

CareForum 2022

The WellSky® Conference

Maximizing M&A opportunities: Building, tracking, and capturing value

Bruce Vanderlaan, JD

Managing Director

Mertz Taggart

9/10/2022

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Today's speakers



Bruce Vanderlaan, JD

Managing Director
Mertz Taggart



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Sr. Solutions Consultant
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Agenda

- We're going to explore types of data that are important
- We'll discuss why the data is important
- We will see how to capture operational and transactional value

Data is the roadmap to success

Let's start with financials

Be a step ahead

Data analytics are a toolkit for:

- Growing
- Managing
- Delivering
- Optimizing

All adding up to "capturing"

GROW YOUR AGENCY



CRM



Referral Source Tracking



Pipeline Acceleration



Readmission Tracking



Care Coordination

MANAGE CAREGIVERS



Applicant Tracking



Employment Screening



Work Comp Insurance



Mobile App



Caregiver Training

DELIVER CARE



Caregiver Safety



Smart Telephony



Family Room



Community Care Management



Change in Condition

OPTIMIZE OPERATIONS



Billing & Payroll



Overtime / ACA Tools



Reporting & Analytics



Payment Processing



Insights BI Tool

What we're looking for

- Gross profit
- Gross margin
- Keep clean books
- Accrual accounting (vs. cash-based)
- Ability to pinpoint where profits and expenses are coming from

Income Statement	2019	2020	2021	9 Mos. Ending June. 2022 Annualized
Revenue	3,392,906	4,024,636	5,065,289	5,506,469
Revenue Accrual Adjustment	-	50,696	24,963	(55,017)
Total Revenue	3,392,906	4,075,332	5,090,252	5,451,452
Cost of Sales	1,917,968	2,279,934	2,980,402	3,082,324
Payroll Accrual Adjustment	-	83,700	10,840	89,603
Total Cost of Sales	1,917,968	2,363,635	2,991,242	3,171,928
Gross Profit	1,474,938	1,711,697	2,099,010	2,279,525
Gross Profit Margin	43%	42%	41%	42%
Operating Expenses	1,354,310	1,835,376	1,957,712	2,162,674
Payroll Accrual Adjustment	-	21,660	6,392	26,031
Total Operating Expenses	1,354,310	1,857,036	1,964,104	2,188,704
Net Operating Income	120,627	(145,339)	134,906	90,820
Other Income & Expenses	(18,318)	482,306	11,192	25,784
Net Income	102,309	336,967	146,099	116,604

What we're looking for

Tracking the costs of doing business can also raise red flags or provide opportunities to improve profitability.

Manage Risk

- Overhead expenses (ability to prove)
- Running personal expenses through agency
- Hidden expenses – what are you not accounting for?

Lower Costs

- Achieve greater efficiency with less staff
- Invest in your most effective referral sources and marketing programs
- Reduce workers comp and premiums with safety tools

Reduce Burdens

- Automate processes
- Centralized tracking and management for compliance
- Improve the caregiver experience to improve retention

EBITDA Adjustments	2019	2020	2021	9 Mos. Ending June 2022 Annualized
Less: Other Income	14,796	(486,851)	(11,184)	(25,767)
Guaranteed Payments	310,000	770,000	680,000	880,000
Owner Replacement Salary	(85,000)	(85,000)	(85,000)	(85,000)
Recruiting	-	-	1,433	1,344
Meals and Entertainment	164	591	-	-
COVID Adjustments	-	13,737	900	127
Donations	6,700	5,250	5,000	-
Legal	9,733	5,230	1,500	2,000
Accounting	4,820	6,168	-	-
Misc.	2,193	868	1,988	2,651
Marketing	12,171	1,913	1,960	800
License and Permits	12,552	5,951	2,229	2,972
Education/Training	5,480	5,801	6,839	8,766
Furniture and Equipment	2,915	-	12,062	16,083
Consulting	10,000	3,059	-	-
Total Adjustments	306,524	246,717	617,727	803,975

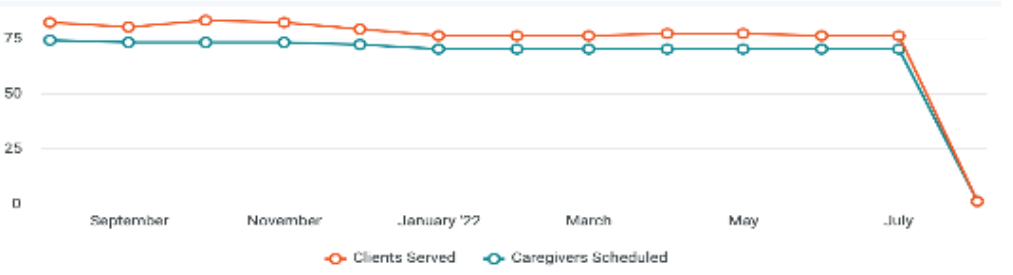
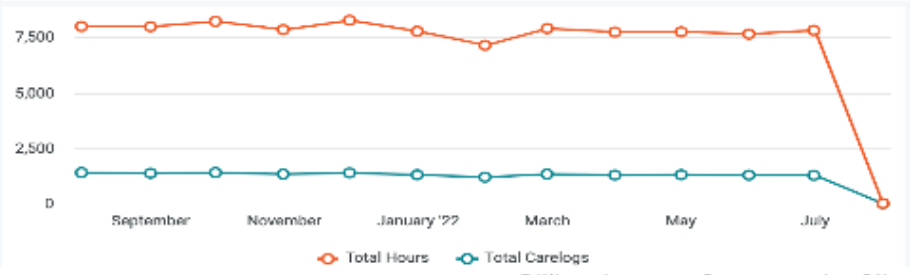
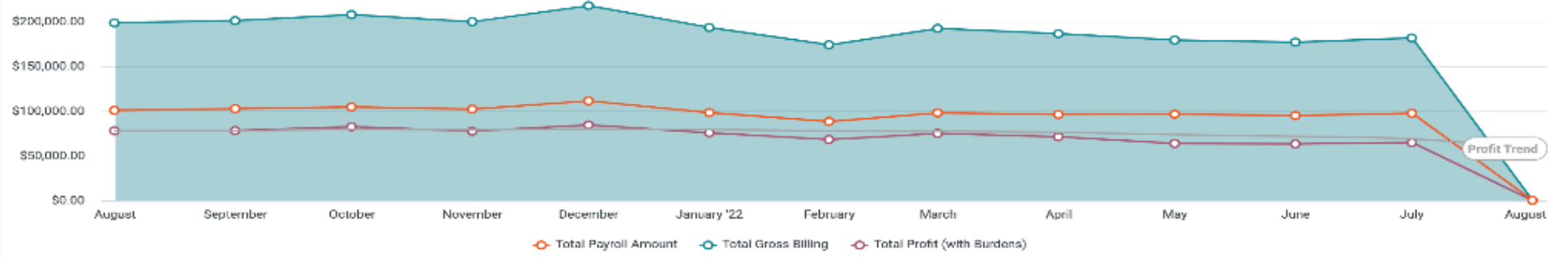
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Consulting	10,000	3,059	-	-
Total Adjustments	306,524	246,717	617,727	803,975

Billing by Month

Filters Carelog Date is in the past 12 complete months Location Name is any value

Run

Total Hours:	94,114.19
Total Payroll Hours:	88,674.67
Total Billing Hours:	94,093.37
Total Carelogs:	15,867
Clients Served:	91
Caregivers Scheduled:	75
Avg Hours per Client:	1,034.22
Avg Hours per Caregiver:	1,254.86
Avg Carelogs per Client:	174.36
Avg Carelogs per Caregiver:	211.56
Payroll Regular Hours:	78,848.60
Payroll Overtime Hours:	9,826.07
Billing Regular Hours:	87,081.37
Billing Overtime Hours:	7,012.00
Caregiver / Client Ratio:	0.82
Total Billing Amount:	\$2,304,090.48
Total Payroll Amount:	\$1,187,538.74
Payroll Burdens:	\$237,507.75
Total Profit:	\$879,043.99
Profit Percentage:	38.2%



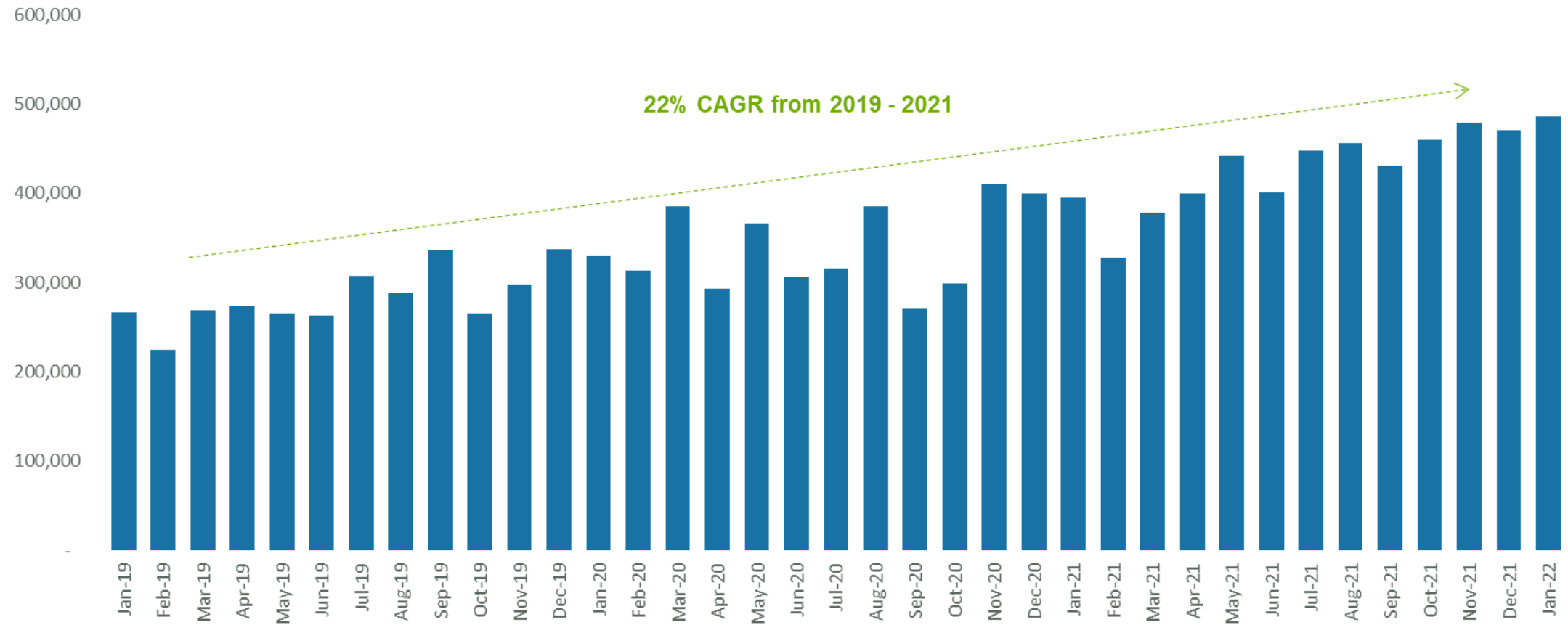
Billing Amount Summary by Client

Month	2021-08	2021-09	2021-10	2021-11	2021-12	2022-01	2022-02	2022-03	2022-04	2022-05	2022-06	2022-07	2022-08	Total
Client Last, First Name	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount
Aaron, Hank	\$1,080.32	\$1,231.56	\$1,068.00	\$2,081.76	\$2,387.76	\$2,165.88	\$1,824.00	\$1,938.00	\$1,938.00	\$2,052.00	\$1,938.00	\$2,090.00		\$21,795.21
Agassi (VA), Andre			\$1,392.00	\$1,392.00	\$1,392.00	\$1,740.00	\$1,392.00	\$1,392.00	\$1,512.00	\$1,566.00	\$1,392.00	\$1,914.00		\$15,084.01
Andrews, Julie	\$3,074.00	\$2,882.00	\$2,197.00	\$2,240.00	\$2,560.00	\$2,125.00	\$1,970.00	\$2,210.00	\$2,090.00	\$2,090.00	\$2,210.00	\$2,234.00		\$27,882.01

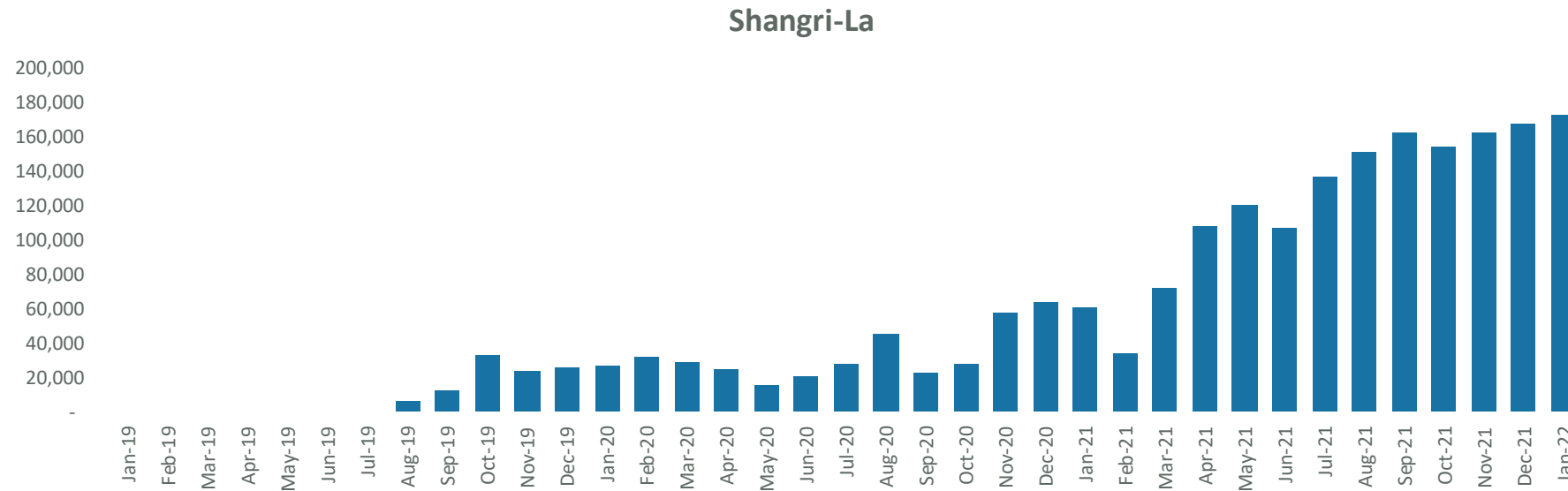
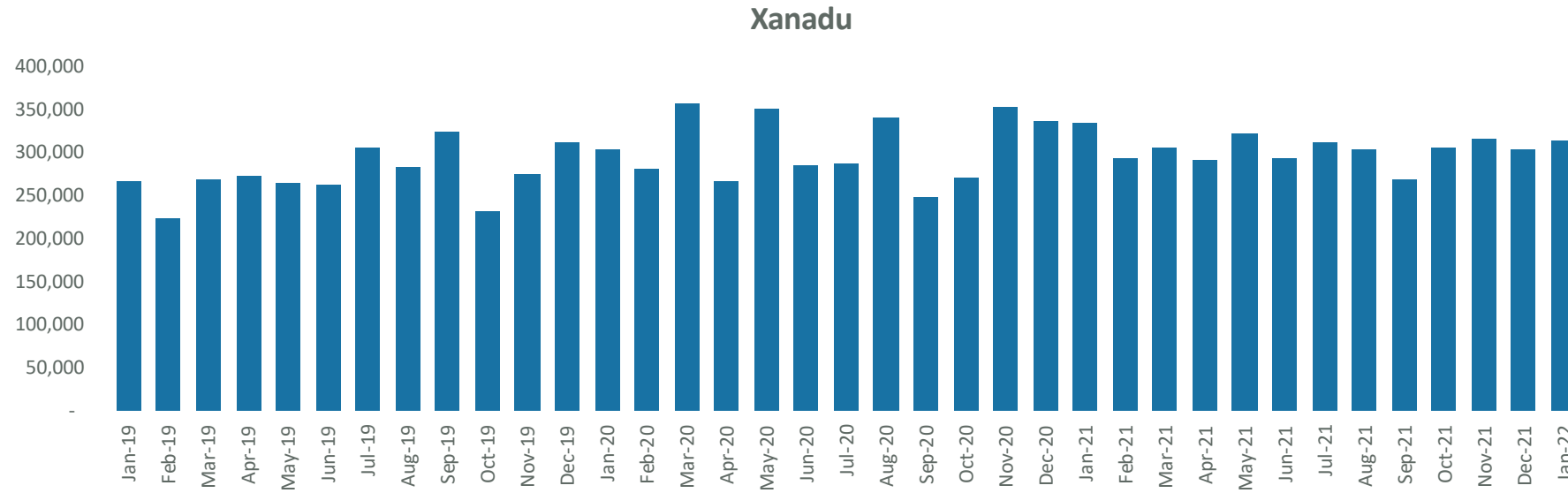
Total Hour Summary by Client

Month	2021-08	2021-09	2021-10	2021-11	2021-12	2022-01	2022-02	2022-03	2022-04	2022-05	2022-06	2022-07	2022-08	Total
Client Last, First Name	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours
Aaron, Hank	52.82	59.70	53.40	95.70	108.00	108.00	96.00	102.00	102.00	108.00	102.00	108.00		1,095.62
Agassi (VA), Andre			48.00	48.00	48.00	60.00	48.00	48.00	54.00	54.00	48.00	60.00		516.00
Andrews, Julie	126.50	120.00	88.50	85.50	95.50	85.50	80.50	90.50	85.50	85.50	90.50	85.50		1,119.50

Combined revenue by month: Trajectory



Revenue by month: Location

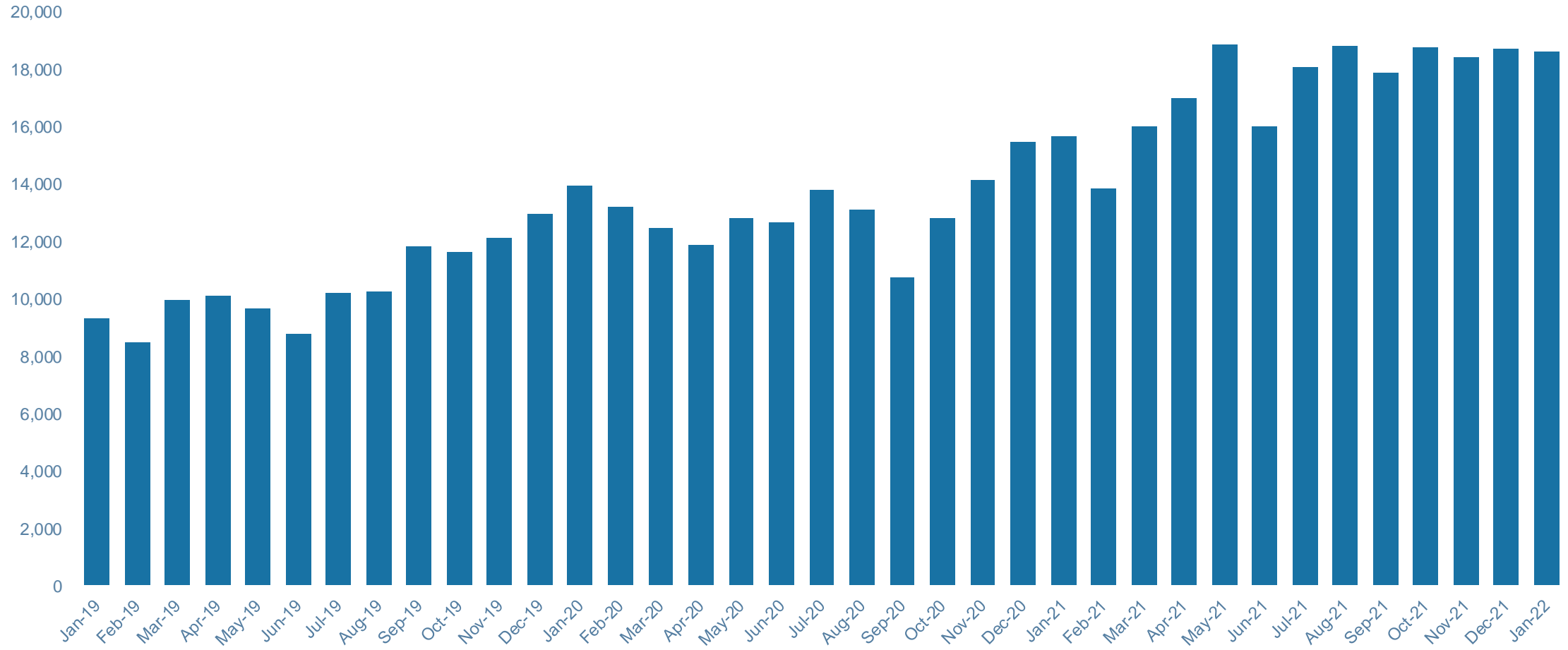


Details matter

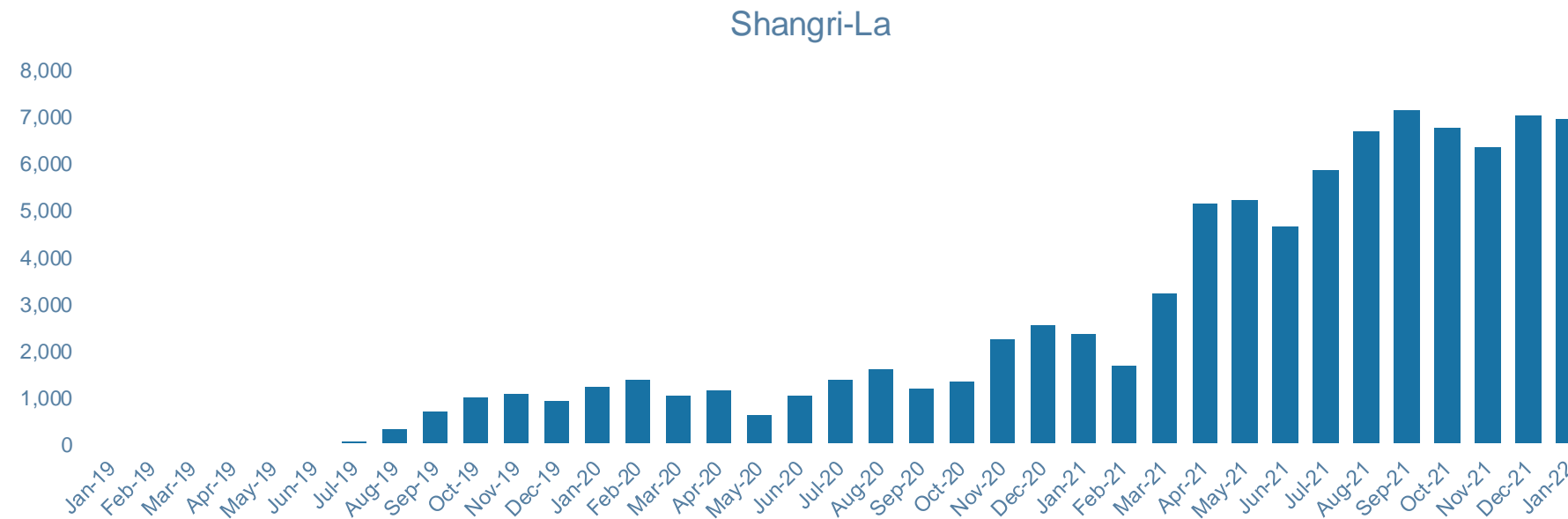
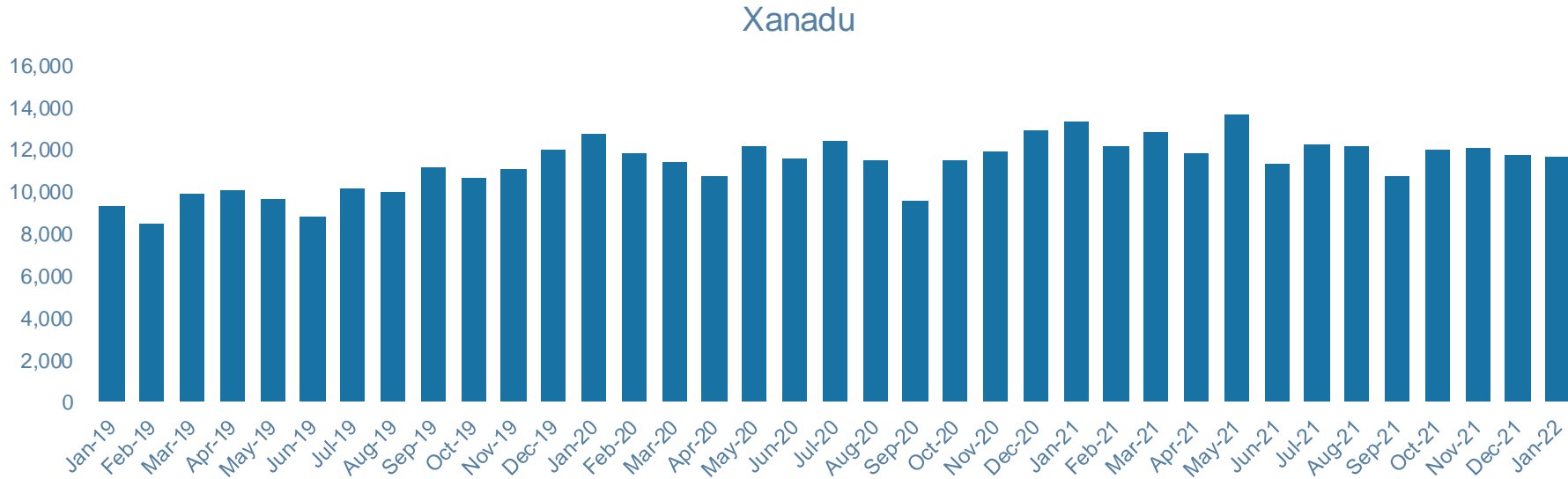
What's the real story?

Data Analytics allow you to really dig in and understand

Hours of service by month

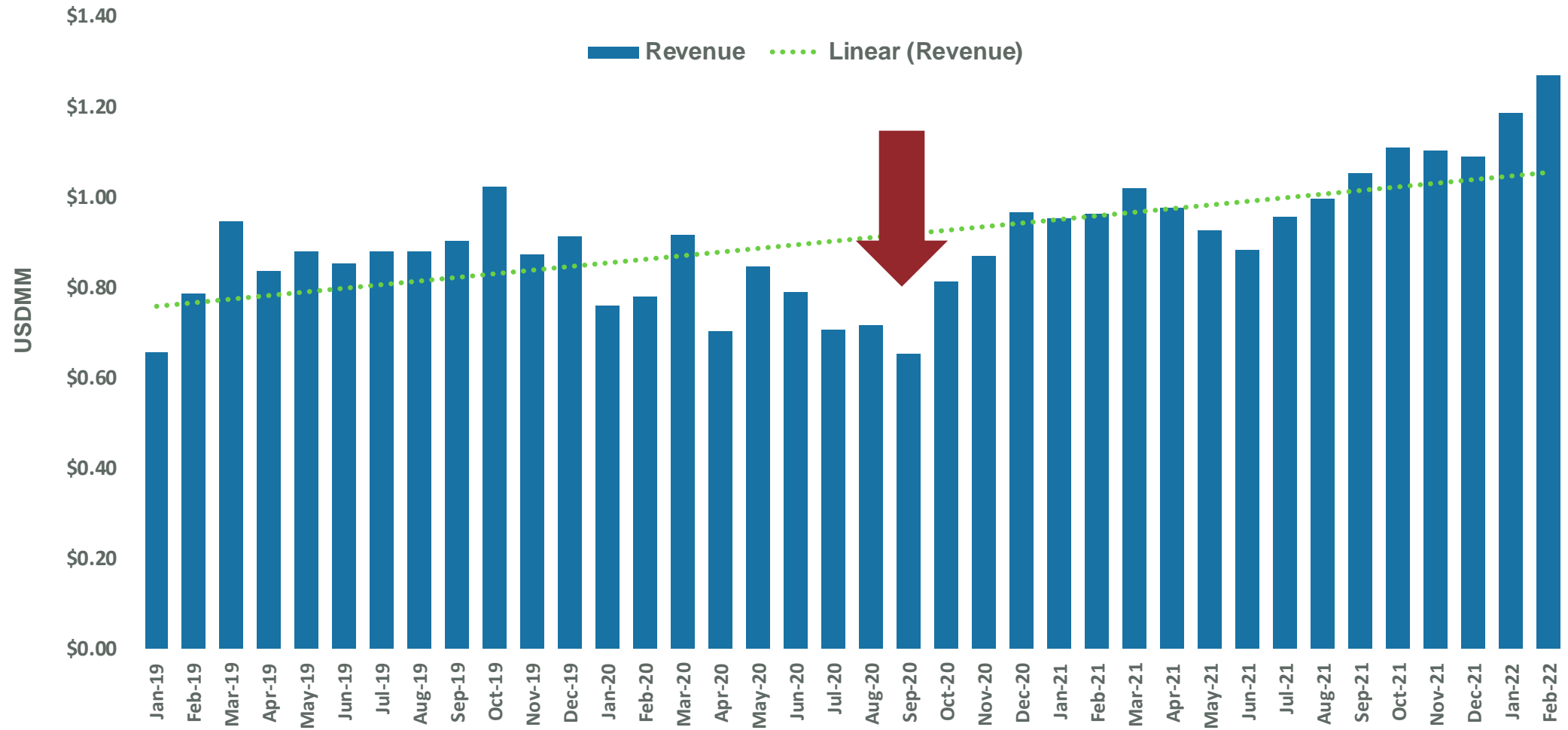


Hours of service by month: Location

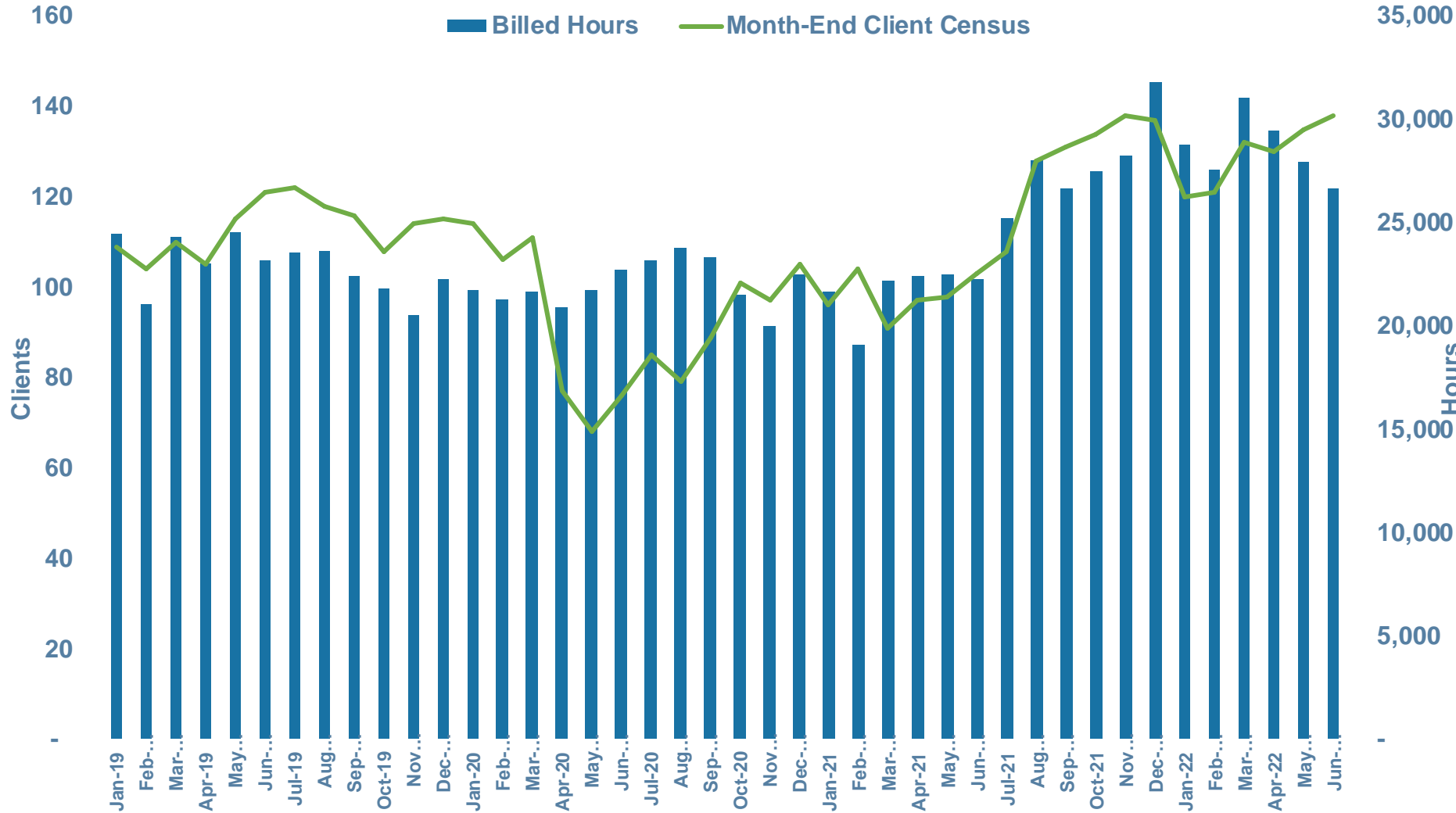


Double
check your work

Revenue by month: What does this tell us?



Census metrics by month



You can also compare to Accounting and measure performance

Referral sources

What we're looking for

Overview of how your marketing efforts are doing:

- Best referral sources (orgs and industries)
- Effectiveness of marketing efforts
- Who are my best marketers?
- How valuable/profitable are those clients?
- How much of your 'book' does each referral source hold?

No single referral source should account for >10% of your business (Except Word of Mouth or Internally Generated)

You may have one source that has 20% of your business. What would happen if they went away?



All those little deep dives into data help you understand what makes your business thrive.

Summary by Referral Source

Referral Source	Prospects / Clients ▾	Clients Served	Total Carelogs	Total Hours	Total Gross Billing	Total Profit (with Burdens)	Profit - Percentage	Conversion Ratio
Bay Area Assisted Living	36	16	926	4,300.98	\$98,201.05	\$40,459.34	41.2%	44.44%
Bluewater Health Hospital	26	5	225	1,215.37	\$28,275.99	\$10,285.93	36.4%	19.23%
Brookdale Assist Living - San Diego	21	3	80	308.67	\$6,197.32	\$2,493.33	40.2%	14.29%
Facebook	17	3	181	647.22	\$15,766.20	\$6,265.32	39.7%	17.65%
Google	12	1	84	252.00	\$8,415.00	\$3,672.00	43.6%	8.33%
Grandview Hospital	11	1	1	3.00	\$78.00	\$42.00	53.8%	9.09%
Atlanta Hospital	10	0	0	0.00	\$0.00	\$0.00	∅	0.00%
Church	10	0	0	0.00	\$0.00	\$0.00	∅	0.00%
Dr. No	10	0	0	0.00	\$0.00	\$0.00	∅	0.00%
Oz, Dr.	10	1	1	24.00	\$456.00	\$40.03	8.8%	10.00%
∅	10	2	115	780.75	\$19,096.00	\$8,289.74	43.4%	20.00%
Dr. J	8	0	0	0.00	\$0.00	\$0.00	∅	0.00%
Never Better Association	7	5	433	2,080.50	\$51,214.50	\$25,468.28	49.7%	71.43%
Craigslist	6	0	0	0.00	\$0.00	\$0.00	∅	0.00%
TBD	5	0	0	0.00	\$0.00	\$0.00	∅	0.00%
Friend	4	0	0	0.00	\$0.00	\$0.00	∅	0.00%
BTW Hospital	4	0	0	0.00	\$0.00	\$0.00	∅	0.00%
Brochure	4	1	2	10.00	\$200.00	\$80.00	40.0%	25.00%
Amedisys	3	0	0	0.00	\$0.00	\$0.00	∅	0.00%
Internet	3	0	0	0.00	\$0.00	\$0.00	∅	0.00%
Caregiver Referral	3	0	0	0.00	\$0.00	\$0.00	∅	0.00%
FEG Hospital	1	0	0	0.00	\$0.00	\$0.00	∅	0.00%
Total	229	38	2,048	9,622.48	\$227,900.06	\$97,095.97	42.6%	16.59%

Client prospects by referral source: The good, the bad, & the ugly

+ Choose Dashboard

Schedule reports by clicking on the gear icon to the right!

Client Prospects by Referral

just now  

Filters New Prospect Date is in the past 300 weeks Carelog Date is in the past 300 weeks Location Name is any value

Run

Summary by Referral Source

Referral Source	Client Count ↓	Clients Served	Total Carelogs	Total Hours	Total Gross Billing	Total Profit (with Burdens)	Profit - Percentage	Conversion Ratio
Bay Area Assisted Living	101	48	10,338	52,199.77	\$1,313,389.88	\$556,948.11	42.4%	47.52%
Bluewater Health Hospital	87	28	7,104	46,209.83	\$1,048,451.38	\$462,331.46	44.1%	32.18%
Brookdale Assist Living - San Diego	60	19	3,813	16,869.05	\$407,243.28	\$186,787.31	45.9%	31.67%
Facebook	41	6	1,109	5,804.60	\$137,740.67	\$62,936.07	45.7%	14.63%
Grandview Hospital	33	7	1,473	10,920.63	\$236,791.39	\$55,517.48	23.4%	21.21%
Dr. J	33	9	2,832	15,452.90	\$379,806.39	\$172,976.29	45.5%	27.27%
Google	32	4	2,000	18,447.00	\$476,572.64	\$158,928.21	33.3%	12.50%
Oz, Dr.	28	6	1,904	12,181.50	\$274,983.00	\$105,399.60	38.3%	21.43%
Never Better Association	26	17	9,898	63,572.92	\$1,554,748.73	\$579,882.53	37.3%	65.38%
Dr. No	25	4	2,030	13,174.18	\$265,003.60	\$73,927.47	27.9%	16.00%
None	25	12	2,089	8,810.22	\$57,466.00	-\$67,006.06	-116.6%	48.00%
Friend	24	5	1,222	5,242.98	\$255,843.51	\$196,251.16	76.7%	20.83%
Church	22	1	30	10.67	\$580.00	\$580.00	100.0%	4.55%
TBD	16	5	226	1,417.67	\$42,799.84	\$17,953.17	41.9%	31.25%
Brochure	16	3	675	5,979.82	\$141,826.61	\$66,730.71	47.1%	18.75%
Atlanta Hospital	15	2	222	891.00	\$23,240.00	\$12,287.40	52.9%	13.33%
Internet	14	3	1,119	6,810.47	\$142,709.84	\$64,503.39	45.2%	21.43%
Total	683	199	56,278	337,799.63	\$8,154,959.70	\$3,234,167.68	39.7%	29.14%

Summary by Referral Type

Referral Type	Client Count ↓	Clients Served	Total Carelogs	Total Hours	Total Gross Billing	Total Profit (with Burdens)	Profit - Percentage	Conversion Ratio
Assisted Living	172	71	15,388	77,219.10	\$1,870,648.02	\$798,928.93	42.7%	41.28%
Hospital	136	42	11,989	82,666.28	\$2,076,017.21	\$794,246.25	38.3%	30.88%
Physician	110	23	8,670	52,871.92	\$1,177,701.04	\$463,158.76	39.3%	20.91%
Internet	48	8	3,222	26,476.13	\$654,623.82	\$232,740.73	35.6%	16.67%
Advertising	42	7	1,156	6,094.60	\$143,540.67	\$65,148.07	45.4%	16.67%
Recruiting CGs	42	5	1,222	5,242.98	\$255,843.51	\$196,251.16	76.7%	11.90%
None	28	12	2,089	8,810.22	\$57,466.00	-\$67,006.06	-116.6%	42.86%
Rehab/Nursing Home	26	17	9,898	63,572.92	\$1,554,748.73	\$579,882.53	37.3%	65.38%
Association	22	1	30	10.67	\$580.00	\$580.00	100.0%	4.55%

Summary by Marketer Attached to Client

Full Name or Company	Client Count ↓	Clients Served	Total Carelogs	Total Hours	Total Gross Billing	Total Profit (with Burdens)	Profit - Percentage	Conversion Ratio
	394	40	4,482	18,159.17	\$196,837.10	-\$60,514.06	-30.7%	10.15%
Martha Marketer	230	119	38,451	248,770.68	\$6,243,570.98	\$2,564,913.07	41.1%	51.74%
Kevin Carlson	22	13	5,405	31,084.58	\$737,487.57	\$280,006.34	38.0%	59.09%
Moyra Miller	16	12	6,366	32,243.83	\$788,417.96	\$373,058.13	47.3%	75.00%
Mary Marketer	11	8	908	4,023.88	\$108,782.33	\$39,277.86	36.1%	72.73%
Jodey Glaser	4	4	358	1,481.00	\$29,543.50	\$16,018.90	54.2%	100.00%
Office Hours Webinar	2	2	254	1,768.75	\$42,601.00	\$18,346.73	43.1%	100.00%

Profit by client

+ * Choose Dashboard

Schedule reports by clicking on the ⚙ gear icon to the right!

Profit by Client

8m ago ⚙ ☰

Filters Carelog Date is In the past 7 complete days Location Name is any value

Run

Clients that have a Carelog												
	Client Last, First Name	Referral Source Type	Referral Source Name	Marketer	Total Carelogs	Total Hours	Total Gross Billing ↓	Total Payroll Amount	Payroll Burden	Total Profit (with Burdens)	Profit - Percentage	
Total Hours:	1,701.75											
Total Payroll Hours:	1,605.75											
Total Billing Hours:	1,701.75											
Total Carelogs:	281											
Clients Served:	74											
Caregivers Scheduled:	69											
Avg Hours per Client:	23.00											
Avg Hours per Caregiver:	24.66											
Avg Carelogs per Client:	3.80											
Avg Carelogs per Caregiver:	4.07											
Payroll Regular Hours:	1,440.83											
Payroll Overtime Hours:	164.92											
Billing Regular Hours:	1,701.75											
Billing Overtime Hours:	0.00											
Caregiver / Client Ratio:	0.93											
Total Billing Amount:	\$40,337.75											
Total Payroll Amount:	\$21,109.07											
Payroll Burdens:	\$4,221.81											
Total Profit:	\$15,006.87											
Profit Percentage:	37.2%											
	Black, Lance	Hospital	EFG Hospital	Martha Marketer	9	100.00	\$2,404.00	\$1,616.00	\$323.20	\$464.80	19.3%	
	Barone, Marie	Rehab/Nursing Home	Never Better Association	Martha Marketer	6	72.00	\$1,725.00	\$1,111.50	\$222.30	\$391.20	22.7%	
	Mays, Willie	Internet	Google	Martha Marketer	6	72.00	\$1,725.00	\$1,170.01	\$234.00	\$320.99	18.6%	
	Morgenstern, Rhoda	Rehab/Nursing Home	Never Better Association	Martha Marketer	9	78.00	\$1,714.00	\$1,043.70	\$208.74	\$461.56	26.9%	
	Brady, Carol	Rehab/Nursing Home	Never Better Association	Martha Marketer	10	53.00	\$1,138.00	\$538.00	\$107.60	\$492.40	43.3%	
	McEnroe, John	None	Self	Moyra Miller	11	45.00	\$1,080.00	\$678.25	\$135.65	\$266.10	24.6%	
	Kosnowski, Lenny	Assisted Living	Bay Area Assisted Living	Kevin Carlson	5	53.50	\$979.00	\$615.00	\$123.00	\$241.00	24.6%	
	Summers, Mary Ann	Hospital	Bluewater Health Hospital	Martha Marketer	5	35.00	\$962.50	\$507.50	\$101.50	\$353.50	36.7%	
	Houlihan, Margaret	Physician	Oz, Dr.	Martha Marketer	6	30.00	\$870.00	\$420.00	\$84.00	\$366.00	42.1%	
	Ashe, Arthur	Assisted Living	Bay Area Assisted Living	Martha Marketer	5	35.00	\$868.00	\$350.00	\$70.00	\$448.00	51.6%	
	Evert, Chrissy	Assisted Living	Bay Area Assisted Living	Moyra Miller	6	34.50	\$862.50	\$252.00	\$50.40	\$560.10	64.9%	
	Tarkington, Fran	Rehab/Nursing Home	Never Better Association	Martha Marketer	5	35.00	\$854.00	\$385.00	\$77.00	\$392.00	45.9%	
	Pierce, Hawkeye	Physician	Dr. No	Martha Marketer	5	45.00	\$846.00	\$686.38	\$137.28	\$22.34	2.6%	
	Keaton, Diane	Assisted Living	Paradise Village Retirement Community	Martha Marketer	4	32.00	\$784.00	\$320.00	\$64.00	\$400.00	51.0%	

Profit by marketer

+ Choose Dashboard

Schedule reports by clicking on the gear icon to the right!

Profit by Marketer

1m ago  

Filters Location Name is any value Date Filter is in the past 1 complete months

Run

Clients that have a Carelog by Marketer

	Marketer	Total Carelogs ↓	Total Hours	Total Payroll Amount	Total Gross Billing	Payroll Burden	Total Profit (with Burdens)	Profit - Percentage
Total Hours: 7,797.25	Martha Marketer	857	5,740.75	\$72,888.15	\$134,120.50	\$14,577.63	\$46,654.72	34.8%
Total Payroll Hours: 7,333.25	Moyra Miller	151	743.50	\$8,466.45	\$18,420.00	\$1,697.29	\$8,236.26	44.7%
Total Billing Hours: 7,799.25	Kevin Carlson	141	829.00	\$10,084.00	\$19,389.50	\$2,016.80	\$7,288.70	37.6%
Total Carelogs: 1,277								
Clients Served: 76	Mary Marketer	37	115.00	\$1,397.50	\$2,993.00	\$279.50	\$1,316.00	44.0%
Caregivers Scheduled: 70	Jodey Glaser	8	16.00	\$0.00	\$240.00	\$0.00	\$240.00	100.0%
Avg Hours per Client: 102.60								
Avg Hours per Caregiver: 111.39								
Avg Carelogs per Client: 16.80								
Avg Carelogs per Caregiver: 18.24								
Payroll Regular Hours: 6,486.50								
Payroll Overtime Hours: 846.75								
Billing Regular Hours: 7,780.25								
Billing Overtime Hours: 19.00								
Caregiver / Client Ratio: 0.92								
Total Billing Amount: \$180,697.00								
Total Payroll Amount: \$96,975.40								
Payroll Burdens: \$19,395.08								
Total Profit: \$64,326.52								
Profit Percentage: 35.6%								

Client data: What can we know?

What we're looking for

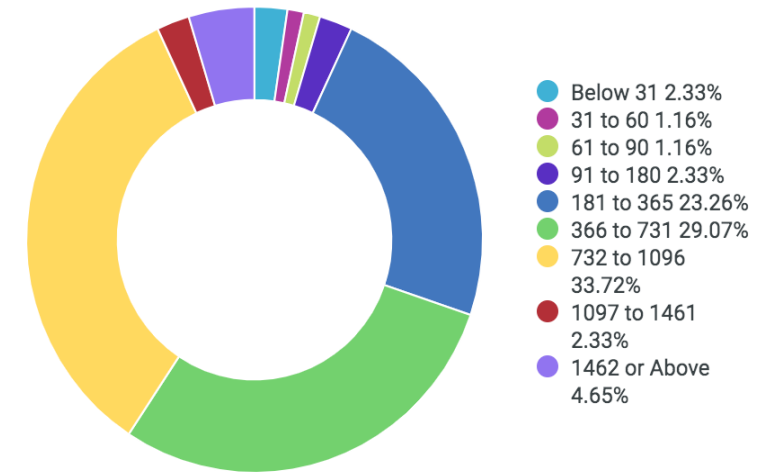
Transparency, Transparency, Transparency...

1. Client start date and length of service. Retention/Tenure with the agency.
2. Satisfaction ratings (and # of "5 stars, 4 stars, etc.)
3. Weekly hours (per client, per service)
4. Number of 24-hour clients
5. Profitability per client, and more

Carelogs past 7 days - No Status Filter

Yes Summary	No Summary
Total Hours: 1,779.22	Total Hours: 96.67
Total Carelogs: 315	Total Carelogs: 26
Clients Served: 81	Clients Served: 9
Caregivers Scheduled: 68	Caregivers Scheduled: 12
Average Hours per Client: 21.97	Average Hours per Client: 10.74
Average Hours per Caregiver: 26.16	Average Hours per Caregiver: 8.06
Average Carelogs per Client: 3.89	Average Carelogs per Client: 2.89
Average Carelog per Caregiver: 4.63	Average Carelog per Caregiver: 2.17
Payroll Regular Hours: 1,501.20	Payroll Regular Hours: 96.67
Payroll Overtime Hours: 179.68	Payroll Overtime Hours: 0.00
Total Payroll Hours: 1,680.88	Total Payroll Hours: 96.67
Billing Regular Hours: 1,593.22	Billing Regular Hours: 96.67
Billing Overtime Hours: 186.00	Billing Overtime Hours: 0.00
Total Billing Hours: 1,779.22	Total Billing Hours: 96.67

Tenure - Days



Summary by Client

Client Last, First Name	Total Carelogs	Total Hours	Hour Percent
Black, Lance	11	124.00	6.61%
McEnroe, John	18	96.00	5.11%
Morgenstern, Rhoda	9	78.00	4.16%
Mays, Willie	6	72.00	3.84%
Barone, Marie	6	72.00	3.84%
Brady, Carol	10	52.50	2.80%
Pierce, Hawkeye	5	45.00	2.40%
Evert, Chrissy	8	38.50	2.05%
Summers, Mary Ann	5	35.00	1.86%
Bond, James	5	35.00	1.86%
Ashe, Arthur	5	35.00	1.86%
Stevens, Samatha	4	32.00	1.70%

Summary by Rate Name

Bill Rate Name	Total Carelogs	Total Hours	Hours Percent
Personal Care	100	594.22	31.66%
Companion Rate	88	455.42	24.26%
Prorated Live in	30	360.00	19.18%
Home Health Aide WkD	46	229.00	12.20%
Personal Care <3hrs	28	84.00	4.47%
Intensive Care Rate	13	60.50	3.22%
Not Billable	9	35.00	1.86%
Companion Couple Care	8	26.00	1.39%
Housekeeping and Care Rate	5	23.00	1.23%
Bathing Visit	3	10.00	0.53%

Client statistics: Broad

Choose Dashboard

Schedule reports by clicking on the gear icon to the right!

WellSky Personal Care
Nursing Care

Client Statistics

Filters: Client? is "Yes" | Distributed? is "No" | Client Added in any time | Location Name in any value

Run

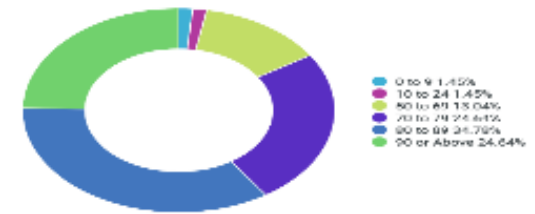
Current Status

Location Name	Current Status	Client Count
Cook	Active	1
Iron Islands	Active	25
Kings Landing	Active	33
Waterfall	Active	25
Zone 2	Active	1
Zone 3	Active	2
Total		87

New Prospects in past 14 days

Location Name	Current Status	Client Count
Kings Landing	Active	1
Total		1

Age Range



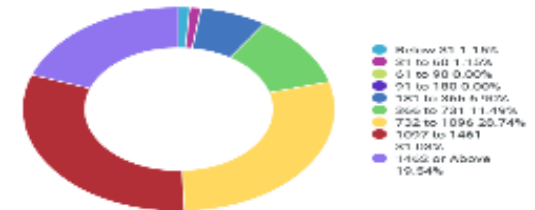
Carelogs past 7 days - No Status Filter

Completed	Yes Summary	No Summary
Summary	<p>Total Hours: 1,720.75</p> <p>Total Carelogs: 289</p> <p>Clients Served: 76</p> <p>Caregivers Scheduled: 70</p> <p>Average Hours per Client: 22.54</p> <p>Average Hours per Caregiver: 24.58</p> <p>Average Carelogs per Client: 3.80</p> <p>Average Carelog per Caregiver: 4.13</p> <p>Payroll Regular Hours: 1,458.83</p> <p>Payroll Overtime Hours: 164.92</p> <p>Total Payroll Hours: 1,624.75</p> <p>Billing Regular Hours: 1,720.75</p> <p>Billing Overtime Hours: 0.00</p> <p>Total Billing Hours: 1,720.75</p> <p>Caregiver / Client Ratio: 0.92</p>	<p>Total Hours: 44.00</p> <p>Total Carelogs: 12</p> <p>Clients Served: 2</p> <p>Caregivers Scheduled: 3</p> <p>Average Hours per Client: 22.00</p> <p>Average Hours per Caregiver: 14.67</p> <p>Average Carelogs per Client: 6.00</p> <p>Average Carelog per Caregiver: 4.00</p> <p>Payroll Regular Hours: 20.00</p> <p>Payroll Overtime Hours: 0.00</p> <p>Total Payroll Hours: 20.00</p> <p>Billing Regular Hours: 20.00</p> <p>Billing Overtime Hours: 0.00</p> <p>Total Billing Hours: 20.00</p> <p>Caregiver / Client Ratio: 1.50</p>

Upcoming Birthdays - Current month and next month

Client Last, First Name	Birthdate	Month	Day	Age Today
Morgenstern, Rhonda	1930-08-22	8	22	87
Feaney, Shirley	1947-09-22	9	22	74
Bord, James	1930-08-28	8	28	91
Connors, Jimmy	1926-09-02	9	2	69
Newhart, Bob	1925-05-05	5	5	92
Bruckner, Sam	1913-09-08	9	8	106
Columbo, Frank	1944-09-16	9	16	77
Loon, Sophia	1984-09-20	9	20	37
Waters, Barbara	1929-09-25	9	25	92
Clampett, Ely Mae	1932-09-28	9	28	89

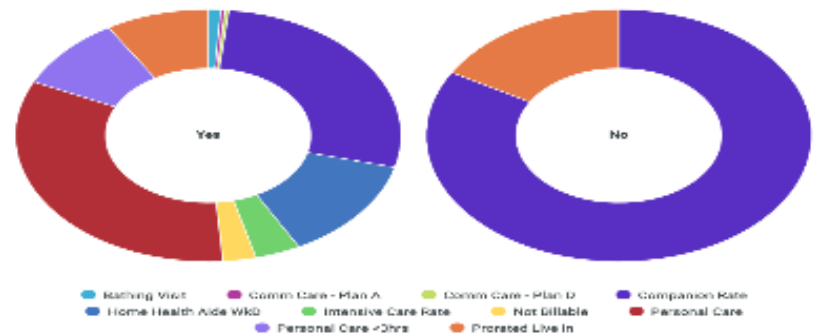
Tenure - Days



By Gender



Completed (Yes/No) by Bill Name



By City

Location/Location Name	Client City	Client Count
1 Cook		1
2 Iron Islands	Carlsbad	2
3 Iron Islands	Escondido	3
4 Iron Islands	Poway	1
5 Iron Islands	Coronado	1
6 Iron Islands	La Jolla	1
7 Iron Islands	San Diego	17
8 Kings Landing	La Jolla	3
9 Kings Landing	San Diego	1
10 Kings Landing	Rancho Santa Fe	1
11 Kings Landing	Escondido	1
12 Kings Landing		2
13 Kings Landing	Coronado	1
14 Kings Landing	Poway	1

Open Carelog by Status - No Status Filter



Clients: Deep – dive

+ Choose Dashboard

Schedule reports by clicking on the gear icon to the right!

Client Statistics

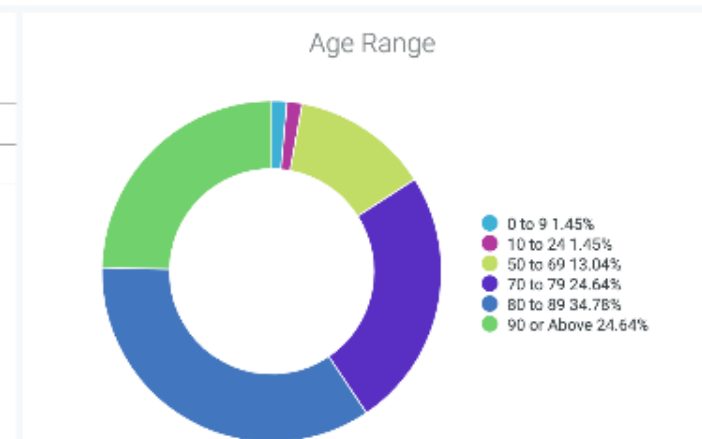
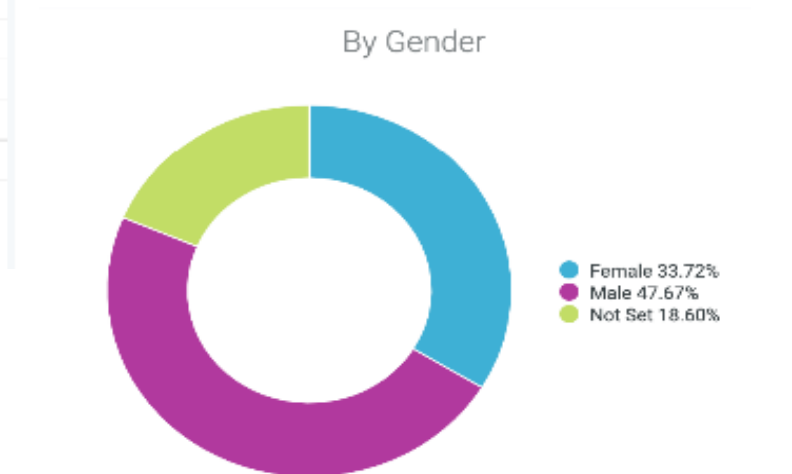
just now  

Filters Client? is "Yes" Deactivated? is "No" Client Added is any time Location Name is any value

Run

Current Status		
Location Name ↑ ↓	Current Status ↑ ↓	Client Count
Cook	Active	1
Iron Islands	Active	25
Kings Landing	Active	33
WinterFell	Active	25
Zone 2	Active	1
Zone 3	Active	2
Total		87

New Prospects in past 14 days		
Location Name ↓ ↑	Current Status ↓ ↑	Client Count
Kings Landing	Active	1
Total		1



The more you know,
the better

Client turnover by month : What's going on?

+ * Choose Dashboard

Schedule reports by clicking on the gear icon to the right!

Client Turnover by Month

just now

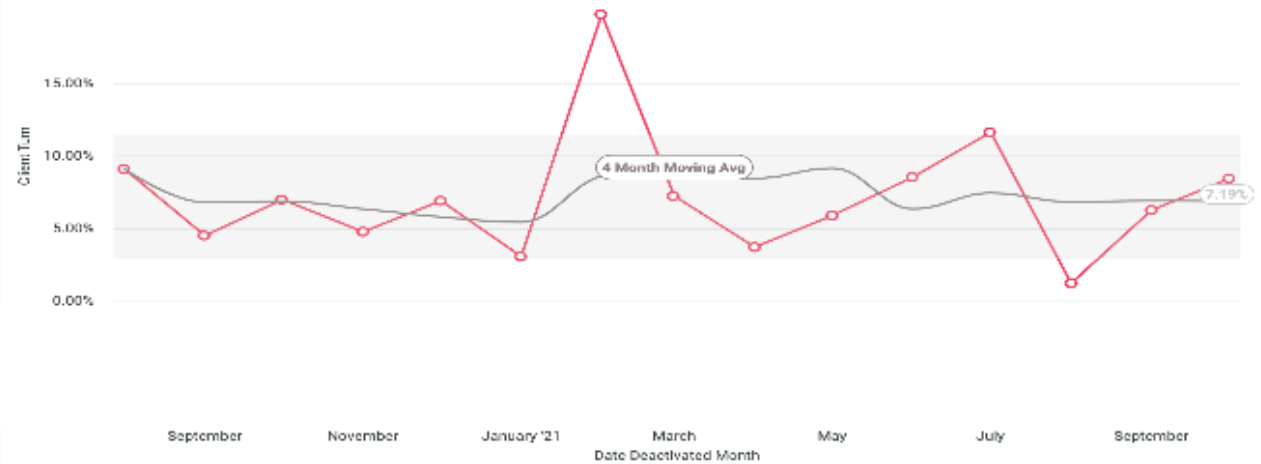
Filters: Months is on or after 24 months ago

Run

Client Turn Details

Date Deactivated	Client Client Count	Scheduled	Client Client Count	Client Turn
2021-10	7	83	1	8.43%
2021-09	5	80	5	6.25%
2021-08	1	83	4	1.20%
2021-07	10	86	8	11.63%
2021-06	7	82	5	6.14%
2021-05	5	85	8	6.86%
2021-04	3	81	3	3.70%
2021-03	6	83	6	7.23%
2021-02	17	86	4	19.77%
2020-11	4	84	6	4.76%
2020-10	6	86	6	6.98%
2020-09	4	89	4	4.49%
2020-08	8	88	9	9.09%
2020-09	4	89	4	4.49%
2020-08	8	88	9	9.09%

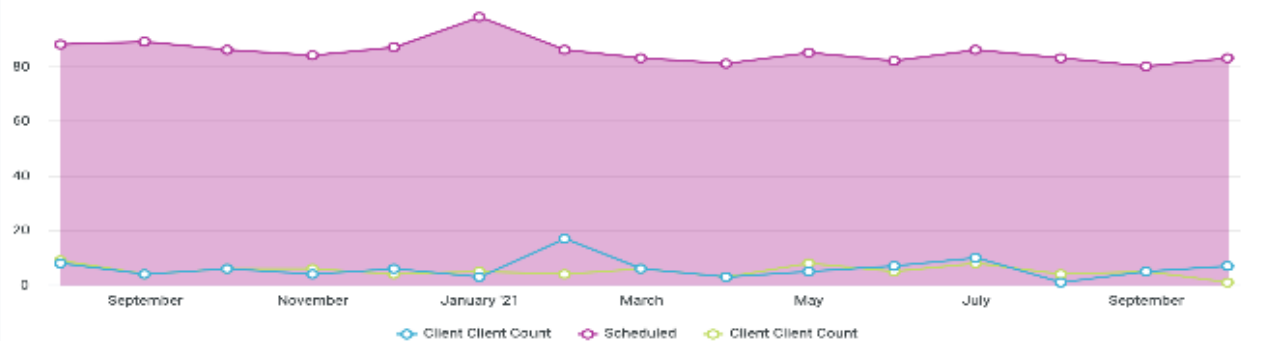
Client Turn



Client (Tenure Days <= 90) Turn Details

Date Deactivated	Client Count	Scheduled	Client Turn
2021-10	5	∞	∞
2021-09	4	1	400.00%
2021-08	∞	2	0.00%
2021-07	7	6	116.67%
2021-06	6	1	600.00%
2021-05	3	1	300.00%
2021-04	2	∞	∞
2021-03	5	∞	∞
2021-02	7	∞	∞
2021-01	1	3	33.33%
2020-12	4	1	400.00%

Client Added, Deactivated and Scheduled



Caregiver data

Billing vs Payroll

+ Choose Dashboard

Schedule reports by clicking on the gear icon to the right!

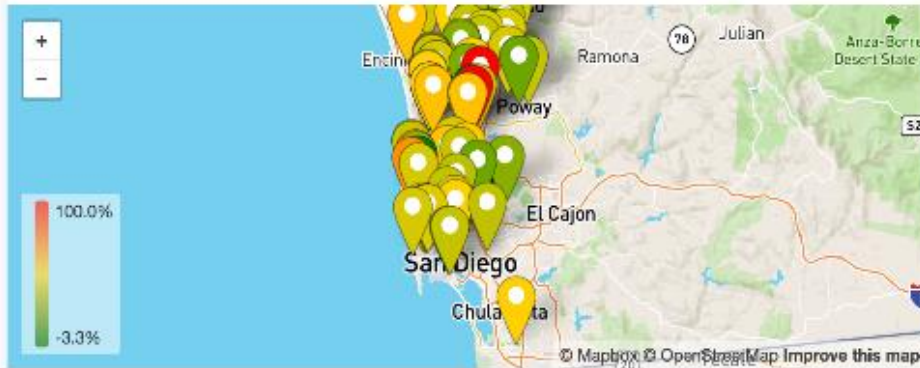
Billing Versus Payroll

Run

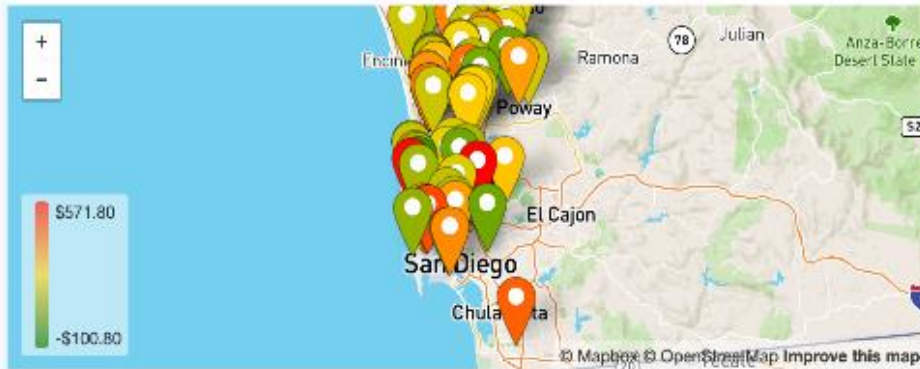
Filters Carelog Date is in the past 1 complete weeks Location Name is any value

Total Hours:	1,725.25
Total Payroll Hours:	1,621.25
Total Billing Hours:	1,725.25
Total Carelogs:	282
Clients Served:	73
Caregivers Scheduled:	68
Avg Hours per Client:	23.63
Avg Hours per Caregiver:	25.37
Avg Carelogs per Client:	3.86
Avg Carelogs per Caregiver:	4.15
Payroll Regular Hours:	1,448.33
Payroll Overtime Hours:	172.92
Billing Regular Hours:	1,725.25
Billing Overtime Hours:	0.00
Caregiver / Client Ratio:	0.93
Total Billing Amount:	\$40,102.25
Total Payroll Amount:	\$21,493.68
Payroll Burdens:	\$4,298.74
Total Profit:	\$14,309.83
Profit Percentage:	35.7%

Profit Percent by Client



Profit Summary by Client



Payroll vrs Billing Overtime

Location Name	Client Last, First Name ↑	Payroll Overtime Hours	Billing Overtime Hours	Percent Billed
Kings Landing	Barone, Marie	18.00	0.00	0.00%
WinterFell	Black, Lance	40.00	0.00	0.00%
Kings Landing	Bodine, Jethro	3.25	0.00	0.00%
Kings Landing	Brown, Kelly	3.00	0.00	0.00%
Iron Islands	Hepburn, Audrey	4.00	0.00	0.00%
Iron Islands	Island, Gilligan	5.00	0.00	0.00%
Iron Islands	Kosnowski, Lenny	16.00	0.00	0.00%
WinterFell	Loren, Sophia	1.00	0.00	0.00%
Kings Landing	Mays, Willie	18.67	0.00	0.00%
WinterFell	McEnroe, John	3.00	0.00	0.00%
Kings Landing	Morgenstern, Rhoda	22.00	0.00	0.00%
Kings Landing	Naham(Tiered \$), Stu	1.00	0.00	0.00%
Kings Landing	Newton, Paul	4.50	0.00	0.00%
WinterFell	Norton, Ken	8.00	0.00	0.00%
WinterFell	Pierce, Hawkeye	5.00	0.00	0.00%
WinterFell	Richards, Mary	6.00	0.00	0.00%
Iron Islands	Rose, Moira	0.50	0.00	0.00%
Iron Islands	Rose, Pete	1.00	0.00	0.00%
Kings Landing	Tarkington, Fran	7.00	0.00	0.00%
Kings Landing	White, Betty	6.00	0.00	0.00%

No Community Care

Clients and caregivers combined map: What can this tell us?

+ * Choose Dashboard

Schedule reports by clicking on the gear icon to the right!

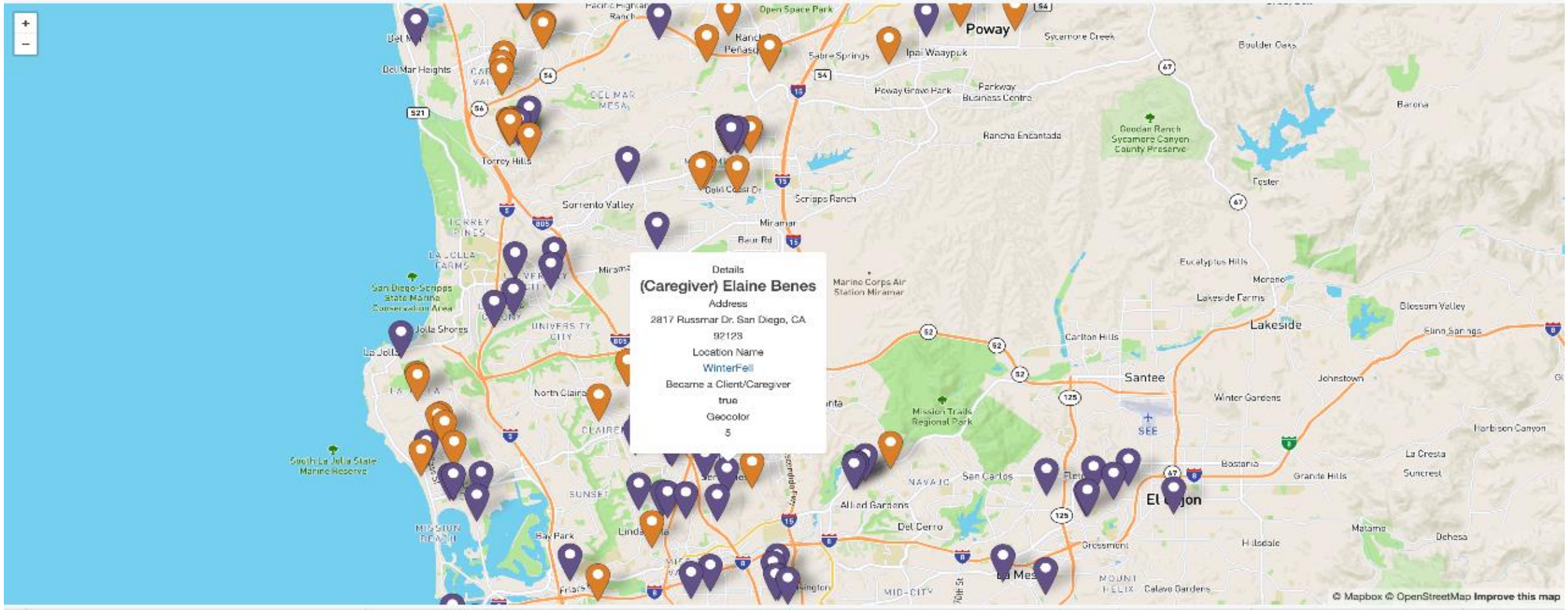
WellSky | Personal Care
formerly ClearCare®

by GPS - Client and Caregiver Combined Map

just now ⚙️ ☰

Filters Client Name is any value Caregiver Name is any value Location Name is any value Is a Client is "Yes" Caregiver is Hired is "Yes" Zip Code is any value

Run



What we're looking for

Caregiver fit, prioritization of filling open shifts; history of unfilled shifts (*missed revenue*)

Open shifts with breakdown by:

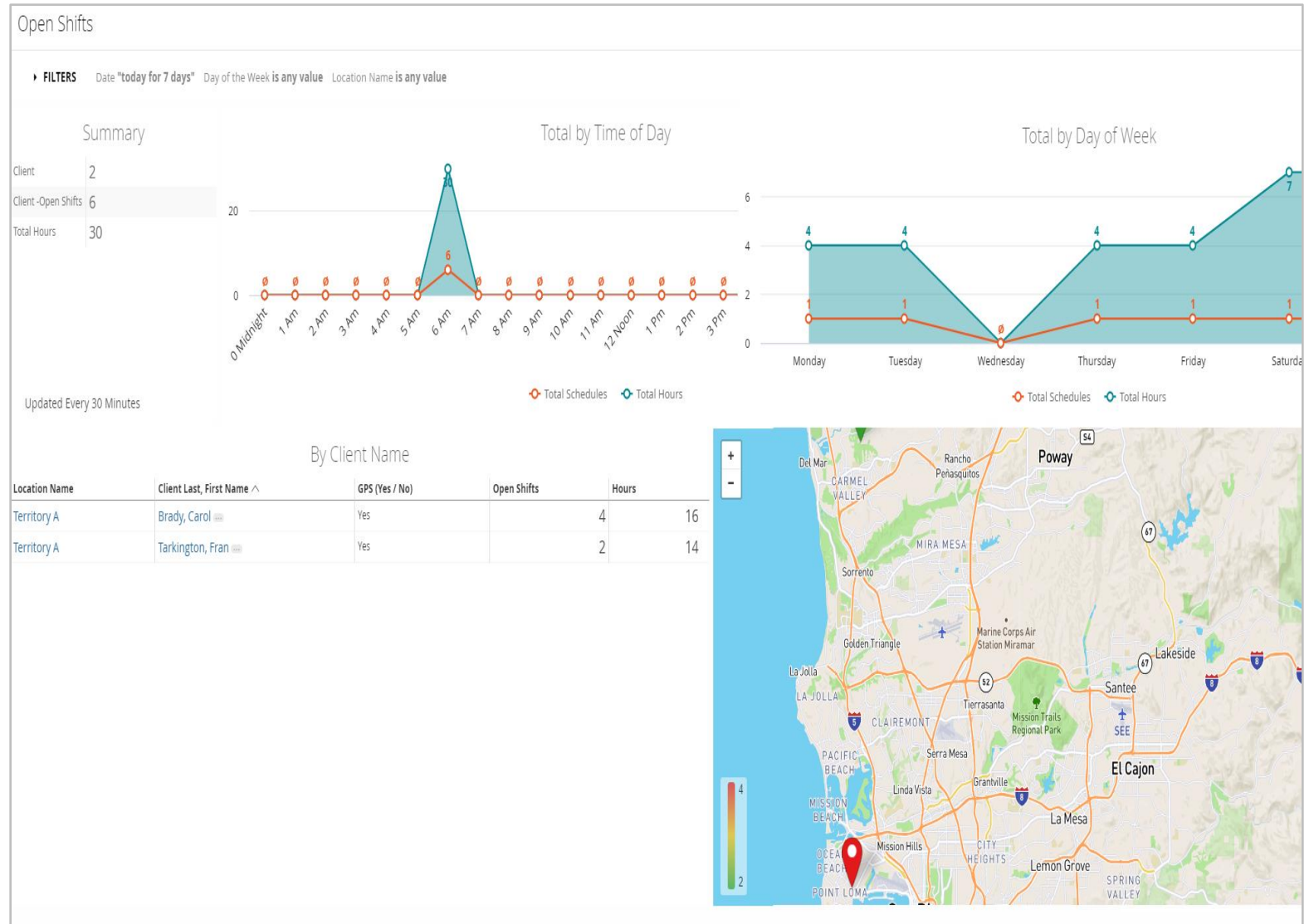
- hours
- client

Caregiver statistics:

- availability
- hours wanted / worked
- match criteria

Mapping (zip code) of corresponding clients / caregivers

Caregiver fit = happy, healthy, & profitable



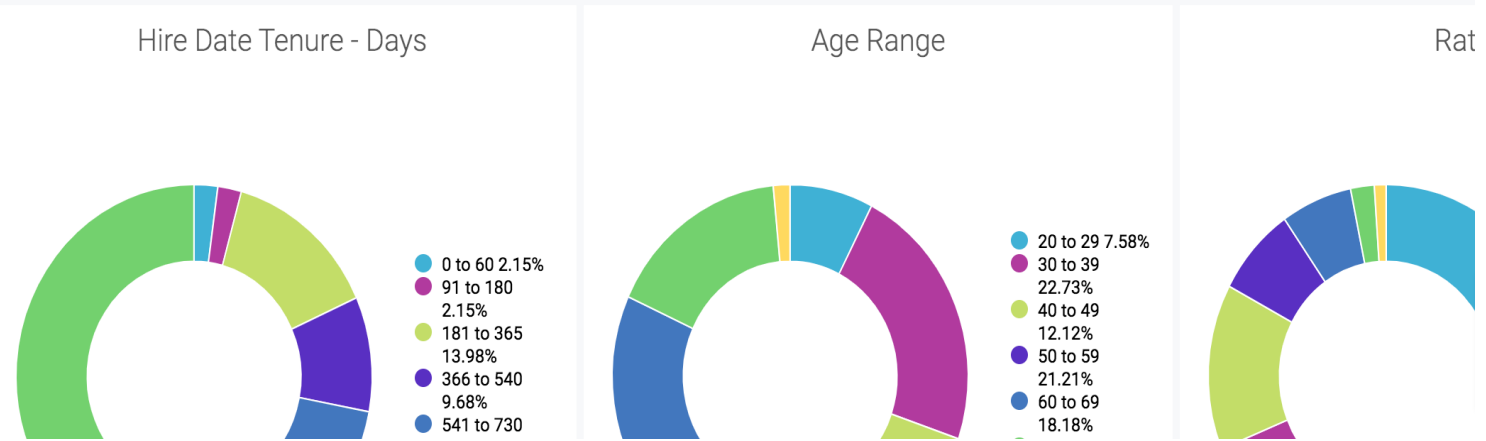
What we're looking for

Net Profit (or gross) per employee & caregiver retention

1. Caregiver utilization (#hours weekly)
2. Employee sick days/time off
3. Overtime vs. unprofitable shifts
4. Caregiver start/end dates
 1. Are caregivers getting hours/shifts they want
 2. Are caregivers able to effectively perform their jobs (technology, processes, communication)
5. Certification/license tracking and management

Employee data

Completed Carelog Summary for Filter Date		Expired Certifications - Last 90 days			
Summary		Caregiver Last, First Name	Certification Description	Expiration Date	Days Expired ^
Total Hours:	1,779.22	Granger, Hermione ...	Annual Training	2021-02-16	1
Total Carelogs:	315	Lewis, Jerry ...	CNA License	2021-02-12	5
Clients Served:	81	Armstrong, Neil ...	Tuberculosis Test	2021-02-08	9
Caregivers Scheduled:	68	Hathaway, Anne ...	Car Insurance	2021-01-30	18
Average Hours per Client:	21.97	Brady, Marcia ...	Passport	2021-01-20	28
Average Hours per Caregiver:	26.16	Rose, David ...	Drivers License	2021-01-17	31
Average Carelogs per Client:	3.89	Rose, David ...	Car Insurance	2021-01-16	32
Average Carelog per Caregiver:	4.63	Myerson, Susie ...	Annual Training	2021-01-15	33
Payroll Regular Hours:	1,501.20	Myerson, Susie ...	Drivers License	2021-01-15	33
Payroll Overtime Hours:	179.68	Myerson, Susie ...	State Id Card	2021-01-15	33
Total Payroll Hours:	1,680.88	Myerson, Susie ...	Car Insurance	2021-01-15	33
Billing Regular Hours:	1,593.22	Myerson, Susie ...	HHA Certification	2021-01-15	33
Billing Overtime Hours:	186.00	Myerson, Susie ...	Tuberculosis Test	2021-01-15	33
Total Billing Hours:	1,779.22	Dinklage, Peter ...	Car Insurance	2021-01-12	36
Caregiver / Client Ratio:	0.84	Alden, Terri ...	State Id Card	2021-01-05	43
Completed carelogs for last week (Sun - Sat). Status Filters do not affect this Tile		Carson, KC ...	Annual Training	2021-01-01	47
		Brady, Cindy ...	Car Insurance	2020-12-31	48
		Peterman, J ...	Annual Training	2020-12-31	48



Caregiver turnover: Are there trends?

+ * Choose Dashboard

Schedule reports by clicking on the gear icon to the right!

Caregiver Turnover by Quarter

Just now ⚙️ 📄

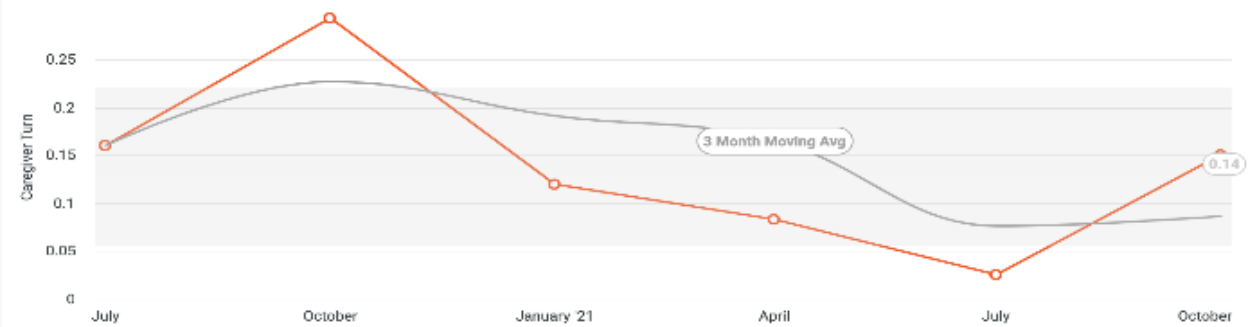
Filters Months is in the past 8 complete quarters

Run

Caregiver Turn Details

Date Deactivated Quarter	Caregiver Caregiver Count	Scheduled	Caregiver Caregiver Count	Caregiver Turn
2021-Q4	11	73	6	15.07%
2021-Q3	2	78	14	2.56%
2021-Q2	6	72	9	8.33%
2021-Q1	9	75	11	12.00%
2020-Q4	22	75	16	29.33%
2020-Q3	13	81	15	16.05%

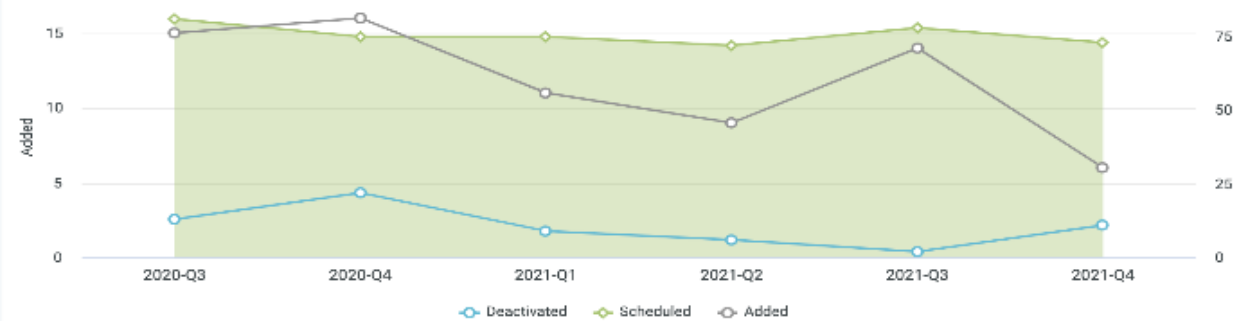
Caregiver Turn



Caregiver (Hire Date Tenure Days <= 90) Turn Details

Date Deactivated Quarter	Caregiver Count	Scheduled	Caregiver Turn
2021-Q4	10	2	20.00%
2021-Q3	2	2	100.00%
2021-Q2	6	2	33.33%
2021-Q1	8	2	25.00%
2020-Q4	16	2	12.50%
2020-Q3	9	2	22.22%

Caregiver Added, Deactivated and Scheduled



Client concentration: Where Are the Opportunities?

By City

	Locations Location Name ↑	Client Client City	Client Client Count
1	Cook		1
2	Iron Islands	Carlsbad	2
3	Iron Islands	Escondido	3
4	Iron Islands	Poway	1
5	Iron Islands	Coronado	1
6	Iron Islands	La Jolla	1
7	Iron Islands	San Diego	17
8	Kings Landing	La Jolla	3
9	Kings Landing	San Dieogo	1
10	Kings Landing	Rancho Santa Fe	1
11	Kings Landing	Escondido	1
12	Kings Landing		2
13	Kings Landing	Coronado	1
14	Kings Landing	Poway	1

Marketing and growth

What we're looking for

Top of funnel, engagement, conversions

- Use data to manage your client and caregiver pipeline – anticipate trends, throttle marketing efforts up/down
- Set and track specific business goals / Benchmark
- Review your data regularly with your leadership team

Effective marketing: Which 50%?

Caregiver Applications to Offer

38m ago  

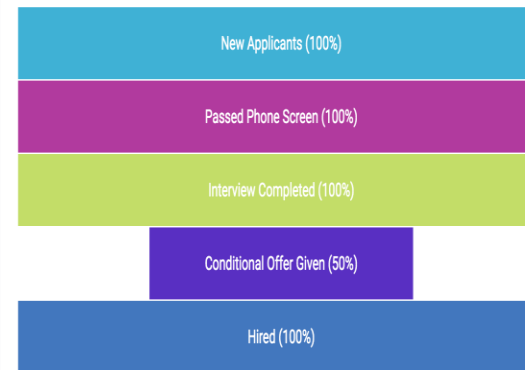
Filters New Applicant: is in the past 14 complete days New Application to Pass Phone Target mins ≤ 20 Passed Phone Screen to Interview Target Mins ≤ 1440 Location Name is any value

Run

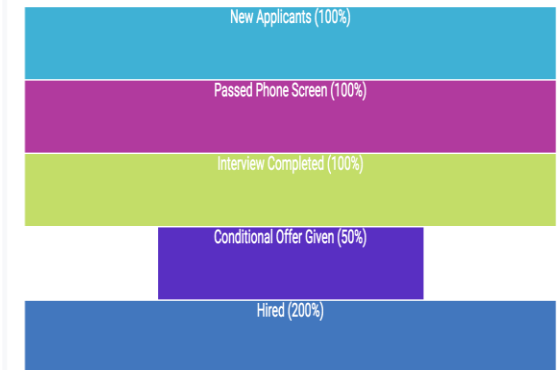
Summary Application Card with Targets

New Applicants:	4
Passed Phone Screen:	4
Interview Completed:	4
Conditional Offer Given:	2
Applications Deactivated:	0
Passed Skills Screening Test:	4
Passed Background Check:	4
Passed Reference Check:	4
Offer of Hiring Given:	3
Paperwork Received:	4
Completed Orientation Training:	3
Was Not Hired:	0
Hired:	4
New to Hired - Avg Days:	0
Met Phone Target:	0
Met Interview Target:	4
Met Both Target:	0

Percent of New Applicants



Percent of Prior Row



Current Completed Stage

Current Status	Count	Percent of Total
Hired	2	50.00%
Was Hired	2	50.00%
Total	4	100.00%

Deactivated Summary

Phase >	Deactivation Reason ^	Was Hired Count
	Insufficient Work Available	2
Total		2

Summary by Applicant

Last Name, First ^	Area	Application Status	Type Name	Referral Source Name	New Applicant	Passed Phone Screen	Interview Completed	Conditional Offer Given	Passed Skills Screening Test	Passed Background Check	Passed Reference Check	Offer of Hiring Given	Paper Work Received	Complete Orientation / Training	Not Hired	Hired	First Carelog
1 Armstrong, Neil	Encinitas, CA 92126	Hired	Recruiting CGs	Hireology	2021-02-08	2021-02-08	2021-02-08	2021-02-08	2021-02-08	2021-02-08	2021-02-08	2021-02-08	2021-02-08	2021-02-08	0	2021-02-08	0
2 Bradley, Keegan	,92109	Was Hired	Recruiting CGs	Indeed	2021-02-05	2021-02-05	2021-02-05	2021-02-05	2021-02-05	2021-02-05	2021-02-05	2021-02-05	2021-02-05	0	0	2021-02-05	0

What we're looking for

What opportunities have been identified and how successful has the agency met the goals for growth in that area?

- Target market
- Expanded services
- New referral sources
- Increased hours
- Increased rates
- New territory
- Reduced cancellations

Growth opportunities

Revenue increase from Δ billing rate

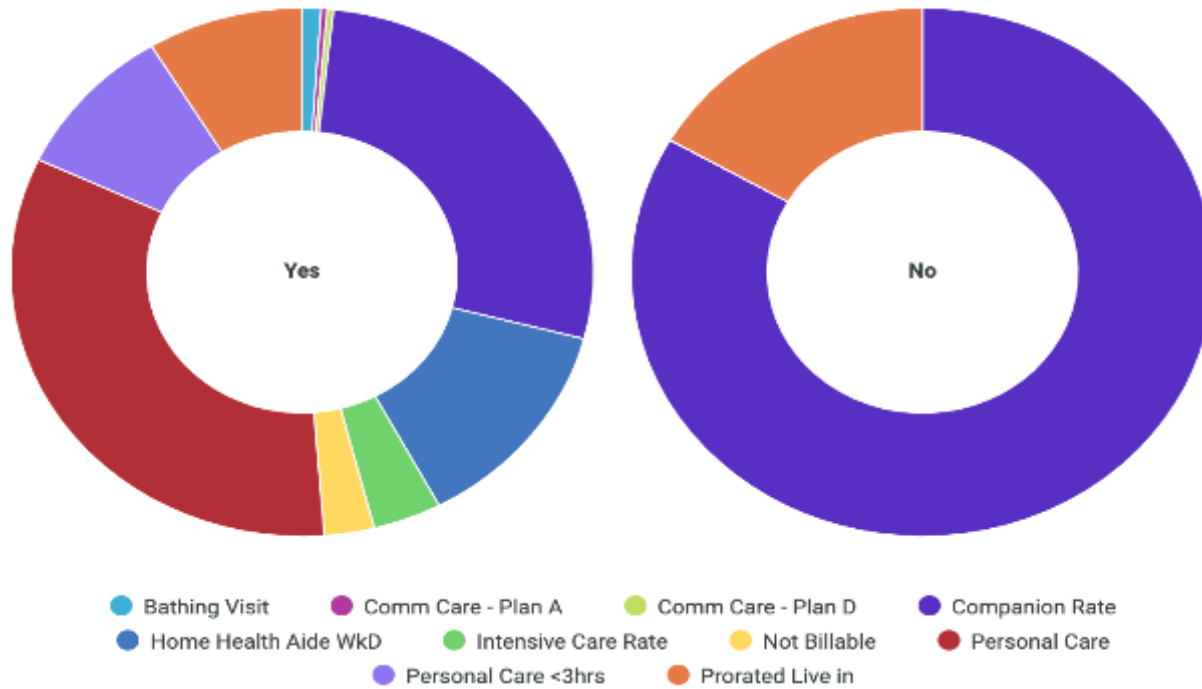
TTM. Jan 2022 Average Billing Rate	\$31.22
Feb. - May 2022 Billing Rate	\$34.53
Difference in Billing Rates	\$3.31
Feb. - May 2022 Billable Hours	36,645
Change in Revenue	\$121,400

Revenue increase from Δ billable hours

TTM Jan. 2022 Average Monthly Billable Hours	7,355
# of Months Feb. - May. 2022	4
TTM Jan. 2022 Average Billable Hours (4 months)	29,421
Feb. - May 2022 Billable Hours	36,645
Difference in Billable Hours	7,224
Feb. - May 2022 Billing Rate	\$34.53
Change in Revenue	\$249,459

Risk reduction can also be a growth opportunity

Clients: Risk reduction



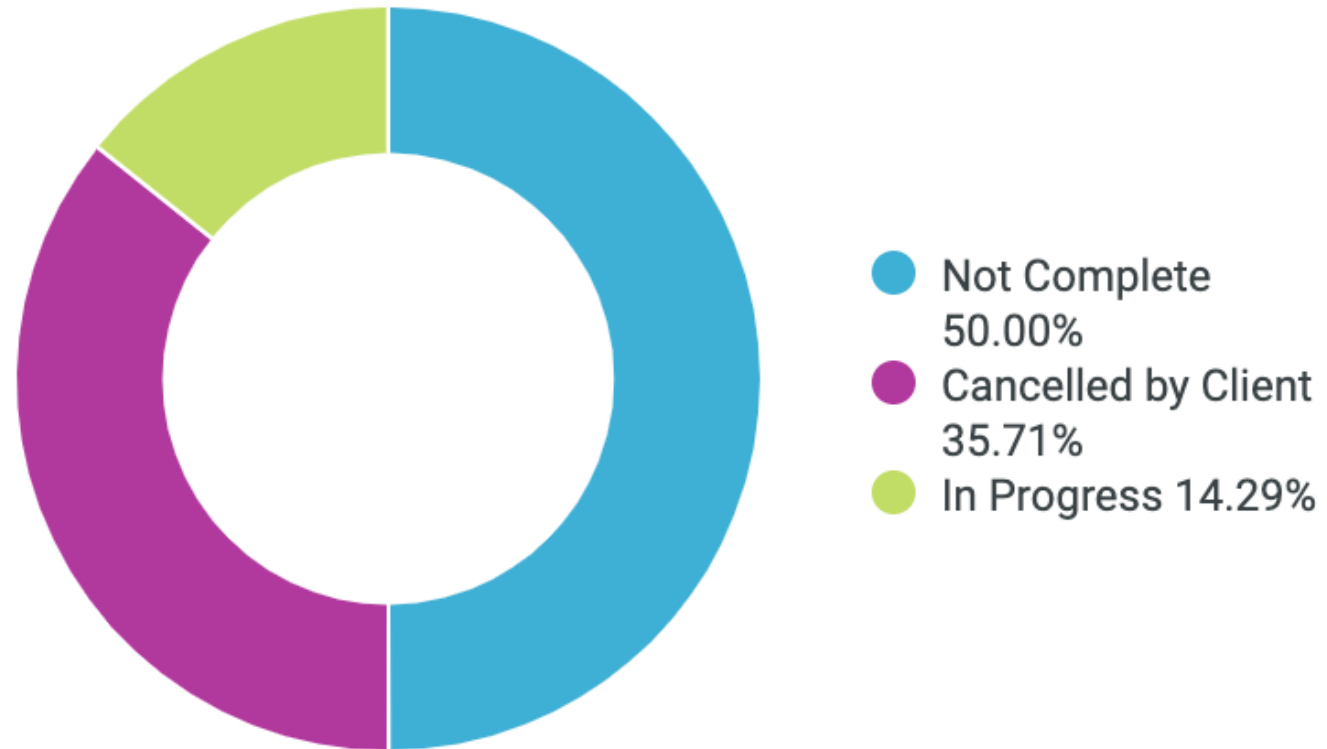
Completed tasks

Completed tasks correlate with:

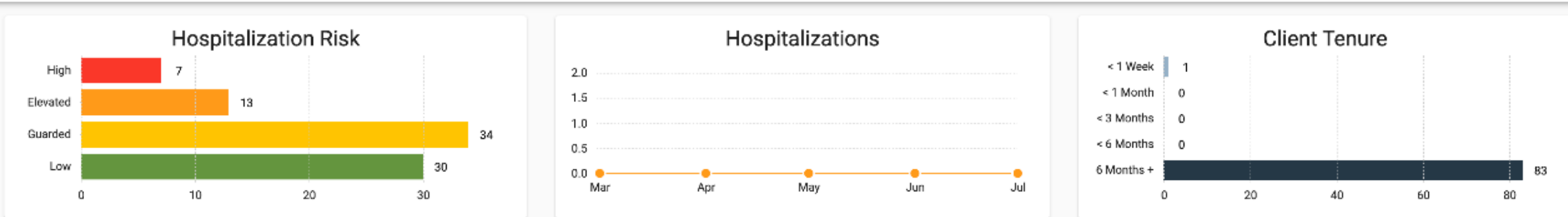
- Client satisfaction
- Client retention
- Increased profitability
- Improved health

Clients: What does this say?

Open Carelog by Status - No Status Filter



“Complete Client Care”: Solving someone else’s problem



FILTER

1 - 50 of 176 |< < > >|

Last Name	First Name	Hospitalization Risk ↓	Change	Top Risk Factor	Social Vulnerability Index	Change In Condition	Client Tenure	Referral Name	Next Visit	Weekly Hours
Bodine	Jethro	<div style="width: 75%; background-color: red;"></div>	→	Payer Type	\$ 🏠 🚗 🌐		3 years	Dr. J	Aug 04	20.1
Andrews	Julie	<div style="width: 25%; background-color: red;"></div>	→	Total Caregivers Seen	\$ 🏠 🚗 🌐		4 years	Smith Dr	Aug 04	20.1
Rogers	Fred	<div style="width: 10%; background-color: yellow;"></div>	→	Client Tenure	\$ 🏠 🚗 🌐		2 years	McGraw Phil	Aug 04	30.0
Joel	Billy	<div style="width: 10%; background-color: yellow;"></div>	→	Client Tenure	\$ 🏠 🚗 🌐		2 years	Fay Tina	Aug 04	25.0
Aaron	Hank	<div style="width: 10%; background-color: yellow;"></div>	→	Client Tenure	\$ 🏠 🚗 🌐		3 years	Seuss Geisel Dr. Theodor	Aug 05	22.5

“Complete Client Care”

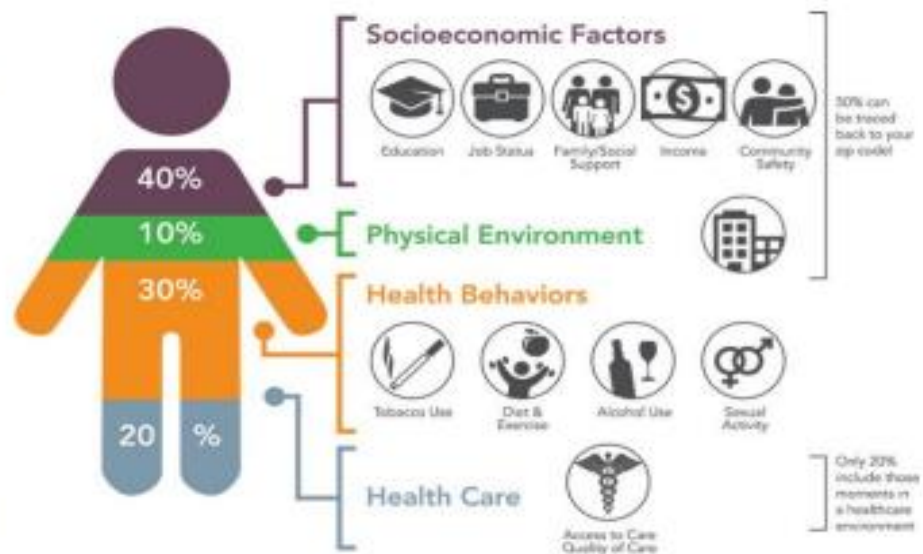
Social Determinants of Health

“The social determinants of health are the **conditions in which people are born, grow, live, work and age.**”

These circumstances are shaped by the distribution of money, power and resources at global, national and local levels.

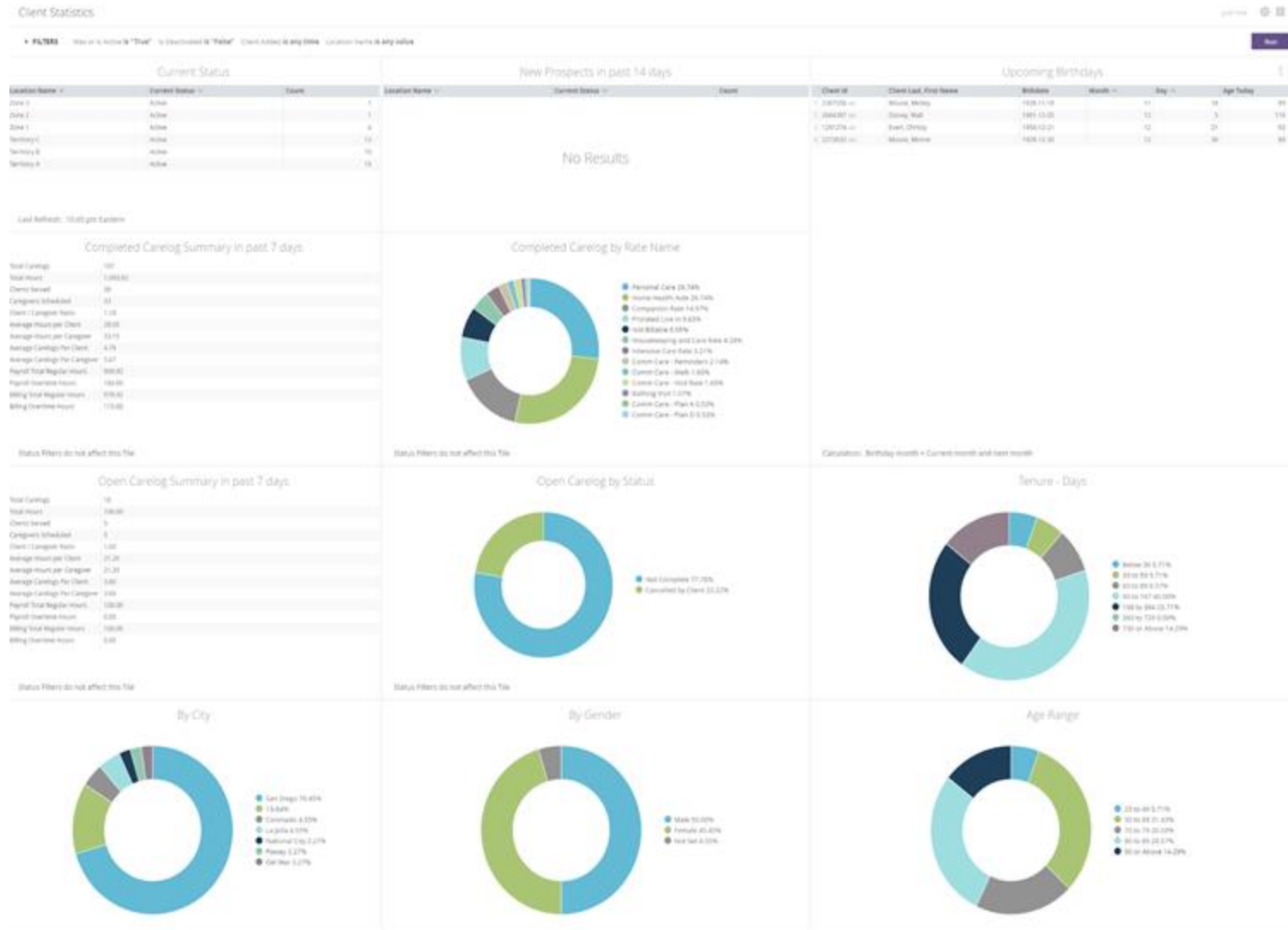
The social determinants of health are **mostly responsible for health inequities** - the unfair and avoidable differences in health status seen within and between countries.”

http://www.who.int/social_determinants/sdh_definition/en/



Source: Institute for Clinical Systems Improvement, *Going Beyond Clinical Work: Solving Complex Problems*, October 2016

What you can measure you can control



Measure and manage performance, assess trends, and identify optimization opportunities in real time.

How do you compare?

- Where are you doing great; where is there need for improvement?
- What strategies can you put in place to your best?

The business health score

snapshot of how your business is doing (average growth of revenue, payroll, gross profit).

The operational health score

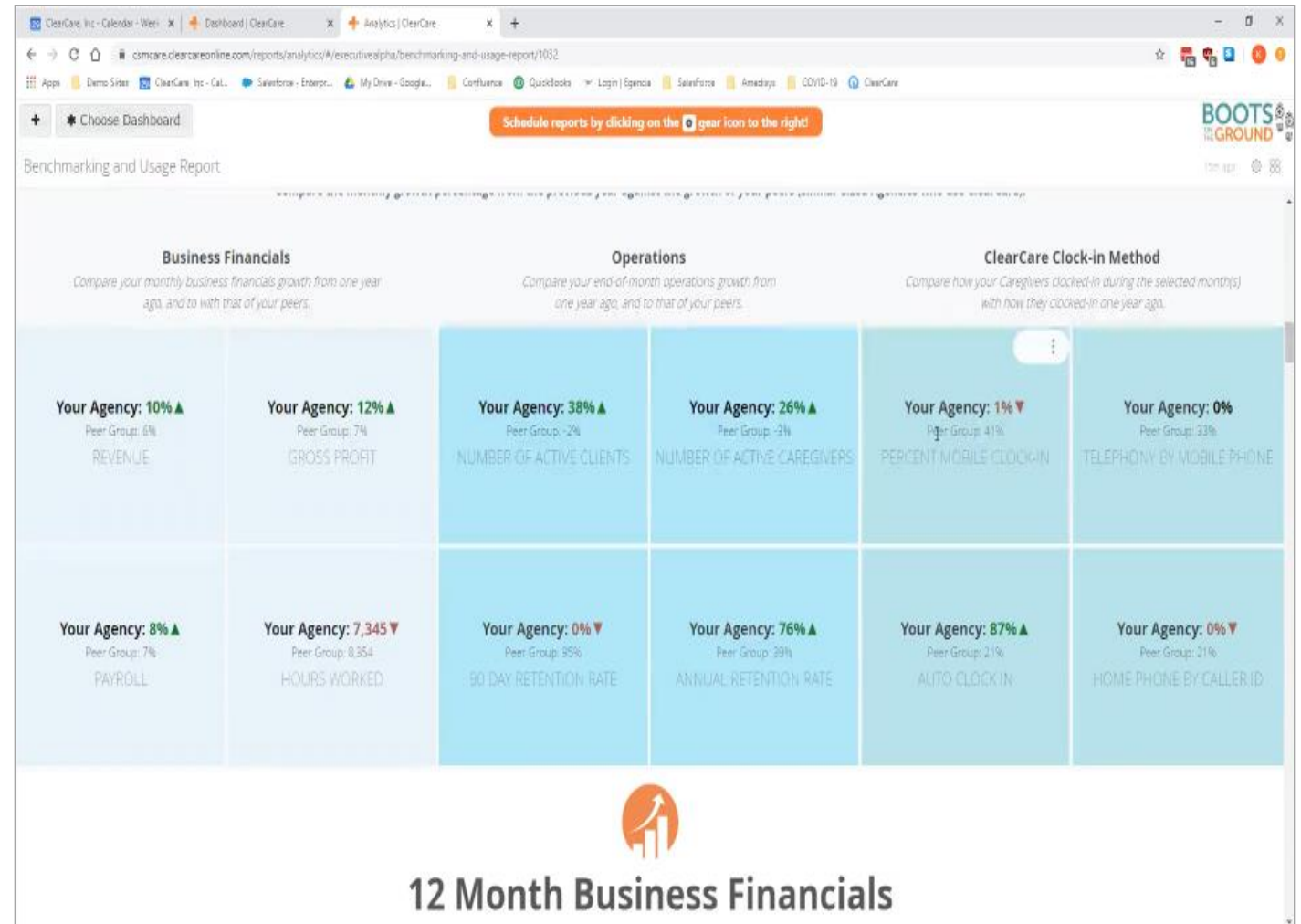
snapshot of how well your business is managing staffing, scheduling, and client resources.

WellSky Personal Care usage health score

snapshot of how well your business is leveraging the data available to you in Analytics.

Analytics Delivered

Report is automatically delivered to agency owners on a monthly basis



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Thank you.

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