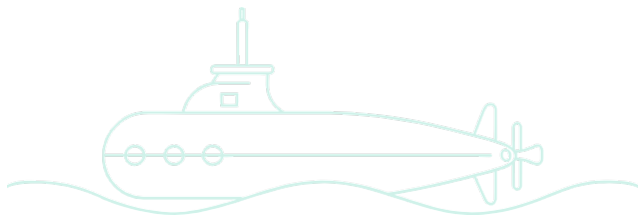
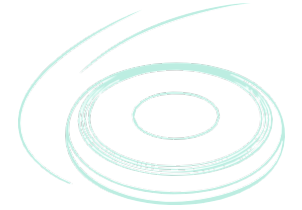


WELCOME!



Community Health Center Association of Connecticut

From Data to Dollars: Leveraging Metrics for Funding & Grants



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Data to Dollars: Leveraging Metrics for Funding & Grants
How can we improve our data game to increase our revenues?

CHC/ACT

November 13, 2025

Key Data & Operational Challenges



Key Data & Operational Challenges

Culture is Key!

Culture of Data-Driven Decision Making

- Utilizing reporting tools to provide KPI reports applicable to all levels of the organization.
- Developing accountability pathways that utilize data to drive strategic achievement.

Using Data for Provider Productivity Discussions

- Aligning provider compensation to provider productivity.
- Using RVUs (data) to have meaningful discussions on provider performance.

Interpreting Data is Key

- We are generally flooded with data but starving for information
- Who is your Chief Data Officer at your health center (even if it not a named position)?

Use Data to Increase Revenue Realization

- Ensuring revenue realization in areas such as:
 - ✓ Managed Care Contracting
 - ✓ Payor contracting
 - ✓ Grant Processing
- Use data to tell your story to the world

Key Data & Operational Challenges

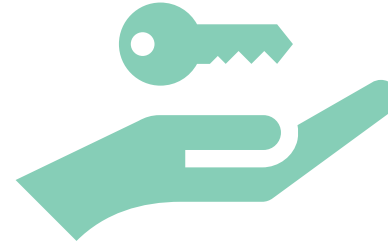
Culture is Key!



Culture of Data-Driven
Decision Making



Provider Productivity



Interpreting Data



Revenue Realization

ASSESS & OPTIMIZE

- Data-Led vs. Mission-Led (Room for Both)
- Data Utilization to Develop KPI Reporting
- Data Implementation to Develop a High Performing Organization

- Provider Productivity
- Provider Compensation
- Panel Size
- Patient Facing Hours
- Staffing Support

- Consider a CIO
- If we are making patients healthier, what data do we have to back that up
- Funders love good data!!

- Collections
- Demographics
- Managed Care Contracting
- Denial Management
- Revenue cycle improvements

What are the Best KPIs?



Key Performance Indicators

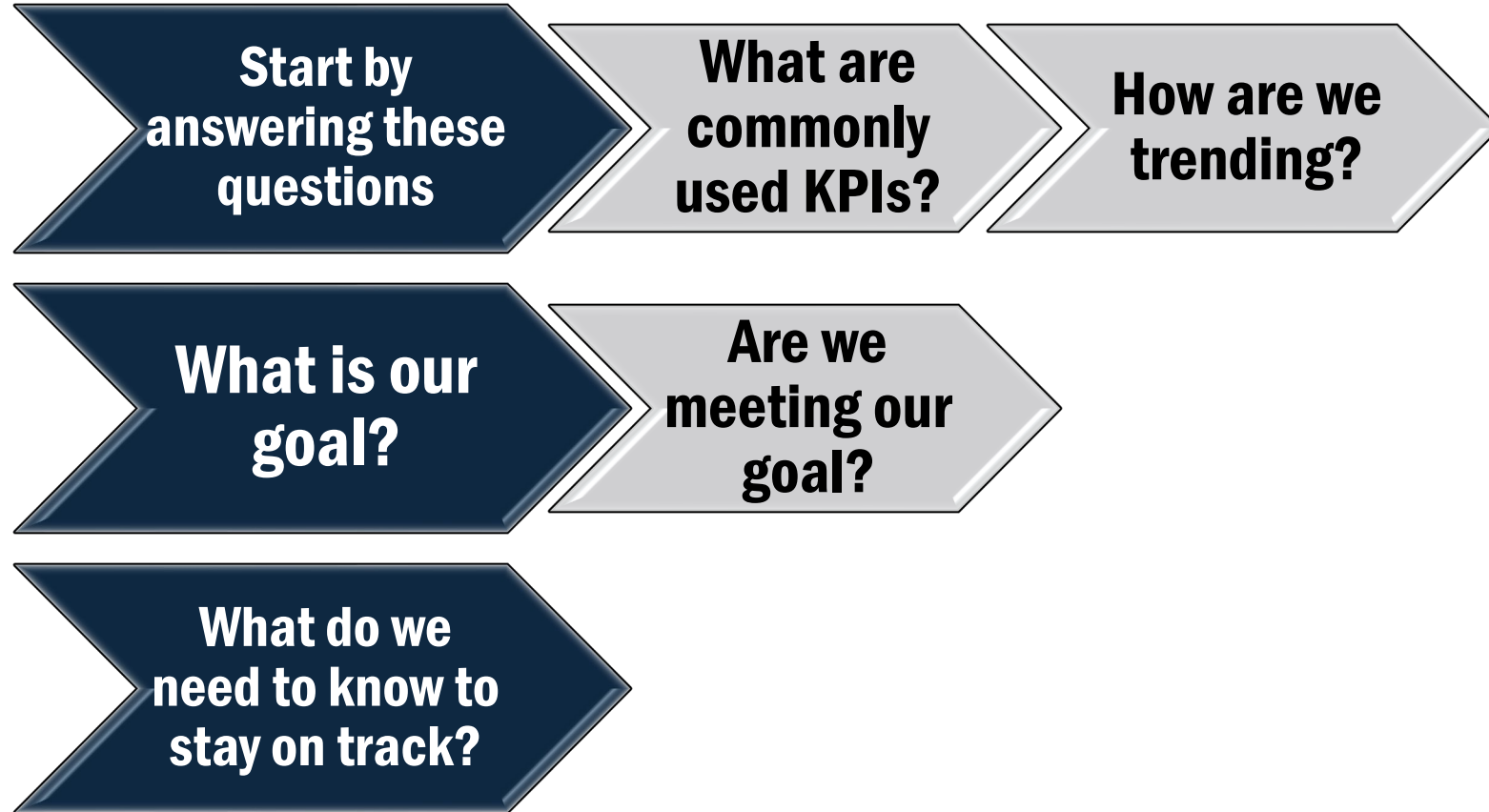
- How are we doing at _____?
 - Compare current status to benchmarks
 - Measure progress toward goals
 - Illustrate & communicate results



Key Performance Indicators

- Choose the most appropriate indicators
 - Consider the intended user
 - Relevant & meaningful
 - Leading versus trailing
 - Leading – days to post claim or % of claims denied
 - Real-time indicators that will affect trailing indicators (HCs often neglect these indicators & they are most important)
 - Trailing – days in AR
 - Historical – we are reporting on activity. It's too late to fix problems at this point.
 - Well defined & easy to understand

Selecting KPIs



You Are What You Measure



CHOOSING THE RIGHT METRICS

- Actions & decisions
- Long-term results
- Accuracy



ACTION

- Operation vs. manipulation
- What can we do to fix the problem?



DESIRED OUTCOMES

- Cause or symptom

Cautions & Considerations

- Avoid information overload
 - Multiple indicators that illustrate similar results
 - Easy, available indicators but irrelevant
- Some KPIs are difficult to measure
- Consider practicality of obtaining necessary data

Financial Ratio Analysis

- KEY FINANCIAL RATIOS

**Current
ratio**

**Net days
revenue in net
accounts
receivable**

**Days
cash on
hand**

**Days in
accounts
payable**

**Debt to
equity ratio**

**Operating
income to total
revenue ratio**

Financial Statements



Financial Scorecard is Vital

How Are We Doing?

- For financial statements to be effective they must be:
 - Relevant (timely)
 - Reliable (accurate)
- Up to date financial information that is accurate is key for many kinds of grant applications and donor requests
- Do your financial statement dashboards reflect the strengths of the organization?
- If you were a donor, would you contribute to your health center?

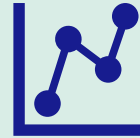
Know Your Audience

Data with Pictures or Graphs

Putting our Best Foot Forward



Numbers by themselves are often only appealing to accountants



Graphics with data can be very persuasive & be much more compelling than data alone



“A picture is worth a thousand words” (or a thousand numbers??)



Which one of the following two slides is more appealing?

| | | | | | | | |
|--|---------|---------|---------|--------------------------------------|---------|---------|----------|
| Total cash | 10.27% | 10.24% | 9.34% | Short-term debt | 5.97% | 7.27% | 7.70% |
| Receivables | 10.55% | 10.87% | 10.52% | Accounts payable | 6.88% | 7.31% | 6.67% |
| Inventories | 2.16% | 2.23% | 1.92% | Taxes payable | 3.72% | 2.85% | 4.15% |
| Deferred income taxes | 1.38% | 1.38% | 1.19% | Accrued liabilities | 8.98% | 8.27% | 8.05% |
| Prepaid expenses | 3.72% | 4.51% | 3.38% | Deferred revenues | 10.21% | 10.48% | 10.03% |
| Other current assets | 14.33% | 14.51% | 15.13% | Total current liabilities | 35.75% | 36.18% | 36.59% |
| Total current assets | 42.41% | 43.74% | 41.47% | Non-current liabilities | | | |
| Non-current assets | | | | Long-term debt | 19.26% | 19.63% | 20.21% |
| Property, plant and equipment | | | | Deferred revenues | 3.23% | 3.30% | 3.77% |
| Gross property, plant and equipment | 35.51% | 34.46% | 33.97% | Pensions and other benefits | 14.08% | 15.78% | 17.13% |
| Accumulated Depreciation | -23.09% | -22.54% | -22.23% | Other long-term liabilities | 7.25% | 7.73% | 6.38% |
| Net property, plant and equipment | 12.42% | 11.92% | 11.74% | Total non-current liabilities | 43.93% | 46.53% | 47.59% |
| Equity and other investments | 5.09% | 4.20% | 4.21% | Total liabilities | 79.69% | 82.70% | 84.18% |
| Goodwill | 22.16% | 22.51% | 24.53% | Stockholders' equity | | | |
| Intangible assets | 3.07% | 2.91% | 3.18% | Common stock | 40.03% | 41.34% | 42.03% |
| Deferred income taxes | 2.84% | 3.01% | 3.33% | Retained earnings | 81.56% | 90.06% | 98.68% |
| Other long-term assets | 12.00% | 11.70% | 11.54% | Treasury stock | -84.76% | -95.30% | -103.29% |
| | | | | Accumulated other | | | |



What KPIs Look Good on Grant Applications?



Important KPIs

How Do we Look to Others?

We are Stable!!!

- It is important to show that the organization is stable to all interested third parties – KPIs like the following help show that strong financial position:
 - Days Cash on Hand
 - Current Ratio
 - Debt to Equity Ratio
 - Operating Margin
- Use specific metrics identified by the third party as being important
 - HRSA metrics for grant applications
 - Payers may want to see patient accounts receivable metrics

Important KPIs

How Do we Look to Others?

We are Stable!!!



Managed care companies or potential partners in an accountable care organization (ACO) may want to see that you can calculate savings that the clinic has generated (there are several CHCs in ACOs that don't track their savings thus forfeiting any shared savings)



Donors may want to see that the program or service they are funding is viable so breaking certain programs out separately may be vital to some applications



Cost data may be vital for payer contracting if increasing the fee schedule amount or asking for increased reimbursement

Wrap-Up, Q&A



Thank you!

