

# Dashboard Background

## **Company Background:**

This dashboard was built for a company that owns and operates ambulatory (outpatient) surgery centers in partnerships with surgeons. We currently have a portfolio of 9 facilities that are located all over the US. Typically, we will own a majority interest (around 55%) of the individual business and the practicing surgeons will own the rest. A typical partnership includes our company as well as 10-12 physician partners. Each partnership is a separate business entity.

## **Industry Information:**

Ambulatory surgical centers, or ASCs, are facilities where surgeries that do not require a hospital admission are performed. Patients who elect to have surgery in an ASC arrive on the day of the procedure, have the surgery in a fully equipped operating room and recover under the care of the facility's nursing staff, all without hospital admission. ASCs have become the preferred venue for outpatient surgery for Physicians, Patients, and Payors.

- Physician Preference:
  - » Enhanced efficiency
  - » Increased income from distributions
  - » Greater influence over clinical decisions and management
- Patient Preference:
  - » Non-Institutional environment
  - » Friendly & convenient
- Payor Preference:
  - » Significantly lower cost structure
  - » Enables profitability at much lower costs to patients, insurance companies and government programs
    - For example, Medicare pays an ASC 65% of what it would pay a hospital for the same surgery

# Dashboard Background

## **Data Source:**

The dashboard relies on data that is pulled from each center's billing system as well as our corporate accounting platform. This data is updated automatically and the dashboard utilizes drop downs to choose a particular facility to view. Due to the time required to remove all of the sensitive data, I have unlinked the model and I am using data from only 1 facility. In addition, I am using fictitious names. By removing the dynamic capability of the model, I have limited its power but the report should provide a good example of how the information is displayed.

## **Objective and Audience:**

The goal of this report was to provide a one page snapshot that can be reviewed and presented to each individual partnership to assess the operations of the business. This business is driven by physician case volume and that is why it is so prominent in the report. Understanding and analyzing individual physician volume trends is crucial. Due to government regulations, cash generated by the business is distributed to the owners (including the physicians) based on ownership, not on contribution.

A report is generated for each facility and then presented to each partnership individually. The audience includes the physician partners who are not familiar with financial analysis. Given this obstacle, the visualization of data is crucial to their comprehension. As a result, very little financial information is displayed. However, the business is driven by physician volume and by listing the production by partner, I am able to highlight the contributors as well as those who are not meeting expectations. This creates a competitive environment among the surgeons and serves as an excellent motivator for the partnership.

The next piece of this project involves creating a consolidated dashboard that summarizes each of the partnership reports in a 1 page corporate view.

## Current Month

Volume	Mar 08	Budget	% of Budget	% of Total Volume
Dr. Williams	40	37	108%	14%
Dr. Washington	38	35	109%	14%
Dr. Smith	30	35	86%	11%
Dr. Taylor	28	26	108%	10%
Dr. Green	27	26	104%	10%
Dr. Black	26	25	104%	9%
Dr. White	25	27	93%	9%
Dr. Jones	20	23	87%	7%
Dr. Phillips	20	12	167%	7%
Dr. Thomas	19	21	90%	7%
Others	7	8	88%	3%
<b>Total Volume</b>	<b>280</b>	<b>275</b>	<b>102%</b>	<b>100%</b>

Financial	Mar 08	Budget	% of Budget
Net Revenue	488	450	108%
EBITDA	203	183	110%

Financial Data in thousands

Operational	Mar 08	Budget	% of Budget
Revenue / Case	1,742	1,636	106%
Salaries / Case	322	318	101%
Supplies / Case	357	314	114%

Legend: ■ Missed Budget by >10% ■ Within 10%(+/-) of Budget ■ Beat Budget by >10% | Budget

## Year to Date - Average Month

Volume	YTD	Budget	% of Budget	Vs. Budget - Cases
Dr. Williams	42	37	113%	
Dr. Washington	36	35	102%	
Dr. Smith	31	35	90%	
Dr. Taylor	28	26	108%	
Dr. Green	28	26	106%	
Dr. Black	26	25	105%	
Dr. Jones	23	23	100%	
Dr. White	23	27	84%	
Dr. Thomas	19	21	92%	
Dr. Phillips	13	11	118%	
Others	6	8	79%	
<b>Total Volume</b>	<b>276</b>	<b>275</b>	<b>100%</b>	

Financial	YTD	Budget	% of Budget	Vs. Budget - %
Net Revenue	467	450	104%	
EBITDA	184	183	100%	

Financial Data in thousands

Operational	YTD	Budget	% of Budget	Vs. Budget - %
Revenue / Case	1,693	1,638	103%	
Salaries / Case	360	319	113%	
Supplies / Case	331	315	105%	

Legend: ■ Beat Budget ■ Missed Budget

## Trailing 12 Months - Average Month

Volume	T12M	P12M	% of P12M Average	T12M / P12M
Dr. Williams	31	26	120%	
Dr. Smith	30	32	94%	
Dr. Washington	30	18	162%	
Dr. White	26	22	122%	
Dr. Taylor	26	23	113%	
Dr. Green	25	20	126%	
Dr. Black	25	22	114%	
Dr. Thomas	21	18	116%	
Dr. Jones	19	19	99%	
Dr. Phillips	12	10	119%	
Others	11	11	107%	
<b>Total Volume</b>	<b>256</b>	<b>220</b>	<b>116%</b>	

Financial	T12M	P12M	% of P12M Average	T12M / P12M
Net Revenue	444	362	123%	
EBITDA	181	121	150%	

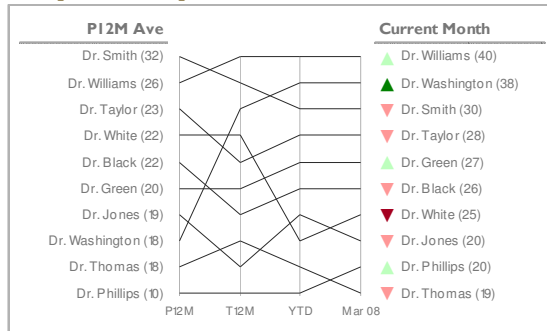
Financial Data in thousands

Operational	T12M	P12M	% of P12M Average	T12M / P12M
Revenue / Case	1,737	1,645	106%	
Salaries / Case	366	372	99%	
Supplies / Case	349	336	104%	

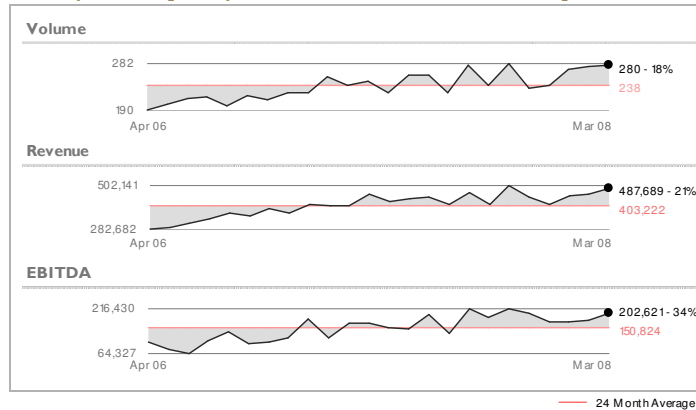
Legend: Apr 07 - Mar 08 (black line), Apr 06 - Mar 07 (red line)

## Change in Ranking - P12M Ave to Current Month

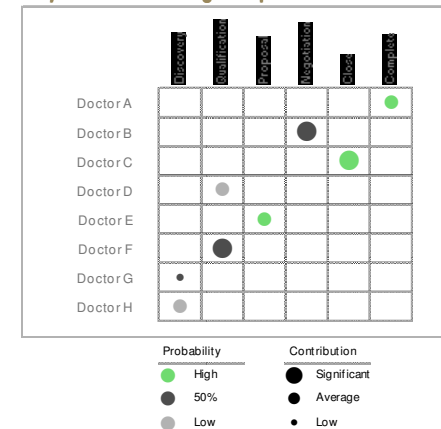


P12M is the average monthly case volume for Apr 06 - Mar 07  
Darker icons indicate a change of more than 2 positions

## Monthly Trending Analysis - Relative to 24 Month Average



## Physician Recruiting - Pipeline



# Time Period Data

Results shown for 3 periods of time

## Current Month

Volume	Mar 08	Budget	% of Budget	% of Total Volume
Dr. Williams	40	37	108%	14%
Dr. Washington	38	35	109%	14%
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<b>Total Volume</b>	<b>280</b>	<b>275</b>	<b>102%</b>	<b>100%</b>

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Financial Data in thousands

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Revenue / Case	1,742	1,636	106%
Salaries / Case	322	318	101%
Supplies / Case	357	314	114%

■ Missed Budget by >10% 
 ■ Within 10%(+) of Budget 
 ■ Best Budget by >10% 
 ■ Budget

## Year to Date - Average Month

Volume	YTD	Budget	% of Budget	Vs. Budget - Cases
Dr. Williams	42	37	113%	5
Dr. Washington	36	35	102%	1
Dr. Smith	31	35	90%	-4
Dr. Taylor	28	26	108%	2
Dr. Green	28	26	106%	2
Dr. Black	26	25	105%	1
Dr. Jones	23	23	100%	0
Dr. White	23	27	84%	-4
Dr. Thomas	19	21	92%	-2
Dr. Phillips	13	11	118%	2
Others	6	8	79%	-2
<b>Total Volume</b>	<b>276</b>	<b>275</b>	<b>100%</b>	<b>1</b>

Financial	YTD	Budget	% of Budget	Vs. Budget - %
Net Revenue	467	450	104%	17
EBITDA	184	183	100%	1

Financial Data in thousands

Operational	YTD	Budget	% of Budget	Vs. Budget - %
Revenue / Case	1,693	1,638	103%	55
Salaries / Case	360	319	113%	41
Supplies / Case	331	315	105%	16

■ Best Budget 
 ■ Missed Budget

## Trailing 12 Months - Average Month

Volume	T12M	P12M	% of P12M Average	T12M / P12M
Dr. Williams	31	26	120%	1.20
Dr. Smith	30	32	94%	0.94
Dr. Washington	30	18	162%	1.62
Dr. White	26	22	122%	1.22
Dr. Taylor	26	23	113%	1.13
Dr. Green	25	20	126%	1.26
Dr. Black	25	22	114%	1.14
Dr. Thomas	21	18	116%	1.16
Dr. Jones	19	19	99%	0.99
Dr. Phillips	12	10	119%	1.19
Others	11	11	107%	1.07
<b>Total Volume</b>	<b>256</b>	<b>220</b>	<b>116%</b>	<b>1.16</b>

Financial	T12M	P12M	% of P12M Average	T12M / P12M
Net Revenue	444	362	123%	1.23
EBITDA	181	121	150%	1.50

Financial Data in thousands

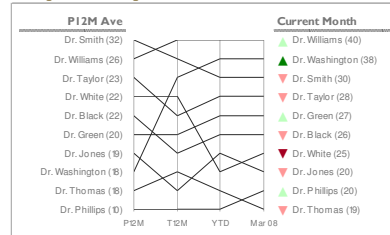
Operational	T12M	P12M	% of P12M Average	T12M / P12M
Revenue / Case	1,737	1,645	106%	1.06
Salaries / Case	366	372	99%	0.99
Supplies / Case	349	336	104%	1.04

— Apr 07 - Mar 08 
 — Apr 06 - Mar 07

# Other Information

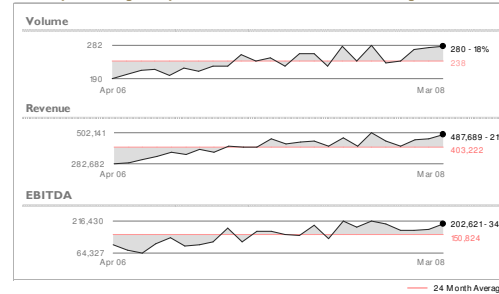
Historical Performance and Future Prospects

## Change in Ranking - P12M Ave to Current Month

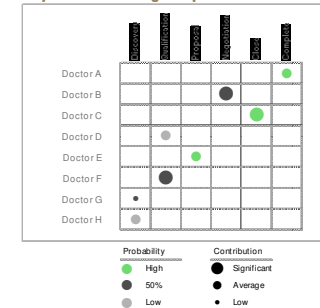


P12M is the average monthly case volume for Apr 06 - Mar 07  
Darker icons indicate a change of more than 2 positions

## Monthly Trending Analysis - Relative to 24 Month Average



## Physician Recruiting - Pipeline



# Time Period Data

Results shown for 3 periods of time

## I. Current Month – Actual results for the most recently completed month

- The “Volume” section includes the top 10 surgeons ranked in descending order
  - » Actual volume is compared to budget
  - » The variance is displayed as a percent of budget and utilizes a bullet graph
    - The scale of the bullet graph is 50% to 150%
    - Below budget is indicated with a red font
  - » Physician's share of the total monthly volume is displayed as a bar graph
  
- The "Financial" section includes Net Revenue and EBITDA
  - » Results are compared to budget
  - » The variance is displayed as a percent of budget and utilizes a bullet graph
  
- The "Operational" section provides additional information
  - » Revenue per Case can identify changes in reimbursement
    - These changes can be due to the types of cases being performed or the payors (insurance companies, Medicare, etc.) that are being billed
  - » The Salaries and Supplies per Case examine the variable costs for the month
    - These are costs so the goal is to be below budget

## Current Month

Volume	Mar 08	Budget	% of Budget	% of Total Volume
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Missed Budget by >10%
  Within 10%(+/-) of Budget
  Beat Budget by >10%
  Budget

# Time Period Data

Results shown for 3 periods of time

**2. Year to Date** – Results for the current year are reported as an average to allow for comparability to current month. For example, the Total Volume for the first 3 months of the year is 827 cases. This implies an average monthly volume of 276 cases. This average monthly number is what is displayed in the report and is why the heading indicates “Average Month.”

- The "Volume" section ranks the top 10 surgeons for the current year
  - » The order of this list may differ from the “Current Month”
- The “Financial” and “Operational” sections show the same items described in the Current Month section
- The Bullet Graph compares the year to date results to the budget
  - » The variance is displayed as a percent of budget
    - The scale of the bullet graph is 50% to 150%
    - Below budget is indicated with a red font
- The bar chart tracks the results on a monthly basis
  - » Each month is compared to budget
  - » Gray bars indicate above budget, red bars indicate below budget
    - This differs for the expense items in the “Operational” section where above budget is a negative result and is displayed with a red bar
  - » Shows sequential performance relative to budget for each month of the current year
  - » The scale is common for all of the surgeons and the unit measured is the actual cases
    - By using actual cases, the relevance is shown...In other words, a physician who was budgeted to do 10 cases but did 5 is shown as negative 5 cases, not -50%
    - This differs from the Financial and Operational sections where the graph displays the variance as a percentage

## Year to Date - Average Month

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Dr. Williams	42	37	113%	
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■ Beat Budget    ■ Missed Budget

# Time Period Data

Results shown for 3 periods of time

**3. Trailing 12 Months** – To examine trends in the business, the Trailing 12 Month (“T12M”) results are reported. Again, an Average Month is used to allow for comparison between the various time periods.

- The T12M results are compared to the Preceding 12 Month (“P12M”) results
  - » In this example, the T12M includes the months of April 2007 through March 2008
  - » The P12M includes April 2006 through March 2007
- This vantage provides an interesting perspective on the trends of the business
  - » Able to identify changes in physician practices
- The display is similar to the previous sections with the inclusion of sparklines
  - » Sparklines display the monthly performance for the most recent 12 month period of time
  - » The light red reference line shows the results for the P12M
    - This allows for the detection of trends as well as seasonality

## Trailing 12 Months - Average Month

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Dr. Williams	31	26	120%	
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Dr. Jones	19	19	99%	
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<small>Financial Data in thousands</small>				
Operational	T12M	P12M	% of P12M Average	T12M / P12M
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Apr 07 - Mar 08 Apr 06 - Mar 07

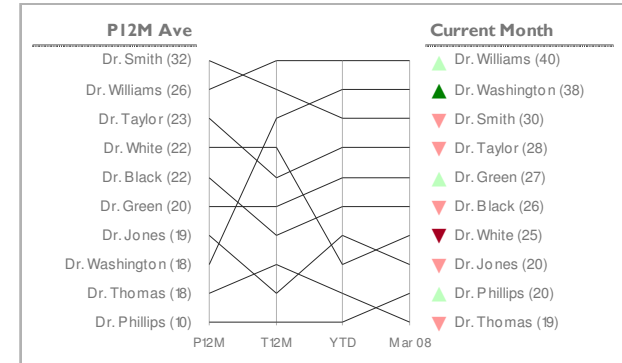
# Other Information

Additional insight into the historical performance and future prospects

**I. Change in Ranking** – The Bumps Chart allows for deeper understanding of the fluctuations of physician volume. Which physicians are driving the volume growth? Who has decreased in relevance?

- Serves as a reference or legend by connecting the lists from the Time Period Data
- The chart starts with a list of names on the primary Y axis
  - » Top 10 surgeons and their average monthly volume for the P12M
  - » Displayed in descending order
- The secondary Y axis also displays a list of surgeons
  - » Top 10 surgeons and their actual volume for the Current Month
  - » Displayed in descending order
- Connect the names by tracing the change in rank from P12M to T12M to YTD to Current Month
- Change in ranking is indicated with the triangle icon that precedes the surgeon name on the secondary Y axis
  - » This graph is not a measure of volume, but rather a display of ranking
- This graph also serves to stimulate the competitive nature of the surgeons
  - » As mentioned earlier, regulations prohibit financially inducing physicians to perform cases at an ASC, but competition among partners is a great motivator

Change in Ranking - P12M Ave to Current Month



*P12M is the average monthly case volume for Apr 06 - Mar 07  
Darker icons indicate a change of more than 2 positions*

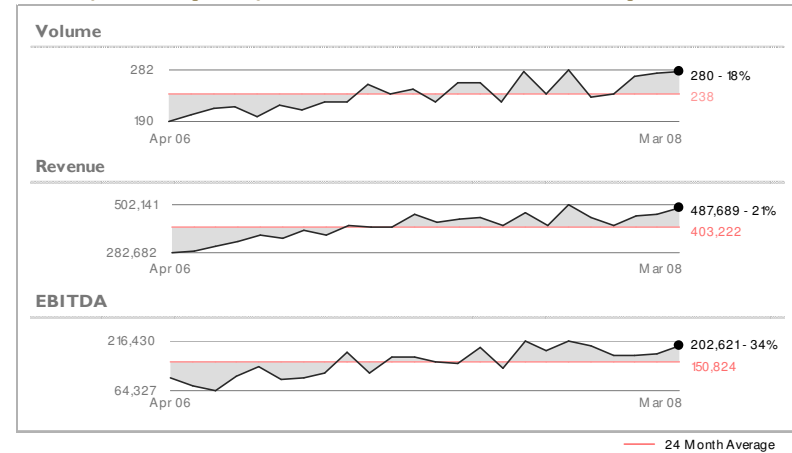
# Other Information

Additional insight into the historical performance and future prospects

**2. Monthly Trending Analysis** – Line graphs are utilized to identify and analyze historical trends

- Total volume, revenue, and EBITDA graphs are displayed
- Dark lines show the monthly results for the past 24 months
- The red line indicates the average for the same 24 month period of time
- The shading highlights the variance from the average
- The graph is scaled to the maximum and minimum values which are labeled
- The most recent month is indicated and labeled in black
- The variance from the average is also labeled in black as a percentage

## Monthly Trending Analysis - Relative to 24 Month Average



# Other Information

Additional insight into the historical performance and future prospects

**3. Physician Recruiting** – Adding new physicians to the partnership is the best way to insure future growth. This chart monitors current recruiting efforts and allows for monthly tracking of progress.

- The pipeline chart shows a list of physician recruiting targets and their surgical specialty
- The icons are used to chart their current status in the recruiting process
  - » The process includes 5 stages
    - Discovery / Qualification / Proposal / Negotiation / Close
  - » The final column (Complete) is used to indicate successful recruiting efforts for the year
- The size of the icon indicates potential financial contribution from the target
  - » Significant / Average / Low
- The color of the icon indicates close probability
  - » High / 50% / Low
- This chart can be compared to charts from previous months to see progress through the process
  - » A web application of this report is being developed to allow for historical views and animation of progress

Physician Recruiting - Pipeline

