MERIDIAN
SURGICAL PARTNERS

Performance, Efficiency, Achievement, Knowledge

10 Statistics Your ASC Should Review Each Day, Week And Month, and What to do About Them

October 26, 2012
19th Annual Ambulatory Surgery Centers Conference
Brian Brown
Regional Vice President, Operations

Wait a Minute, 10 Statistics???

- 4 Benchmarks That ASC Leaders Commonly Overlook
- 5 Key Financial Ratios Healthcare Providers Should Track
- 15 Statistics on ASC Supply Costs
- 6 Benchmark Goals for ASCs to Meet or Exceed in 2012
- 22 Statistics on Best Payors for Physicians by Specialty
- 15 Statistics on Healthcare Employees' Attitudes on the Job Market
- 15 New Benchmarks on ASC Administrator Compensation
- 35 Statistics on America's Payor Mix by Region
- 40 Benchmarks About Orthopedics in Surgery Centers
- 16 New Statistics on Surgery Center Net Revenue
- 10 Metrics That Reveal a Surgery Center's Financial Performance
- 13 Essential ASC Benchmarks & How to Stay Ahead of the Curve
- Average Revenue Per Case for Common ASC Specialties: 20 Benchmarking Statistics

Agenda

10 Statistics

- Case Volume
- Cash Collections
- Net Revenue per Case
- Salaries per Case
- Hours per Case
- Supplies per Case
- Days in Accounts Receivable
- Bad Debt
- Satisfaction
- Distributions or "The Bottom Line"

How Do You View Them Daily?

Daily

- Scheduling
  - Cases vs. Budget
  - Room utilization
  - Holes in the schedule
    - Physician start times
    - Consolidation
    - Release of block time

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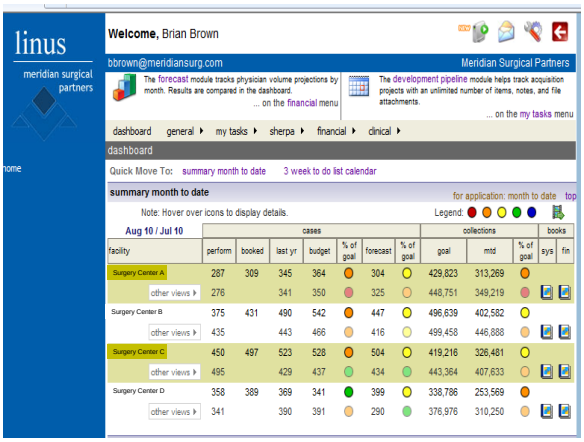
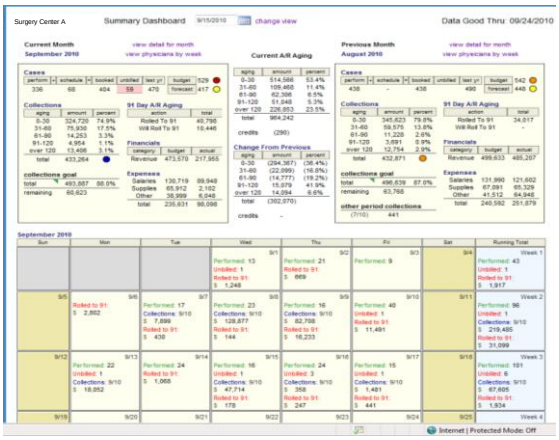
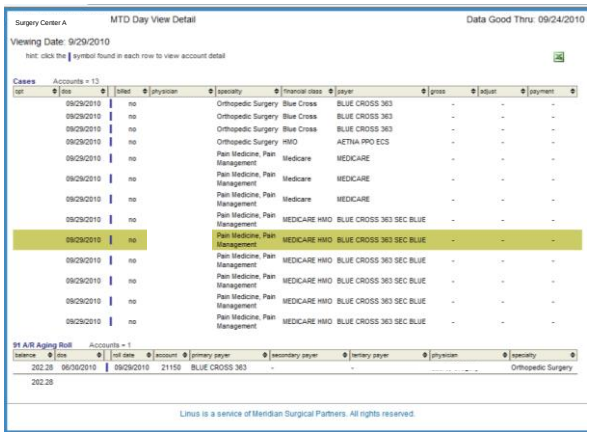
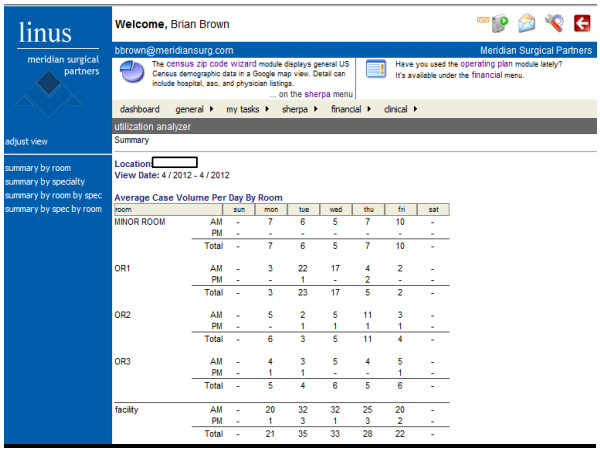








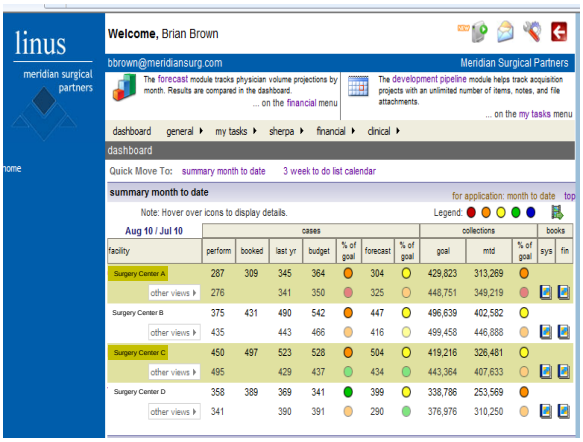
room		sun	mon	tue	wed	thu	fri	sat
MINOR ROOM	AM	-	7	6	5	7	10	-
	PM	-	-	-	-	-	-	-
	Total	-	7	6	5	7	10	-
OR1	AM	-	3	22	17	4	2	-
	PM	-	-	1	-	2	-	-
	Total	-	3	23	17	5	2	-
OR2	AM	-	5	2	5	11	3	-
	PM	-	-	1	1	1	1	-
	Total	-	6	3	5	11	4	-
OR3	AM	-	4	3	5	4	5	-
	PM	-	1	1	-	-	1	-
	Total	-	5	4	6	5	6	-
facility	AM	-	20	32	32	25	20	-
	PM	-	1	3	1	3	2	-
	Total	-	21	35	33	28	22	-

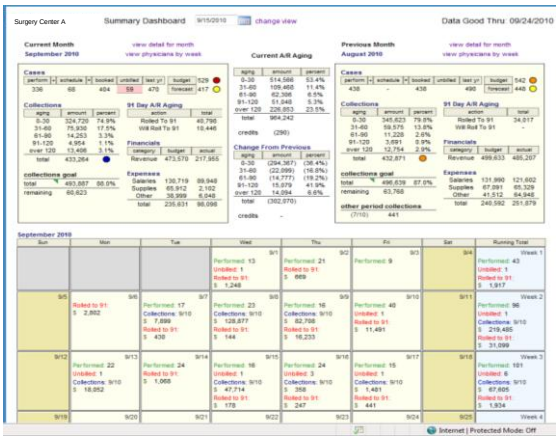
Daily

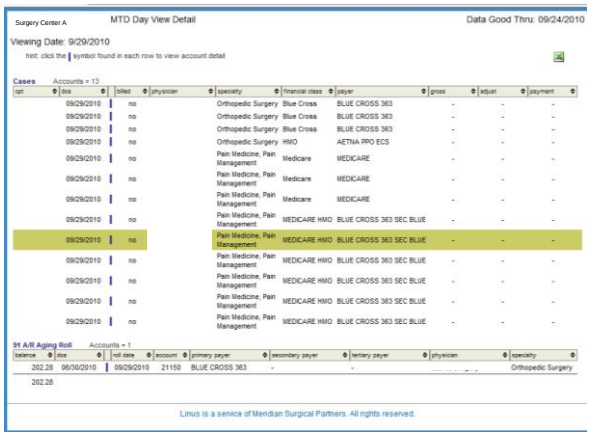
- Scheduling (cont)
  - Do your cases make money?
    - Verification
    - Reimbursement
    - Cost Per Case
    - Special Implants, Supplies, Etc.
    - Preference Cards

Daily

- Collections
  - Electronic Billing
  - Verifying bills went "clean"
  - Accounts rolling to Over 90 Days
  - Set up a tickler system







Daily

- Supplies
  - Check pricing of supplies
  - Opening of items in OR
    - Put prices on items
  - Load pricing in patient accounting system
  - Generate POs from patient accounting system
  - Load preference cards in patient accounting system
  - Case costing

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How Do You View Them Weekly?

Weekly

- Cases vs. Budget
  - Forecasting
    - Vacations
    - Calling/Faxing other physicians
    - Staffing
    - Planning of Capital Expenditures
    - Managing Cash Flow

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Weekly

- Collections Goal
  - (Add Last Two Months Net Revenue) / Divide by Two * Multiply by 98% + Add Any Deficit From the Previous Month
  - Post the Goal
  - Incentivize Your Employees
- Denial Log
  - Track and Trend Denials

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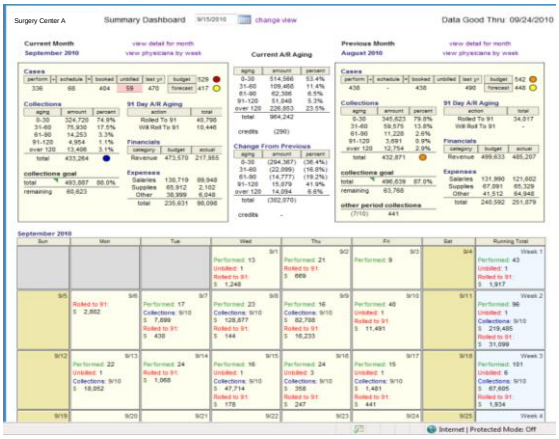
Collections Goal

Your Surgery Center		
	Cash Collection Goal	
	Sep-10	
Collections Goal	**$381,377**	
Collections:		
Week 1	$65,851	17%
Week 2	$164,905	43%
Week 3	$12,979	3%
Week 4	$89,389	23%
Week 5	$64,634	17%
Total	$397,758	104%
Refunds	**$3,781**	
	$393,977	**103%**
Cash Needed	**($12,600)**	



Weekly

- Cash Management
  - Collections
  - Accounts Payable
  - Payroll
  - Available Cash

Weekly Snapshot

Your Surgery Center

Weekly Financial Snapshot

Week Ending	Cash Collections MTD	Refunds	Collections Net Refunds	Goal	Percent of Goal Met	Billed Cases MTD	Net Revenue MTD	Net Rev per Case MTD	Days in AR	Outstanding AP	AP due	Outstanding Payroll	Available Cash
4/9/2010	$121,823	$1,067	$120,756	$364,796	33%	85	$94,257	$1,109	31	$211,089	$95,261	$24,847	$127,951
4/16/2010	$204,665	$2,774	$201,891	$364,796	55%	175	$192,214	$1,098	31	$179,346	$68,845	$0	$127,661
4/23/2010	$283,882	$5,237	$278,645	$364,796	76%	306	$274,639	$898	31	$156,288	$28,080	$29,230	$131,968
4/30/2010	$354,021	$6,631	$347,390	$364,796	95%	380	$348,729	$918	31	$222,378	$87,274	$0	$130,946
5/7/2010	$80,783	$727	$80,056	$375,664	21%	98	$79,233	$809	31	$166,186	$52,147	$28,356	$138,525
5/21/2010	$299,674	$1,791	$297,883	$375,664	79%	273	$262,591	$962	31	$156,753	$45,106	$28,739	$217,114
5/28/2010	$384,747	$2,204	$382,543	$375,664	102%	367	$411,983	$1,123	31	$157,809	$12,714	$0	$175,968
6/4/2010	$81,013	$130	$80,883	$394,234	21%	26	$74,591	$2,869	31	$194,654	$40,981	$25,368	$220,925
6/11/2010	$157,838	$940	$156,898	$394,234	40%	94	$149,767	$1,593	31	$159,780	$18,515	$0	$228,593
6/18/2010	$249,856	$7,947	$241,909	$394,234	61%	197	$256,236	$1,301	31	$166,539	$74,214	$25,597	$251,697
6/25/2010	$334,086	$16,282	$317,804	$394,234	81%	257	$286,925	$1,116	31	$162,282	$34,976	$0	$236,425

Weekly

- Hours Per Case
  - Productive Hours
  - Non-Productive Hours
  - Incentivize Your Employees

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Hours Analysis

Your Surgery Center Hours Analysis

PPE Date	SWB Expense	Productive Hours	Overtime	Non Prod Hours	Total hours	Cases	Cost per Case	Prod Hours per Case	Total Hours per Case
4/11/2010	$27,493.43	1178	1.25	98	1277.25	143	$192.26	8.24	8.93
4/25/2010	$30,175.78	1371.25	19.5	28	1418.75	180	$167.64	7.62	7.88
5/7/2010	$29,073.74	1345	1.5	32	1378.5	178	$163.34	7.56	7.74
5/22/2010	$28,782.01	1342	5.75	26.25	1374	179	$160.79	7.50	7.68
6/6/2010	$25,368.41	1048.5	1	153	1202.5	116	$218.69	9.04	10.37
6/20/2010	$25,853.27	1145	1	70.5	1216.5	170	$152.08	6.74	7.16

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How Do You View Them Monthly?

Monthly

- Net Revenue
  - Volume Variances
    - Budget
    - Prior Year
  - Rate Variances
    - Payors
    - Intensity
      - Sub Specialty
      - Implants

Monthly

- Days In Accounts Receivable
  - Make A Baseline Goal
    - In Network or Out
    - Electronic Submissions
    - Implants
    - Up Front Collections
    - Billing (48 hours)
      - Transcription (24 hours)
      - Physicians Dictation

Monthly

- Supplies Per Case
  - Case Mix
  - Implants/IOLs
    - Reimbursement
  - Current Vendor Contracts
  - GPO Compliance
  - Incentive Your Employees

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Cost Per Case

case costing

Summary

Location:

View Date: 1 / 2011

View Summary Totals

total	cases	OR mins	net revenue	labor	supplies	overhead	EBITDA
financials	306		1,464.76	322.09	316.85	322.60	503.03
system	306	36.1	1,405.54		318.85		

physician	cases	OR mins	net revenue	labor	supplies	overhead	EBITDA
ENT	**29**	**27.7**	**1,463.12**	**246.84**	**228.36**	**247.39**	**740.54**
	16	31.1	1,464.05	277.46	240.57	277.46	668.56
	13	23.5	1,461.97	209.15	213.32	209.15	830.35
General	**37**	**29.4**	**899.06**	**262.37**	**220.09**	**262.96**	**153.65**
	11	21.9	492.68	195.31	53.78	195.31	48.29
	3	25.0	573.90	222.86	57.56	222.86	70.62
	21	34.7	1,189.28	309.03	345.96	309.03	225.26
	2	22.5	574.56	200.57	56.91	200.57	116.50
Gynecology	**4**	**54.0**	**1,696.41**	**481.38**	**606.02**	**482.45**	**126.56**
	3	55.7	1,745.77	496.24	381.24	496.24	372.06
	1	49.0	1,548.33	436.81	1,280.37	436.81	(605.65)
Ophthalmology	**105**	**22.9**	**934.85**	**203.84**	**177.41**	**204.30**	**349.30**
	22	27.5	960.93	244.74	157.29	244.74	314.16
	6	18.7	850.17	166.40	200.60	166.40	316.75
	30	18.5	879.15	164.92	174.97	164.92	374.35
	15	29.3	1,011.05	261.49	180.17	261.49	307.90
	32	21.6	949.29	192.22	187.90	192.22	376.96
Orthopaedic	**77**	**49.4**	**2,069.56**	**439.93**	**651.24**	**440.91**	**537.48**
	23	49.2	1,897.61	438.75	658.42	438.75	361.70
	6	32.5	1,737.69	289.72	155.54	289.72	1,002.71
	24	56.8	2,647.60	506.64	1,060.94	506.64	573.38
	13	33.7	1,285.44	300.35	95.71	300.35	589.03
	1	40.0	4,200.00	356.58	273.20	356.58	3,213.64
	10	63.1	2,083.19	562.50	708.85	562.50	249.34
Pain Mgmt	**11**	**12.3**	**582.84**	**109.40**	**41.54**	**109.65**	**322.25**
	11	12.3	582.84	109.40	41.54	109.40	322.49
Plastic	**42**	**61.6**	**1,745.13**	**548.87**	**262.64**	**550.09**	**383.51**
	18	60.1	2,490.43	535.36	364.08	535.36	1,055.63
	24	62.7	1,186.15	559.01	186.57	559.01	(118.44)
Podiatry	**1**	**26.0**	**860.36**	**231.78**	**116.62**	**232.29**	**279.67**
	1	26.0	860.36	231.78	116.62	231.78	280.19

Case Costing (cont)

financial class	cases	OR mins	net revenue	labor	supplies	overhead	EBITDA
Auto/LOP/PIP	1	23.0	59.53	205.03	84.30	205.49	(435.29)
Contract Fixed	131	37.1	1,576.32	330.99	327.96	331.73	585.65
Medicaid	5	26.6	508.79	237.12	134.16	237.65	(100.15)
Medicare	143	29.7	975.66	264.75	276.77	265.34	168.80
Non Contract	13	60.2	4,385.10	536.92	868.42	538.12	2,441.63
Self Pay	7	116.4	1,285.71	1,037.90	339.19	1,040.20	(1,131.58)
W Comp	6	31.8	989.25	283.78	101.38	284.41	319.69

opt code	cases	OR mins	net revenue	labor	supplies	overhead	EBITDA
ENT	**29**	**27.7**	**1,463.12**	**246.84**	**228.36**	**247.39**	**740.54**
30520	3	36.3	1,736.91	323.89	344.96	324.61	743.46
31540	1	31.0	1,273.49	276.35	92.43	276.96	627.75
42145	1	100.0	2,041.70	891.44	336.50	893.42	(79.66)
42620	9	27.6	1,426.92	245.64	309.37	246.19	625.72
42821	1	26.0	1,265.84	231.78	339.99	232.29	461.78
42825	1	29.0	1,616.34	258.52	305.63	259.09	793.10
42826	2	38.5	1,442.80	343.21	340.10	343.97	415.52
42830	1	33.0	1,650.36	294.18	306.19	294.83	755.16
69436	10	15.0	1,364.41	133.72	74.22	134.01	1,022.46
General	**37**	**29.4**	**899.06**	**262.37**	**220.09**	**262.96**	**153.65**
11402	1	32.0	54.50	285.26	112.71	285.90	(629.36)
11441	1	33.0	281.99	294.18	79.66	294.83	(386.67)
19020	1	30.0	769.14	267.43	74.78	268.03	158.90
19301	1	42.0	941.34	374.41	140.52	375.24	51.18
24076	1	26.0	702.28	231.78	54.54	232.29	183.68
36561	2	32.0	915.43	285.26	420.56	285.90	(76.29)
43235	1	13.0	1,260.00	115.89	44.94	116.15	983.02
43239	10	18.3	495.77	163.13	54.23	163.50	114.91
45378	4	29.3	373.66	260.75	50.61	261.33	(199.02)
45380	4	29.8	663.50	265.20	75.12	265.79	57.18
45383	2	15.5	476.64	138.17	53.70	138.48	146.29
47562	3	43.3	2,597.60	386.29	931.71	387.15	892.45
49505	2	51.5	1,574.45	459.09	594.15	460.11	61.09
49520	2	47.5	1,889.33	423.44	523.81	424.38	517.71
49560	1	55.0	2,060.64	490.29	561.62	491.38	517.34
G0105	1	16.0	585.35	142.63	49.62	142.95	250.15
Gynecology	**4**	**54.0**	**1,696.41**	**481.38**	**606.02**	**482.45**	**126.56**
58558	3	39.7	1,382.71	353.61	488.91	354.39	185.81
58660	1	97.0	2,637.51	864.70	957.35	866.62	(51.17)
Ophthalmology	**105**	**22.9**	**934.85**	**203.84**	**177.41**	**204.30**	**349.30**
15820	1	76.0	2,164.14	677.50	51.94	679.00	755.70
65235	1	15.0	681.66	133.72	182.76	134.01	231.17
65778	1	64.0	1,522.50	570.52	374.69	571.79	5.49
66761	1	6.0	300.95	53.49	0.96	53.61	192.90
66821	12	2.8	206.84	25.26	0.61	25.31	155.66
66982	3	21.3	853.59	190.17	194.21	190.60	278.60
66984	82	24.4	1,044.18	217.64	206.76	218.13	401.64
66986	1	45.0	934.92	401.15	330.59	402.04	(198.86)

Implant Log

Implant Expense Reconciliation

Treasure Coast

Date	Vendor	Amount	PO#	Inv #	Surgeon	Patient	DOS	On Implant Log	On GL	Month To Expense	Insurance	Billed to Ins?	IPG	IPG Paid	Reason if no
8/2/10	Medartis	$389	1419	86000031	Batman	Hoffa, J	8/11/10		Yes	August					
8/12/10	Stryker	$267	10000	2999146	Batman	Hoffa, J	8/11/10	Yes	Yes	August	Cigna	No	Yes		We pay vendor IPG to bill payer and reimb
8/12/10	Stryker	$596	9991	2999579	Batman	Hoffa, J	8/11/10	Yes	Yes	August	BC	No	Yes		We pay vendor IPG to bill payer and reimb
8/19/10	Arthrex	$1,016	11504	v2983606	Batman	Hoffa, J	8/13/10	Yes	Yes	August	Aetna	YES			
8/20/10	Stryker	$294	11516		Batman	Hoffa, J	8/20/10	Yes	No	***Accrue***	Medicare	No			Not covered
8/13/10	Arthrex	$708	9888	v2983554	Batman	Hoffa, J	8/11/10	Yes	Yes	August	BC	No	Yes		We pay vendor IPG to bill payer and reimb
8/11/10	Arthrex	$710	9889	V2983555	Batman	Hoffa, J	8/11/10	Yes	Yes	August	Medicare	No			Not covered
8/8/10	Arthrex	$585	9987	v2983430	Batman	Hoffa, J	8/11/10	Yes	Yes	August	Medicare	No			Not covered
8/18/10	Arthrex	$1,779	11503	v2983552	Batman	Hoffa, J	8/18/10	Yes	Yes	August	Cigna	No	Yes		We pay vendor IPG to bill payer and reimb
8/16/10	Baxter Supply	$940	N/A	N/A	Batman	Hoffa, J	8/16/10	Yes	Yes	Stock item					
8/16/10	Arthrex	$683	11506	v2983553	Batman	Hoffa, J	8/16/10	Yes	Yes	August	BC	No	Yes		We pay vendor IPG to bill payer and reimb
8/20/10	Arthrex	$2,867	11509	v2996235	Batman	Hoffa, J	8/20/10	Yes	Yes	August	Preferred Care	YES			
8/20/10	Red Med	$2,150	10847	2676	Batman	Hoffa, J	8/20/10	Yes	Yes	August	Preferred Care	YES			
8/25/10	Joint Rest	$6,545	11505	219209	Batman	Hoffa, J	8/25/10	NO	Yes	August	Aetna	YES			
8/30/10	Arthrex	$1,089	11515	v2998704	Batman	Hoffa, J	8/25/10	NO	Yes	August	Aetna	YES			
8/30/10	Arthrex	$1,524	11512	V2998705	Batman	Hoffa, J	8/25/10	Yes	Yes	August	Auto	Yes			
8/30/10	Arthrex	$1,133.	11508	v2998708	Batman	Hoffa, J	8/30/10	Yes	Yes	August	BC	No	Yes		We pay vendor IPG to bill payer and reimb

Monthly

- Distributions/The Bottom Line
  - EBITDA
    - Budget
    - Forecast
    - Prior Year
  - Cash Flow From Operations
    - Capital Expenditures
    - Debt Service

Monthly

- Satisfaction
  - Patient
    - Length of wait time
    - Staff friendliness, helpfulness, and courtesy
    - Likelihood to recommend
  - Physician
    - Adequacy of nursing staff
    - OR turnover time
    - Ease of scheduling

Monthly

- Satisfaction (cont.)
  - Staff
    - Communication
    - Supervisors
    - Attitudes and Feelings

QUESTIONS?

Thank You!

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