



Texas Association for
Home Care & Hospice
Leading ★ Advancing ★ Advocating

56th Annual Meeting
Wednesday, August 27, 2025
2:45pm-3:45pm

3a. Success in Today's Environment: Show Me the Data

Presented by:

Chris Attaya, MBA Strategic Healthcare Programs (SHP)
Angela Huff, RN, Senior Manager, Forvis Mazars
M. Aaron Little, CPA, Managing Director

Thank you to our Sponsors:





Success in Today's Environment?

Show Me the Data!



1

Today's Speakers



Chris Attaya, MBA
VP of Product Strategy
Strategic Healthcare Programs
cattaya@shpdata.com



Angela Huff, RN
Senior Manager
Forvis Mazars
angela.huff@us.forvismazars.com

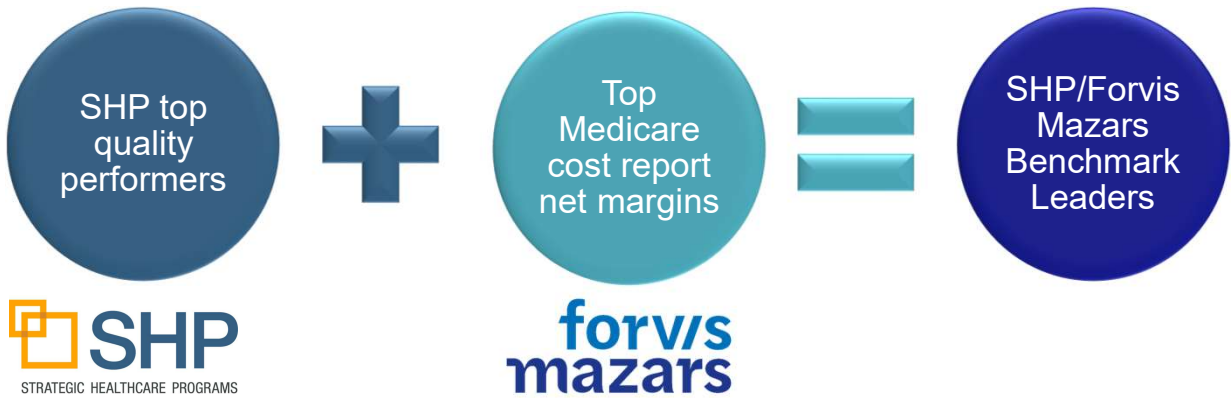


M. Aaron Little, CPA
Managing Director
Forvis Mazars
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2

2

Benchmark Leaders



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Benchmark Leaders

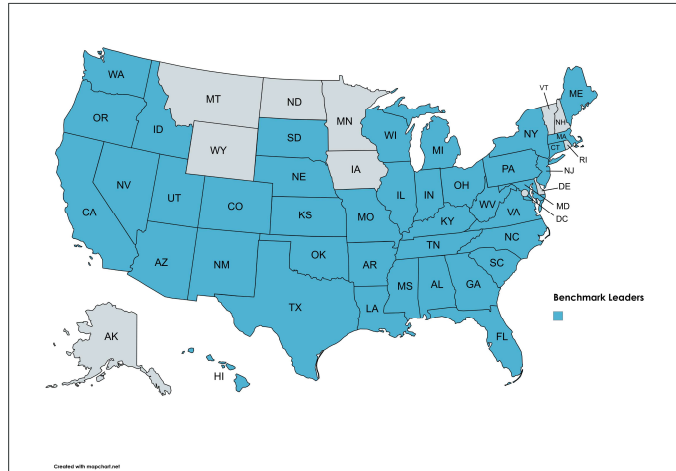
Forvis Mazars Home Health Benchmarks	SHP/Forvis Mazars Benchmark Leaders
2023 Medicare cost reports	2023 Medicare cost reports
7,272 total agencies	341 total agencies
78% urban, 22% rural	59% urban, 41% rural
89% for-profit, 11% non-profit	95% for-profit, 5% non-profit
Median revenue of \$1.9M	Median revenue of \$4.1M
Median Medicare patient mix of 65%	Median Medicare patient mix of 54%
15% of agencies in Texas	11% of agencies in Texas

4

4

Benchmark Leaders

Locations of Benchmark Leaders



5

5

Benchmark Leaders

- Surveys sent out to companies for all Benchmark Leaders
 - 50 questions
- Topics included
 - Organizational relationships & circumstances
 - Historical & future focus
 - Approach to quality
 - Operational strategies for efficient operations
 - 37 total surveys completed
 - Represented 67% of the Benchmark Leaders

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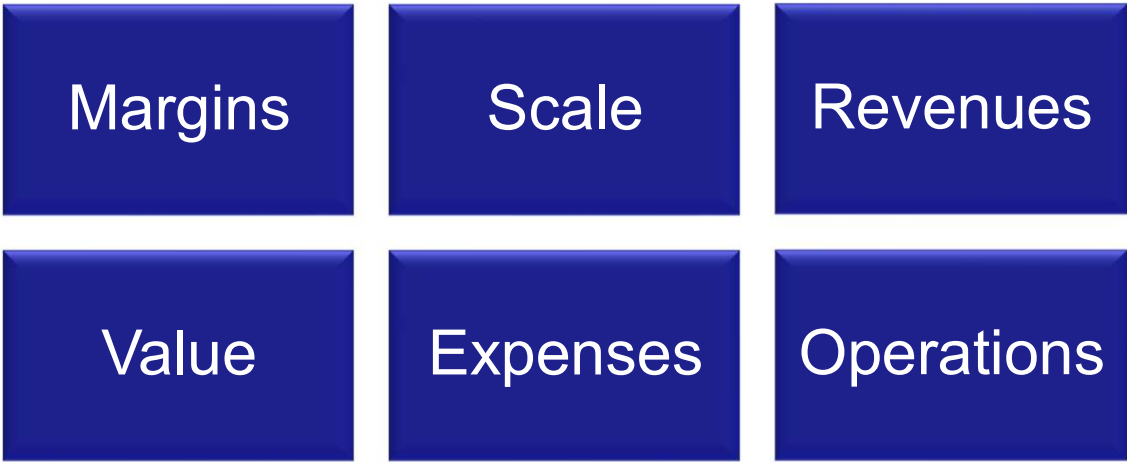
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Benchmark Leaders

<u>KPI</u>	<u>Benchmark Leaders</u>	<u>All Others</u>	<u>Texas</u>
Gross margin	54%	48%	49%
Overall margin	17%	4%	5%
Medicare patient mix	54%	65%	71%
Pmt. per Medicare period	\$1,649	\$1,852	\$1,668
No. of Medicare periods per patient	3.2	2.9	4.3
No. of visits per Medicare period	7.2	7.8	7.9
Direct cost per visit	\$83	\$84	\$79
Indirect cost per visit	\$67	\$91	\$80
Total cost per visit	\$149	\$184	\$162
⁷ DSO	49 days	57 days	60 days

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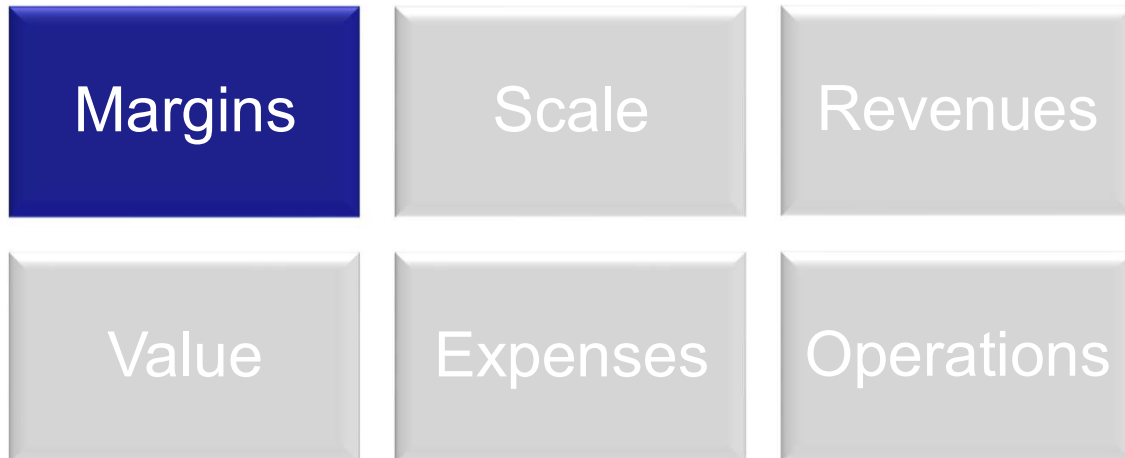
Benchmark Leaders



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Benchmark Leaders | Margins



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**Gross
margin**

- Patient revenues less direct expenses (labor, benefits, transportation)

**Net
margin**

- All revenues less all expenses

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10

Margins | Overall Margins

<u>KPI</u>	<u>Benchmark Leaders</u>		<u>All Others</u>	<u>Texas</u>
	<u>Median</u>	<u>Best 25%</u>		
Gross margin	54%	59%	48%	49%
Net margin	17%	28%	4%	5%

Note: Represents median data of freestanding agencies only, except where noted otherwise

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Margins | Medicare Margins

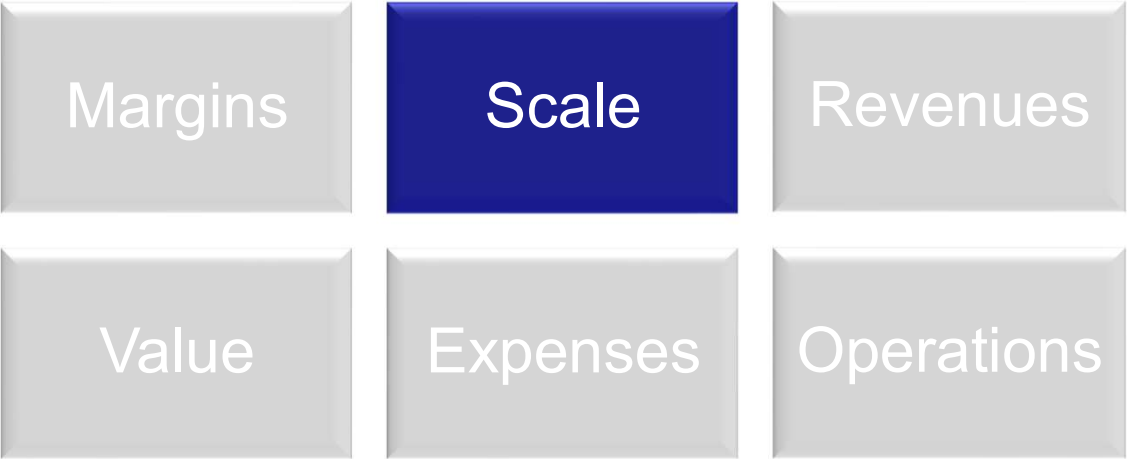
<u>KPI</u>	<u>Benchmark Leaders</u>		<u>All Others</u>	<u>Texas</u>
	<u>Median</u>	<u>Best 25%</u>		
Gross Medicare margin	62%	66%	58%	59%
Net Medicare margin	31%	37%	18%	18%

Note: Represents median data of freestanding agencies only, except where noted otherwise

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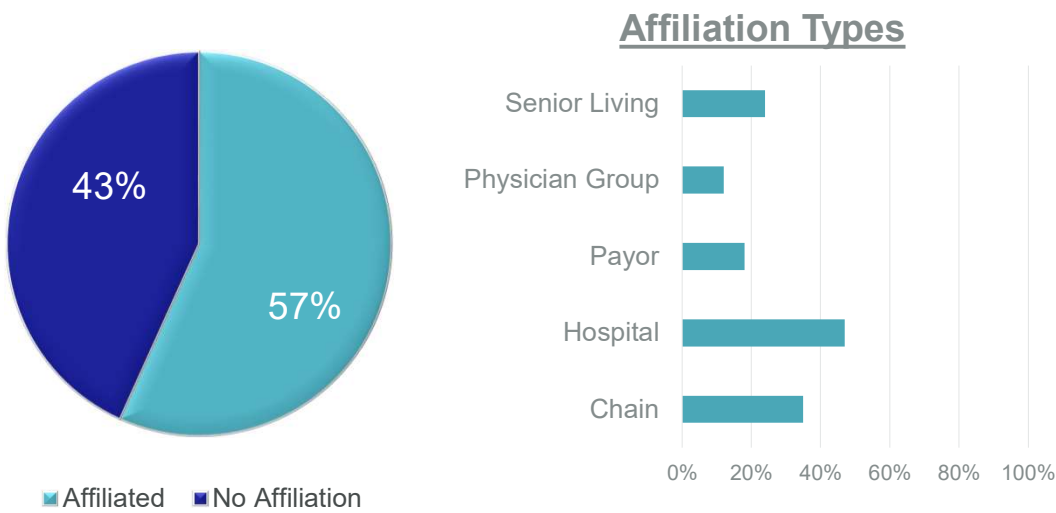
Benchmark Leaders | Scale



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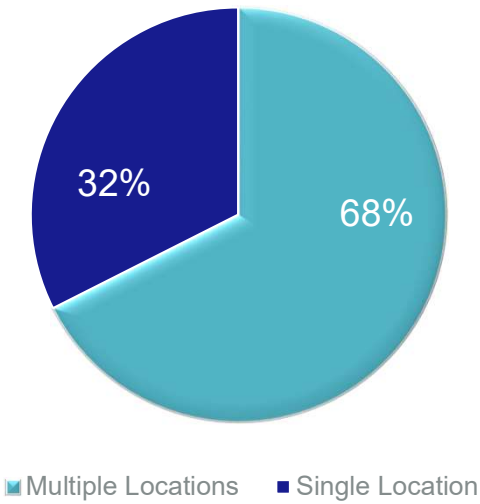
Scale | Affiliations



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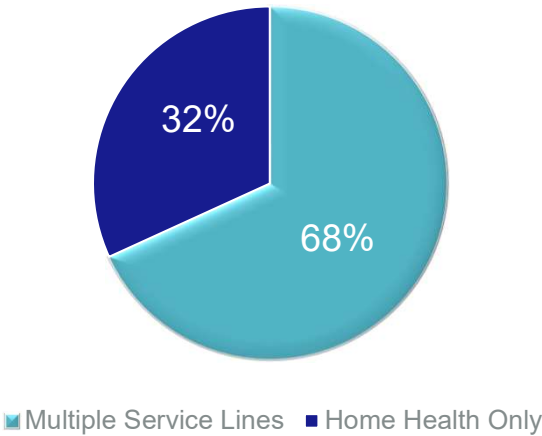
Scale | Locations



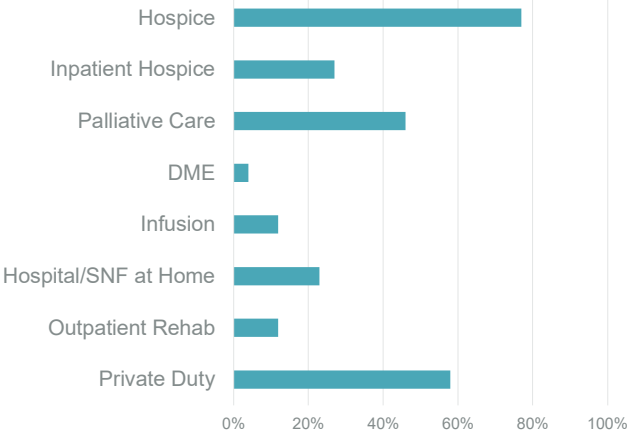
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Scale | Service Lines



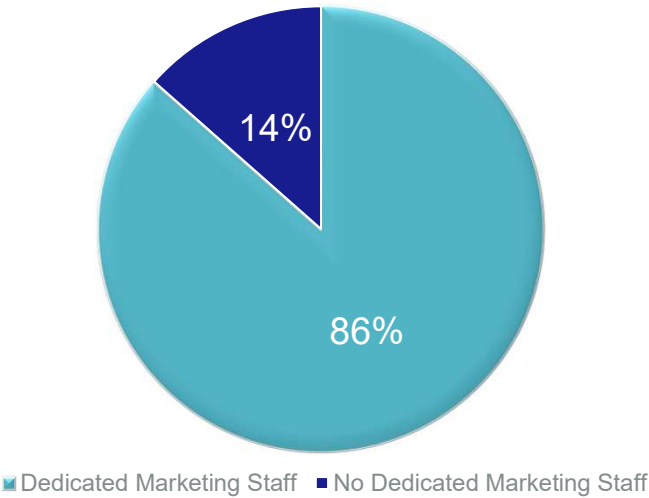
Other Service Lines



16

16

Scale | Marketing



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Benchmark Leaders | Revenues



18

18

Revenues | Medicare Revenues

<u>KPI</u>	<u>Benchmark Leaders</u>		<u>All Others</u>	<u>Texas</u>
	<u>Median</u>	<u>Best 25%</u>		
Per Medicare pmt. period	\$1,649	\$1,809	\$1,852	\$1,668
Per patient	\$5,225	\$6,164	\$5,363	\$7,076

Note: Represents median data of freestanding agencies only, except where noted otherwise

19

19

Revenues | Medicare Revenue Drivers

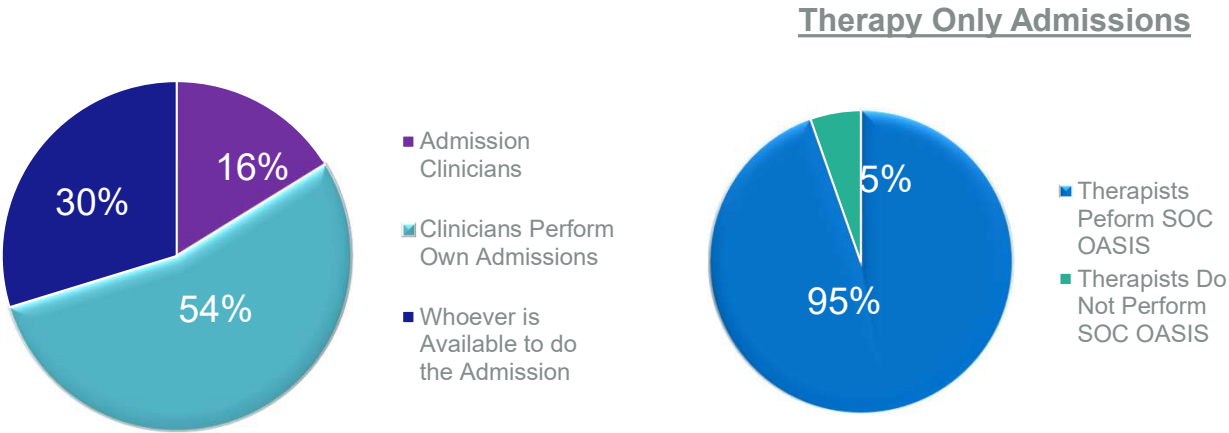
<u>KPI</u>	<u>Benchmark Leaders</u>		<u>All Others</u>	<u>Texas</u>
	<u>Median</u>	<u>Best 25%</u>		
Case-mix weight	1.0270	1.0766	0.9900	0.9190
LUPA %	6.1%	4.6%	5.2%	3.3%
Medicare payment periods per patient	3.2	4.0	2.9	4.3

Note: Represents median data of freestanding agencies only, except where noted otherwise

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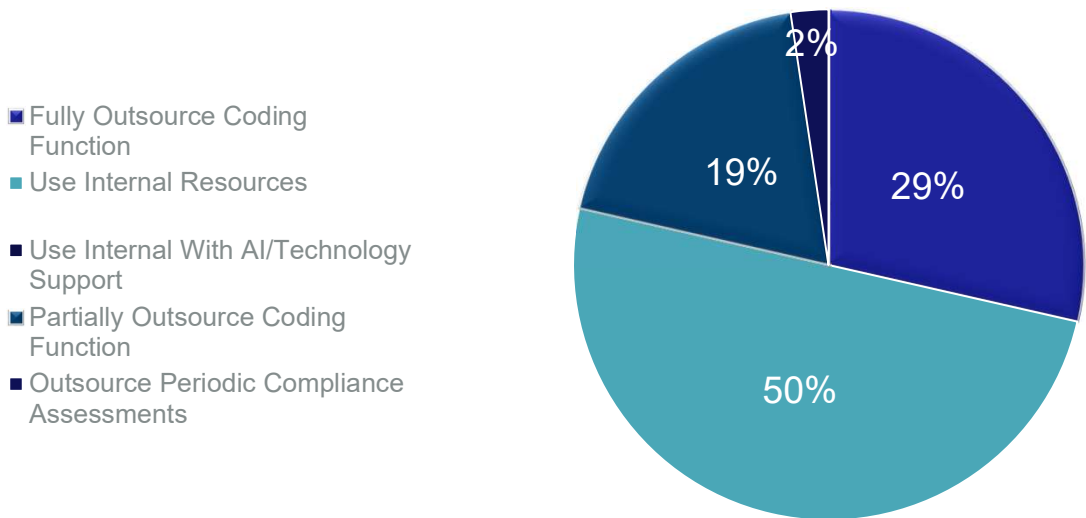
Revenues | Admissions Model



21

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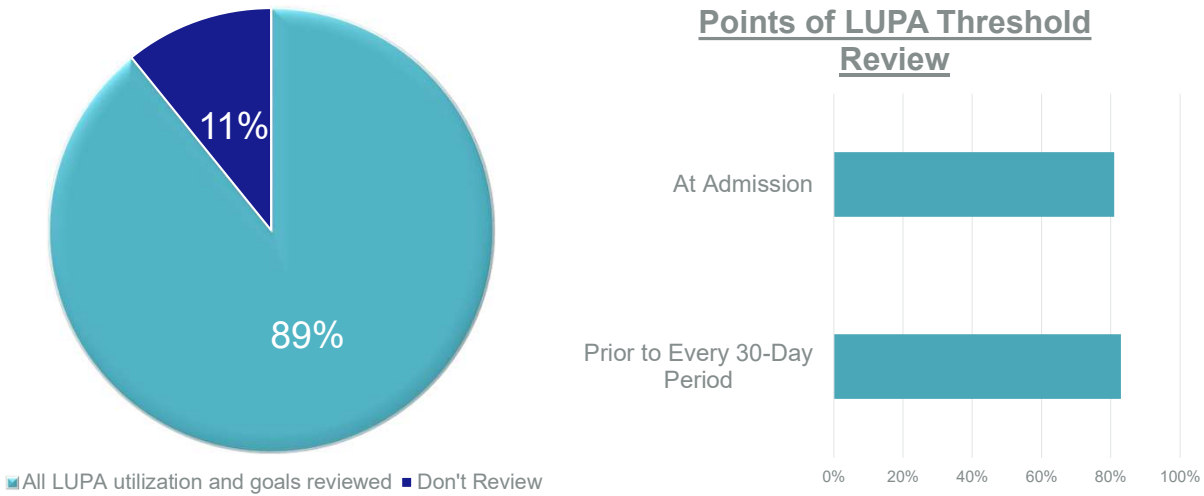
Revenues | Coding



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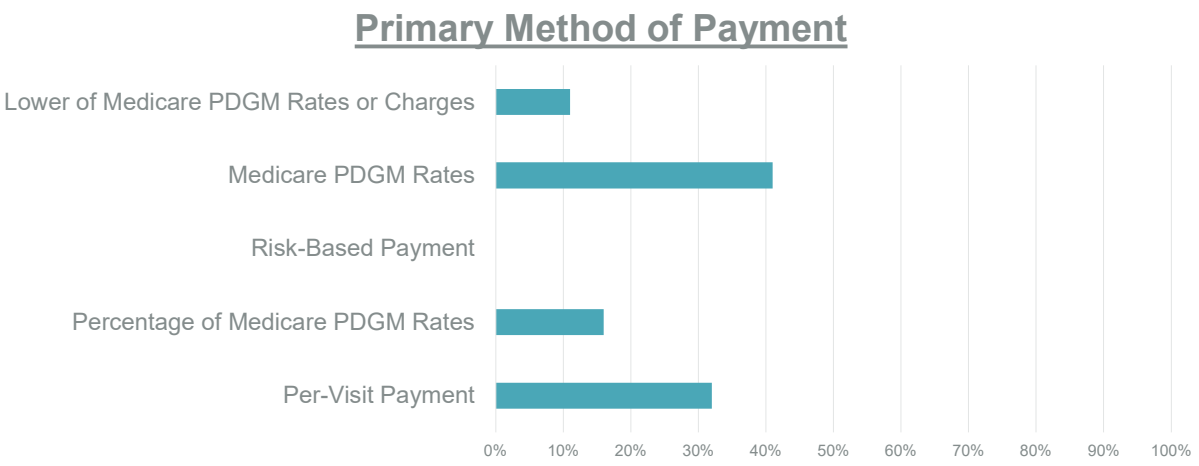
Revenues | LUPA Management



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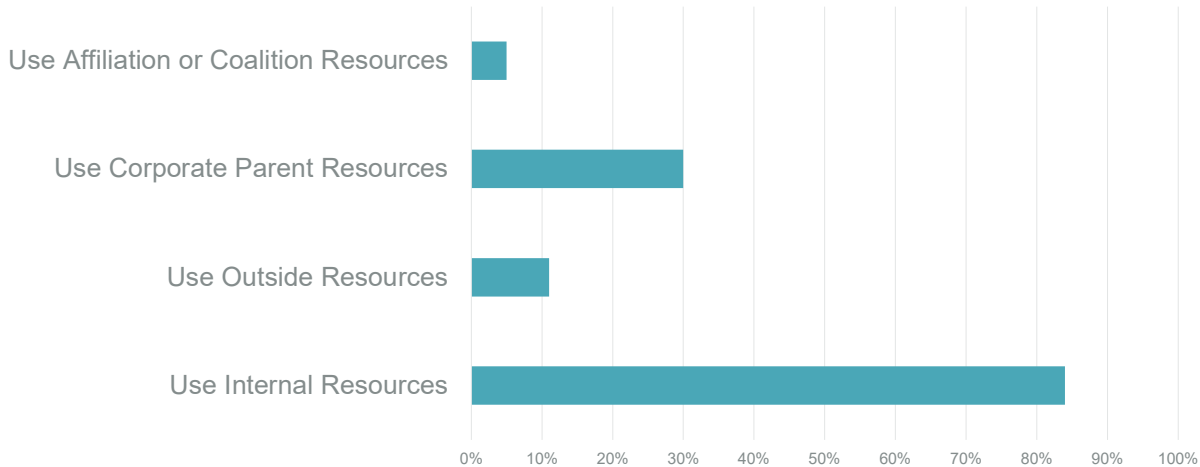
Revenues | Medicare Advantage



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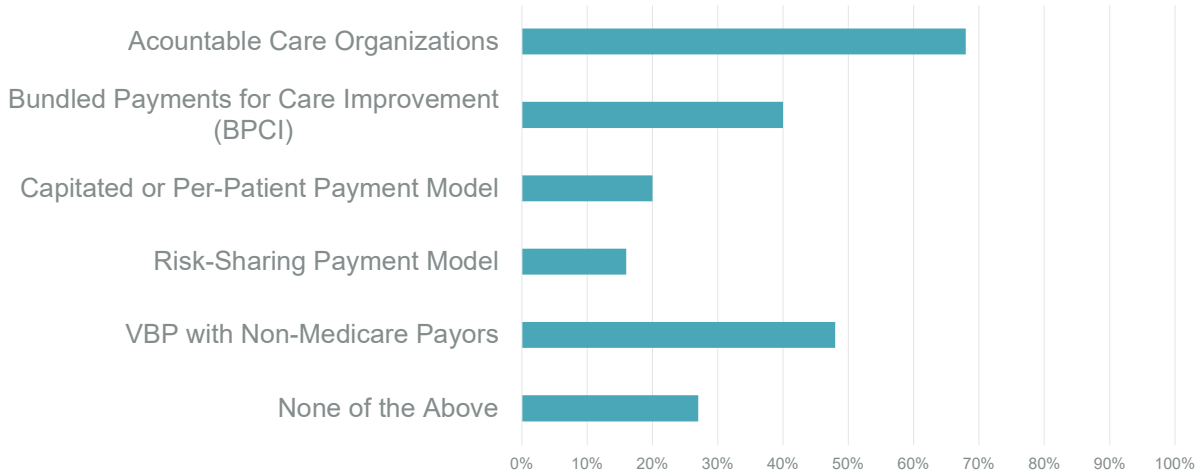
Revenues | Payer Contracting



25

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Revenues | Payer Models



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26

Benchmark Leaders | Value

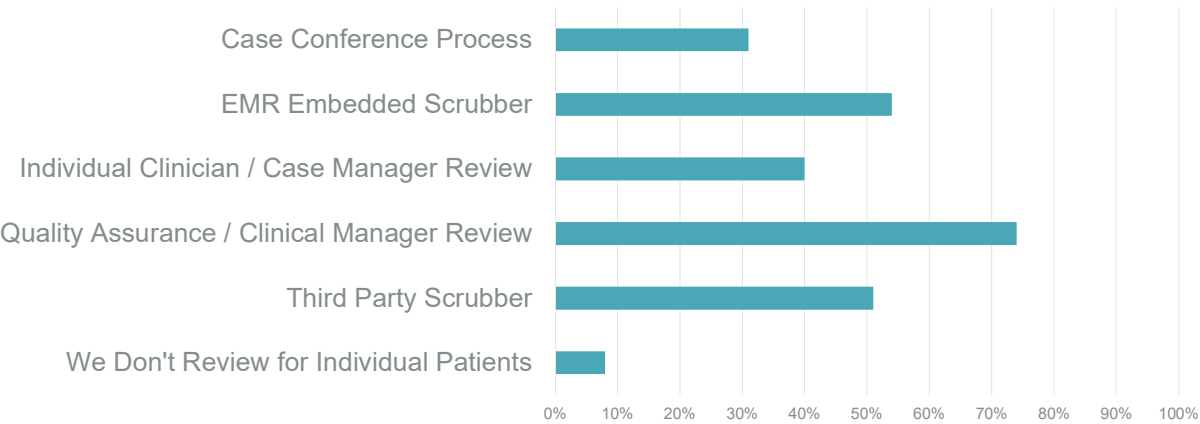


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27

Value | PDGM/VBP OASIS Reviews

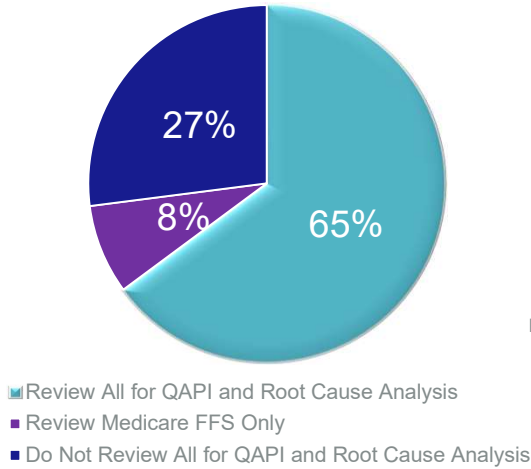
Process to Review for Individual Patients



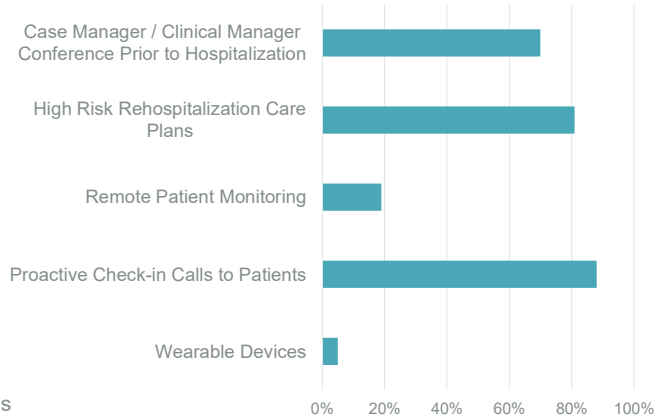
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Value | Preventing Rehospitalizations



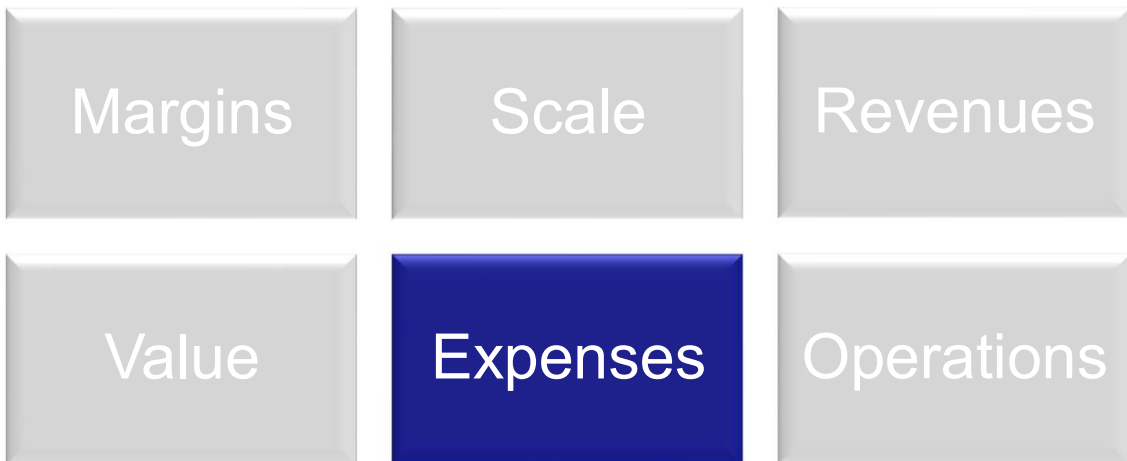
Approach to Prevention



29

29

Benchmark Leaders | Expenses



30

30

Expenses

Direct

Indirect

31

31

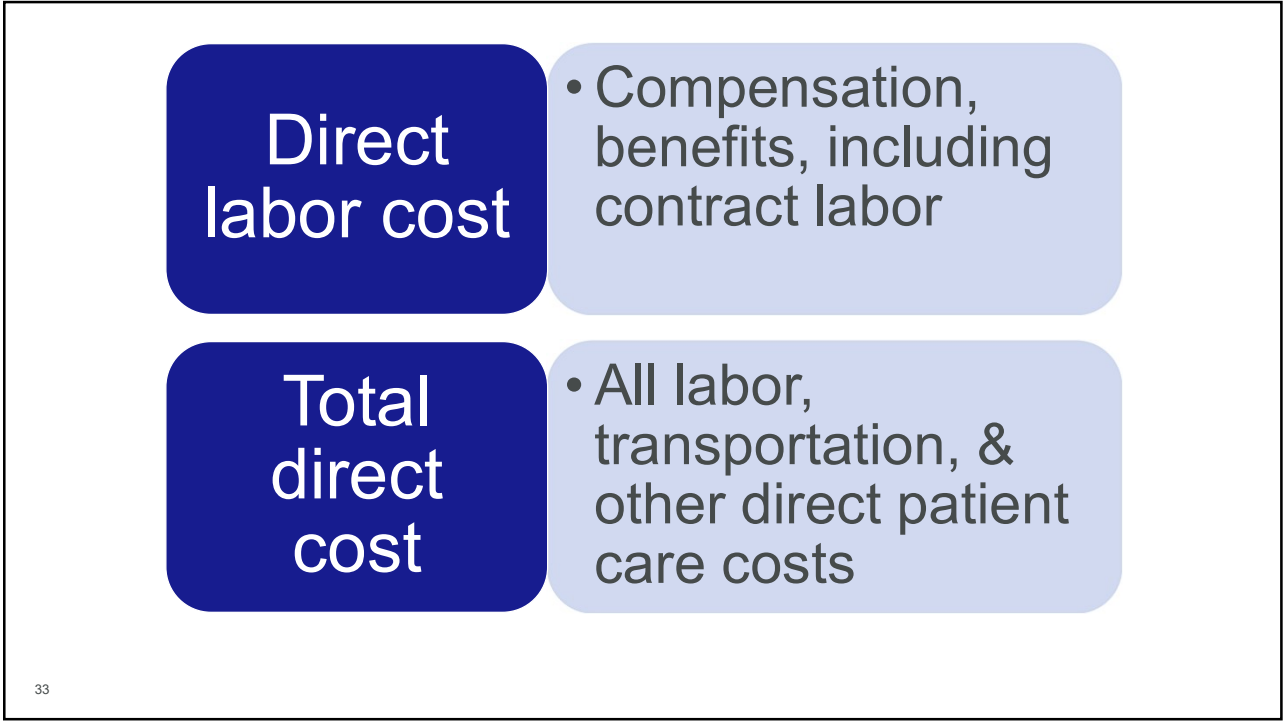
Expenses | Direct

Direct

Indirect

32

32



33

Expenses Direct Cost Per Period				
KPI	Benchmark Leaders		All Others	Texas
	Median	Best 25%		
Direct labor cost	\$576	\$499	\$706	\$628
Total direct cost	\$623	\$551	\$775	\$689
Note: Represents median data of freestanding agencies only, except where noted otherwise				

34

Expenses | Direct | Visits Per Period

<u>KPI</u>	<u>Benchmark Leaders</u>		<u>All Others</u>	<u>Texas</u>
	<u>Median</u>	<u>Best 25%</u>		
Nursing	3.7	3.1	4.0	4.3
Therapies	3.4	2.6	3.4	2.7
Total, all disciplines	7.2	6.6	7.8	7.7

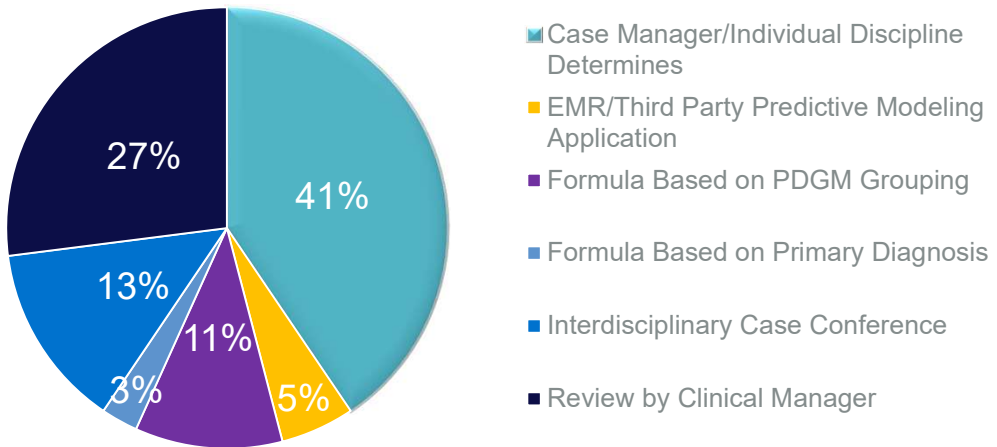
Note: Represents median data of freestanding agencies only, except where noted otherwise

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Expenses | Direct | Utilization Management

Primary Method for Managing Visit Utilization

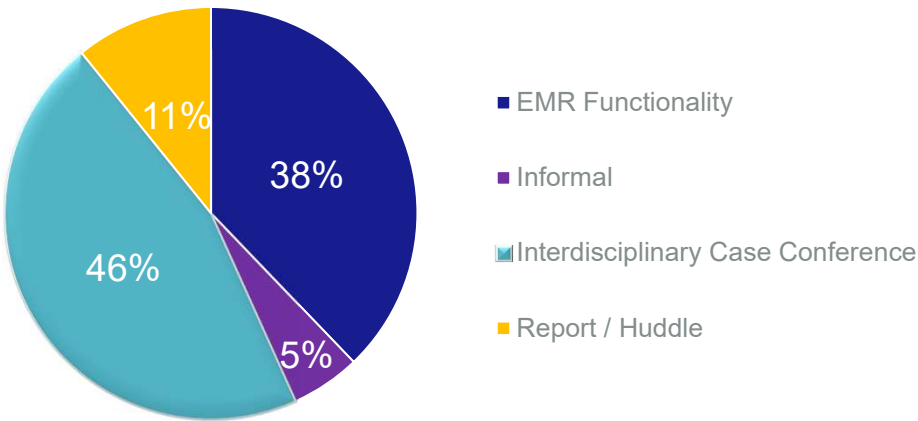


36

36

Expenses | Direct | Care Coordination

Primary Approach for Care Coordination



37

37

Expenses | Direct | Cost Per Visit

<u>KPI</u>	<u>Benchmark Leaders</u>		<u>All Others</u>	<u>Texas</u>
	<u>Median</u>	<u>Best 25%</u>		
Nursing	\$77	\$64	\$81	\$77
PT	\$91	\$83	\$90	\$85
OT	\$92	\$80	\$88	\$82

Note: Represents median data of freestanding agencies only, except where noted otherwise

38

38

Expenses | Direct | Skill Mix, Per FTE

<u>KPI</u>	<u>Benchmark Leaders</u>		<u>All Others</u>	<u>Texas</u>
	<u>Median</u>	<u>Best 25%</u>		
LPN as a % of nursing	31%	40%	19%	30%
PTA as a % of PT	46%	60%	20%	30%
COTA as a % of OT	11%	40%	0%	0%

Note: Represents median data of freestanding agencies only, except where noted otherwise

39

39

Expenses | Direct | Cost as a % of Revenue

<u>KPI</u>	<u>Benchmark Leaders</u>		<u>All Others</u>	<u>Texas</u>
	<u>Median</u>	<u>Best 25%</u>		
Direct labor	42%	38%	44%	44%
Transportation	2.3%	1.7%	1.0%	0.7%

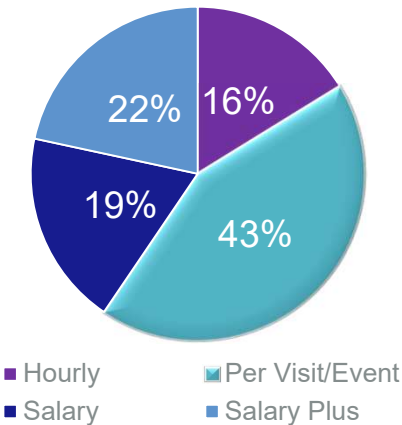
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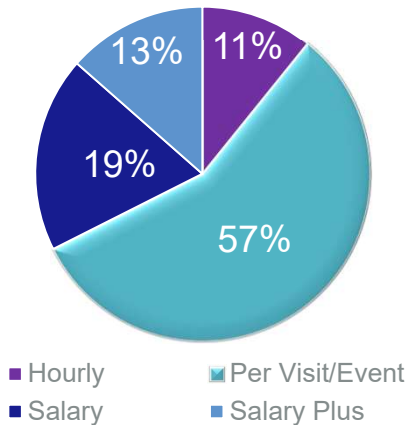
40

Expenses | Direct | Clinical Comp. Models

RN Compensation



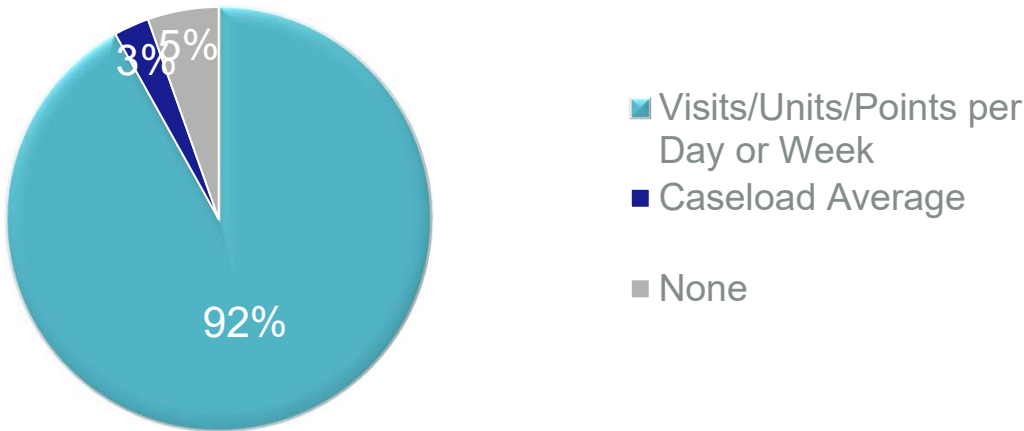
Therapy Compensation



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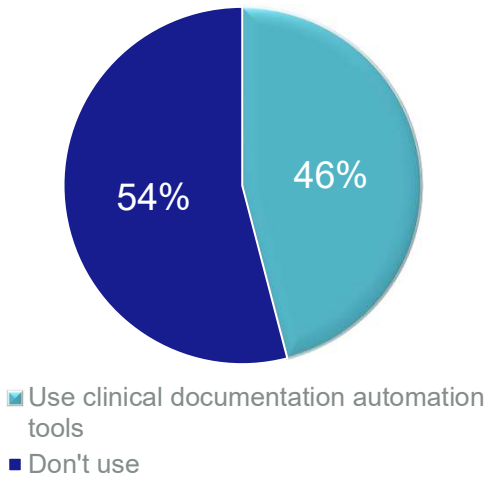
Expenses | Direct | Clinical Prod. Models



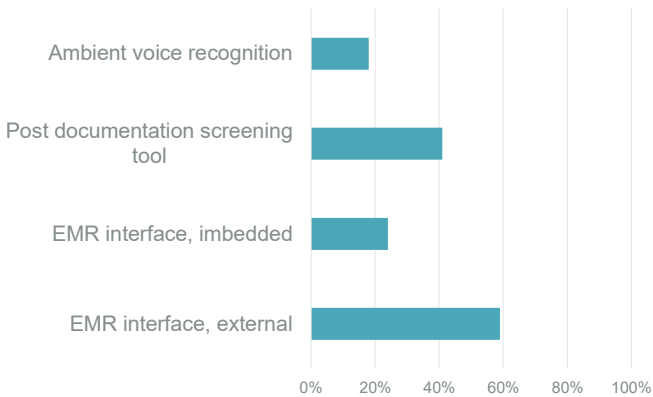
42

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Expenses | Direct | Clinical Doc. Automation



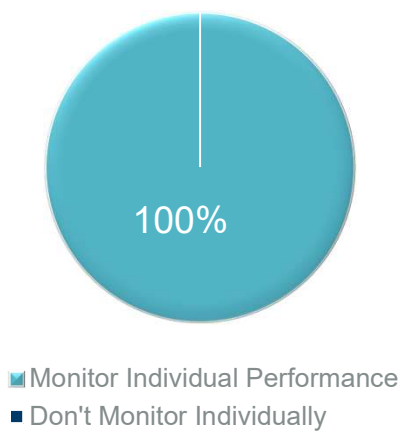
Tools Used



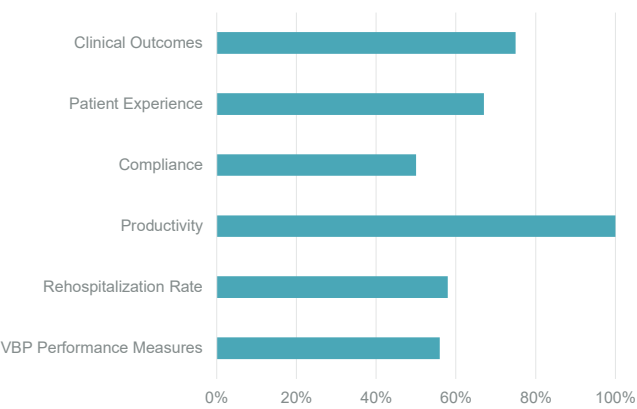
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Expenses | Direct | Clinical Perform. Mgt.



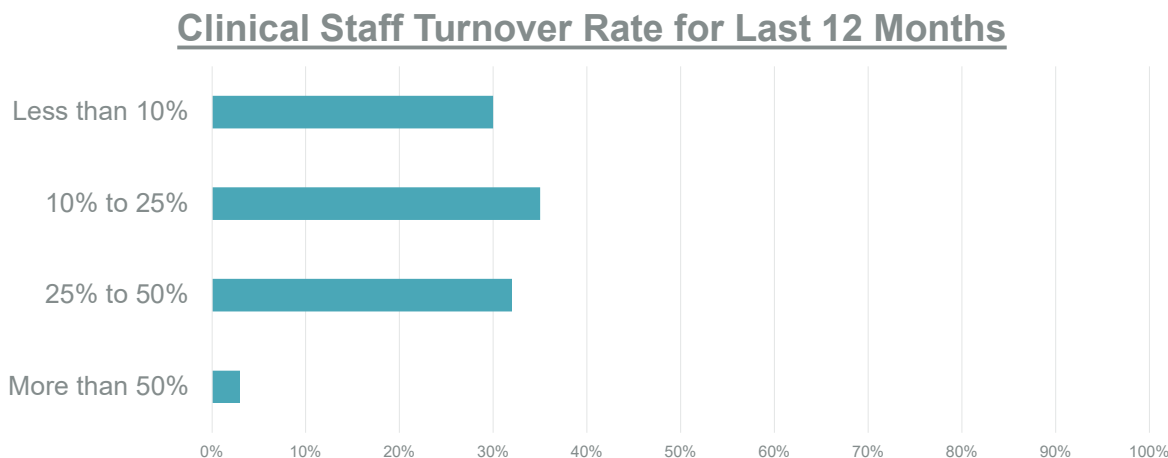
Measures Monitored



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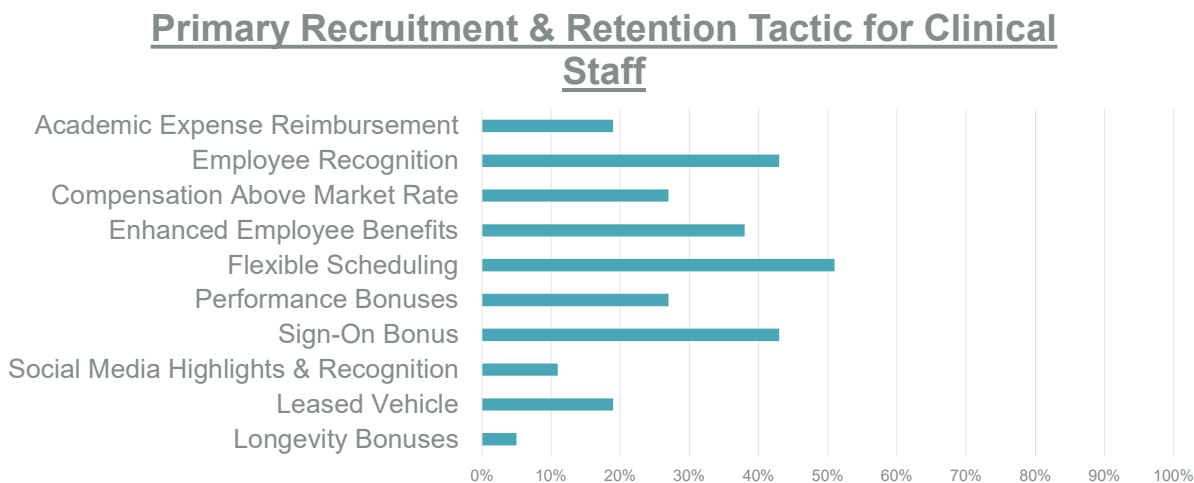
Expenses | Direct | Clinical Turnover Rate



45

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Expenses | Direct | Clinical Rec. & Reten.

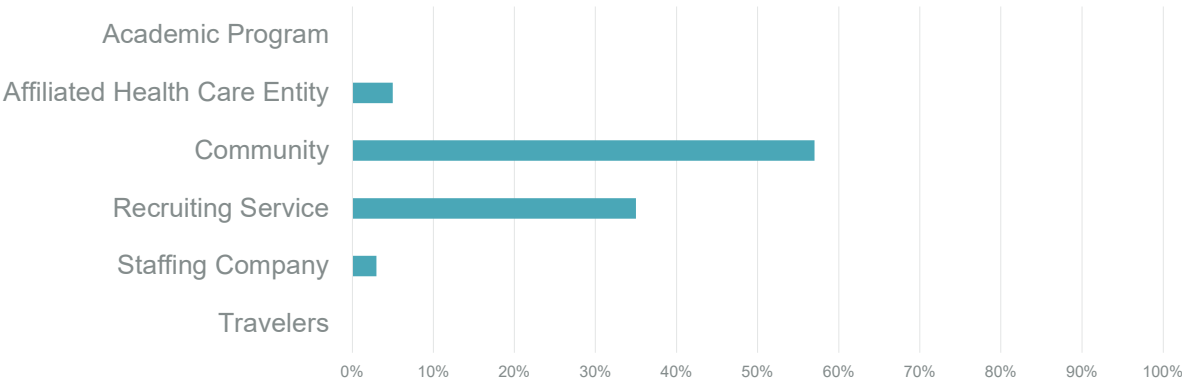


46

46

Expenses | Direct | Clinical Hiring Resource

Primary Source for Hiring Clinical (Non-Therapy) Staff

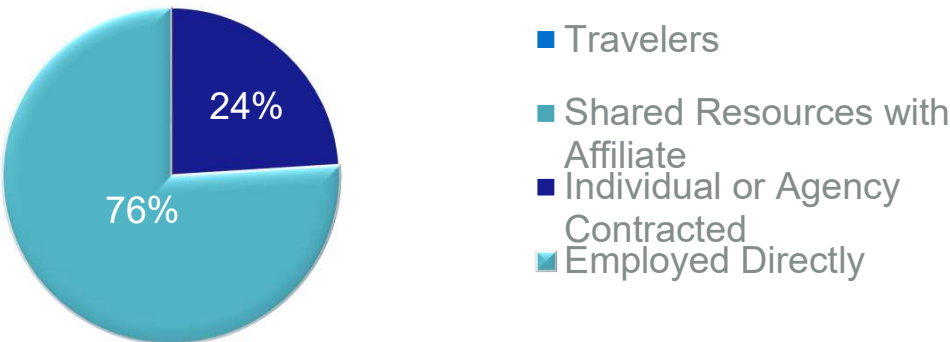


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47

Expenses | Direct | Therapy Staffing Source

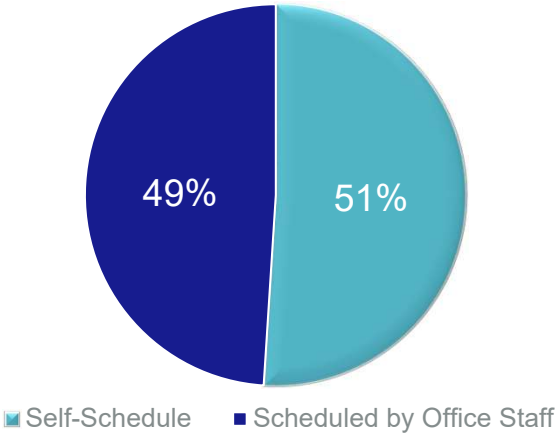
Primary Therapy Staffing Arrangement



48

48

Expenses | Direct | Clinician Scheduling

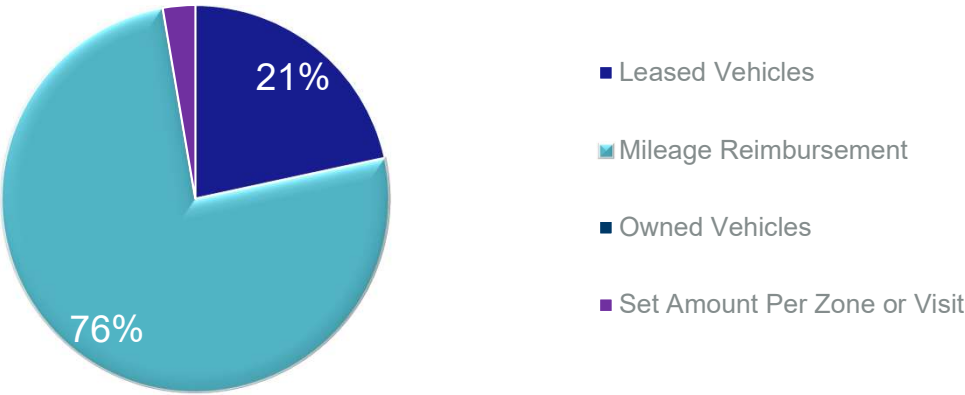


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Expenses | Direct | Transportation Models

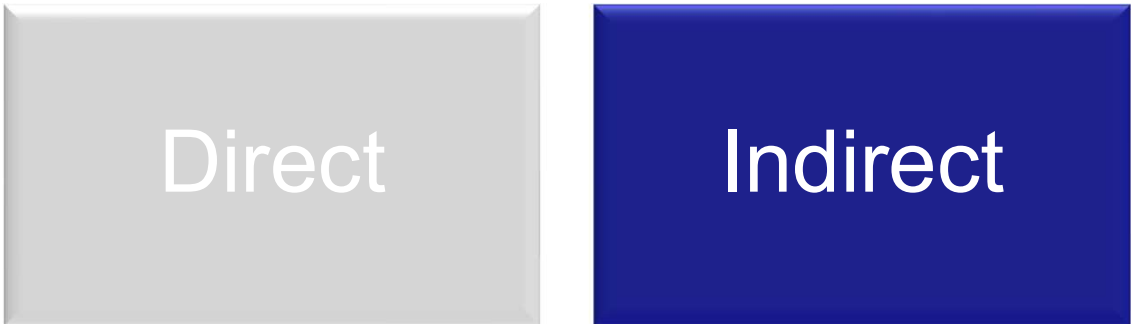
Approach for Field Staff Transportation



50

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Expenses | Indirect



51

51

Expenses | Indirect | Cost Per Period

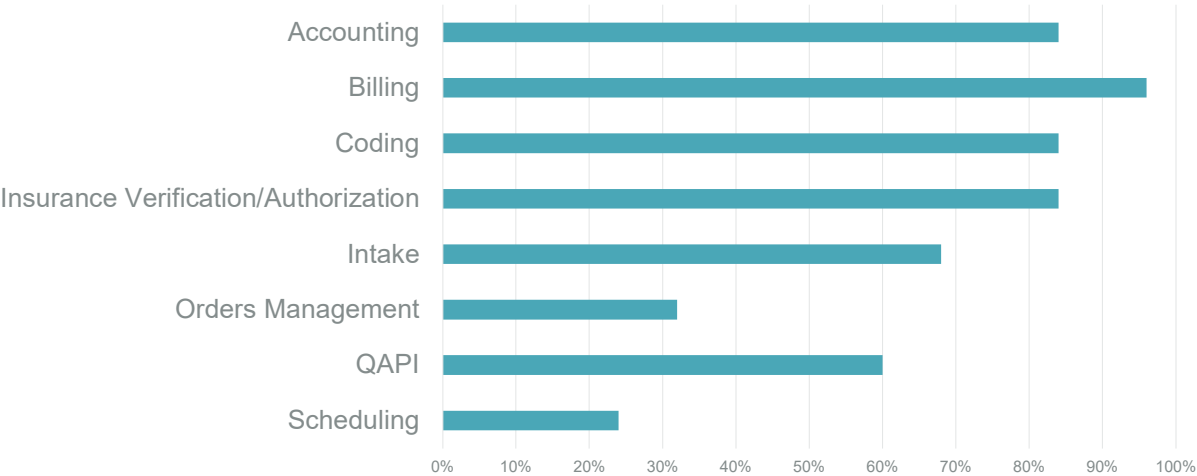
<u>KPI</u>	<u>Benchmark Leaders</u>		<u>All Others</u>	<u>Texas</u>
	<u>Median</u>	<u>Best 25%</u>		
Total indirect labor	\$512	\$422	\$779	\$669

Note: Represents median data of freestanding agencies only, except where noted otherwise

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52

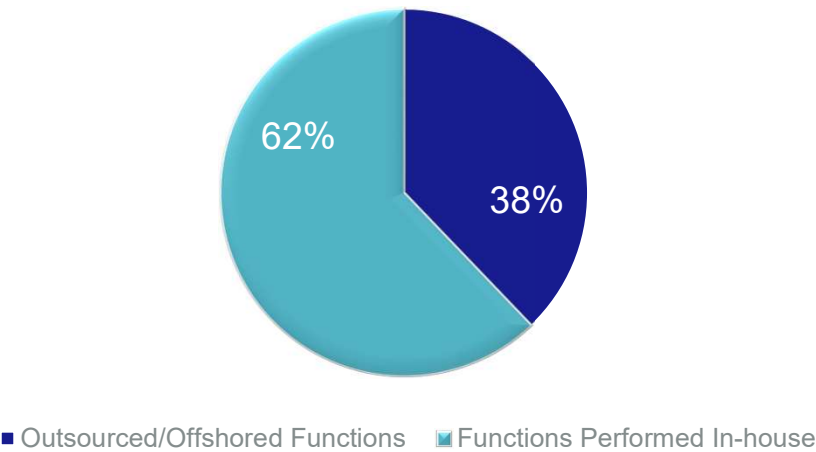
Expenses | Indirect | Centralized Functions



53

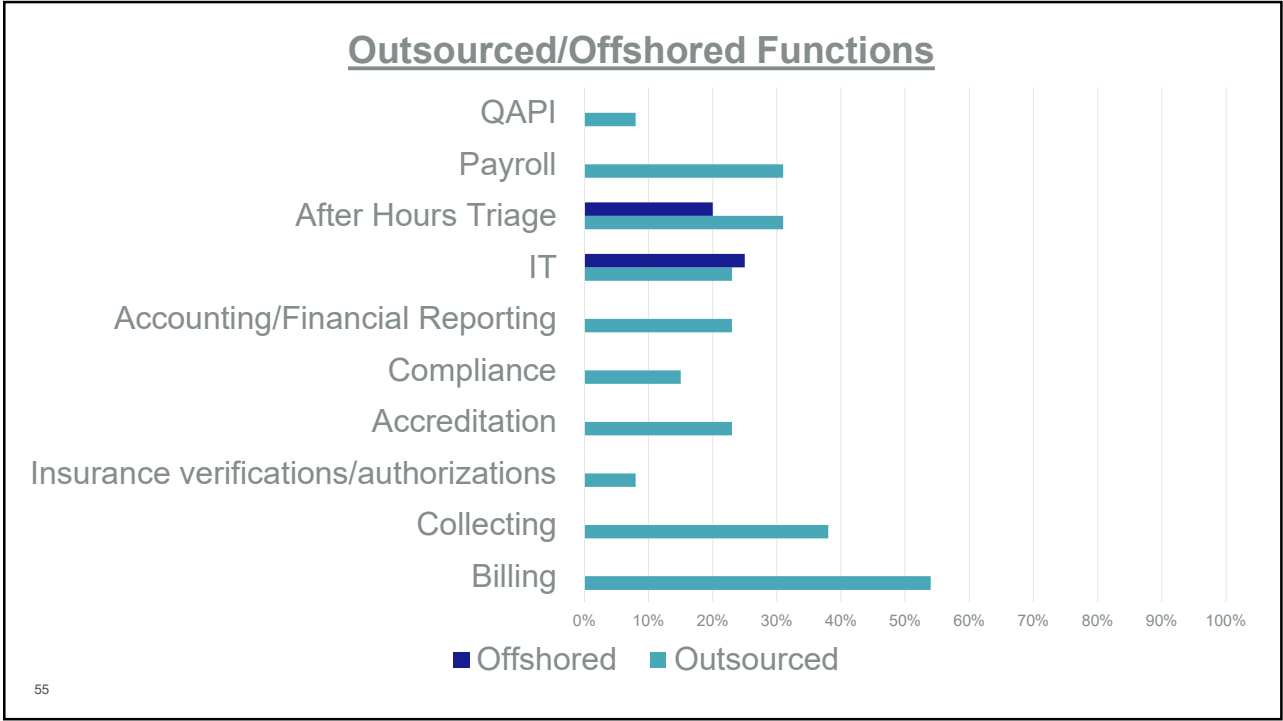
53

Expenses | Indirect | Back-Office Functions

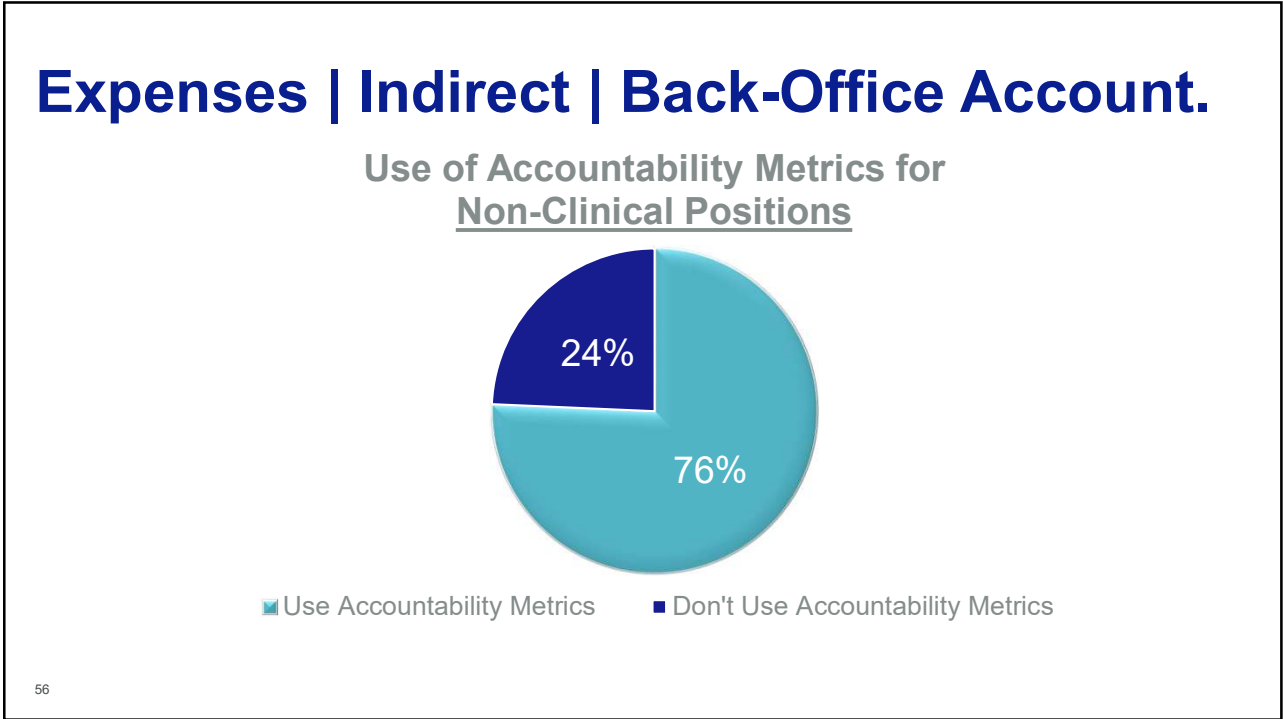


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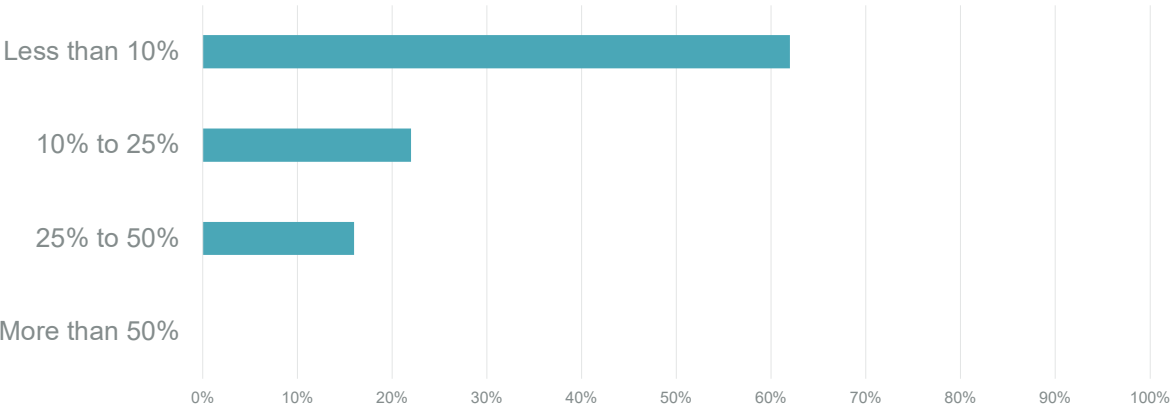
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56

Expenses | Indirect | Admin. Staff Turnover

Admin Staff Turnover Rate for Last 12 Months



57

57

Expenses | Indirect | Admin. Cost % of Rev.

<u>KPI</u>	<u>Benchmark Leaders</u>		<u>All Others</u>	<u>Texas</u>
	<u>Median</u>	<u>Best 25%</u>		
Administrative labor cost	17%	14%	28%	26%
Total administrative cost	32%	21%	39%	38%

Note: Represents median data of freestanding agencies only, except where noted otherwise

58

58

Expenses | Indirect | Other Cost % of Rev.

<u>KPI</u>	<u>Benchmark Leaders</u>		<u>All Others</u>	<u>Texas</u>
	<u>Median</u>	<u>Best 25%</u>		
Capital & plan cost	2.1%	1.5%	2.8%	2.8%

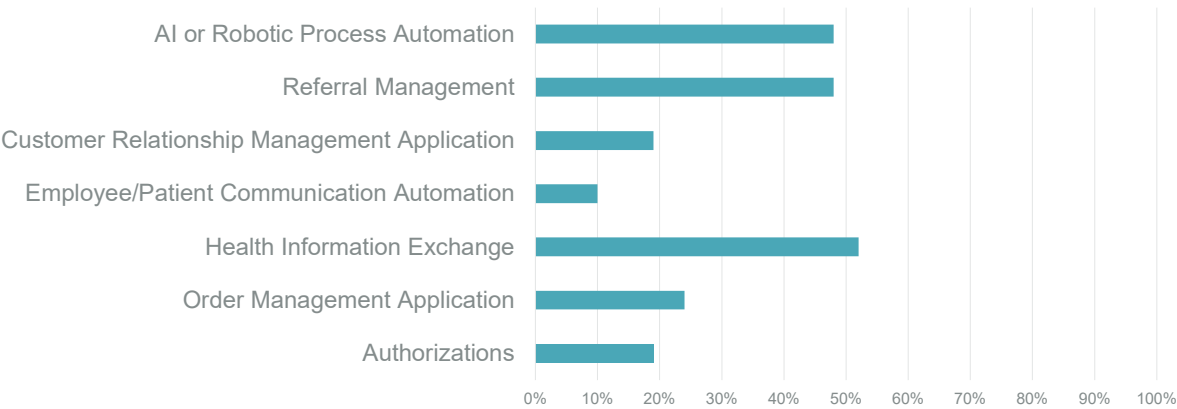
Note: Represents median data of freestanding agencies only, except where noted otherwise

59

59

Expenses | Indirect | Technology

Technologies Utilized in Back Office

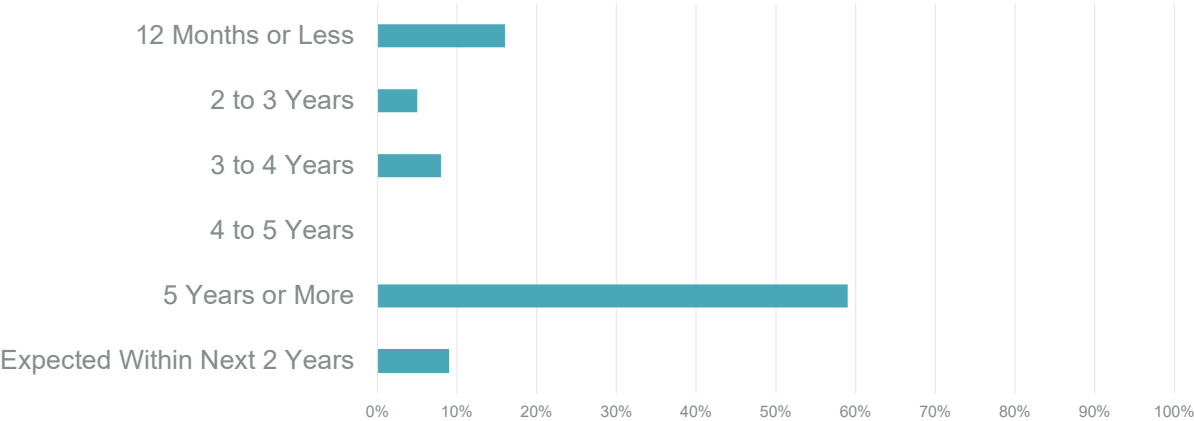


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Expenses | Indirect | EMR

Most Recent EMR Conversion

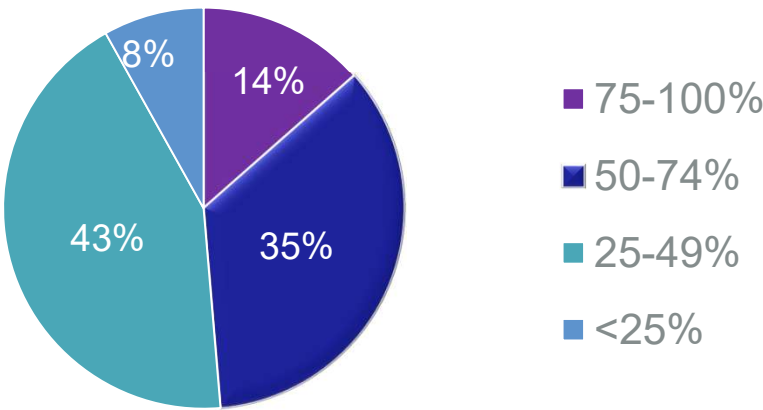


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61

Expenses | Indirect | Documentation Time

Estimated % of Time Documenting at Point of Care



62

62

Benchmark Leaders | Operations



63

63

Operations | Cash Flow

<u>KPI</u>	<u>Benchmark Leaders</u>		<u>All Others</u>	<u>Texas</u>
	<u>Median</u>	<u>Best 25%</u>		
DSO	49 days	41 days	57 days	60 days
Medicare patient mix	54%	91%	65%	71%

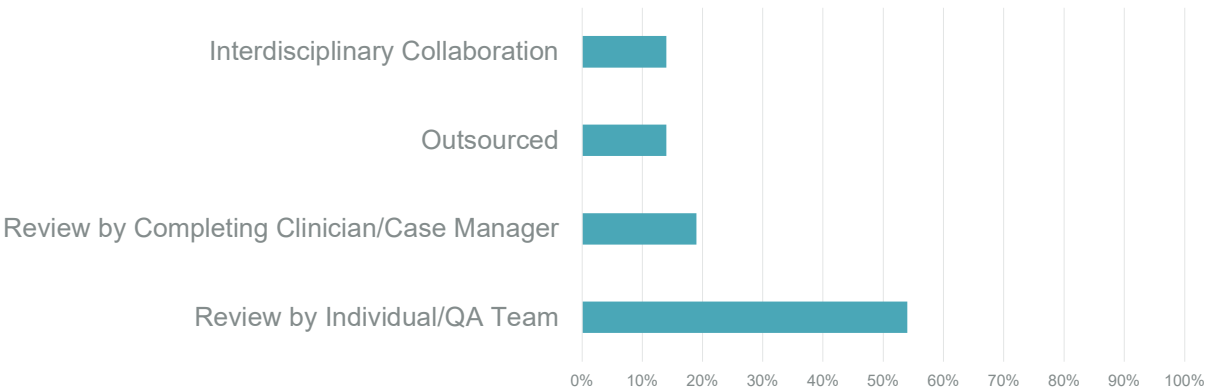
Note: Represents median data of freestanding agencies only, except where noted otherwise

64

64

Operations | Admission/OASIS Reviews

Primary Method of Reviews

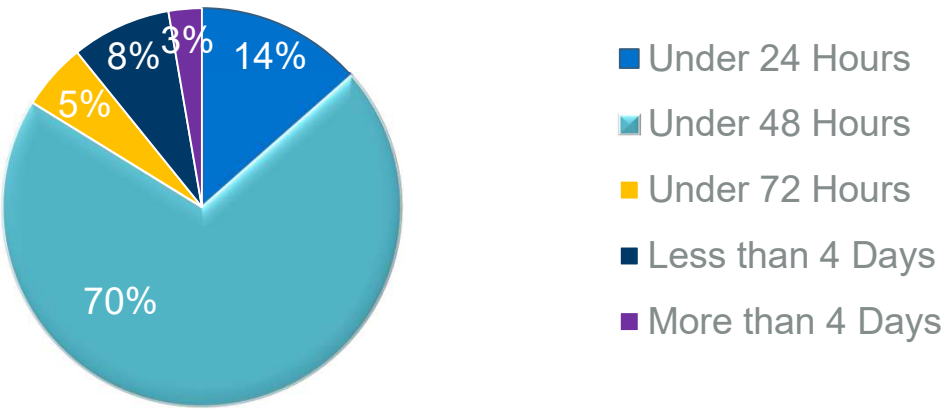


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Operations | OASIS Management

Time Points for Completion of OASIS

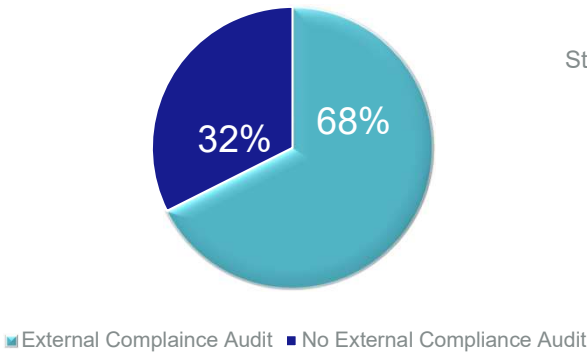


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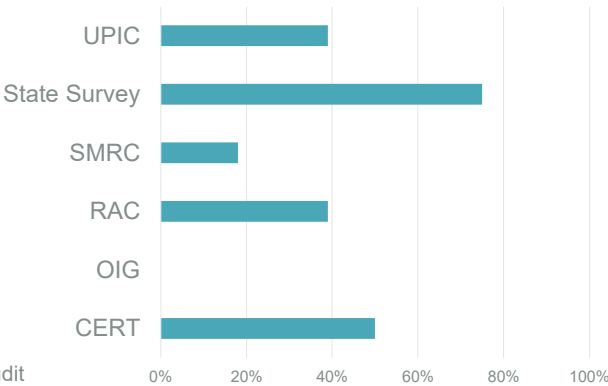
66

Operations | Compliance Audits

External Compliance Audit in Last 12 Months



Type of External Compliance Audit

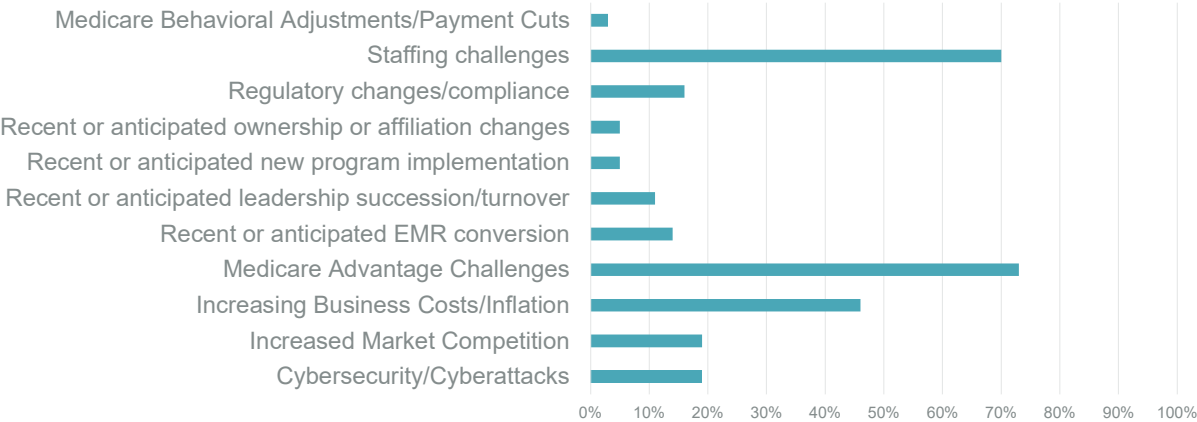


67

67

Operations | Looking Ahead

Top Three Operational Concerns



68

68

Benchmark Leaders

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⁶⁹ DSO	49 days	57 days	60 days

69

Questions?

70

Thank You!



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VP of Product Strategy
Strategic Healthcare Programs
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71

