

TURNING DATA INTO ACTION: OPTIMIZING HEALTHCARE OPERATIONS AND STRATEGY

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LEARNING OBJECTIVES

Strategic Decision-Making with Data

- Learn how to integrate data analytics into your strategic planning process, ensuring that decisions around service line growth, resource allocation, and market positioning are grounded in objective insights.

Optimizing Operations with Financial and Workforce Data

- Explore how expense and labor productivity benchmarking can help healthcare organizations improve efficiency and maximize the value of their workforce.

Enhancing Financial and Competitive Positioning with Price Transparency Data

- Understand how payer price transparency data can support more informed revenue projections, service line development, and competitive positioning in the marketplace.



STRATEGIC DECISION-MAKING WITH DATA

ROADMAP

Leveraging Market Share Data

Data-Driven Market Resources

Practical Guides for Utilizing Market Share Data

LEVERAGING MARKET SHARE DATA FOR PERFORMANCE

Strategic Planning

- Utilize data to inform decision making to deploy long-term strategies that may require significant lead time to implement.

Benchmarking

- Identify how you are performing against peers and competitors in your region.

Identifying Trends

- Trends provides data in shifts in patient preferences and provides opportunities for your organization to adapt to those changing preferences more quickly.

Ongoing Performance Management

- Utilize data to measure effectiveness of key performance indicators.

External Confidence

- Organizations utilize market data to obtain external resources (lending, community support, etc.).

DATA-DRIVEN MARKET RESOURCES

Identifying Market Gaps or Strengths

- Leverage data to understand how the organization is performing through review of your volumes in comparison to your peers.
 - *(State Hospital Association, internal volume trends, Medicare data, review peer/competitor websites, Advisory Board, Definitive Healthcare)*

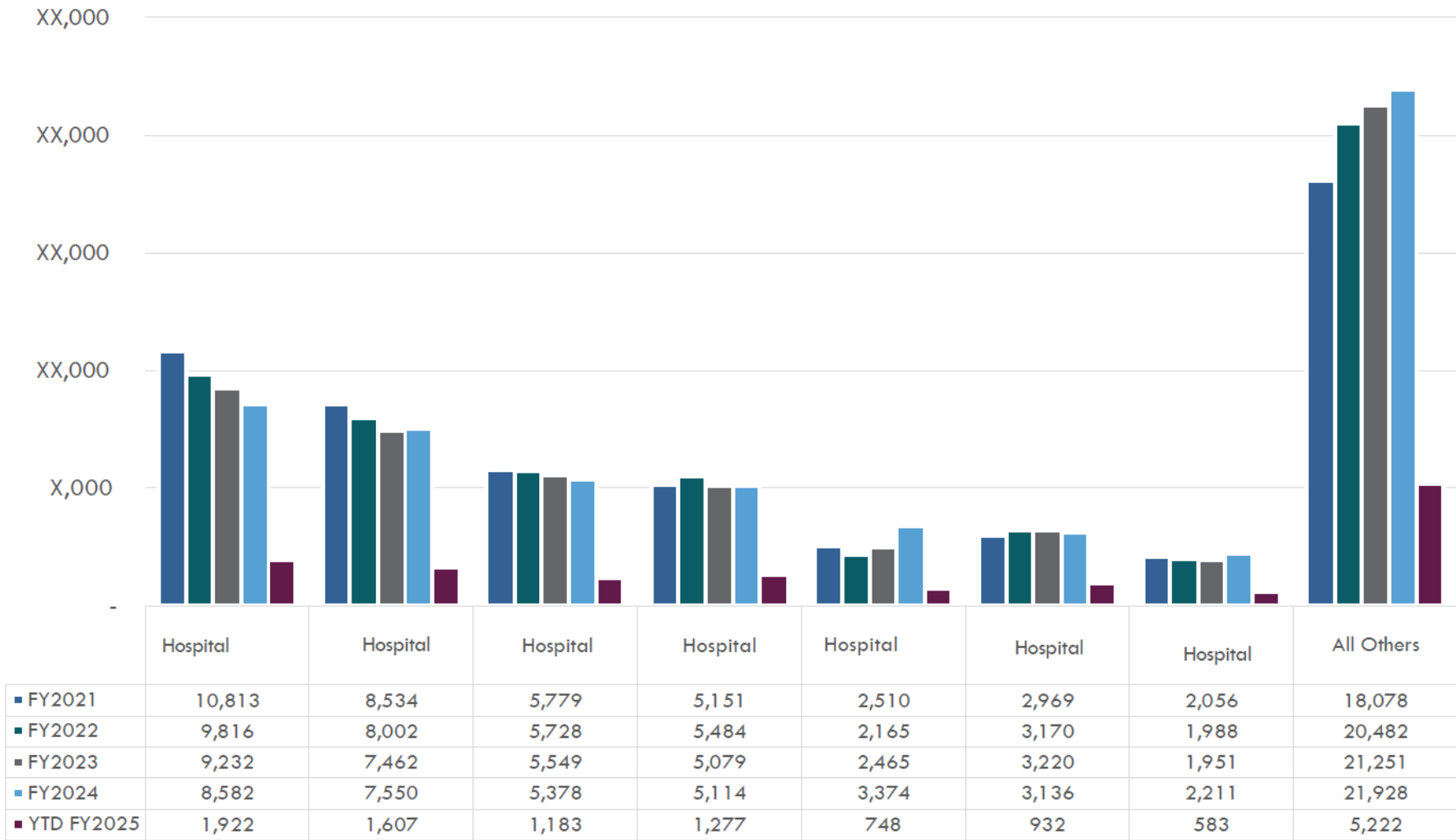
Identifying Service Area Needs

- Use demographic data to inform what healthcare services might be needed and how your organization plans to provide those services.
 - *(U.S. Census, U.S. Bureau for Labor Statistics, internal patient data trends, Environics)*

Using Predictive Analytics

- Use data to predict future trends and patient behavior.
 - *(internal volume trends and modeling, Advisory Board, Definitive Healthcare, Environics)*

PRACTICAL GUIDES: IDENTIFYING MARKET GAPS OR STRENGTHS



Consider other key comparative elements:

- 

PRACTICAL GUIDES: IDENTIFYING MARKET GAPS OR STRENGTHS

HOSPITAL AND CLINIC SERVICES – SERVICE COMPARISON

A				
B				

service and specialty offerings compared to hospitals that are:

(1) within 50-miles of and

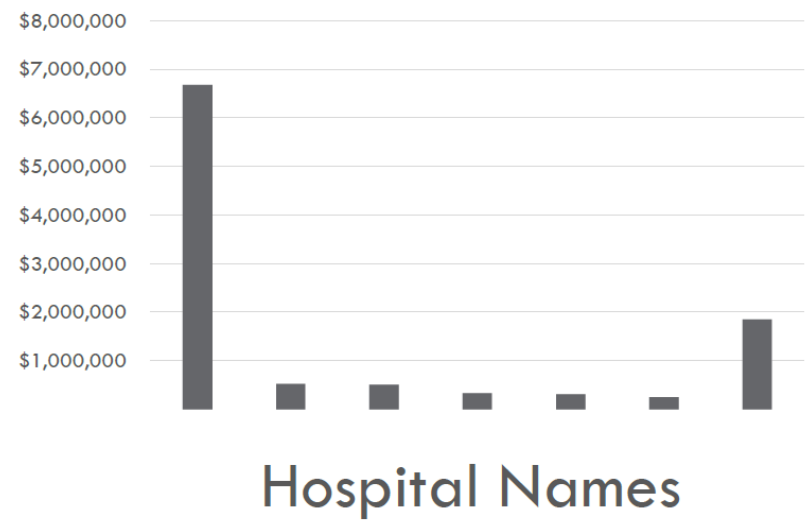
(2) have market share over 3%.

Catalog services and compare to facilities in your region.

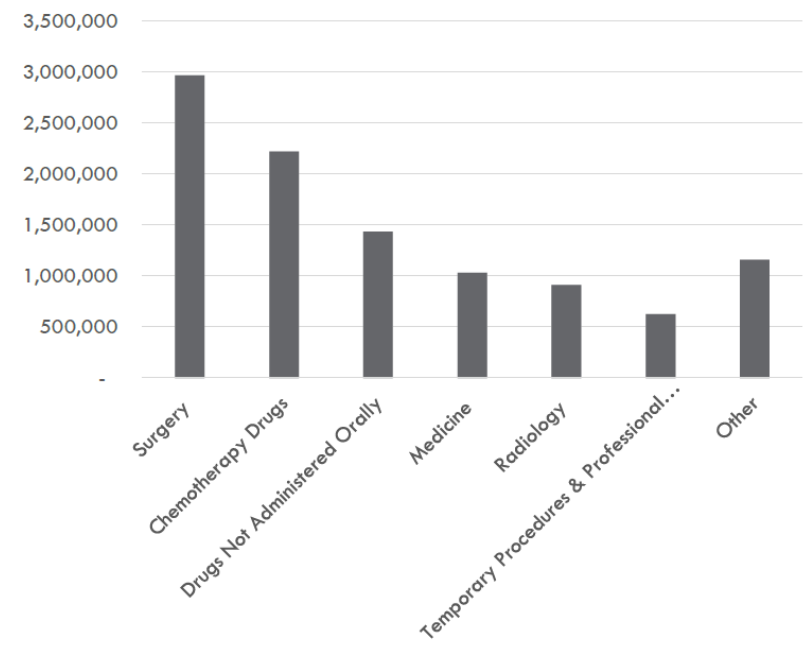
Consider collaboration along with competitive opportunities.

Gain awareness of leakage to other providers for specific services.

TOTAL LEAKAGE BY PROVIDER



TOTAL LEAKAGE BY SERVICE



PRACTICAL GUIDES: IDENTIFYING MARKET GAPS OR STRENGTHS

Identify specialties of interest and potential need today → tomorrow.

SPECIALTY OF INTEREST: ONCOLOGY

Oncology Capture Scenarios

- PSA Demand: Estimated using Advisory Board market estimators.
- Market Share Scenarios: Three scenarios considered.
- Purpose: Estimate procedure volumes at different PSA market shares (historical volumes not analyzed).

Oncology	Total Market Volume		20% PSA Market Share		40% PSA Market Share		60% PSA Market Share	
	2024 Volume	2029 Volume	2024	2029	2024	2029	2024	2029
Adoptive Cell Transfer	0	0	0	0	0	0	0	0
Chemotherapy	292	275	58	55	117	110	175	165
Radiation Therapy	295	251	59	50	118	101	177	151

Cancer Incidence (USCS Tumor Site and SEER Tumor Site)

- PSA Demand: Estimated using Advisory Board Cancer Incidence Estimators.

USCS Tumor Site	Total Market Volume	
	2023 Cases	2028 Cases
Brain and Other Nervous System	1	1
Breast	14	15
GI	14	15
Gynecologic	4	4
Head and Neck	4	5
Hematologic	8	9
Lung and Bronchus	12	13
Melanomas of the Skin	4	5
Thyroid	2	2
Urologic	22	24
Other	0	0

SEER Tumor Site	Total Market Volume	
	2023 Cases	2028 Cases
Brain and Other Nervous System	1	1
Breast	12	13
GI	16	17
Gynecologic	5	5
Head and Neck	6	7
Hematologic	13	14
Lung and Bronchus	16	18
Melanomas of the Skin	4	4
Thyroid	2	2
Urologic	24	27
Other	1	1

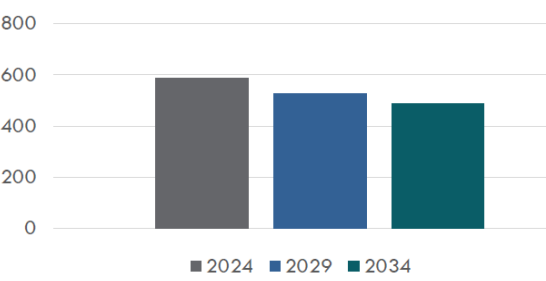
PRACTICAL GUIDES: IDENTIFYING MARKET GAPS OR STRENGTHS

SPECIALTY OF INTEREST: ONCOLOGY

MEDICARE MARKET SHARE

Provider	Claim Share	Pay Share
Hospital	281 (22.2%)	\$938k (21.8%)
Hospital	231 (18.9%)	\$1.5m (34.5%)
Hospital	231 (18.3%)	\$732k (17.0%)
Hospital	199 (15.7%)	\$574k (13.3%)

MARKET SCENARIO PLANNER



LEAKAGE REPORTING— CHEMOTHERAPY DRUGS

Provider	Payments
Hospital	\$155k
Hospital	\$404k
Hospital	\$233k
Hospital	\$73k
All Others	\$15k

LEAKAGE REPORTING – RADIATION ONCOLOGY

Provider	Payments
Hospital	\$16k
Hospital	\$10k
Hospital	\$31k
Hospital	\$14k

Consider the
current market
opportunity.

PRACTICAL GUIDES: IDENTIFYING SERVICE AREA NEEDS

- Significant demographics:

- Populations

- Aging cohort
- Working cohort
- Females 15-44 cohort

- Education

- Minimum qualifications for hiring

- Households

- Recruitment

-	2010	2020	2024	2029
Population	7,592	7,452	7,275	7,173
		↓ -4.18%	↓ -2.38%	↓ -1.40%
65+	1,471	1,526	1,617	1,705
		↑ 3.74%	↑ 5.96%	↑ 5.44%
75+	761	653	722	828
		↓ -14.19%	↑ 10.57%	↑ 14.68%
85+	225	227	233	249
		↑ 0.89%	↑ 2.64%	↑ 6.87%
Females 15 - 44	1,185	1,260	1,266	1,256
		↑ 6.33%	↑ 0.48%	↓ -0.79%
Adults 18-65	4,376	4,091	3,906	3,796
		↓ -6.51%	↓ -4.52%	↓ -2.82%

Households	
2024	2029
5,452	5,404
	↓ -0.88%

25+ Education	2024	2029
Less than 9th Grade	164	165
		↑ 0.61%
Some High School	241	239
		↓ -0.83%
High School Graduate	1,444	1,431
		↓ -0.90%
Some College	1,125	1,112
		↓ -1.16%
Associates Degree	699	684
		↓ -2.15%
Bachelors Degree	837	815
		↓ -2.63%
Masters Degree	220	210
		↓ -4.55%
Professional Degree	17	20
		↑ 17.65%
Doctorate Degree	2	3
		↑ 50.00%

PRACTICAL GUIDES: IDENTIFYING SERVICE AREA NEEDS

-	2024	2029
> \$50,000	1,915	1,784
	+	↓ -6.84%
\$50,000 - \$100,000	1,794	1,675
		↓ -6.63%
\$100,000 - \$250,000	1,456	1,608
		↑ 10.44%
\$250,000 - \$500,000	173	202
		↑ 16.76%
\$500,000+	114	135
		↑ 18.42%

Region	Unemployment Statistics					Region	% of Persons in Poverty
	2020	2021	2022	2023	2024		
County	X.X%	X.X%	X.X%	X.X%	X.X%	County	X.X
State	X.X%	X.X%	X.X%	X.X%	X.X%	State	X.X
United States	X.X%	X.X%	X.X%	X.X%	X.X%	United States	X.X

Source: Bureau of Labor Statistics - all rates are not seasonally adjusted

Source: United States Census Bureau

Assess payor mix, insurance coverage, available labor for recruitment, anticipated healthcare needs from the community.

PRACTICAL GUIDES: FUTURE ANALYTICS

Data and Analytics Market Scenario Planner - Outpatient					
Service Line	2023 Volume	2028 Volume	2033 Volume	5 Yr Growth	10 Yr Growth
Cardiology	9,857	10,441	10,951	5.9%	11.1%
Cosmetic Procedures	756	800	866	5.7%	14.5%
Dermatology	4,363	4,491	4,668	2.9%	7.0%
Endocrinology	211	262	308	24.1%	46.1%
ENT	3,256	3,508	3,754	7.7%	15.3%
Evaluation and Management	100,779	105,567	110,344	4.8%	9.5%
Gastroenterology	2,461	2,479	2,539	0.7%	3.1%
General Surgery	594	612	647	3.0%	8.9%
Gynecology	899	959	1,059	6.7%	17.8%
Lab	43,811	47,393	50,865	8.2%	16.1%
Miscellaneous Services	21,300	22,650	24,629	6.3%	15.6%
Nephrology	542	573	606	5.8%	11.7%
Neurology	1,698	1,771	1,876	4.3%	10.4%
Neurosurgery	89	95	107	6.3%	19.8%
Obstetrics	376	372	373	-1.3%	-0.9%
Oncology	1,572	1,591	1,655	1.2%	5.3%
Ophthalmology	9,083	9,559	10,242	5.2%	12.8%
Orthopedics	3,020	3,275	3,658	8.4%	21.1%
Pain Management	1,149	1,229	1,327	7.0%	15.5%
Physical Therapy/Rehabilitation	25,063	28,766	35,094	14.8%	40.0%
Podiatry	1,618	1,578	1,592	-2.5%	-1.6%
Psychiatry	12,771	15,458	17,123	21.0%	34.1%
Pulmonology	1,393	1,340	1,274	-3.8%	-8.6%
Radiology	29,555	30,637	32,191	3.7%	8.9%
Spine	199	224	243	12.5%	21.8%
Thoracic Surgery	55	55	55	0.8%	0.6%
Trauma	752	768	791	2.1%	5.3%
Urology	1,009	973	986	-3.5%	-2.3%
Vascular	1,687	1,804	1,941	6.9%	15.1%

		30%	5%					
	Total PSA Volume	PSA Volume	Immigration Volume	Volume	Estimated Unit Charge	Estimated Total Charge	Estimated Contractual	Estimated Net Revenue
	-	-	-	-		\$ -	\$ -	\$ -

Predict future volumes and translate those volumes into proforma financial statements.

COMMON DISCOVERIES

Patient & Consumer Behavior

- Out-Migration Trends
- Shifts in Patient Preferences
- Demographic Changes

Competitive Landscape

- Market Share Insights
- New or Expanding Competitors
- Reputation & Brand Perception

Service Line Performance & Growth Opportunities

- High-Demand Services
- Underutilized or Declining Services
- Gaps in Care

External & Industry Trends

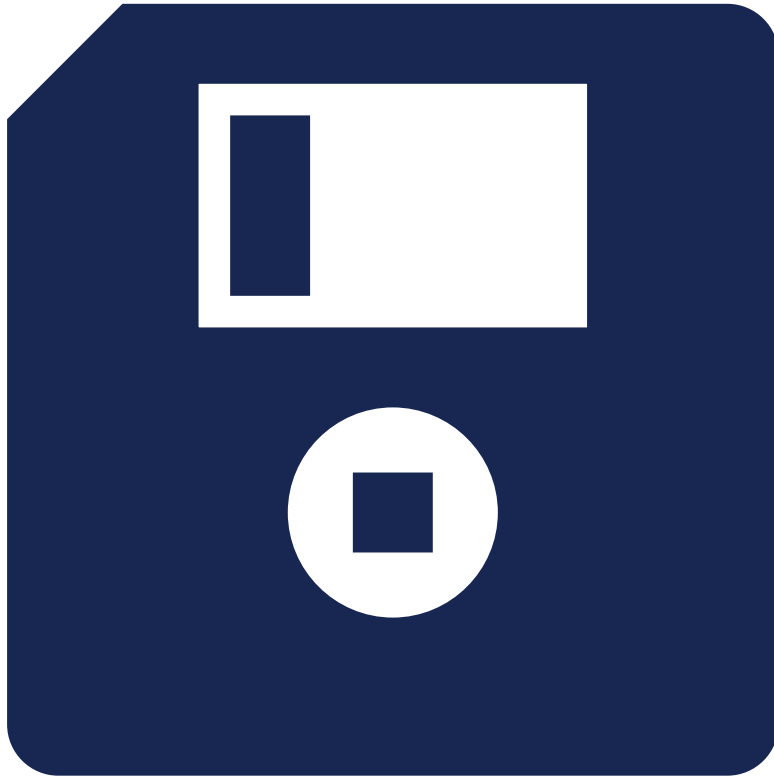
- Economic & Social Factors – inflation, employment trends, policy shifts





PAYER TRANSPARENCY

PLANS AND ISSUERS



- Machine-Readable Files:
 - In-Network Rate File
 - Allowed Amount File



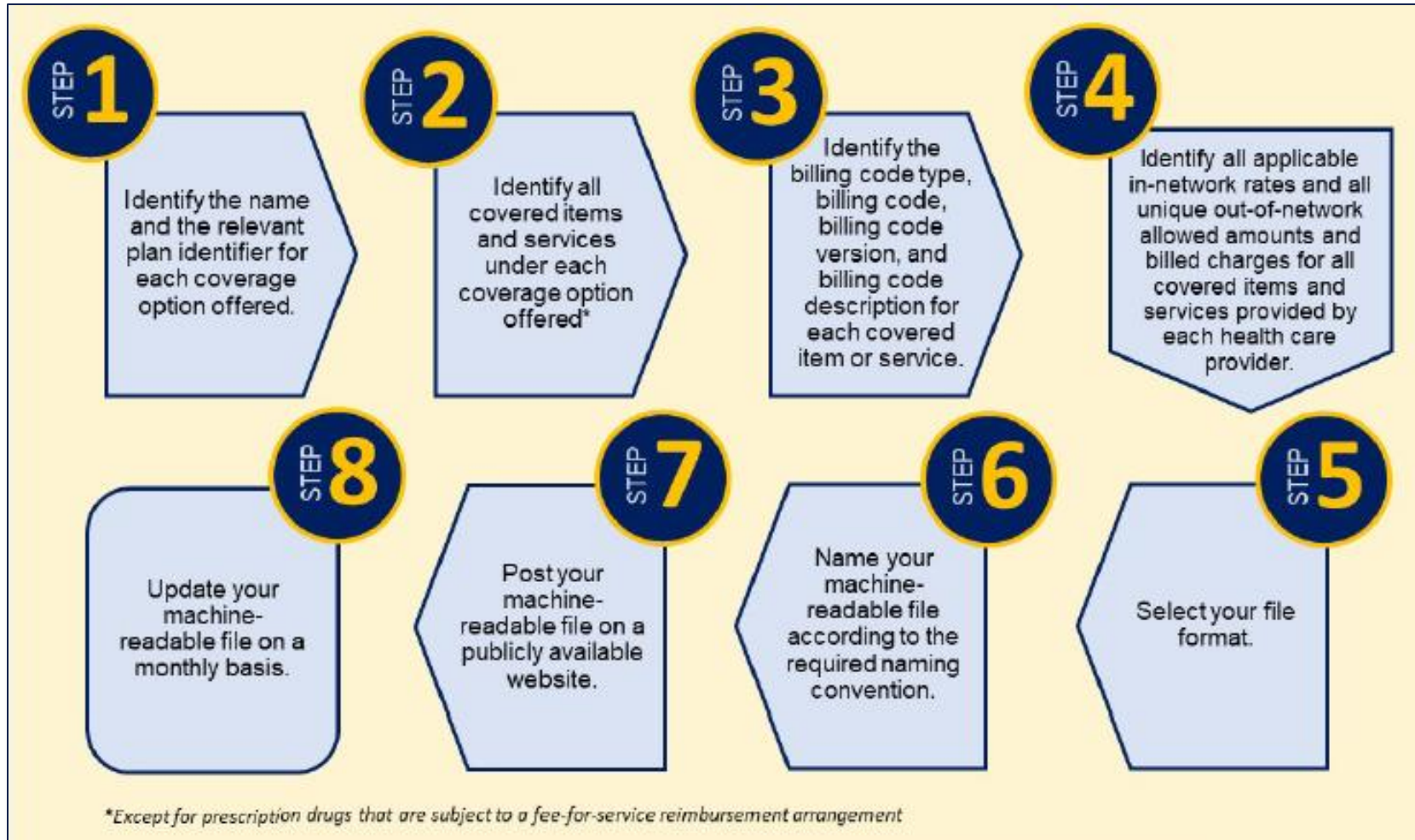
Machine-Readable Files (MRF)

- Structured and *standardized* data
- Easily processed by software applications without manual intervention.
- Samples: JSON, XML

Non-Machine-Readable:

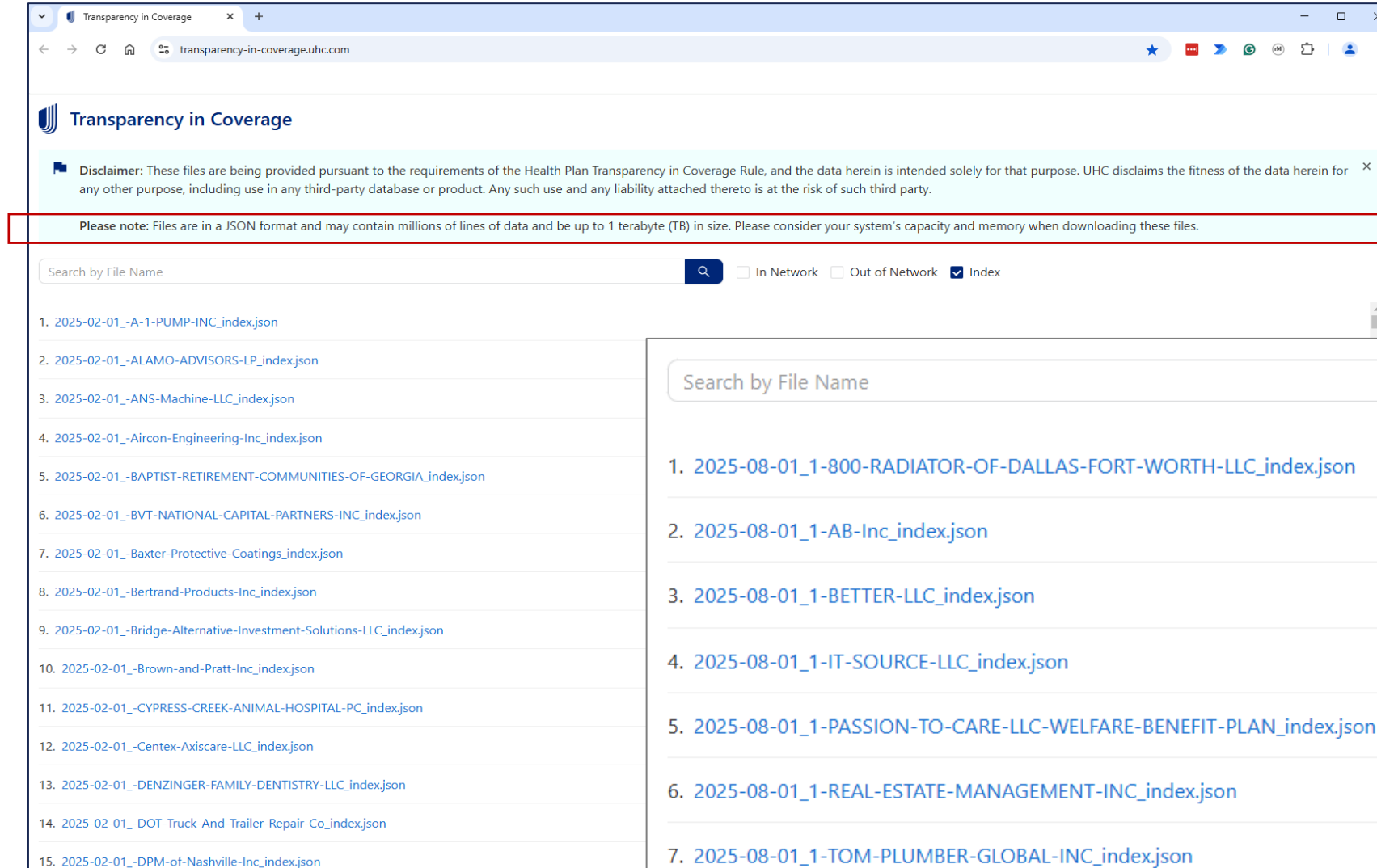
- Scanned PDFs, Images of Text

CMS GUIDANCE TO PAYERS



“Plans and issuers must disclose all applicable rates for covered items and services provided by in-network providers. To do this, plans and issuers should start by gathering information from their **provider contracts, rate sheets, or other files regarding their applicable rates** with in-network providers for covered items and services (see discussion below regarding the types of applicable rates).”

UHC FILES – SAMPLE



Transparency in Coverage

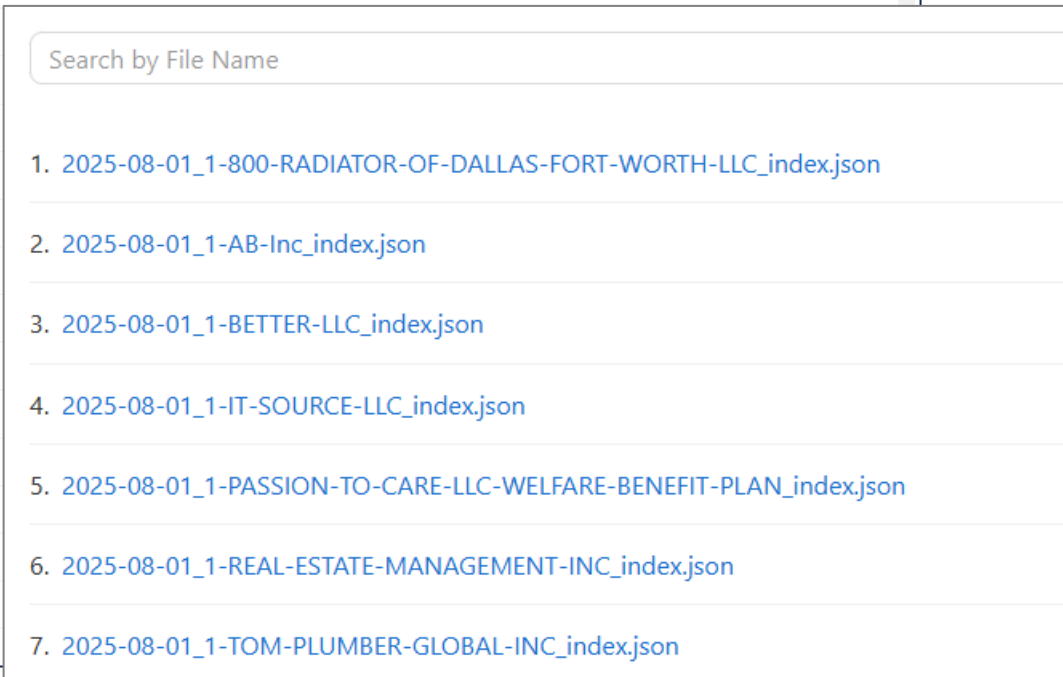
Disclaimer: These files are being provided pursuant to the requirements of the Health Plan Transparency in Coverage Rule, and the data herein is intended solely for that purpose. UHC disclaims the fitness of the data herein for any other purpose, including use in any third-party database or product. Any such use and any liability attached thereto is at the risk of such third party.

Please note: Files are in a JSON format and may contain millions of lines of data and be up to 1 terabyte (TB) in size. Please consider your system's capacity and memory when downloading these files.

Search by File Name ☐ In Network ☐ Out of Network ☒ Index

1. 2025-02-01_-A-1-PUMP-INC_index.json
2. 2025-02-01_-ALAMO-ADVISORS-LP_index.json
3. 2025-02-01_-ANS-Machine-LLC_index.json
4. 2025-02-01_-Aircon-Engineering-Inc_index.json
5. 2025-02-01_-BAPTIST-RETIREMENT-COMMUNITIES-OF-GEORGIA_index.json
6. 2025-02-01_-BVT-NATIONAL-CAPITAL-PARTNERS-INC_index.json
7. 2025-02-01_-Baxter-Protective-Coatings_index.json
8. 2025-02-01_-Bertrand-Products-Inc_index.json
9. 2025-02-01_-Bridge-Alternative-Investment-Solutions-LLC_index.json
10. 2025-02-01_-Brown-and-Pratt-Inc_index.json
11. 2025-02-01_-CYPRESS-CREEK-ANIMAL-HOSPITAL-PC_index.json
12. 2025-02-01_-Centex-Axiscare-LLC_index.json
13. 2025-02-01_-DENZINGER-FAMILY-DENTISTRY-LLC_index.json
14. 2025-02-01_-DOT-Truck-And-Trailer-Repair-Co_index.json
15. 2025-02-01_-DPM-of-Nashville-Inc_index.json

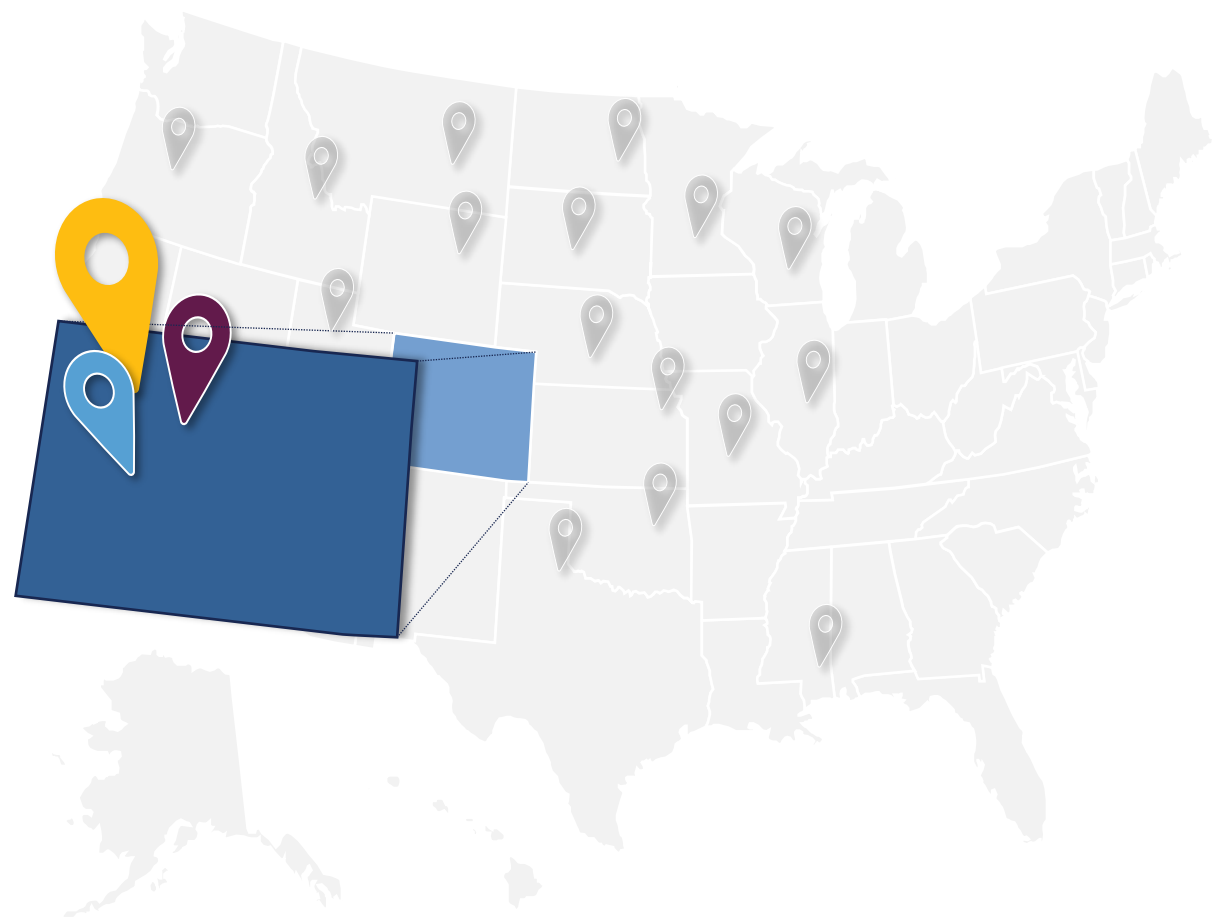
<https://transparency-in-coverage.uhc.com/>



Search by File Name

1. 2025-08-01_1-800-RADIATOR-OF-DALLAS-FORT-WORTH-LLC_index.json
2. 2025-08-01_1-AB-Inc_index.json
3. 2025-08-01_1-BETTER-LLC_index.json
4. 2025-08-01_1-IT-SOURCE-LLC_index.json
5. 2025-08-01_1-PASSION-TO-CARE-LLC-WELFARE-BENEFIT-PLAN_index.json
6. 2025-08-01_1-REAL-ESTATE-MANAGEMENT-INC_index.json
7. 2025-08-01_1-TOM-PLUMBER-GLOBAL-INC_index.json

COMPARISON



Entity	Office Visit Code 1	Surgery Code 1	Radiology Code 1
Client	\$250	\$1,000	\$500
Clinic #1	\$175	\$1,200	\$350
Hospital #1	\$300	\$750	\$325

SAMPLE RADIOLOGY CODE

CPT Code 70553 MRI Brain: With and without contrast

Aggregate Commercial Payer 1					
NPI	TIN/EIN	Org Name	Modifier	Min Rate	Max Rate
#####	##-#####	Client – XYZ Hospital	TC	\$445.32	\$526.08
#####	##-#####	Client – XYZ Hospital	26	\$207.44	\$234.28
#####	##-#####	Client – XYZ Hospital		\$652.76	\$760.36
#####	##-#####	Competitor – ABC Hospital	TC	\$574.85	\$574.85
#####	##-#####	Competitor – ABC Hospital	26	\$267.61	\$267.61
#####	##-#####	Competitor – ABC Hospital		\$842.47	\$842.47

A payer can pay a different rate depending on the plan

CASE STUDY

Contract Negotiations

CPT Code – 71406
Chest X-Ray

Client Facility

\$196
Payer 1

\$32
Payer 2

\$75
Payer 3

Competitor Facility

\$81
Payer 1

\$225
Payer 2

N/A
Payer 3

CASE STUDY

Sample Comparisons

Direct (1:1 Comparison)

Code	Modifier	Description	Units	Client Max Rate	Competitor 1 Max Rate	Rate Difference
			1	\$\$	\$\$	(\$1,077.56)
-----		-----	3	\$\$	\$\$	(\$1,057.23)
-----		-----	7	\$\$	\$\$	(\$984.99)
-----	--	-----	8	\$\$	\$\$	(\$769.56)
-----		-----	60	\$\$	\$\$	(\$750.05)

Utilization Comparison

CPT	Modifier	Description	Units	Client Max Rate	Competitor 1 Max Rate	Rate Difference	Total Client Max	Total Competitor 1 Max	Competitor 1 % Difference	Impact
-----	--	-----	3120	\$\$	\$\$	(\$134.96)	\$\$	\$\$	%	(\$421,075)
			2496	\$\$	\$\$	(\$119.53)	\$\$	\$\$	%	(\$298,347)
-----		-----	27196	\$\$	\$\$	(\$7.15)	\$\$	\$\$	%	(\$194,451)
-----		-----	1735	\$\$	\$\$	(\$85.92)	\$\$	\$\$	%	(\$149,071)
-----		-----	1999	\$\$	\$\$	(\$42.37)	\$\$	\$\$	%	(\$84,698)

FEE SCHEDULE ANALYSIS — CASE STUDY

Payer 🐱
Non-Facility

N/A

Billed 0 Units

Billed 1 Unit

Billed 1 Unit

Billed 1 Unit

Billed 2 Units

Billed 2 Units

Billed 3 Units

N/A

Billed 34 Units

Billed 40 Units

Billed 28 Units

Billed 57 Units

Billed 213 Units

Billed 1,440 Units

CPT Code	Total Practice Non-Facility Units	Current Gross Charge	Plan and Reimbursement
15850	1	\$50.00	Payer 🐶 Non-Facility (\$108.98), Payer 🏠 Non-Facility (\$108.98), Payer 🐭 Non-Facility (\$75.56), Payer 🐼 Non-Facility (\$92.52), Payer 🐱 Non-Facility (\$89.97), Payer 🐱 Non-Facility (\$89.97)
92542	2	\$58.00	Payer 🐶 Non-Facility (\$72.94), Payer 🐱 Non-Facility (\$92.39)
41530	14	\$3,900.00	Payer 🐱 Non-Facility (\$4,668.6)
69705	16	\$3,500.00	Payer 🐱 Non-Facility (\$5,711.99)
69801	26	\$435.00	Payer 🐶 Non-Facility (\$934.61), Payer 🐭 Non-Facility (\$646.67), Payer 🐱 Non-Facility (\$1,069.2)
69706	36	\$3,500.00	Payer 🐱 Non-Facility (\$5,881.2)
31297	46	\$4,519.24	Payer 🐱 Non-Facility (\$6,658.19)
31296	73	\$4,004.46	Payer 🐱 Non-Facility (\$6,721.2)
92584	118	\$151.00	Payer 🚲 Non-Facility (\$163.64),
92567	152	\$31.00	Payer 🐱 Non-Facility (\$34.2)
92557	217	\$82.00	Payer 🐱 Non-Facility (\$83.4)
31295	500	\$3,224.29	Payer 🐱 Non-Facility (\$3,589.81)
70486	912	\$200.00	Payer 🐶 Non-Facility (\$203.08), Payer 🐭 Non-Facility (\$226.28), Payer 🐱 Non-Facility (\$233.2)
95117	4,417	\$23.00	Payer 🐶 Non-Facility (\$24.64), Payer 🐱 Non-Facility (\$24.61)
95165	24,585	\$16.00	Payer 🐱 Non-Facility (\$17.41)

Professional Rate

MERGERS, ACQUISITIONS, & STRATEGY

When thinking about how to use data strategically, we can leverage payer data to see where we are being reimbursed better than our competitors.

Code Category	Total Charges	Units	Client Min	Client Max	Competitor 1		Competitor 1		Competitor 2		Competitor 2		Competitor 3		Competitor 3	
						Min %		Max %		Min %		Max %		Min %		Max %
Consultations & Evaluations	\$30,424,682	470,919	\$8,648,491	\$22,527,041	✓	-57%	✓	-10%		%		%		%		%
Surgeries & Procedures	\$18,490,979	69,723	\$4,796,801	\$13,800,869	!	16%	✓	-5%		%		%		%		%
Laboratory & Diagnostic Tests	\$9,074,155	278,296	\$2,512,303	\$4,531,931	✓	-69%	✓	-28%		%		%		%		%
Pharmacotherapy & Drug Administration	\$7,775,999	28,406	\$2,198,263	\$5,902,851	!	32%	✓	-20%		%		%		%		%
Imaging & Radiology	\$3,752,063	189,012	\$915,688	\$2,801,964	!	37%	✓	-12%		%		%		%		%
Cardiovascular Procedures	\$546,101	33,996	\$109,156	\$182,381	!	22%	!	309%		%		%		%		%
Anesthesia Services	\$134,765	1,532	\$34,918	\$98,381	!	106%	✓	-25%		%		%		%		%
Rehabilitation & Physical Therapy	\$4,942	1,180	\$1,222	\$3,865	✓	-5%	✓	-28%		%		%		%		%
Total	\$70,203,685	1,073,064	\$19,216,841	\$49,849,282		-34%		-24%		%		%		%		%

MULTITUDE OF USE CASES



Contract Negotiations



Recruitment



Mergers & Acquisitions



General Strategy



PRODUCTIVITY

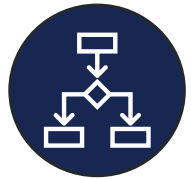


PRODUCTIVITY 101



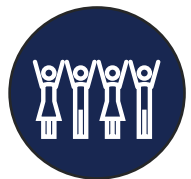
What is it?

- Optimizing staffing resources to align with patient volume and acuity – ensuring high-quality care is delivered efficiently and effectively.
 - Leveraging benchmarks, ensuring apples to apples comparisons.
-



Process

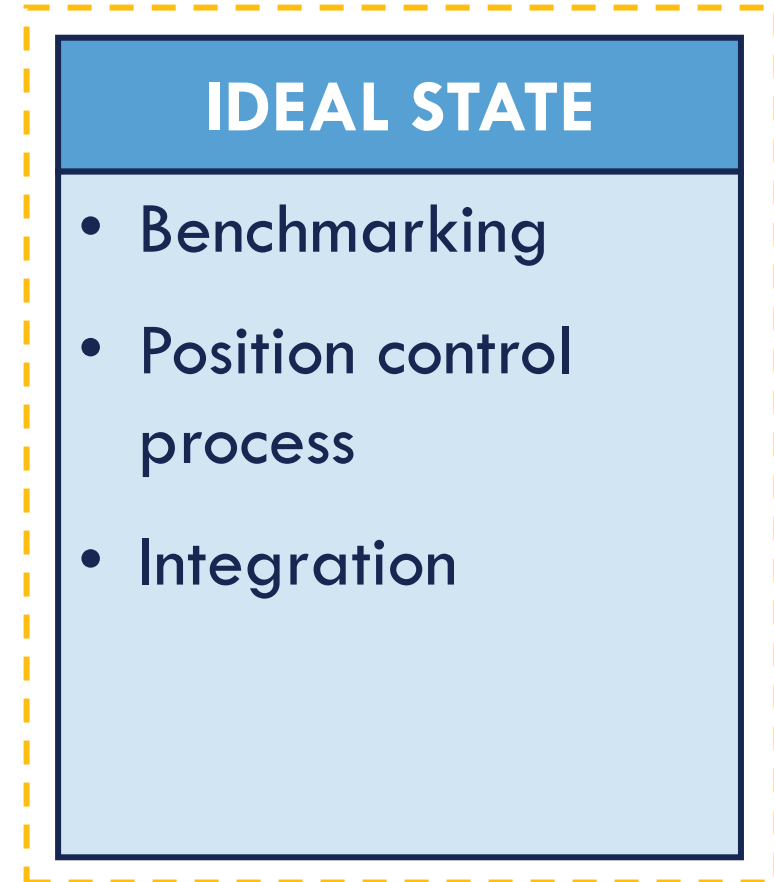
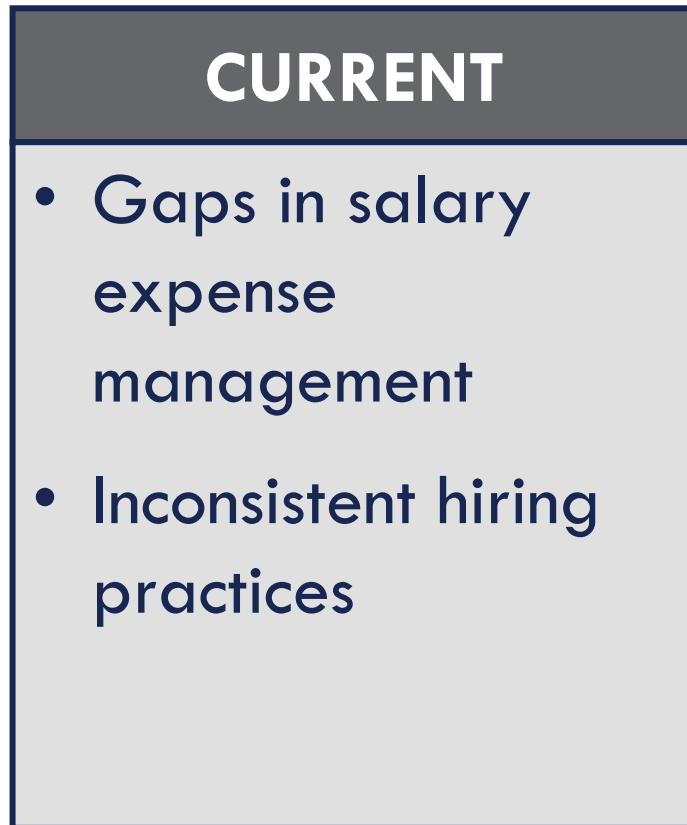
- Collect and analyze data in a meaningful way that allows for effective decision making.
-



Impact

- Ensures departments are appropriately staffed, making roles more attractive to candidates by preventing overstaffing/ understaffing and promoting sustainable workloads, beneficial for both recruitment and retention.

STATE OF PRODUCTIVITY



DEPARTMENTAL PRODUCTIVITY

Productive
Hours

Departmental
Volumes

Overtime
Hours

Management
Ratios

Labor as % of
Total Expense

Benchmarks

Variances

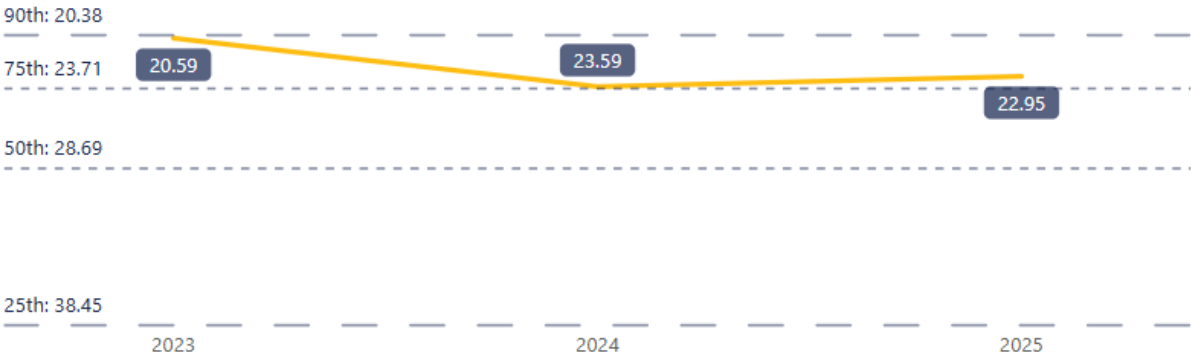
Wages by Job
Codes

INDIVIDUAL DEPARTMENT SNAPSHOT

Acute Benchmarking Comparison

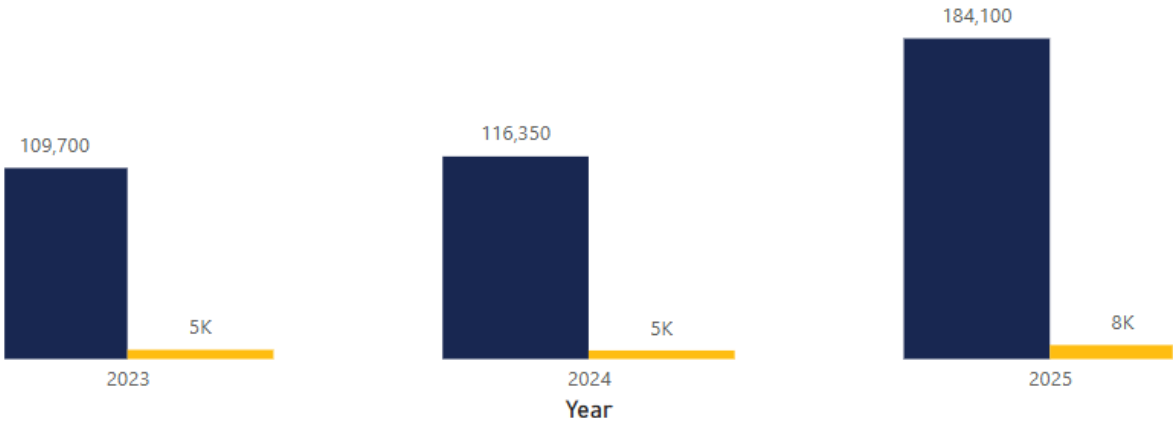
Worked Hrs / Equiv Pat Day

Compared to the 25th, 50th, 75th, & 90th percentile



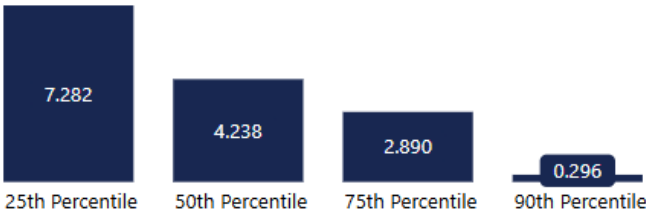
Hours and Volume by Year

● Hours ● Volume



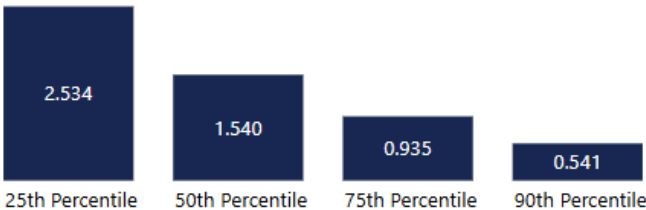
Ratio of Non-Management to Management Hrs

Benchmarks as FTE's



Overtime Hrs as % of Productive Hrs

Benchmarks as FTE's



	12/1/2023	12/1/2024
Productive Hrs / Equivalent Patient Day		
25th	42.00	38.45
50th	29.85	28.69
75th	23.24	23.71
90th	20.12	20.38



BRINGING IT ALL TOGETHER

HOW TO TIE IT ALL TOGETHER



QUESTIONS?



THANK YOU!

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