where you are
- Where you'd like to be
- Prioritized digital roadmap to bridge the gap



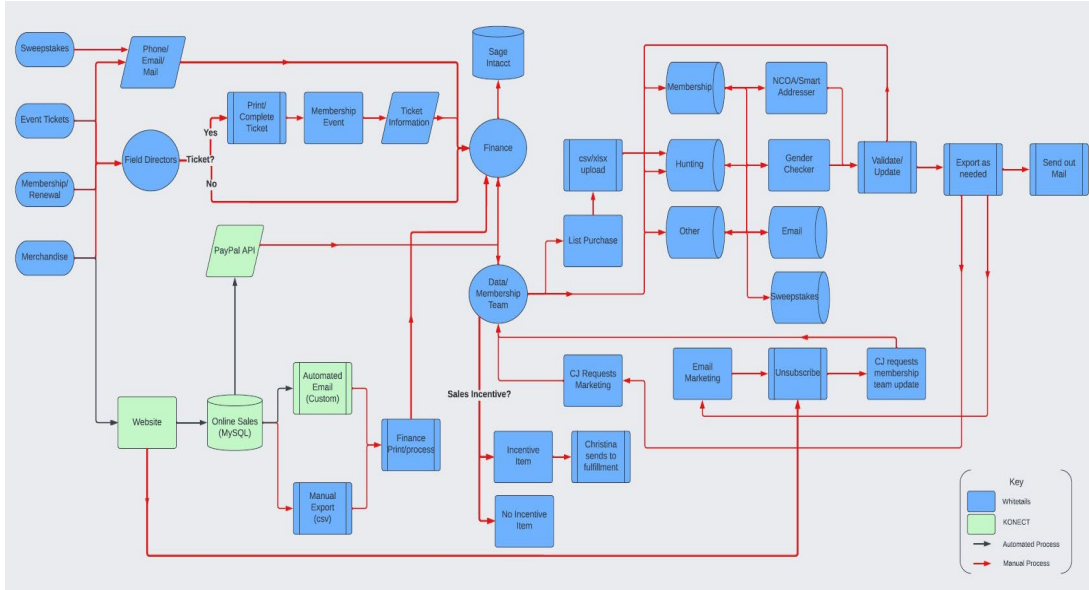
# Courage and Curiosity to Launch the Digital Journey



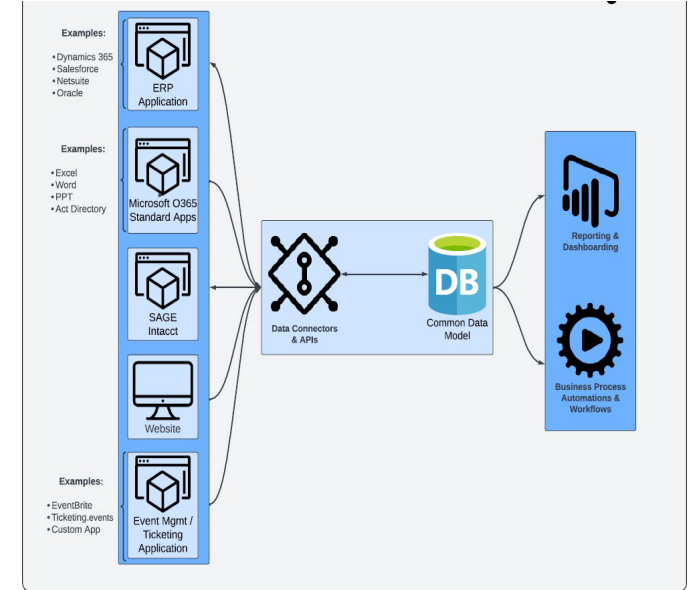
# One Organized Step at a Time



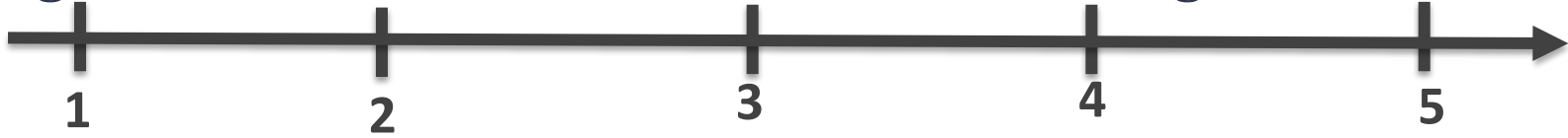
## Example: Current-State Process Diagram



## Future-State Process



# Digital Evolution Scale: Where Does Your Organization Rank?



Pre Digital

Transitional

Digital



## Disjointed / Inefficient :

Siloed Systems  
MS Excel combinations  
Human effort  
Static reporting

## Seamless / Effective

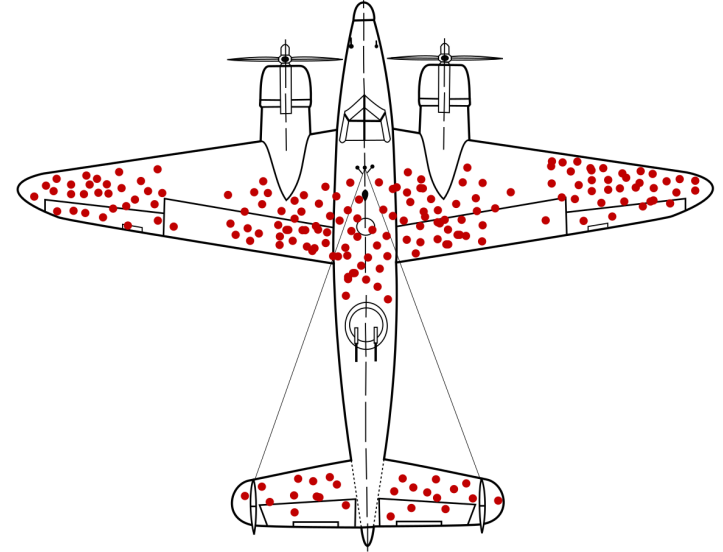
Integrated Systems  
Automated Dashboards  
Updated continuously  
Machine Learning / AI



# Why is Industry Knowledge Important?

The dots on the right are an example of where returning planes were getting shot

- Do you want to increase shielding on the spots with or without bullet holes?



# We Believe...

...the current environment poses great threats and potential opportunities

...strong financial indicators are becoming more critical by the day

...understanding where you have been is critical in determining where you are going

...organizations create their own financial success



**Quicker &  
Better  
Decisions**

**Drive  
Consensus**

**Create a path  
to financial  
success**

## **Financial Empowerment**



**Ease of  
Use**

**Actionable  
Financial  
Intelligence**



# Why Product Line Analysis?

Transform Data into Insights and Focus of Action!

- Organizations either are **overwhelmed with too much data** and/or **don't have any actionable data**
- Goal is to keep **internal resources low** while providing the necessary information to integrate with our decision-making tools
- Pinpointing gaps in financial performance to focus improvement efforts
- Helping decision makers **connect the dots**





## An Approach to Service Line Analytics

## Pro Forma Costing Breakdown

	2021	
	% of Net	Amount \$
<b>Net Revenue</b>	<b>100%</b>	<b>\$126,021,637</b>
▢ <b>Direct Expenses</b>	<b>75%</b>	<b>\$95,076,874</b>
Capital Expenses	2%	\$3,091,219
Labor	26%	\$32,642,150
MD Fees	22%	\$27,525,087
Supplies	25%	\$31,818,418
<b>Contribution Margin</b>	<b>25%</b>	<b>\$30,944,763</b>
▢ <b>Indirect Expenses</b>	<b>25%</b>	<b>\$31,715,806</b>
Capital Expenses	1%	\$800,485
Other Expenses	25%	\$30,915,321
<b>Operating Margin</b>	<b>-1%</b>	<b>(\$771,043)</b>

## Net Revenue by Payer

PayorClass	2021
Other Commercial	\$31,060,153
Commercial1	\$27,598,716
Medicare	\$27,227,933
Medicare Replacement	\$21,261,729
Medicaid HMO	\$10,893,029
Other Government	\$2,419,364
Self Pay	\$1,435,735
Medicaid	\$1,206,791
Workers Comp	\$1,079,316
Auto/Liability	\$729,400
Business Self Pay	\$572,157
Tricare	\$393,071
<b>Total</b>	<b>\$126,021,637</b>

## Net Revenue by Patient Type

patient_type	2021
OP	\$59,705,932
Clinic Visit	\$27,618,474
IP Acute	\$22,046,371
ED	\$9,287,270
Observation	\$3,322,537
Psych	\$2,605,701
Interpretation by Physician	\$672,498
Non Patient	\$398,544
On Location Visit	\$364,310
<b>Total</b>	<b>\$126,021,637</b>

## Net Revenue by Service Code

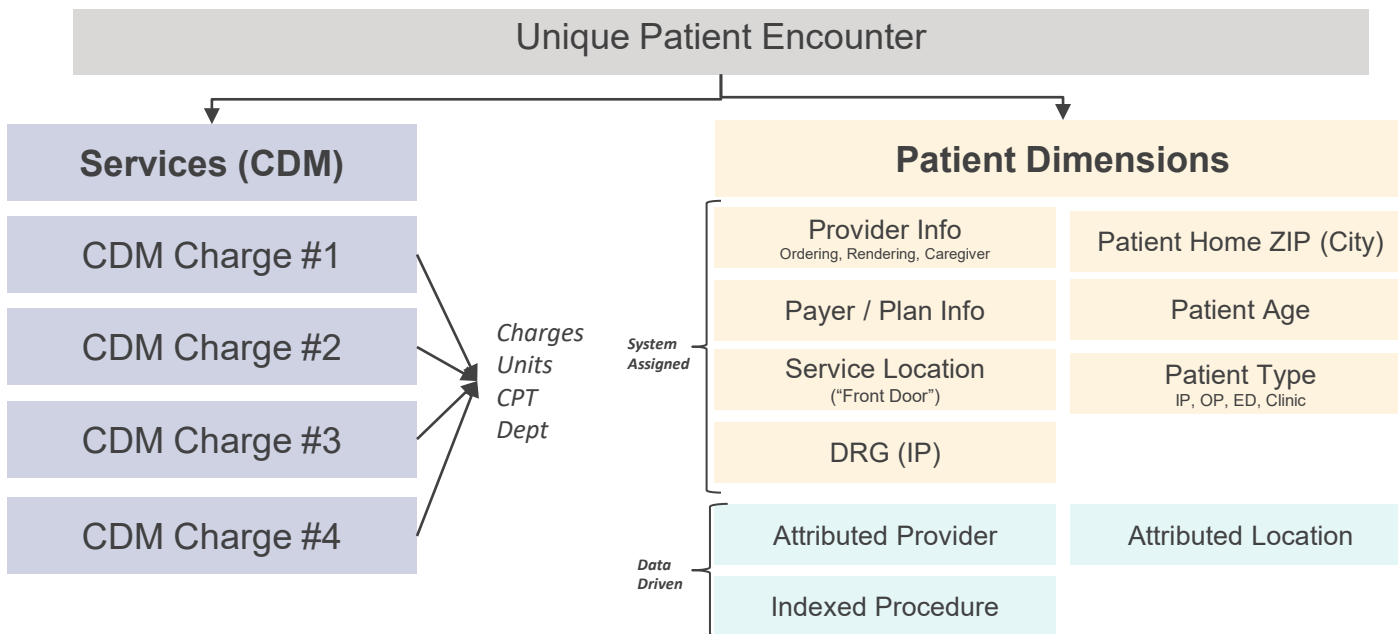
service_code	2021
General Medicine	\$16,740,324
Chemotherapy Series	\$15,277,172
Emergency Room	\$9,285,591
Orthopedics	\$7,514,655
Radiation Oncology	\$5,517,279
CV Family Medicine Main	\$4,350,989
Surgery	\$4,065,105
GYN Surgery	\$3,452,515
Same Day Surgery	\$3,432,871
CV Internal Medicine	\$2,855,110
OB Delivered	\$2,770,972
Physical Therapy	\$2,634,071
Psych	\$2,605,701
CV Ophthalmology	\$2,482,558
CV Walk In Clinic	\$2,422,243
MRI	\$2,301,388
Ophthalmology	\$2,218,706
Interventional Radiology	\$2,167,663
<b>Total</b>	<b>\$126,021,637</b>

## Yield

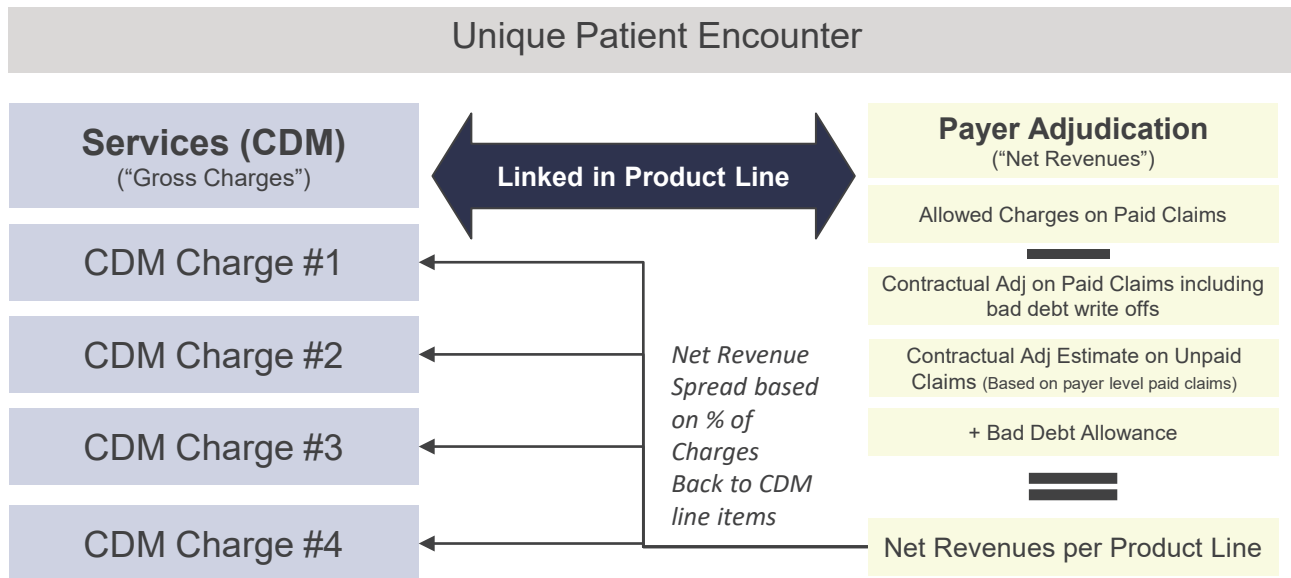
2021 **144%**



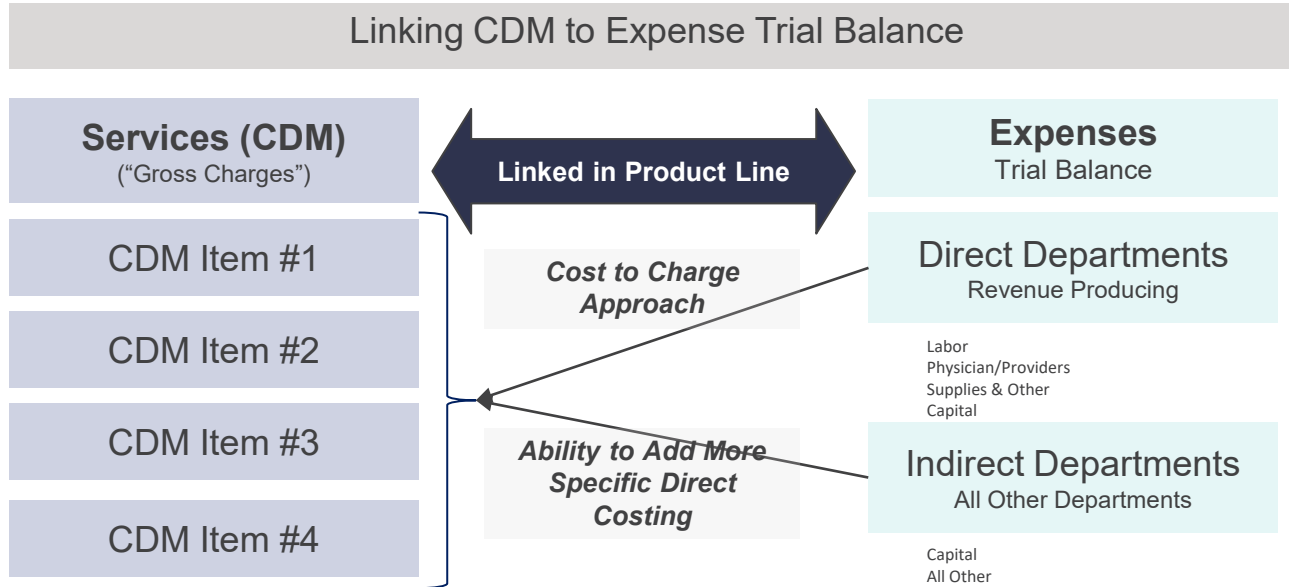
# Data Model: Patient Encounter Dimensions



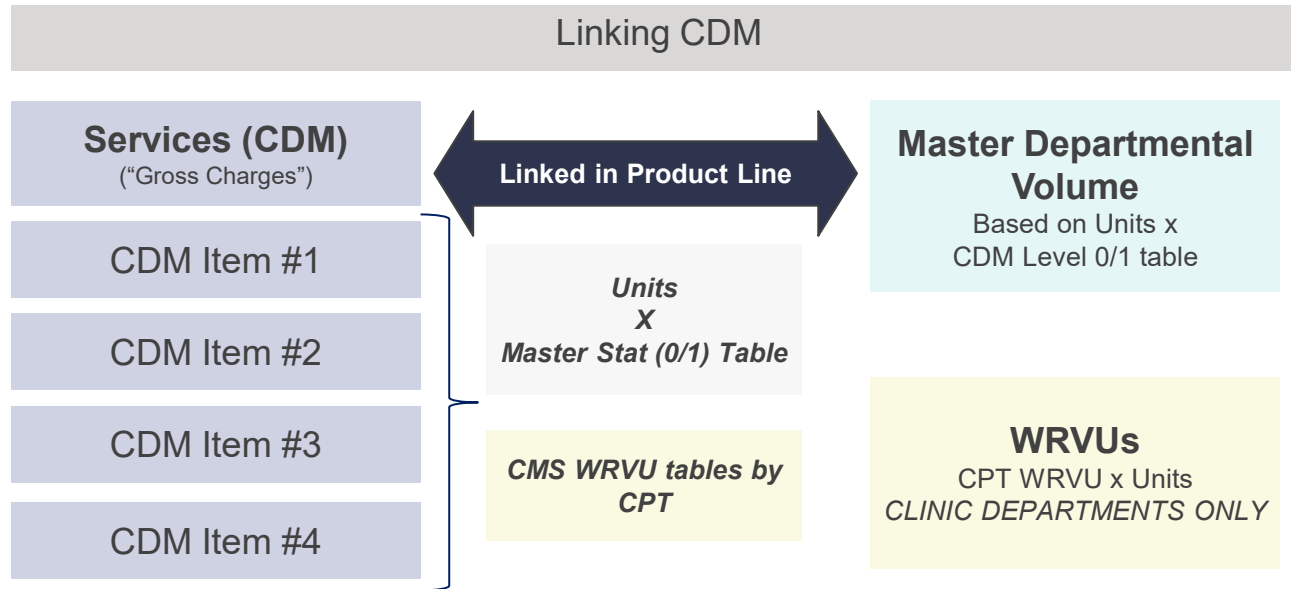
# Data Model: Net Revenue Data Model



# Data Model: Expense Linkages



# Data Model: Additional Statistics

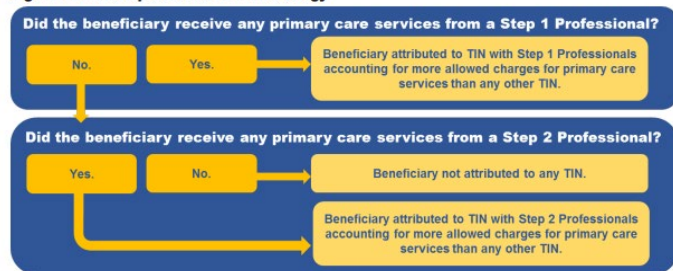


# “Attributed Provider” Logic

Based on CMS logic used for QRURs and Value Modifiers

## Process

Figure 1. Two-step attribution methodology



**Attributed Provider** = All services to individual MRNs assigned to the Rendering provider the most Primary Care Professional Charges between 10/1/2018 and 9/30/2020.

## Applicable Codes

### Primary Care Professional Charges

Table 3. Healthcare Common Procedure Coding System (HCPCS) primary care service codes

HCPCS codes	Brief description
99201–99205	New patient, office, or other outpatient visit
99211–99215	Established patient, office, or other outpatient visit
99304–99306	New patient, nursing facility care
99307–99310	Established patient, nursing facility care
99315–99316	Established patient, discharge day management service
99318	Established patient, other nursing facility service
99324–99328	New patient, domiciliary or rest home visit
99334–99337	Established patient, domiciliary or rest home visit
99339–99340	Established patient, physician supervision of patient (patient not present) in home, domiciliary, or rest home
99341–99345	New patient, home visit
99347–99350	Established patient, home visit
G0402	Initial Medicare visit
G0438	Annual wellness visit, initial
G0439	Annual wellness visit, subsequent
G0463	Hospital outpatient clinic visit (Electing Teaching Amendment hospitals only)



# Product Line Report Definitions

Direct Expenses

Operating expenses in revenue producing cost centers

Allocated from departments to CDM lines based on gross charges

Indirect Expenses

All other operating expenses.

Allocated to direct departments based on Medicare cost report allocation methods

Contribution Margin

Net Revenues – Direct Expenses

Contribution Margin %

Net Revenues – Direct Expenses

Net Revenues

Operating Margin

Net Revenues – Direct Expenses – Indirect Expenses

Operating Margin % of Rev

Net Revenues – Direct Expenses – Indirect Expenses

Net Revenues

Yield %

Net Revenues

Estimated Net Revenues at Medicare FFS Payment Rates





## Case Study: Specific Clinic Analysis

# Overall Profitability

Situation: You are looking for areas of financial improvement

- Do you understand where you make money?
- Do you know what services are losing money?
- Do you understand the magnitude of your subsidies?

# Overall Profitability

Pro Forma Costing Breakdown			Net Revenue by Payer		Net Revenue by Service Code	
2021			PayorClass	2021	service_code	2021
	% of Net	Amount \$				
<b>Net Revenue</b>	<b>100%</b>	<b>\$126,021,637</b>	Other Commercial	\$31,060,153	General Medicine	\$16,740,324
▢ <b>Direct Expenses</b>	<b>75%</b>	<b>\$95,076,874</b>	Commercial1	\$27,598,716	Chemotherapy Series	\$15,277,172
Capital Expenses	2%	\$3,091,219	Medicare	\$27,227,933	Emergency Room	\$9,285,591
Labor	26%	\$32,642,150	Medicare Replacement	\$21,261,729	Orthopedics	\$7,514,655
MD Fees	22%	\$27,525,087	Medicaid HMO	\$10,893,029	Radiation Oncology	\$5,517,279
Supplies	25%	\$31,818,418	Other Government	\$2,419,364	CV Family Medicine Main	\$4,350,989
			Self Pay	\$1,435,735	Surgery	\$4,065,105
			Medicaid	\$1,206,791	GYN Surgery	\$3,452,515
			Workers Comp	\$1,079,316	Same Day Surgery	\$3,432,871
			Auto/Liability	\$729,400	CV Internal Medicine	\$2,855,110
			Business Self Pay	\$572,157	OB Delivered	\$2,770,972
			<b>Total</b>	<b>\$126,021,637</b>	Physical Therapy	\$2,634,071
<b>Contribution Margin</b>	<b>25%</b>	<b>\$30,944,763</b>			Psych	\$2,605,701
▢ <b>Indirect Expenses</b>	<b>25%</b>	<b>\$31,715,806</b>	patient_type	2021	CV Ophthalmology	\$2,482,558
Capital Expenses	1%	\$800,485	OP	\$59,705,932	CV Walk In Clinic	\$2,422,243
Other Expenses	25%	\$30,915,321	Clinic Visit	\$27,618,474	MRI	\$2,301,388
			IP Acute	\$22,046,371	Ophthalmology	\$2,218,706
			ED	\$9,287,270	<b>Total</b>	<b>\$126,021,637</b>
			Observation	\$3,322,537		
			Psych	\$2,605,701		
			Interpretation by Physician	\$672,498		
			Non Patient	\$398,544		
			On Location Visit	\$364,310		
			<b>Total</b>	<b>\$126,021,637</b>		
<b>Operating Margin</b>	<b>-1%</b>	<b>(\$771,043)</b>				

Yield

2021

144%



# Profitability by Department

Service Code		By Dept						
service_code	2021	Fiscal Year	2021					
		PL Department	Yield %	Net Revenue	Contribution Margin	CM % Net Rev	Operating Margin	Op Margin % of Rev
General Medicine	\$16,740,324	Clinics	117%	\$27,525,290	\$1,442,122	5.2%	(\$4,258,768)	-15.5%
Chemotherapy Series	\$15,277,172	Pharmacy	110%	\$19,095,895	(\$472,319)	-2.5%	(\$3,027,835)	-15.9%
Emergency Room	\$9,285,591	Radiology	200%	\$18,467,020	\$9,993,315	54.1%	\$5,763,835	31.2%
Orthopedics	\$7,514,655	Operating Rooms	154%	\$12,699,043	\$5,941,948	46.8%	\$3,435,096	27.1%
Radiation Oncology	\$5,517,279	Laboratory	185%	\$11,277,874	\$3,978,573	35.3%	\$1,083,314	9.6%
CV Family Medicine Main	\$4,350,989	Radiation Oncology	202%	\$5,569,933	\$5,569,933	100.0%	\$5,569,933	100.0%
Surgery	\$4,065,105	Emergency Rooms	155%	\$5,207,192	\$52,738	1.0%	(\$1,241,992)	-23.9%
GYN Surgery	\$3,452,515	Anesthesiology	185%	\$4,052,887	\$1,408,466	34.8%	\$758,562	18.7%
Same Day Surgery	\$3,432,871	Medical/Surgical Floor	115%	\$3,509,892	(\$339,222)	-9.7%	(\$2,137,180)	-60.9%
CV Internal Medicine	\$2,855,110	Physical Therapy	218%	\$2,857,785	\$670,956	23.5%	(\$1,065,334)	-37.3%
OB Delivered	\$2,770,972	Psychiatric Unit	149%	\$1,946,630	(\$60,452)	-3.1%	(\$1,478,612)	-76.0%
Physical Therapy	\$2,634,071	OB/Gyn/Pediatrics	179%	\$1,760,222	\$297,211	16.9%	(\$386,177)	-21.9%
Psych	\$2,605,701	Same Day Surgery	247%	\$1,637,624	\$126,823	7.7%	(\$1,283,382)	-78.4%
CV Ophthalmology	\$2,482,558	Recovery Rooms	167%	\$1,525,618	\$1,176,869	77.1%	\$851,090	55.8%
CV Walk In Clinic	\$2,422,243	Respiratory Care	142%	\$1,421,070	\$787,452	55.4%	\$428,512	30.2%
MRI	\$2,301,388	ICCU	116%	\$1,320,712	(\$111,759)	-8.5%	(\$898,735)	-68.0%
Ophthalmology	\$2,218,706	Occupational Therapy	181%	\$1,179,308	\$207,153	17.6%	(\$61,552)	-5.2%
Interventional Radiology	\$2,167,663	Supplies	127%	\$1,040,287	\$1,040,287	100.0%	\$1,040,287	100.0%
Ultrasound	\$1,874,869	Speech Therapy	216%	\$1,022,706	\$413,570	40.4%	(\$317,825)	-31.1%
CT Scans	\$1,844,130		109%	\$813,209	\$477,545	58.7%	\$477,545	58.7%
CV Orthopedics	\$1,774,041	EKG	132%	\$654,450	\$462,916	70.7%	\$325,705	49.8%
Laboratory Clinic	\$1,555,936	Hospitalist Program	114%	\$631,779	(\$1,922,520)	-304.3%	(\$3,115,658)	-493.2%
Podiatry	\$1,431,476	Nursery	Infinity	\$422,386	\$251,272	59.5%	\$250,078	59.2%
CV Pediatrics	\$1,399,726	Cardiac Rehab	135%	\$300,452	\$63,685	21.2%	(\$840,818)	-279.9%
CV OBGYN	\$1,285,284	20/20 Optical	83%	\$82,371	(\$511,798)	-621.3%	(\$641,131)	-778.3%
CV Dermatology	\$1,143,105							
Mammography	\$1,133,151							
<b>Total</b>	<b>\$126,021,637</b>	<b>Total</b>	<b>144%</b>	<b>\$126,021,637</b>	<b>\$30,944,763</b>	<b>24.6%</b>	<b>(\$771,043)</b>	<b>-0.6%</b>



# Profitability by DRG

By Payer							
Fiscal Year 2021							
drg	Yield %	Gross Charges	Net Revenue	Contribution Margin	CM % Net Rev	Operating Margin	Op Margin % of Rev
470	127%	\$5,424,562	\$2,249,871	\$469,950	20.9%	(\$46,868)	-2.1%
885	142%	\$4,556,847	\$1,704,768	(\$131,478)	-7.7%	(\$1,238,147)	-72.6%
871	117%	\$3,963,799	\$1,558,247	\$308,381	19.8%	(\$195,464)	-12.5%
177	124%	\$3,682,410	\$1,790,871	\$494,845	27.6%	\$8,532	0.5%
291	97%	\$2,013,739	\$694,715	\$42,267	6.1%	(\$236,047)	-34.0%
807	147%	\$1,924,473	\$814,275	\$40,050	4.9%	(\$241,581)	-29.7%
788	136%	\$1,376,743	\$573,258	\$164,255	28.7%	\$15,636	2.7%
193	102%	\$1,090,023	\$406,748	\$68,031	16.7%	(\$72,087)	-17.7%
483	114%	\$1,053,968	\$380,150	\$19,853	5.2%	(\$77,103)	-20.3%
522	105%	\$934,833	\$309,155	\$5,157	1.7%	(\$90,361)	-29.2%
853	125%	\$910,643	\$429,385	\$143,464	33.4%	\$39,053	9.1%
795	402%	\$896,773	\$357,689	\$135,437	37.9%	\$105,122	29.4%
872	80%	\$880,855	\$211,034	(\$62,036)	-29.4%	(\$170,491)	-80.8%
481	102%	\$815,233	\$258,484	(\$82)	-0.0%	(\$92,087)	-35.6%
329	135%	\$795,886	\$366,354	\$116,148	31.7%	\$25,709	7.0%
065	88%	\$784,302	\$204,508	\$1,718	0.8%	(\$88,708)	-43.4%
280	107%	\$773,319	\$269,823	\$20,891	7.7%	(\$85,655)	-31.7%
751	182%	\$731,414	\$376,937	\$78,533	20.8%	(\$102,262)	-27.1%
175	99%	\$721,037	\$241,381	\$27,509	11.4%	(\$63,765)	-26.4%
208	89%	\$707,044	\$238,115	\$1,389	0.6%	(\$93,856)	-39.4%
330	110%	\$633,090	\$224,855	\$39,757	17.7%	(\$28,834)	-12.8%
189	122%	\$576,191	\$193,975	\$15,227	7.8%	(\$60,361)	-31.1%
378	100%	\$566,176	\$140,860	(\$24,506)	-17.4%	(\$93,382)	-66.3%
460	79%	\$564,886	\$226,552	\$31,291	13.8%	(\$21,212)	-9.4%
064	101%	\$504,205	\$164,255	\$32,624	19.9%	(\$27,180)	-16.5%
785	120%	\$488,031	\$210,536	\$63,007	29.5%	\$8,050	1.7%
<b>Total</b>	<b>122%</b>	<b>\$63,486,387</b>	<b>\$24,621,461</b>	<b>\$4,004,204</b>	<b>16.3%</b>	<b>(\$4,164,668)</b>	<b>-16.9%</b>



# Profitability by Procedure

Index Procedure Summary		By Service Code						
Index Procedure Name	2021	Fiscal Year	2021					
		service_code	Yield %	Net Revenue	Contribution Margin	CM % Net Rev	Operating Margin	Op Margin % of Rev
E&M Visit	\$22,357K	Same Day Surgery	196%	\$2,502,429	(\$14,350)	-0.6%	(\$1,383,589)	-55.3%
Colonoscopy	\$2,784K	General Medicine	121%	\$200,456	(\$3,148)	-1.6%	(\$78,231)	-39.0%
Total Knee	\$2,235K	Surgery	132%	\$77,928	\$9,763	12.5%	(\$12,310)	-15.8%
Cataract Removal	\$2,026K	Urology	93%	\$3,300	(\$902)	-27.3%	(\$2,129)	-64.5%
Total Hip	\$1,406K	CV Family Medicine Main	139%	\$160	\$44	27.7%	\$19	11.8%
Joint Aspiration	\$1,025K							
Other Knee	\$983K	Assisted Living						
Shoulder	\$807K	Assisted Living2						
Central Line	\$761K	Assisted Living3						
Debridement	\$746K	Barret Care Center						
Laparoscopic Procedures	\$599K	Businesss Charges						
Appendectomy	\$518K	Cardiac Rehab						
Laparoscopic cholecystectomy	\$508K							
Dx bone marrow bx & aspir	\$459K							
Wrist	\$428K							
Injection Eye Drug	\$400K							
Endoscopy (EGD)	\$367K							
Breast Biopsy	\$328K							
Tonsillectomy	\$324K							
Hernia	\$294K							
Aspiration of Spine	\$277K							
Cholecystectomy	\$247K							
Endovascular	\$238K							
Other Eye	\$233K							
Endoscopy	\$224K							
Carpal Tunnel Surgery	\$222K							
<b>Total</b>	<b>\$41,414K</b>							

By Payer						
Fiscal Year	2021					
PayorClass	Yield %	Net Revenue	Contribution Margin	CM % Net Rev	Operating Margin	Op Margin % of Rev
Other Commercial	358%	\$1,045,595	\$522,273	49.9%	\$238,758	22.8%
Commercial1	305%	\$896,730	\$364,039	40.6%	\$75,986	8.5%
Medicare Replacement	87%	\$384,562	(\$333,324)	-86.7%	(\$699,690)	-181.9%
Medicare	100%	\$301,397	(\$419,558)	-139.2%	(\$794,867)	-263.7%
Medicaid HMO	76%	\$92,898	(\$116,210)	-125.1%	(\$225,327)	-242.6%
Other Government	87%	\$21,898	(\$21,654)	-98.9%	(\$44,635)	-203.8%
Medicaid	114%	\$19,205	\$729	3.8%	(\$7,387)	-38.5%
Self Pay	244%	\$12,894	\$3,145	24.4%	(\$2,229)	-17.3%
Tricare	93%	\$9,092	(\$8,031)	-88.3%	(\$16,848)	-185.3%
<b>Total</b>	<b>185%</b>	<b>\$2,784,272</b>	<b>(\$8,593)</b>	<b>-0.3%</b>	<b>(\$1,476,240)</b>	<b>-53.0%</b>



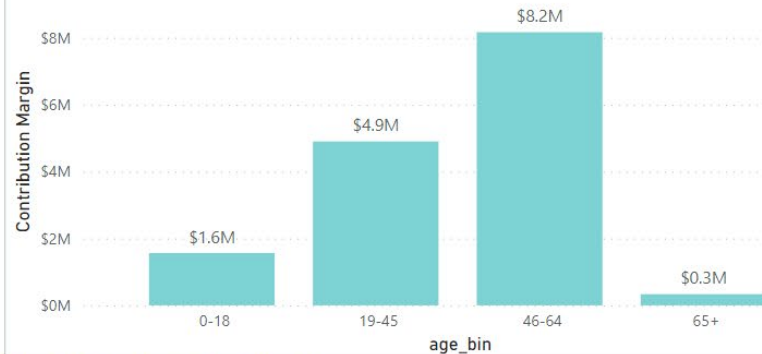
# Profitability by Patient Origin

Contribution Margin By City

City	2021
Lismore	\$14,552K
Kanaranzi	\$405K
Adrian	\$21K
Rushmore	\$14K
Leota	\$0K
Reading	\$0K
Bigelow	\$0K
Wilmont	\$0K
Brewster	(\$3K)
<b>Total</b>	<b>\$14,989K</b>

Contribution Margin By Patient Age

Fiscal Year ● 2021



Charges by County



Contribution Margin By Patient Type

Fiscal Year ● 2021





## Case Study: Payor Contracting

# Analyzing Payor Contracts

Situation: You are in the middle of payor contacting

- Do you truly understand your actual payment rates?
- Is there disparity between payors?
- Do you understand the magnitude of your decisions?
- Are the current contracts profitable?



# Profitability by Payor

By Payer											
Fiscal Year	2021										
PayorClass	Yield %	WRVU (v)	Rev per WRVU	Gross Charges	Net Revenue	Contribution Margin	CM % Net Rev	Operating Margin	Op Margin % of Rev	Net Revenue Mcr	
Medicare	101%	94,319	\$314	\$111,494,499	\$29,621,049	(\$1,131,414)	-3.8%	(\$11,110,923)	-37.5%	\$29,340,096	
Medicare Replacement	107%	73,514	\$293	\$77,278,833	\$21,524,083	(\$40,624)	-0.2%	(\$7,102,544)	-33.0%	\$20,093,695	
Commercial1	233%	40,973	\$674	\$47,105,672	\$27,598,716	\$14,619,925	53.0%	\$10,214,080	37.0%	\$11,848,104	
Other Commercial	269%	38,757	\$781	\$44,883,666	\$30,261,694	\$17,898,383	59.1%	\$13,702,183	45.3%	\$11,264,978	
Medicaid HMO	99%	38,506	\$283	\$43,865,033	\$10,893,029	(\$2,092,255)	-19.2%	(\$6,559,814)	-60.2%	\$11,006,693	
Medicaid	90%	4,305	\$280	\$5,725,396	\$1,206,791	(\$390,597)	-32.4%	(\$1,017,519)	-84.3%	\$1,336,866	
Self Pay	139%	5,535	\$259	\$4,701,199	\$1,435,735	\$163,105	11.4%	(\$241,221)	-16.8%	\$1,033,123	
Workers Comp	268%	1,824	\$591	\$1,909,753	\$1,078,465	\$602,901	55.9%	\$426,505	39.5%	\$402,990	
Tricare	113%	1,236	\$318	\$1,380,782	\$393,071	\$17,988	4.6%	(\$112,272)	-28.6%	\$347,412	
Auto/Liability	610%	511	\$1,396	\$875,577	\$713,394	\$556,892	78.1%	\$492,917	69.1%	\$117,002	
	282%	657	\$842	\$789,601	\$552,963	\$319,853	57.8%	\$237,034	42.9%	\$196,125	
Business Self Pay	374%	128	\$4,458	\$737,674	\$572,157	\$401,246	70.1%	\$338,264	59.1%	\$152,942	
Other	118%	134	\$271	\$219,907	\$36,475	(\$6,680)	-18.3%	(\$21,830)	-59.8%	\$30,887	
Out of State Medicaid	187%	181	\$512	\$203,261	\$92,625	\$22,267	24.0%	(\$6,991)	-7.5%	\$49,648	
Other Government	132%	89	\$295	\$119,523	\$26,247	(\$2,920)	-11.1%	(\$12,998)	-49.5%	\$19,889	
State Health Plan	226%	28	\$340	\$25,446	\$9,444	\$6,153	65.1%	\$4,846	51.3%	\$4,173	
Medicare B Only	151%	14	\$225	\$12,135	\$3,257	\$129	4.0%	(\$679)	-20.8%	\$2,152	
Hospice	131%	18	\$135	\$4,940	\$2,441	\$410	16.8%	(\$81)	-3.3%	\$1,864	
<b>Total</b>	<b>144%</b>	<b>300,730</b>	<b>\$419</b>	<b>\$341,332,898</b>	<b>\$126,021,637</b>	<b>\$30,944,763</b>	<b>24.6%</b>	<b>(\$771,043)</b>	<b>-0.6%</b>	<b>\$87,248,638</b>	





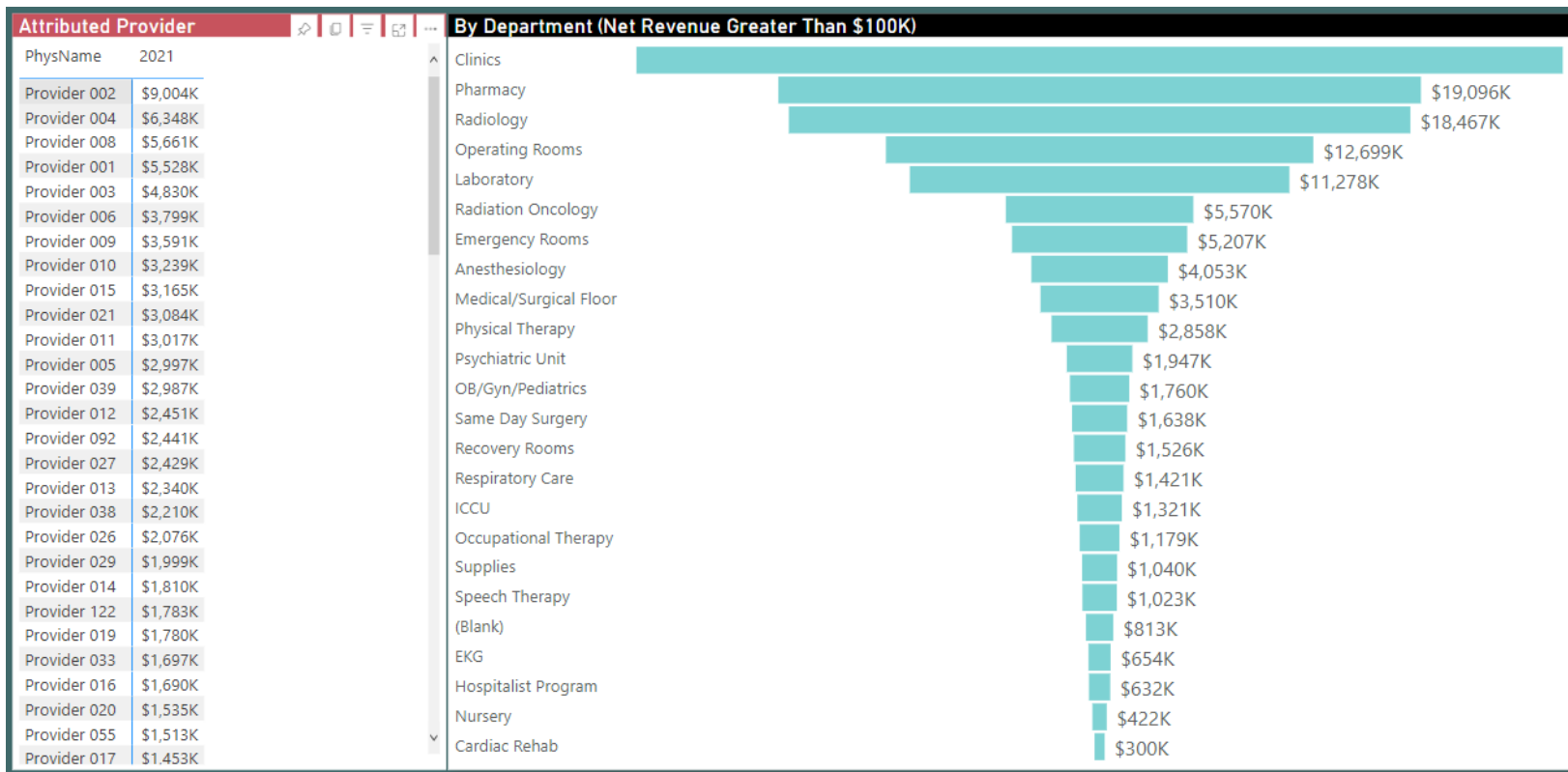
## Case Study: Provider Value

# Understanding Your Providers

Situation: You are looking to update your contracts with your providers

- Do you easily know how many WRVU's they generate?
- What is their current productivity levels?
- Are they profitability all in? Professional only?

# Provider Revenue



# Provider Profitability

## By Rendering Provider

PhysName	2021
Provider 002	\$9,004,155
Provider 004	\$6,348,080
<b>Provider 008</b>	<b>\$5,660,988</b>
Provider 001	\$5,527,940
Provider 003	\$4,829,979
Provider 006	\$3,798,967
Provider 009	\$3,591,414
Provider 010	\$3,238,748
Provider 015	\$3,164,926
Provider 021	\$3,084,280
Provider 011	\$3,017,305
Provider 005	\$2,996,821
Provider 039	\$2,987,165
Provider 012	\$2,450,957
Provider 092	\$2,440,819
Provider 027	\$2,428,712
Provider 013	\$2,340,203
Provider 038	\$2,209,803
Provider 026	\$2,075,840
Provider 029	\$1,998,913
Provider 014	\$1,809,534
Provider 122	\$1,782,754
Provider 019	\$1,779,618
Provider 033	\$1,696,917
Provider 016	\$1,690,132
Provider 020	\$1,535,175
Provider 055	\$1,513,460
<b>Total</b>	<b>\$122,929,879</b>

## By Dept

Fiscal Year	2021					
PL Department	Yield %	Net Revenue	Contribution Margin	CM % Net Rev	Operating Margin	Op Margin % of Rev
Operating Rooms	152%	\$3,014,315	\$1,128,987	37.5%	\$537,362	17.8%
Clinics	145%	\$698,112	(\$231,430)	-33.2%	(\$422,712)	-60.6%
Anesthesiology	185%	\$506,940	\$181,915	35.9%	\$102,036	20.1%
Pharmacy	112%	\$363,815	(\$53,753)	-14.8%	(\$108,285)	-29.8%
Physical Therapy	236%	\$332,249	\$99,511	30.0%	(\$85,277)	-25.7%
Recovery Rooms	155%	\$256,046	\$194,663	76.0%	\$137,324	53.6%
Radiology	186%	\$149,216	\$90,960	61.0%	\$61,883	41.5%
Medical/Surgical Floor	130%	\$129,460	\$14,212	11.0%	(\$39,621)	-30.6%
Laboratory	158%	\$77,149	\$37,886	49.1%	\$22,312	28.9%
Supplies	139%	\$50,042	\$50,042	100.0%	\$50,042	100.0%
Occupational Therapy	146%	\$44,635	\$7,448	16.7%	(\$2,830)	-6.3%
Hospitalist Program	119%	\$20,243	(\$54,865)	-271.0%	(\$89,948)	-444.4%
Respiratory Care	131%	\$8,687	\$5,193	59.8%	\$3,214	37.0%
ICCU	422%	\$4,769	\$2,293	48.1%	\$933	19.6%
Emergency Rooms	101%	\$1,883	\$327	17.4%	(\$64)	-3.4%
EKG	118%	\$1,663	\$1,349	81.1%	\$1,123	67.6%
OB/Gyn/Pediatrics	63%	\$685	(\$53)	-7.7%	(\$398)	-58.1%
Same Day Surgery	87%	\$577	(\$757)	-131.2%	(\$2,001)	-347.0%
Speech Therapy	100%	\$456	\$149	32.7%	(\$219)	-48.2%
	140%	\$49	\$33	68.2%	\$33	68.2%
<b>Total</b>	<b>153%</b>	<b>\$5,660,988</b>	<b>\$1,474,111</b>	<b>26.0%</b>	<b>\$164,906</b>	<b>2.9%</b>





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