


EMPOWERMENT HOUR



From Ruins to the 95th Percentile at Lightning Speed!
A REAL World Example!


 The Model
Balancing Purpose and Profit...

1

Hospice Turnaround!

A REAL-LIFE Example! Happening NOW!



Presented by
 Andrew Reed, System Analyst, CPA
 CEO & Chief Teaching Officer
Multi-View Incorporated







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"While we have time, let us do good"

~ St. Francis of Assisi



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I am in no way trying to be Mr. Big here... While on my deathbed, after the fire, the intention of my Life was set to share as honestly as I know how... **We learn more from TRUTH than made up stuff or where the negative is omitted...**



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The 4-Day Work Week!



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MVI
MULTI-VIEW INCORPORATED

*The Cure for
Virtually ALL Your
Quality & Financial Woes!*

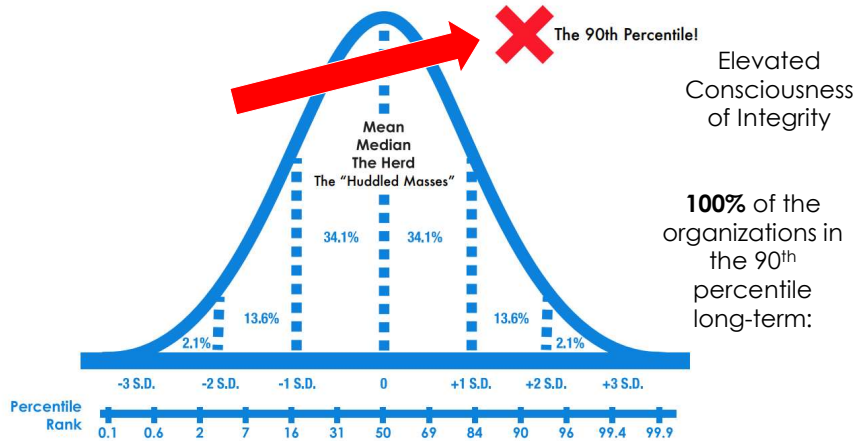
**The
PERFECT
Visit**TM
Hospice & Home Health Visit System

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Normally Distributed Bell Curve



- 1) Use unique/powerful methods of People Development.
- 2) Are highly "spiritual" organizations.
- 3) Have unique and different compensation practices.



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Benchmarking is your **ROAD MAP!**
 You don't know where you are
 without it! **I do not even know how
 to operate or manage a Hospice
 without it...**

Benchmarking tells you
 "exactly" where to go to
 work!!! It is precise!



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Red Circle Method through the use of Monthly Benchmarking

Here is what I do...

1. I print out both the MVI Benchmarking for the 1) Month and then 2) YTD. I'm using my Unit or Memo accounts so it is EASY to run these without any additional manual input work. I run the MVI Team/Location Reports to analyze team or site performance.
2. Anything that significantly deviates from the Model is **Red Circled** and investigated. The **Red Circles** are **prioritized** according to
 1. where the biggest gains could be realized as well as
 2. what can be addressed with the least effort.
3. At first, you may have a lot to review, but later on you know WHY such deviations exist. Normally, anything above the Model is unacceptable.
4. I reference Best-Known Patterns/Practices for each area.
5. Then...GO TO WORK and work with each Manager on the practice in the **Red Circled** areas. I ride people until the performance is in Standard or until they quit. It's pretty straight-forward...and in a surprisingly short period of time, the organization is soaring!

There are a good number of CEOs that do the same thing...ALL are highly successful with margins over 13%.

The Model[®]
Balancing Purpose and Profit[™]

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Indirect Costs Percentage of Net Revenue Comparison									
Sunny Day Hospice 2019 - YTD September									
Your Data	Variance of 10.00%	Median	10th Percentile	90th Percentile	MVI Model	Your Rank	Count	Locations	788
Indirect Labor									
Administration	2.7%	-2.8%	5.07%	13.04%	2.40%	3.50%	77%	346	
Clinical Management	4.14%	-1.8%	5.32%	9.02%	2.04%	5.50%	70%	313	
Compliance/GAP	1.27%	0.00%	1.27%	2.68%	0.57%	1.50%	50%	233	
Education	0.80%	-0.80%	0.90%	1.93%	0.24%	1.00%	96%	0	
Finance	2.3%	-0.22%	2.53%	4.64%	1.08%	2.25%	6%	259	
HR	0.72%	-0.43%	1.16%	2.06%	0.53%	0.75%	76%	208	
Marketing	1.27%	-1.3%	2.58%	5.54%	0.77%	2.00%	81%	289	
Medical Director	0.62%	-1.25%	1.08%	4.70%	0.5%	1.25%	88%	287	
Medical Records	0.88%	-0.14%	1.03%	2.10%	0.37%	1.00%	56%	206	
MIS	0.65%	-0.59%	1.25%	2.2%	0.39%	1.25%	82%	192	
Other	0.00%	-0.75%	0.75%	4.39%	0.05%	0.00%	170		
Total	6.7%	-7.8%	22.8%	30.8%	6.39%	20.0%	89%	342	
Operational Costs									
Answering Service	0.67%	0.22%	0.1%	0.28%	0.02%	0.10%	7%	197	
Accounting/Audit	0.67%	0.30%	0.37%	1.12%	0.10%	0.25%	24%	274	
Bank Service	0.04%	-0.0%	0.0%	0.22%	0.0%	0.0%	6%	244	
Computer Expenses	4.12%	2.89%	1.23%	2.54%	0.18%	0.70%	1%	319	
Consulting/Professional Fees	0.40%	0.0%	0.38%	1.72%	0.07%	0.30%	50%	260	
Continuing Education	0.40%	0.8%	0.28%	0.74%	0.05%	1.00%	30%	334	
Copy Expense	0.18%	-0.07%	0.18%	0.52%	0.06%	0.20%	72%	173	
Depreciation-Major Moveable	0.72%	0.72%	1.68%	0.14%	0.75%		222		
Dues, Licenses & Subscription	0.47%	0.37%	0.84%	0.14%	0.30%	10%	350		
Insurance	0.95%	0.35%	0.60%	1.17%	0.21%	0.65%	18%	329	
Interest-Operating	0.00%	-0.20%	0.20%	1.0%	0.0%	0.0%	1%	134	
Lease/Rent Equipment	0.0%	-0.14%	0.15%	0.63%	0.02%	0.10%	97%	199	
Legal	0.42%	0.29%	0.14%	0.58%	0.02%	0.10%	18%	226	
Marketing Other	0.74%	0.02%	0.72%	1.12%	0.07%	0.60%	43%	341	
Meeting Expense	0.03%	-0.10%	0.13%	0.5%	0.02%	0.15%	87%	310	
Mileage-Non-Patient	0.03%	-0.18%	0.22%	0.97%	0.05%	0.2%	96%	328	
Minor Equipment	0.00%	-0.07%	0.07%	0.25%	0.0%	0.07%		187	
Miscellaneous	0.0%	-0.07%	0.08%	0.32%	0.02%	0.00%	96%	225	
Office Supplies	0.49%	0.1%	0.30%	0.74%	0.32%	0.25%	23%	352	
Other Expenses	0.00%	-0.13%	0.13%	0.88%	0.02%	0.00%		215	
Pagers (Non-Patient)	0.0%	0.06%	0.0%	0.15%	0.02%	0.00%	30%	25	
Postage/Mailings	0.13%	0.13%	0.10%	0.24%	0.04%	0.1%	11%	259	
Printing	0.00%	-0.18%	0.18%	0.44%	0.04%	0.20%		285	
Service Contracts-Operating	0.02%	-0.12%	0.14%	1.00%	0.0%	0.10%	87%	179	
Telephone	0.42%	-0.1%	0.14%	1.1%	0.07%	0.50%	33%	345	
Training Groups	0.03%	-0.02%	0.05%	0.18%	0.0%	0.00%	65%	124	
Vehicle Exp-Owned/Lease	0.1%	0.00%	0.1%	0.95%	0.0%	0.1%	1%	125	
Total	10.54%	1.18%	6.63%	14.87%	5.44%	7.00%	30%	342	
Facility-Related Costs									
Alarm System	0.08%	0.03%	0.03%	0.18%	0.0%	0.03%	28%	138	
Cleaning & Paper	0.30%	0.8%	0.1%	0.80%	0.03%	0.1%	23%	263	
Depreciation-Building	4.54%	3.29%	1.28%	3.58%	0.18%	1.00%	5%	238	
Entertainment	0.03%	0.0%	0.02%	0.04%	0.0%	0.02%	27%	37	
Interest-Facility	0.00%	-0.95%	0.95%	2.00%	0.07%	0.00%		57	
Landscaping	0.28%	0.8%	0.12%	0.37%	0.0%	0.06%	19%	174	
Maintenance	1.09%	0.8%	0.28%	0.95%	0.04%	0.20%	7%	30	
Maintenance Salaries	0.00%	-0.75%	0.75%	1.75%	0.24%	0.50%		24	
Other-Facility	0.53%	0.47%	0.08%	0.28%	0.0%	0.0%	5%	58	
Property Taxes	0.00%	-0.04%	0.04%	0.26%	0.0%	0.0%		18	
Rent	0.26%	-0.93%	1.18%	3.25%	0.12%	1.30%	83%	294	
Service Contracts-Facilities	0.00%	-0.8%	0.1%	0.7%	0.02%	0.1%		200	
Utilities	1.54%	1.04%	0.10%	1.1%	0.14%	0.50%	1%	321	
Total	8.67%	4.77%	3.95%	6.23%	1.58%	4.00%	9%	344	
Total Indirect Costs	34.88%	-1.56%	36.42%	47.39%	26.78%	31.00%	58%	347	

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Operational Practice Breakthroughs & Best Known Practices – FOCUS AREAS

1. **Benchmark!!!** Get your Road Map! Know where to WORK!
2. **Perfect Visits w/ Perfect Documentation**
 - The Cure of Most Quality & Financial Woes
 - Surges of CAHPS scores
 - Surges of ADC
3. **FOCUS on or “Sexy Up” the Job of Clinical Manager** with Fantastic Pay and Emphasis on Teaching & Coaching (Ride-Alongs)
 - Make one of the Most Desired Positions in the Organization
 - Removal of Negative aspects of Management
 - Solving Clinician Attraction & Retention Issues
4. **Lose Budgets & Allocations for On-Going Operational Management and use NPR%s for Managed Care and Accountability**
5. **Work on Compensation Systems** – Most organizational problems can be cured via use of human motivation/incentives

The Model
Balancing Purpose and Profit...

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These benchmarking reports are “real life” from the Not-For-Profit Hospice
I currently am the CFO for...
Just to be transparent...

all our warts and woes as well as good points are here...

The Median (50th percentile), and especially the 90th percentiles, are of extreme importance when reviewing benchmarking.

MVI Multi-View
Incorporated



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The Situation... The Story...

- This particular Hospice, an NFP. Serves both Urban and Rural areas.
- Grew ADC from 28 to 350 by an incredibly talented **CEO1**, who ran the business **as if she owned it personally**. MVI rankings were 85% percentile with 365 of Cash/Near-Cash reserves. I was the CFO at that time.
- **CEO1** moved on to a large, failing metro Hospice which was nearly-bankrupt and in danger of being absorbed.
- NEW **CEO2** is hired at the Hospice we are discussing a "Turnaround" with...
- **CEO1**, Team and MVI build up the ADC to 1,350 and build cash/near-cash reserves of \$35 million.
- Prior Hospice starts slow and steady, sometimes FAST, DECLINE. Census, Increased costs, damaged reputation under **CEO2's** leadership. Relationship with MVI is not strong. BKSPs are replaced over time with turnover and lack of Leadership.
- **CEO2** packs Board with "Yes" people aligned with her, of course.
- **CEO2** mismanages - nearly all reserves are depleted. Negotiates the sale of the Hospice to the local health system. Negotiates lucrative position for herself. **Hospice is ONE signature away from becoming part of the Hospital System...**
- War on the Board, but **CEO1** is brought back. MVI heavily involved in turning the Board and (Magic).
- After approximately 2 years, the Hospice was operating more effectively and efficiently than ever before in the 80-85th percentile.
- Currently, after 5 years, company is operating in the 93-95th percentile with over 365 days of Cash/Near-Cash. *Now building a \$15 million Academic Inpatient Unit.*



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Define Your Search

On each CEO and Executive's desktop is a proprietary application which allows them to make hundreds of queries of the database. The search criteria is selected, with either single or multiple criteria, and BAM! In 20 seconds, a COMPLETE dataset is produced! For each query, it is important that ALL data is retrieved as the consequences of a decision have impact on MANY areas. Searching for only a single data-point is not bright, in our humble opinion.

Example: The selection decision of an EMR (Electronic Medical Record) impacts everything from Visit-Durations, to cost of IT, to the cost of Direct Labor for all clinical disciplines, to Quality! Decisions have consequences or, what I prefer, RESULTS! No executive decision is so finely tuned to a single outcome.



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Hospice				
	Your Data	Median	MVI Model	Your Rank
Average Daily Census	232.4	155.0		67%
Average Length of Stay		72.7	90.0	
Median Length of Stay		20.0	25.0	
Direct Labor % of Net Revenue	37.3%	43.5%	38.0%	76%
Patient-Related % of Net Revenue	12.0%	15.7%	15.0%	83%
Indirect % of Net Revenue (Segment)	26.6%	36.8%	34.0%	88%
Net Operational Income NPR%	24.1%	4.6%	13.0%	94%
Net Patient Revenue/Patient-Day	\$ 165.19	\$ 170.17		44%
Direct Labor/Patient-Day	\$ 61.67	\$ 73.40	\$ 62.77	72%
Patient-Related/Patient-Day	\$ 19.77	\$ 26.76	\$ 24.78	83%
Indirect Costs/Patient-Day	\$ 43.94	\$ 61.71	\$ 56.16	83%
Net Operational Income/Patient-Day	\$ 39.81	\$ 7.08	\$ 21.47	94%

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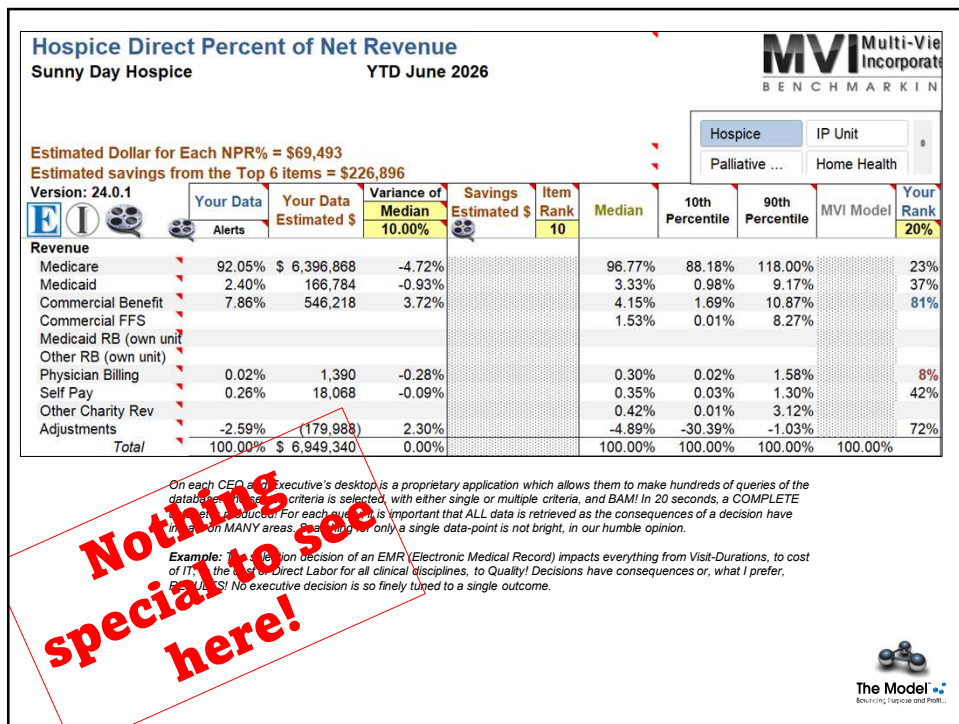
Executive Dashboard				
Sunny Day Hospice		YTD June 2026		
Version: 24.0.1				
Indicator	Your Data	Median	MVI Model	Your Rank
Days in Accounts Receivable	44.8	44.2	45.0	47%
Debt to Equity Ratio	0.10	0.19	0.20	74%
Days Cash on Hand	372.4	66.0	180.0	95%
Days in Accounts Payable	32.3	29.8	25.0	45%
Revenue Per Payroll Dollar	\$ 1.78	\$ 1.41	\$ 1.50	89%
Direct Labor as % of All Labor	69.9%	66.8%	58.0%	72%
Benefits % Total	27.9%	21.7%	22.0%	15%
Benefits % - Health and Wellness	16.2%	10.0%		10%
Benefits % - Payroll Taxes	8.6%	8.5%		48%
Benefits % - Retirement	1.4%	2.1%		75%
Benefits % - All Other	1.0%	0.9%		27%
Indirect % of Net Revenue	27.5%	37.0%	34.0%	89%
Indirect Labor	15.9%	23.1%	22.0%	91%
Operations	8.3%	9.1%	8.0%	61%
Facility-Related	3.3%	3.8%	4.0%	60%
IP Unit(s) Building Cost (Thousands)	\$ 1,843	\$ 4,244		79%
IP Unit(s) Cost Square Foot	\$ 230	\$ 228		48%
IP Unit(s) Cost per Bed	\$ 307,166	\$ 267,729		41%
IP Unit Bed Count	6	16		5%

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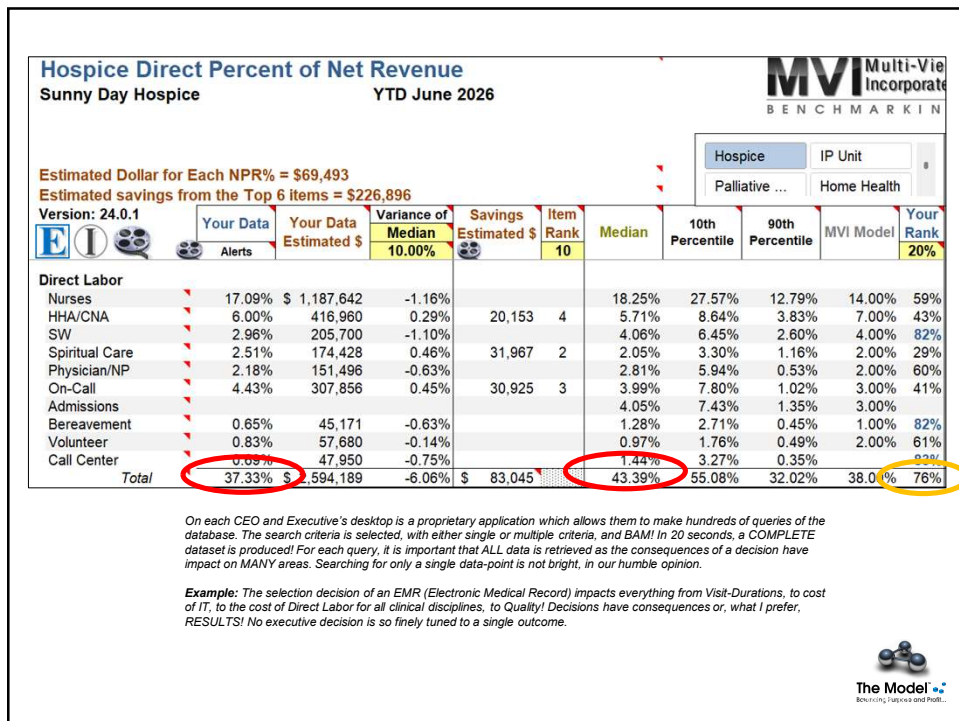
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Version: 24.0.1

	Alerts	Your Data Estimated \$	Your Data Estimated \$	Variance of Median 10.00%	Savings Estimated \$	Item Rank 10	Median	10th Percentile	90th Percentile	MVI Model	Your Rank 20%
Direct Patient-Related Expenses											
Ambulance		0.41%	\$ 28,492	-0.01%			0.42%	1.11%	0.06%	0.40%	52%
Bio Hazardous							0.03%	0.10%	0.01%	0.02%	
Crisis Care							0.10%	1.80%	-0.58%	0.40%	
Dietary							0.04%	0.26%	0.01%	0.10%	
DME		2.87%	199,446	-1.06%			3.93%	5.43%	2.68%	4.00%	87%
ER							0.11%	0.41%	0.02%	0.10%	
Food							0.06%	0.52%	0.01%		
Imaging							0.07%	0.23%	0.01%	0.07%	
Lab		0.12%	8,339	0.06%	4,170	6	0.06%	0.27%	0.01%	0.07%	28%
Linen							0.02%	0.22%	0.01%		
Medical Supplies		1.36%	94,511	-0.46%			1.82%	2.88%	0.92%	1.50%	73%
Mileage		2.52%	175,123	0.23%	15,983	5	2.29%	4.12%	1.30%	2.25%	40%
Mobile Phone							0.43%	0.88%	0.12%	0.45%	
Other		0.02%	1,390	-0.08%			0.10%	1.27%	0.01%		85%
Outpatient		0.11%	7,644	-0.03%			0.14%	0.83%	0.02%	0.15%	56%
Oxygen											
Pagers							0.06%	0.40%	0.01%		
Pharmacy		2.15%	149,411	-2.28%			4.43%	5.84%	2.92%	4.50%	98%
Therapies		0.06%	4,170	-0.12%			0.18%	1.18%	0.02%	0.75%	71%
Pass-Through Residual		2.36%	164,004	1.79%	124,393	1	0.37%	3.14%	-1.73%	0.24%	16%
Total		11.97%	\$ 831,836	-3.75%	\$ 144,546		15.72%	1.85%	10.73%	15.0%	83%
Total Direct Expense		49.30%	\$ 3,426,025	-10.47%	\$ 227,938		59.77%	72.12%	48.30%	53.00%	88%
Contribution Margin		50.70%	\$ 3,523,316	10.37%			40.34%	28.08%	51.78%	47.0%	87%

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Indirect Costs Percentage of Net Revenue

Sunny Day Hospice YTD June 2026

MVI Multi-Vit Incorporated BENCHMARKING

Estimated Dollar for Each NPR% = \$74,129

Estimated savings from the Top 10 Items = \$275,389

Version: 24.0.1

	Alerts	Your Data Estimated \$	Your Data Estimated \$	Variance of Median 10.00%	Savings Estimated \$	Item Rank 10	Median	10th Percentile	90th Percentile	MVI Model	Your Rank 20%
Indirect Labor											
Administration		5.76%	\$ 426,983	-0.25%			6.01%	12.84%	2.43%	3.50%	53%
Clinical Management		0.91%	67,457	-4.30%			5.21%	9.08%	2.35%	4.75%	97%
Compliance/QAPI		0.86%	63,751	-0.63%			1.49%	2.92%	0.60%	1.25%	81%
Education		1.12%	83,025	0.28%	20,756	5	0.84%	1.78%	0.14%	2.00%	31%
Finance		2.01%	148,999	-0.63%			2.64%	4.40%	1.19%	2.25%	72%
HR		1.51%	111,935	0.23%	16,679	7	1.29%	2.16%	0.45%	1.00%	32%
Marketing		1.52%	112,676	-1.34%			2.86%	6.08%	0.94%	3.00%	79%
Medical Director		1.07%	79,318	-0.91%			1.98%	4.70%	0.47%	2.00%	76%
Medical Records		0.54%	40,030	-0.27%			0.81%	1.85%	0.27%	1.00%	71%
MIS		0.62%	45,960	-0.69%			1.31%	2.15%	0.42%	1.25%	86%
Other							0.70%	3.18%	0.06%		
Total		15.94%	\$ 181,617	-7.21%	\$ 37,435		23.15%	3.63%	16.17%	22.0%	91%

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Version: 24.0.1

	Alerts	Your Data	Your Data Estimated	Variance of Median	Savings Estimated	Item Rank	Median	10th Percentile	90th Percentile	MVI Model	Your Plan 20%
Operational Costs											
Answering Service		0.37%	\$ 27,428	0.24%	\$ 17,791	6	0.13%	0.57%	0.04%	0.12%	16%
Accounting/Audit		0.78%	57,821	0.40%	29,652	4	0.38%	1.07%	0.12%	0.35%	21%
Bank Service		0.05%	3,706	-0.01%			0.06%	0.21%	0.01%	0.05%	55%
Computer Expenses		1.82%	134,915	0.41%	30,022	3	1.42%	3.05%	0.27%	1.00%	36%
Consulting/Professional Fee		0.08%	5,930	-0.40%			0.48%	2.41%	0.06%	0.50%	85%
Continuing Education		0.26%	19,274	0.09%			0.17%	0.51%	0.04%	0.30%	35%
Copier Expense							0.15%	0.45%	0.04%	0.15%	
Depreciation-Major Moveabl		0.02%	1,483	-0.62%			0.64%	1.68%	0.13%	0.75%	98%
Dues, Licenses & Subscrip		0.27%	20,015	-0.16%			0.43%	0.99%	0.14%	0.40%	74%
EMR System							0.87%	2.30%	0.35%	0.60%	
Insurance		1.93%	143,069	1.29%	95,626	1	0.64%	1.32%	0.21%	0.62%	4%
Interest-Operating		0.02%	1,483	-0.16%			0.18%	1.11%	0.01%	0.15%	85%
Lease/Rent Equipment		0.02%	1,483	-0.09%			0.11%	0.56%	0.02%	0.13%	88%
Legal		0.19%	14,085	-0.05%			0.24%	1.03%	0.03%	0.20%	58%
Marketing Other		0.63%	46,701	-0.14%			0.77%	2.06%	0.18%	0.75%	60%
Meeting Expense		0.12%	8,895	0.01%			0.11%	0.44%	0.02%	0.10%	48%
Mileage-Non-Patient		0.59%	43,736	0.42%	31,134	2	0.17%	0.58%	0.04%	0.15%	10%
Minor Equipment							0.07%	0.36%	0.01%	0.07%	
Miscellaneous							0.08%	0.41%	0.01%	0.10%	
Office Supplies		0.21%	15,567	-0.03%			0.24%	0.95%	0.08%	0.21%	58%
Other Expenses		0.09%	6,672	-0.08%			0.17%	1.31%	0.02%		64%
Pagers (Non-Patient)							0.11%	0.25%	0.03%		
Postage/Mailings		0.05%	3,706	-0.02%			0.07%	0.19%	0.02%	0.10%	66%
Printing		0.17%	12,602	0.03%			0.14%	0.33%	0.03%	0.15%	42%
Service Contracts-Operating							0.25%	1.65%	0.02%		
Telehealth							0.10%	0.04%	0.63%	0.40%	
Telephone		0.63%	46,701	0.18%	12,973	8	0.46%	1.02%	0.13%	0.50%	31%
Training-Groups							0.04%	0.18%	0.01%	0.05%	
Vehicle Expenses		0.09%	6,672	0.00%			0.09%	0.82%	0.01%	0.10%	50%
Total			65,789	-0.84%	\$ 217,198		9.12%	14.24%	5.22%	8.00%	61%

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Example: The selection decision of an EMR (Electronic Medical Record) impacts everything from Visit-Durations, to cost of IT, to the cost of Direct Labor for all clinical disciplines, to Quality! Decisions have consequences or, what I prefer, RESULTS! No executive decision is so finely tuned to a single outcome.

Nothing special to see here!

The Model
Revealing Future and Profit...

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	Alerts	Your Data	Your Data Estimated	Variance of Median	Savings Estimated	Item Rank	Median	10th Percentile	90th Percentile	MVI Model	Your Plan 20%
Facility-Related Costs											
Alarm System		0.05%	\$ 3,706	0.01%			0.04%	0.25%	0.01%	0.03%	42%
Cleaning & Paper		0.30%	22,239	0.15%	11,119	9	0.15%	0.52%	0.02%	0.15%	23%
Depreciation-Building		0.94%	69,681	-0.34%			1.28%	3.29%	0.19%	1.00%	60%
Exterminating		0.01%	741	-0.01%			0.02%	0.06%	0.01%	0.02%	79%
Interest-Facility							0.43%	1.94%	0.04%		
Landscaping		0.05%	3,706	-0.07%			0.12%	0.41%	0.02%	0.06%	76%
Maintenance		0.07%	5,189	-0.27%			0.34%	1.03%	0.05%	0.20%	85%
Maintenance Salaries		0.92%	68,199	0.14%	10,378	10	0.78%	1.79%	0.26%	0.56%	42%
Other-Facility							0.10%	0.51%	0.01%		
Property Taxes							0.05%	0.26%	0.01%	0.03%	
Rent		0.24%	17,791	-0.71%			0.95%	2.86%	0.09%	1.30%	83%
Service Contracts-Facilities		0.18%	13,343	0.01%			0.17%	0.89%	0.03%	0.15%	49%
Utilities		0.50%	37,065	0.03%			0.47%	1.17%	0.10%	0.50%	46%
Total		3.27%	\$ 242,402	-0.48%	\$ 214,97		3.75%	7.56%	1.38%	4.00%	60%
Total Indirect Costs		27.49%	\$ 2,037,808	-9.52%	\$ 276,872		37.01%	48.64%	26.75%	34.00%	88%

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The Model
Revealing Future and Profit...

22

Computed Caseload	Hospice			
	Your Data	Median	MVI Model	Your Rank
RN	11.2	8.6	12.0	91%
LPN	44.5	48.5	12.0	44%
HHA/CNA	14.2	10.3	10.0	78%
SW	46.4	25.7	30.0	91%
Spiritual Care	44.6	49.1	75.0	39%
Physician/NP	134.4	99.2	140.0	66%
On-Call	36.6	33.4	50.0	56%
Admissions		34.4	50.0	
Bereavement	189.3	88.0	100.0	84%
Volunteer	122.1	88.5	100.0	68%

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23

Computed Visit Duration	Hospice			
	Your Data	Median	MVI Model	Your Rank
RN	1:58	1:03	1:00	99%
LPN	0:53	1:00	1:00	29%
HHA/CNA	2:12	1:03	1:00	99%
SW	0:49	0:55	1:05	38%
Spiritual Care	0:40	0:49	1:00	32%
Physician/NP		0:42	0:40	
On-Call		1:16	1:00	
Admissions		1:55	1:30	
Bereavement		0:33	1:00	
Volunteer		1:16		

Computed Weekly Visits per Patient	Hospice			
	Your Data	Median	MVI Model	Your Rank
RN	1.7	1.5	1.8	63%
LPN	0.4	0.2	0.6	78%
HHA/CNA	1.6	1.7	2.0	44%
SW	0.3	0.4	0.5	15%
Spiritual Care	0.2	0.2	0.3	42%
Physician/NP		0.1	0.3	
On-Call		0.2	0.2	
Admissions		0.1	0.1	
Bereavement		0.1	0.1	
Volunteer		0.1	0.2	

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24

Sunny Day Hospice						
June 2026						
Number of Documentation Errors/Lates			12	7	7	12
Number of Complaints/Service Failures			0	0	0	0
Hospice Revenue	Target	Period Actual NPR %				
	100%	100.00%				
Direct Costs		Consolidated Hospice	Site 1	Site 2	Site 3	Site 4
Direct Labor						
Nurses	18.00%	16.21%	13.69%	21.31%	23.56%	13.16%
CNA	6.00%	5.57%	8.76%	1.03%	5.00%	7.10%
SW	3.50%	2.78%	1.00%	4.47%	0.00%	2.62%
Spiritual Care	2.00%	2.64%	3.16%	3.55%	6.19%	0.00%
On-Call	5.00%	3.93%	4.43%	1.49%	6.73%	3.69%
	34.50%	31.14%	31.04%	31.85%	41.48%	26.57%
Direct Patient-Related Expenses						
Ambulance	0.80%	0.36%	1.26%	0.74%	0.13%	0.20%
Bio Hazardous	-	0.00%	0.00%	0.00%	0.00%	0.00%
Continuous Care	-	0.00%	0.00%	0.00%	0.00%	0.00%
Dietary	-	0.00%	0.00%	0.00%	0.00%	0.00%
DME	3.25%	2.88%	3.56%	2.85%	2.07%	2.69%
ER	0.05%	0.00%	0.00%	0.00%	0.00%	0.00%
Food	0.20%	0.00%	0.00%	0.00%	0.00%	0.00%
Imaging	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%
Lab	0.02%	0.03%	0.02%	0.11%	0.02%	0.01%
Medical Supplies	1.50%	1.20%	3.28%	0.75%	0.34%	0.60%
Mileage	2.80%	2.97%	3.00%	4.62%	1.86%	2.29%
Mobile Phone	-	0.00%	0.00%	0.00%	0.00%	0.00%
Other	-	0.00%	0.00%	0.00%	0.00%	0.00%
Outpatient	0.15%	0.05%	0.00%	0.00%	0.00%	0.28%
Pagers	-	0.00%	0.00%	0.00%	0.00%	0.00%
Pharmacy	3.40%	2.37%	2.40%	2.40%	2.13%	3.16%
Therapies	-	0.09%	0.64%	0.00%	0.00%	0.00%
	12.27%	9.95%	14.15%	11.47%	6.57%	9.24%
Total Team Direct Expenses	46.77%	41.09%	45.19%	43.32%	48.05%	35.81%
Contribution Margin	53.23%	58.91%	54.81%	56.68%	51.95%	64.19%



25

The Real Secret to getting a 94-95% Percentile Ranking?

Much of it is tied up in the concept of "Cumulative." The cumulative IMPACT of everyone doing a bit better than the Median(50% percentile)!

- **Revenue Mix** The same as any Hospice
- **Direct Labor** 37% compared to 43% -6.0% 76%
- **Patient-Related** 12% compared to 15.7% -3.7% 83%
- **Total Indirect** 27% compared to 37% -10.0% 88%
 - **Indirect Labor** 16% compared to 23% -7.0% 91%
 - **Operational** 8.2% compared to 9.1% -.9% 61%
 - **Facility-Related** 3.3% compared to 3.7% -.4% 60%

Each major category of cost is not 94-95th percentile. But the CUMULATIVE is! Because it is so RARE that a Hospices is beating the Model in all cost categories!



26

What we have to realize that
it is the “process, systems & structures” which enable **Success**.

I would not be able to effectively run
MVI or any other company, let alone,
have the TIME be the CFO of a
Hospice without the use of
Best-Know Success
Patterns/Practices...



27

Your Success/Results are “Structurally Dictated” by your Systems/Standardization.

Example: People Development System Design!

1. 10% Design
 - *Lecture/Oral Narrative*
2. 30-40% Design
 - *Written Manual, PowerPoints, Note-Taking*
3. 50-80% Design
 - *Written Manuals, PowerPoints, Note-Taking, Written Testing*
4. 100% Design – Use of System7
 - *Written Manuals, PowerPoints, Note-Taking, Written Testing, Practice/Demonstrate, Annual Certification, 60-Day Ride Alongs*

An organization will only get the results it DESIGNS – Systems and Processes



28

FOCUS more on “System Solutions” and less on “People Solutions”



Standardization
and Process is the
FOCUS.

MVI Multi-View
Incorporated

29



HOSPICE By the
Numbers

Comparison
by Service
Area Type



	All Hospices	Service Area Type		
		Mixed	Rural	Urban
Average Daily Census	154.4	181.0	76.6	208.5
Days Cash On Hand	66.0	73.6	90.7	49.3
Days in AR	44.3	44.2	42.2	52.3
Net Patient Revenue (Patient-Day)	\$ 170.26	\$ 170.08	\$ 151.69	\$ 183.16
Direct Labor NPR%	43.4%	44.0%	43.0%	43.6%
Nursing NPR%	18.3%	18.1%	19.8%	16.4%
Hospice Aide NPR%	5.7%	5.7%	5.5%	5.9%
SW NPR%	4.1%	4.0%	4.3%	4.1%
On-Call	4.0%	4.0%	4.3%	4.0%
Patient-Related NPR%	15.7%	15.7%	16.4%	15.2%
Indirect Costs NPR%	36.8%	36.0%	37.4%	39.3%
Net Operating Income NPR%	4.6%	4.6%	3.2%	1.4%
Median Number of Visits Per Week Per Patient				
RN	1.5	1.6	1.5	1.3
LPN	0.2	0.2	0.2	0.2
HHACNA	1.7	1.7	1.8	1.5
SW	0.4	0.4	0.4	0.4
Spiritual Care	0.2	0.2	0.2	0.2
Physician/NP	0.1	0.1	0.1	0.1
On-Call	0.2	0.2	0.2	0.1
Admissions	0.1	0.1	0.1	0.1
Bereavement	0.1	0.1	0.1	0.1
Volunteer	0.1	0.1	0.2	0.1
Median Visit Duration				
RN	1.03	1.01	1.03	1.06
LPN	1.01	1.01	0.57	1.00
HHACNA	1.03	1.00	1.04	1.07
SW	0.55	0.52	0.56	1.00
Spiritual Care	0.49	0.46	0.49	0.57
Physician/NP	0.42	0.44	0.33	0.41
On-Call	1.17	1.19	1.18	1.14
Admissions	1.56	1.53	2.09	1.57
Bereavement	0.33	0.30	0.59	0.29
Volunteer	1.16	1.14	1.21	1.17
CAHPS Survey Measures				
Emotional/Spiritual Support	93.0%	93.3%	95.0%	86.8%
Rating of this Hospice	87.3%	87.3%	89.6%	85.6%
Willing to Recommend	90.0%	90.0%	94.3%	86.6%
Treating with Respect	94.0%	93.7%	96.0%	91.2%
Help for Pain & Symptoms	78.4%	78.8%	80.0%	72.0%
Communication with Family	84.0%	84.6%	86.0%	78.8%
Getting Timely Help	79.5%	79.9%	87.0%	70.2%
Training Family to Care for Patient	78.5%	78.0%	84.6%	77.0%



The Model
Reinforcing Purpose and Profit

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HOSPICE By the Numbers

Comparison
by Region

	All Hospices	Region of the United States			
		Central	Northeast	South	West
Average Daily Census	154.4	145.6	164.4	170.1	143.9
Days Cash On Hand	66.0	66.8	74.7	72.0	50.4
Days in AR	44.3	42.5	42.4	45.3	45.5
Net Patient Revenue (Patient-Day)	\$ 170.26	\$ 164.12	\$ 176.30	\$ 160.75	\$ 203.00
Direct Labor NPR%	43.4%	43.5%	46.3%	42.4%	47.2%
Nursing NPR%	18.3%	17.7%	19.6%	18.1%	19.7%
Hospice Aide NPR%	5.7%	5.9%	5.5%	5.4%	5.8%
SW NPR%	4.1%	4.0%	4.8%	3.9%	4.2%
On-Call	4.0%	3.9%	4.6%	4.0%	4.0%
Patient-Related NPR%	15.7%	15.8%	15.8%	16.4%	13.8%
Indirect Costs NPR%	36.8%	35.0%	36.5%	37.1%	39.8%
Net Operating Income NPR%	4.6%	5.6%	-0.7%	5.2%	1.9%
Median Number of Visits Per Week Per Patient					
RN	1.5	1.7	1.5	1.6	1.4
LPN	0.2	0.2	0.3	0.2	0.2
HHA/CNA	1.7	1.9	1.4	1.7	1.4
SW	0.4	0.4	0.4	0.4	0.4
Spiritual Care	0.2	0.3	0.2	0.2	0.2
Physician/NP	0.1	0.1	0.1	0.1	0.1
On-Call	0.2	0.2	0.1	0.2	0.2
Admissions	0.1	0.1	0.1	0.1	0.1
Bereavement	0.1	0.1	0.1	0.1	0.1
Volunteer	0.1	0.2	0.1	0.1	0.1
Median Visit Duration					
RN	1.03	1.04	1.11	1.01	1.05
LPN	1.01	1.03	1.08	0.59	1.02
HHA/CNA	1.03	1.00	1.23	1.01	1.07
SW	0.55	0.56	0.52	0.52	0.55
Spiritual Care	0.49	0.50	0.58	0.44	1.01
Physician/NP	0.42	0.42	0.50	0.39	0.54
On-Call	1.17	1.14	1.23	1.19	0.58
Admissions	1.56	1.53	2.03	1.51	1.58
Bereavement	0.33	0.29	0.36	0.36	0.50
Volunteer	1.16	1.13	1.07	1.24	1.30
CAHPS Survey Measures					
Emotional/Spiritual Support	93.0%	93.8%	93.0%	93.0%	93.0%
Rating of this Hospice	87.3%	88.5%	85.8%	87.0%	87.3%
Willing to Recommend	90.0%	91.5%	89.5%	90.0%	90.4%
Treating with Respect	94.0%	94.4%	92.0%	93.0%	94.0%
Help for Pain & Symptoms	78.4%	78.0%	76.6%	79.3%	78.0%
Communication with Family	84.0%	85.5%	83.0%	84.0%	84.0%
Getting Timely Help	79.5%	79.4%	81.7%	79.9%	77.5%
Training Family to Care for Pa	78.5%	79.8%	78.0%	77.0%	78.5%



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***“Show me the Incentive and
I’ll show you the Result.”***

*~ Charlie Munger – Vice Chairman and Close Friend of Warren Buffet of
Berkshire Hathaway*

***“Our Compensation System
was the most important
thing we did.”***

~ Sam Walton



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**Compensation work is perhaps the
most important work with the
Highest Value an organization can
do...**

**However, most Leaders are
cowards...**



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**What price is your organization
paying EVERY DAY for not doing
addressing Compensation?**

**Providing BOTH the Incentives, as
well as the so often neglected
Dis-Incentives...**



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Our Quality comes from the Quality of our
People

Be rather than to **Seem**...



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