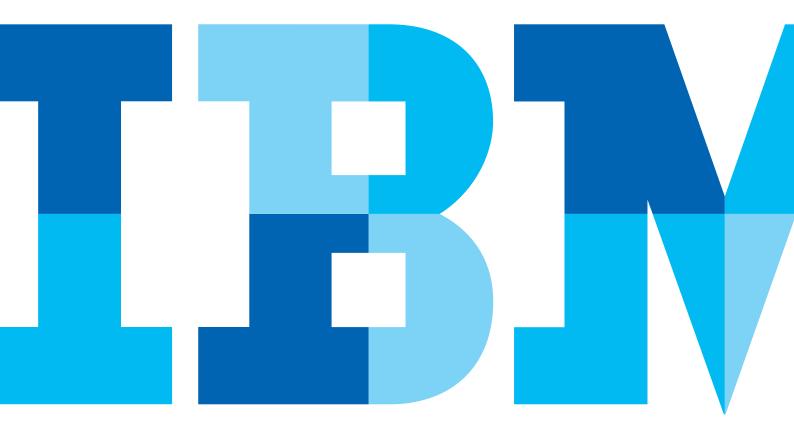
Healthcare Provider Planning Performance Blueprint

Application Brief



IBM

Introduction

Healthcare providers today are responding to economic challenges by shoring up internal operations to ensure that the entire organization is running at peak efficiency. Making this determination, however, requires an in-depth understanding of how well the organization is operating relative to its historical trends, its peers and the overall market. To gain this insight, your institution needs to be able to connect operational performance to business drivers.

The *IBM Cognos® Healthcare Provider Planning Performance Blueprint* is a way forward. The *Blueprint* provides the framework for hospitals and health systems to perform driver-based planning, forecasting and financial modeling for their organizations.

The Healthcare Provider Planning Blueprint is built on the IBM Cognos TM1 and Cognos 8 software platform. It provides an enterprise level performance management framework that healthcare organizations can use to measure and monitor performance and plan for the future. In addition, it provides service-line directors and financial administrators with planning and modeling capabilities that can help them enhance their financial planning processes, optimize business operations and improve profitability.

This application guide walks you through the tabs and other components of the *Healthcare Provider Planning Blueprint*.

Top-down planning

Using the *Healthcare Provider Planning Blueprint*, financial analysts can create models and forecasts based on historical activity and run rates, which they can then link to various drivers for more precise planning.

The *Blueprint* provides directors and managers with the capability to adjust volume drivers at the facility service line level that then subsequently impact volumes at the department level associated with each service line. In this instance, the driver is **Admits**, which is used in a calculation with average length of stay, to determine the number of days associated with each new admit. **Days** is then used to drive revenue and variable expense at the department level.

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Cardiat Care	106	27	27	27	27	
Dematology and Plastic Surgery	144	36	35	36	36	
Digestive Diseases	156	21	29	29	21	
Ear Nose and Throat	60	15	15	15	15	
General Surgery	84	21	21	21	21	
Infectious Diseases	48	12	12	12	12	
Neonatal Care	72	10	18	18	18	
Neuroscience Services	264	66	66	66	66	
C6/D/N	48	12	12	12	12	
Orthopedics and Joint Diseases	324	81	81	01	81	
Psychology Rehab	144	36	35	36	36	
Respiratory Services	395	99	99	99	99	
Solid Organitione Marrow Transplant	40	17	12	12	12	

In this example, the Cardiology service line manager is projecting a 5 percent increase in the number of Cardiac Care admissions for the year. To make this adjustment, the facilities manager right-clicks the intersection of **Cardiac Care** and **Total Year** and selects **Data Spread** to display the available spread options.

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When the manager selects % **Change**, he or she can increase Cardiac Care admits by a fixed percentage for the entire year.

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After the change is applied, all cells impacted by the change in volume of projected cardiac admits are highlighted in blue.

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Digestive Diseases	156	39	39	39	39	
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General Surgery	84	21	21	21	21	
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Solid Organ/Bone Marrow Transplant	48	12	12	12	12	

Going back to the service line level, in this particular view, the increase in total admits per quarter for Cardiac Care services is now reflected.

Patient Care Departments Forecast

In addition to the top-down approach discussed so far, the *Blueprint* also has bottom-up capabilities using the IBM Cognos TM1 Contributor interface. This tool provides the ability to deploy an application on the web such that individual departments can plan their annual budget and subsequently submit to the budget director.

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In this example, the revenue forecast for Patient Care Departments is the first tab in the *Blueprint* model. This tab computes revenue by department based on projected volume. Projected volume and revenue is computed using historical admissions by department and payer. The volume can be modified directly in this department tab using the Unit of Service (UOS) Adjustments line.

Additionally, a facility manager has the ability to impact UOS by adjusting at the Service Line level; as in the previous example. Changes made at a service line level are allocated back to individual departments based on the level of activity each department contributes to each service line.

Optionally, the departmental contributor has the ability to adjust revenue manually using the Revenue/UOS Adjustments. Items that can be adjusted and calculated by a departmental user are shown in the white or editable areas. As changes are made, they are highlighted in blue, along with any cells affected by the change. The fields highlighted in gray are non-editable and based on historical data.

The following screen capture shows an example of input to the Unit of Service adjustment:

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The effect of the UOS adjustment is reflected in blue for both Projected Volumes and Projected Revenues.

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Expense forecasting

Analysts can use the *Blueprint* to create multiple forecasts based on changes in volumes, such as patient days, outpatient visits, surgical procedures performed, down to the detailed procedure code and DRG. In addition, there is capability for manual input by departmental managers and financial analysts for managing expenses not affected by volume.

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Total Hanual Input	221,934	58,009	19,378	15,316	19,316	57,359	19,120	15,120	19,120	50,558	16,853	16,853	16,853	56,007	18,669	18,669	18,669
Purchased Services	118,415	32,008	10,711	38,649	10,649	31,329	10,643	38,443	15,443	24,925	8,308	8,308	8,208	30,153	10,051	10,051	10,051
2081 - Purchased Services Pedical	26,291	6,850	2.282	2,283	2,283	7,287	2,428	2,429	2,429	6,395	2,157	3,132	2.137	1,759	1,820	1,421	1,920
2063 - Purchased Services Temp Agency	32,871	8,876	1.000	2,528	2,038	8,882	2,960	2,960	2,960	6,348	2,049	2,046	2,048	8,966	2,989	2,989	2,989
2060 - Purchased Services Collectors	25,090	8,966	2,889	2,889	2,989	6,296	2,065	2,068	2,065	5,883	1,961	1.941	1.911	8,046	2,682	2,682	2,682
2019 - Purchased Services Affliates	30,162	7,315	2,438	2,428	2,438	8,966	1,909	2,989	2,989	6,499	3,556	2,166	2,168	7,382	2,461	2,401	2,461
E URADIES	6,970	1,617	539	\$29	539	1,675	558	558	558	1,620	540	540	540	2,059	685		584
2101-Utilites - 5	6,022	947	336	318	316	1.013	338	338	328	963	226	328	328	1,079	385	345	300
2018 - Telephone	2,948	6.70	225	229	223	662	221	221	221	637	212	212	212	560	327	327	327
@ Insurance	55,358	15,797	5,266	5,266	5,266	14,413	5,538	5,538	5,538	17,145	5,715	5,715	5,715	14,813	5,604	5,604	5,604
2032 - Insurance Other	20,579	5,294	1,785	1,745	1,765	5,379	1,790	1,790	1,790	4,848	1,616	1.618	1,818	5,067	1,629	1,629	1,625
2034 - Insurance Property	22,610	5,607	1,019	2,849	1,849	5,180	1,727	1,727	1,727	5,748	1,913	1,913	1,913	6,082	2,027	2,027	2,827
2032 - Straurance Malpractice	23,179	4,896	1.432	1.622	1,632	6,063	2,021	2,021	1,821	6,556	2,185	2,189	2,185	3,664	1,888	1,000	1,008
E Professional Development	5,247	1,072	357	357	357	1,452	484	484	484	1,205	402	402	402	1,518	506	506	504
2052 - Professoral Development - 5	2,543	493	364	354	284	655	218	218	218	558	283	183	185	844	281	281	281
2013 - Professional Development APRiates	2,704	579	185	192	283	297	268	268	258	655	218	218	218	674	225	225	228
10 Postage and Shipping	2,922	674	225	225	225	787	262	262	262	938	318	310	318	531	177	177	177
2011 - Protage and Shipping - 5	2,922	674	325	215	125	787	282	262	262	938	210	310	310	531	177	177	177
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2011 - Recruiting And Porglumese	2,979	930	310	310	. 710	816	272	272	272	626	209	209	219	607	202	302	202
Dues and Subscriptions	19,033	5.911	1,970	1,970	1,879	4,687	1,542	1,562	1,562	4,318	1,369	1,369	1,369	4,327	1,442	1,443	1,442
2025 - Dues And Subscripterr	19,033	5.911	1,970	1,970	1.879	4,687	1,942	1.542	1.962	4,108	1.209	1,709	1,308	4,137	1.442	1.442	1,442

Using Expenses

To override backloaded historical ratios, input at the Line Item Detail level will allow a department manager to contribute a lower level of detail than GL account about certain expense types. Users can enter text values for the forecast and then assign monthly amounts to each of those detailed expenses.

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Fixed Expenses

For Fixed Expenses, the model uses prior year actual results as the basis for calculating projected value. Forecasted value is then computed by applying an inflation rate to projected value and adding that result to input entered in the Adjustments line.

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	Distance in 1		4.0%	4.2%	4.7%			4.5%		42%	4.7%			40%		4.0%		4.7%	
2071 - Repairs	Prosched Table	21,831	4,162	1.307	1.367	1.97	1.128	2.815	2.510	2.10	4.423	2,217	1.00	1.01	4.500	1.000	1.88	1.800	
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	Particular Indust	21,812	4.162	1.317	1.387	1.387	1.128	2.815	2.810	2.845	4.821	2.217	2.207	3.207	4,500	1.000	1.800	1.800	
	LT Actuals	5,093	1.040	-215	215	215	625	275	278	271	104	208	211	240	210	272	272	272	
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	Adjustments			. 1		4			8	8			4	- 1		4			
	Precisited later	1,003	- 848.	21	215	215	825	275	275	211	. 615	210	211	211	816	272	272	272	
	UT Actualy	2,428	721	- 24	240	24	- 530	315	24	311	424	158	198	188	. 103	218	100	268	
	Jofature %	.1%	4.0%	4.5%	4.2%	4.0%	4.0%	425	.42%	4.0%	42%	42%	42%	4.2%	4.0%	4.0%	4.0%	4.2%	
2007 - Service and Hamenance	Projected take	2,628	755	250	250	255	967	322	313	322	- 40	354	- 264	364	\$22	174	174	- 134	
	Adumente								0	0			4				2		
	Parecested liaba	2,628	710	281	251	281	967	322	122	- 112	. 40	- 184	- 284	- 284	823	- 124	- 124	134	
	LT Actuals	46,158	11,982	3,094	3,994	2,994	12,005	4,685	4,615	4,665	32,541	2,5)4	3.514	2,514	8,649	3.216	3,228	3,226	
	Infation %	.1%	1.2%	-2%		-2%	.2%	. 2%	- 2%	-2%	- 2%	1.45	1.2%	. 2%	1.2%	.2%	.2%	2%	
* Rent and Leave	Projected Value	16.340	12,178	4,058	4,058	4,058	34,212	4,757	4,777	4,737	32,442	3,854	1.134	2,004	8,765	3.284		3.264	
	Adustriente																		
	Precisited Value	46,240	12,178	4,258	4,255	4,258	14,212	4,707	4,717	4,737	15,662	3,534	3,554	2,534	9,791	3.284		3.264	
	LY Actuals	71,218	17,685	5,998	1.898	1.848	17,715	8,772	5,773	5,712	14,878	5,640	1.145	1.641	38,299	6,422	6,432	6,430	
	Diffation %	25	100		.0%	2%	25	20	100	.2%	15	1.5	- 2%	- 4%	- 2%	1.00	100	14	
# Internal Expense	Projected Value	71.218	17,685	3,294	1.84	2.848	17,315	1.112	0,00	5,772	34,856	3.445	2,145	1,045	38,289	8,400	8,400	8,400	
	Abaheris		-																
	Parecasted take	72,238	17,895		1,888	5,296	17,315			5,772	26,856	1,641	1.645	3.645		8,400	8,400		
	Ur Acture Inflation fo	76,594	38,397	6.122	4.122	6,155	21,738	1.239	1,238	1.10	2,54	5.840			18,536	6.512	-	8,512	

The department manager can also adjust the Forecasted Value by right-clicking the inflation rate and selecting the **Drill Inflation** option as appropriate.

0 49. 00			Second Street								•							-	
Balant Care Departments Pareceal	There says	ILEQUINE -1	re Jen D	etal.	12744	there				1791	4 12	Dorse	Same	7/1-		5.8%.8	-TACHU	1.110	isane, Salament
(anath . ("secondation	1								6	•					(-	t faet		(1941)	- CHOICE SPENDIE CHE UNIT
		III Total Year	E .91		~		= qz		-		0 q3				= Q4				
	UT Actuals	17,613	1.366	1,788	1,785	1.799	1.005	2.844	2,868	2,946	1.647	2,546	2.546	2.546	1.545	LMI	1.862	LARD	
	Industry No.		14	200	2%	3%	10	-	- 24	100	- 25	100	1	100	100	100	100	2%	
Repairs And Haintenance	Prosched Value	23.63	3.00	1.852	1,812	LHI	8.321	1,977	1,107	3,07	7.821	2.640	2.640	2.640	8.839	1.945	1,846	1.94	
	Adjustments																		
	Provident Value	28.43M	5.521	1.852	1.812	1.812	8.321	1,927	3,107	3,07	7,821	2.640	2.640	2.840	1.838	1.945	1.846	1.946	
	LT Achiel	25,892	4,000	1.373	1.311	1.773	7.239	2,413	2,415	2,413	6.388	2,122	2.00	1,123	4,327	1,442	1,40	1,442	
	Different No.		4.54			142%	42%	42%	4.0%	4.0%	425	425	40%	42%	4.0%	4.0%	42%	4.8%	
2071 - Repairs	Projected Value	21,812	1.0	City		1,387	7,829	12,616	3,410	2,830	6,821	2,227	1,217	2,201	4.505	1,900	1,500	1,500	
	Albainente					- 1		- 1	5	3				- 4					
	Personal lake	21,812	4		lonel	1.347	7,829	2,810	2,820	2,830	6,821	2,207	3,201	2,201	4.000	1,80	1,400	3,500	
	LT A/Salls	3,003		04		1.218	825	- 275	-276	275	806	20	211	28	816	272	10	212	
	2 datas %	.2%	12				os,odat		124	.1%	-1%	-2%	.2%	-2%	1%		12%	2%	
2072 -Repairs - Affiliates	Projected Value	3,093	642	221	218	218	825	275	- 21	275	306	28	211	268	814	272	272	212	
	Adjustments			. 8						. 0			- 8			- 8		- 0	
	Forecastled Lake	3,003	645	21	213	218	825	373	-171	275	304	- 24	. 218	248	816	272	243	212	
	LT Arturis	2,628	721	24	- 240	. 240	9.00	345	10	310	474	158	238	188	802	388	388	388	
	Diffaturi %	-25	43%	4.2%	4.0%	4.0%	42%	4.2%	4.2%	4.2%	43%	4.2%	4.0%	4.0%	4.0%	4.0%	42%	42%	
2017 - Service and Harrienance	Projected talue	2,428	785	- 285	- 251	- 251	967	322	100	312	+0.5	254	- 384	384	\$23	- 174	174	- 174	
	Abatherts	2476		-	-			111	-	1		-				-		114	
	Forecasted take		710	200	- 251	200	967		-112	-		384	384	384	343	124	374		
	LY Actuals Inflation %	46,358	11,963	1.004		2.094		4,863	4,683	4,865		2.514	3,514		1.54	1.13	3.236	1216	
Rest and Lesse		-15	12.175	1.00	4.00	4.210	14.212		.2%	.2%	2%	1.154	1.114	1.114	1.75	12	1.254	1.264	
ford and Leave	Adustracto			1000	-		10,000					1,104					1.00	1.01	
	Forecasted links	4.14	12.175		4.000	4.08	1420	4.727	4.717	4.727	10.442	1.000	3.894	3.894			1.214	1.244	
	17.4/149	1.15	17.40		1.000	1.00	17.515		1.772		18.838		1.840	5.840				6.400	
	Definition %	25	100	100	15		- 25	100	24	25	25	- 25		- 25	15	100	15	2%	
Internet Expense	Property I value		17.461			1.000	17.313	8,772	1.772				1.14	1.1.0			1.00	6.00	
and a second second	Adjustments																		
	Paracented lister	71.278	17.415	1.04	2,846	1.000	15.01	8.772	8.772	1.722	26.836	2,842	1.840	1.840	18.286	6.400	4.433	4.400	
	LY Actuals	75,716	18,307	6,177	4.127	6.172	21.718	1.238	7.170	7.278	14.541	1.848	1.040	1.140	18.536	6,512			
	Diffator %	.2%	. 2%	2%	-2%	3%	2%	274	2%	.2%		.0%		.5%				2%	
Depreciation and Amortization	Protected Table	3.34	18,317	6,122	4,133	4,172	21,718	1.238	7.279	7,238	3.14	1.14	1.846	5.848	18.5%	6,512	4,102	4,512	
	Adustrants																		
	Forecasted value	75,596	28.707	4,132	4.122	4.112	21,718	1.238	7.239	1,238	28.845	1.648	1.640	1.140	18.536	4.512	4.112	4.512	

The inflation cube view then subsequently opens into a separate browser window where adjustments to the inflation rates applied to each of these accounts can be modified by the analyst.

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The model produces a recalculation of the original view to provide the visual cues (highlighted in blue) to identify exactly which cells were impacted by the change.

O C M V · Ral			See .		-				200	17.00								1.00	in the second
present care proement Purchal	112999-08-2264.	TO CANADA - L	198.1987 0	8284	LIP-18	o Digen	an (15)			175.84	#. h	Liptra	e Survive		some n	eeu,	94085	110	sane_Statement
(hand - ('sensitives	15								(2	1.					Converting				
		= Total Tear	e yı	-	~		= qa			24	0 Q2				= Q4		_		
	LY Actuals	27.652	5.366	1.704		1.795	6.001	2.86		2,000	7.647			2.546	1.040	1.842	1.842	LMIT	
	2-factor %	.2%	1	2%	1	100		10	100	100	100	100	100	12	-	22	12	100	
Repairs And Haintenance	Property links	21.74	1.175	LIN	1.816	1.888	1.218	1.00	110	3.00	ZASI	2.411	2.411	1.011	1.840	1.000	1.000	1,000	
achere sta company	Adjustments			-									2,451						
	Fermionian Labor	21.74	5.575	1.000	1.816	1.816	8.258	3.10	1.10	3.100	7.852	2441	2.611	2.411	1.840	1.842	1.811	1.111	
	LY Automie	21,812	4.000	1.111	1.715	1.701		2.413	2.40	2.403	6.365	1120	1.122	2.122	4.222	1.44	1.400	1.442	
	Different for		4.1%	1.886	4.15	4.5%		1.05	4.8%	6.9%	415	405	4.1%	435	4.5%	4.8%	4.1%	4.2%	
2011 - Recipion	Projected Tal.e	21,802	4.18	1.941	1.00	1.00	100	1.100	1.101	1.625	C.M.	1.14	1.218	1.110	4.821		1.807	1.807	
	Aductority			-	-			-	-	-				-		-			
	Paraclasted take	31,812	4.100	1.941	1.741	1.361	1.645		1.422	1.411	4.852	2.748	1.116	1.118	4.821	-1.947	1.807	1,907	
	LY Actuals	1.01	448	115	215	215	821	175	219	275	-	265	268	-348	8.0	272	202	272	
	Infastor %			2%	100	100	- 25	100	- 24	10		100	200	100	24	100	100	100	
1072 - Reparts - Afflictus	Proschol 144.4	3.002	441	215	215	218	415	115	100	110		- 162	- 144	- 348	1.14	252	272	272	
	Adustrents					- 1								-			- 1	- 1	
	Personalised trailine	3.042	1.44	1.21	215	215	825	211	100	1216	314	1.046	1.946	1.246	1.00	272	272	272	
	LY Actuals	2.428	721	140		14		1.0	14	1.0	404	144	144			1.55	1.1	100	
	Infattor %		4.7%	4.0%	40%	40%	1425	4.0%	425	4.7%	4.0%	41%	42%	4.7%	425	425	4.7%	40%	
2007 - Service and Manhematice	Protected lister	2.628	100	281	281	285	967	111	111	- 12	403	164	164	564	122	174	174	174	
	Advantation					-		-	-								-		
	Paracterist Value	2.428	11.78	200	28	210	947	322	112	100	403	184	164	1 104	101	174	174	174	
	17 Actuals	46,558	LAND	1.894	1.864	3,004	12,000	4.60	4.842	4,845	10,541	3.814	3.814	3,314	3.640	1.216	1.218	1.718	
	2-Fatter %	2%		2%	25	- 2%	274	25	2%	2%	100	100	3%		.0%	2%	- 25		
Band and Loose	Peaced late	16.540	12.175	4.758	4.258	4.758	14.212	4.727	4,717	4,727	10.842	1.154	3.854	3.854	8.791	1.264	1.214	1.254	
	Adjustments																		
	Forecasted listue	4.54	12.176	4.258	4.218	4.218	14.212	4.727	4,117	4,727	12.447	1.854	1.854	1.154	8.791	1,264	1.264	1.264	
	L7 Actuals	71,228	17.601	1.016	1.216	1.010	17.715	1.772	1.772	1.772	24,856	1.641	1.645	1.645	28.288	6.422	6.42	6.425	
	Infatter %			2%	- 2%	2%	. 2%	3%	.2%	.2%	100	. 2%	15	100	.2%	15	100		
Interest Expense	Projected take	71.226	17.616	1.000	1.84	1.016	17,715	8,972	1,172	8,972	24,826	1.645	1.645	1.645	19.259	6.420	6.421	6.420	
	Adustrients																		
	Forecasted lialue	71.218	17,498	1.818	5.200	1.014	17,315	8.772	8,772	8,972	24.956	5.64	144	1.445	19,289	6.43	6,400	6,435	
	LY Actuals	76,296	16.317	6,132	6,132	6.152	21,718	7,279	7,239	7.239	31.045	5.646	5,646	2.646	16,536	6.812	6,812	8,812	
	Infatter %	.0%	. 2%	.0%	.0%	.0%	25		100		.7%		. 2%	10%	.0%		.0%	.0%	
Depreciation and Amortization	Projected take	76.596	18,397	6.152	6.132	6.132	21,718	1,239	1,239	7,239	38.945	1.040	1.04	1.14	18.836	4.512	8.512	6.512	
	Adustranta																		
	Reported into	N 644	10.000	4.111	10.000	A 195	Chi his			10.000	10.000	1.00	12.24	1.1.1	10.000	4.814			

Variable Expenses

The Variable Expenses tab contains all expense accounts that are affected by the same drivers as revenue. The balances for each account can be changed using the Expense / UOS Adjustment.

Patent Care Departments Forecast	Menul Inst Elemen	- Line Item Detail	(En	ettoe	et 1	Transe	ta 📊	Starol.	- Etc	perse la	mary .	Notes	Revenue	funcal.	Electron, Madaria	et.
Accente - (Principality) -			(n	e ette odt Dooter	14.0° -					(494C)	T+CARE	AC INTE	ese cu	cuer .	Parades .	Current Parecial
		C Total Tear	3en	Feb.	110	40	mer	3.0	34	Aug	540	08	Ser.	Sec.		
	Proventies of Second	1,400	. 116	113	323	317	117	117	121	525	121	118	118	110		
	AvgExpense / Ltid of Service	\$29.54	\$38.72	122.79	142.36	111.87	125.40	125.95	110.30	121.70	129.36	\$15.09	121.35	117.95		
Supplex	Enterprise Initiative Expense Adl	290	200		6		1		10.8							
	Expense / UOS Alt	0.00	0.00	0.00	0.00	0.00	3.00	0.00	8.00	1.00	0.00	3.00	8.00	0.00		
	Expense / Link of Service	129.51	398.72	\$22.79	142.38	111.47	120.40	125.95	110.30	121.70	129.36	111.09	121.25	137.55		
	Expenses	175,218	12,763	13,819	36,023	15,872	34,091	15,004	13,362	14,742	34,010	13,099	14,236	34,220		
	Projected Link of Service	1,410	116	113	\$12	117	117	317	121	321	828	318	118	110		
	Aug Expense / Unit of Service	9.34	8.28	6.20	10.52	7.28	8.18	9.04	7.78	8.20	10.18	7.53	8.28	10.01		
200 - Suppley Photod	Enterprise Indiation Expense Adl	200	200	4	0		0				0	. 0	0	0		
and compared to an end	Expense / UOSAB	-0.00	0.00	0.00	5.00	0.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00		
	Expense / Unit of Service	9.16	8.28	8.23	10.52	7.38	8.19	9.04	2.78	8.22	10.58	7.53	8.19	10.01		
	Expenses	12,424	1,157	927	1,194	950	957	1,198		982	1,215	000	905	1,195		
	Projected Link of Service	1,408	326	513	152	317	157	317	121	323	121	318	118	318		
	Avg Eigense / Unit of Service	30.38	5.34	1.17	11.78	8.79	7.52	33.98	8.07	7.85	11.30	8.95	7.54	11.38		
2005 - Suppley Allians	Enterprise Indiative Expense Ad	200	- 200		- 6	1.1.1							- 0.			
	Expense / UOS Alt	0.00	0.00	0.00	0.00	0.00	3-00	0.00	8.00	1.00	6.90	4.00	8.00	0.00		
	Expense / Unit of Service	10.18	9.34	7,77	11.78	8.79	7.52	22,96	8.27	7.65	11.36	8.95	7.58	12.18		
	Eproes	13,339	1,279	675	1,328	1,527	879	1,203	1,296	927	1,279	1.053	845	1,719		
	Printed law of Service	1,408	416	113	413	- 117	157	117	121	171	121	.118	128	110		
	Avg Expense / Unit of Service	9.20	7.28	32.57	10.25	9,44	31.37	8.00	8.81	11.87	10.05	9.02	11.62	8.92		
2001 - Supplet - Inventory	Exercise Induitive Expense Ad	200	200						0		0		0	0		
	Expense / UOS Att	0.00	0.00	0.05	0.00	0.08	0.10	0.00	0.00	0.00	0.50	0.00	0.00	0.00		
	Expense / Unit of Service	9.35	7.76	\$2.57	10.25	9,44	11.37	9.00	8.61	11.67	10.02	9.02	11.62	8.92		
	Expenses	14,519	3,009	1.96	3,154	1.102	1,58	1,145	3,245	3,450	1,015	1,004	1,379	1,105		
	Projected Link of Service	3,408	310	113	123	117	117	317	121	\$25	121	118	128	318		
	Aug Experise / Unit of Service	8.70	6.00	3.8	5.66	6.01	18.25	8.48	6.01	9.85	8.47	6.01	38.24	8.67		
2017 - Supples Medicality	Exterprise Indiation Expense Add	206	200	100 B												
	Expense / UOS AB	0.00	0.00	0.00	0.26	0.00	0.00	0.00	5.00	11.00	0.00	0.08	1.00	0.30		
	Expense / Unit of Service	8.70	6.00	9.36	0.44	6.03	10.22	8.68	6.72	9.80	8.67	4.01	10.11	8.67		
	Expenses	11,711	204	1,014	- 124	- 74	1,195	1,014	728	1,387	1,000	728	1,181	1,023		
	Propried Unit of Service	1,408	110	10	111	117	117	117	121	121	101	118	118	110		
	ArgExpense / Unit of Service	10.05	31.14	7.95	12.29	8.59	7.86	11.42	1.00	7.94	12.11	8.72	1.86	11.00		
2016 - Supplier Century	Entergrow Initiative Expense Add	200	28								1.1					
	Expense / UOS Alt	0.00	6.09	5.00	0.00	0.00	5.00	0.00	8.00	8.00	0.00	4.06	0.00	6.30		
	Expense / Unit of Service	10.45	38.14	2.95	12.89	9.58	3.86	11.42	8.04	7.91	12.11	8.72	7.80	11.06		
	Expenses	14,172	1,375	110	1,417	1,119	905	1,708	3,194	958	1,417	1,146	929	1,399		

Payroll

The Payroll tab shows projected units of service flowing from the Patient Care Departments Forecast tab. In this example of a patient care department, the projected units here represent patient days. Using historical information, the model has automatically projected the number of hours required in this department based on the historical hours per patient day required in Cardiac Intensive Care. Additionally, the model has taken the historical wage per hour for this department and projected Total Wages for this Salary account for the department. The department manager can further refine the numbers by adjusting the hours per unit of service.

Peters Care Departments Parecas	1. Distant 21	M	tore	s-Line De	en Detail	100	es troes	es. [1]	Innite	tio, 1	Perst	E Ca	perie Lor	nary Coter Revenue Parecest	Elbone_Statement
Projected.CS	ĨČ	VIA: Apriltie Maria	n 1947 -	Į.			17		aries Prod	Repair	. 6	ent Para	oet 🗸	ANHLIT - CHROLAC INTENDIA CHIEL	NET - (10 Propher
	· Total Year	100	510	Sec.	42	the	20	М	A4	342	03	ber -	Casi		
Projected Unit of Service	1,399	:53	111	133	152	112	512	1336	\$18	\$26	113	\$13	113		
Aug Hours / Units of Service	2.94	2.84	3.94	1.94	3.94	3.94	3.94	3.94	3.94	3.94	3.94	3.94	3.94		
Entergrise Indative Hour Adj	2	- 2		. 6											
Hurs / Unit of Denice Adjustments	8.00	0.00	0.00	0.00	0.00	0.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00		
House / Unit of Service	3.94	2.84	3.94	2.94	3.94	2.84	3.84	2.94	3.84	3.94	3.84	3.94	3.94		
POUR	5,517	. 606	406	406	442	442	. 442	408	-455	458	+45	- 446	+45		
Avg Hage Rate / Hour	123.85	128.56	123.28	125.09	128.36	130.11	124.40	125.48	171.68	124.78	126.41	130.80	124.82		
Tutal Illages	721,208	76,702	36,138	38.942	31.013	17.418	16.562	17,992	60,588	41,006	36.361	14,301	00,022		

Expense Summary

The Expense Summary tab brings all of the expense budgets together where they can then be compared to prior year actual results. In this example, the model displays a message if an expense exceeds 5 percent over prior year results.

00124.00		And a state of the					· •			
Patent Care Departments Pure Last	ust. Elfor	-124.0	en Detail	PostDepres	(Desiste)	Silverst.	Elforme turnery	Cone Revenue Porcast	[[bure_totered]]	
ter uter Loores		1	Com	a harma y Default				(SHIDT-CARDIN		(Internet
9	Constraint.	fron last		Testing						
Expense	2,631,214									
II Operating Exp	2,330,204		24,968							
ii Supplies	124,455	305,445	5,306							
2091 - Supplies - Hechil	\$2,108	\$2,119	(2040)							
2011 - Supplies AMIntee	\$3,283	13,686	413							
2090 - Supplies - Driventary	14,327	14,817								
2017 - Supplies Alechandria	11,5++	11,899	258							
2016 - Supplies Detary	14,089	14,562	473							
2011-Supples -Phenhaly	25,647	25,440	-74							
2009 - Supplies - Partie	15,399	25,938	129							
2052 - Supplies - Offrer	12,718	13,128	409							
2009 - Supples - Preght	14,834	13,548	11+							
2012 - Purchased Services Other	23,176	25,400	1,829							
2014 - Supplies Hinse Equipment	11.70	12,100	342							
* Purchased Services	151,000	194,912	4,822							
Professional fees	23,502	25,890								
* Utildes	4,870	6,588		Expenses are too high						
* Insurance	66,368	15,640	(728)							
Frofessional Development	3,247	4,212		Expenses are too high						
2052 - Professional Development - 5	1.947	1,820		Expenses are too high						
2012 - Professional Development Affliates	2,704	1.102		Expenses are too high						
# Postage and Shipping	1,801	2,675		Expenses are too high						
* Recruiting	2,979	5.761	801							
* Date and Subscriptions	14,822	25,952	4,818							
Preals And Extentainment	52,407	\$1,710	1,298							
* Trevel	\$2,727	54,711	1.948							
E Basiness Promotion		1. J. J. B.								
E Repars And Hawtenaoce	28,746	21,980		Expenses are ton high						
· Rent and Leves	4.24	46,962	1,120							
· Interest Expense	71,228	31,825	(115)							
Depreciation and Americation	26,316	77,818	1,222							
# faces		1.00								
II Other Operating Expenses	-49,821	46,585	040							

Other Revenue Forecast

The Other Revenue Forecast tab is where planning for non-driver based revenue, such as grants and funds that are not impacted by volume can be planned. In this example, we show how you can enter the annual amount of revenue projected and then subsequently select the profile to be used in spreading the data.

00 M3 - 42	0.0	0.6	œ	• 🖂	A 1	h		E.	1	• 1	do.t				• 0 •			
Partent Care Departments Pareciaet	Elliment Input	Et.o		cire?	iten De	rial .	104	sed Ex	orne		lini	dista		Dee	4 Ebornelin	ner.	Done Revenue Forecast	Elsone,Stateme
Accounts +									Î		624117	CHERC PRESE CHE UN	π.					
	Amusi Amount	formed.	240	Ext.	154.	AX.	Max	20	24	h4	142	0.2	tes.	Dec 1	= Intal Year			
3012 - Owity	0		8	18	1	1	6	. 8.	1		- 8	. 6	- 8		0			
2014 - Charity-Affiliates	0						0		10		1							
2015 - Carthechale													1.0		0			
2018 - Cent of Goods Sold	0					0	0					0	.0		0			
2015 - Cost of Goods Sold-Affliates	0				1.0	. e			. e				1.0		0			
2014 - Mail Revenue	30.000	Fat	- 12	823	433	822	833	822	833	833	800	822	822	833	10,000			
2011 - Cafeteria and Catering Revenue	.0														0			
2041 - Merchandse Sales - Other	0	Sessioni				0	0		0			6	. 0		0			
2045 - Hac Revenue Affiliates	. 9	445 Kat			1.0										0			
2029 - Grant Revenue	0	D.airess	. 6	1.0	. 0	0	0	8	.0			0	0		0			
2014 - Rebate Revenue	0	Quarterly		18	1	- 6		1	18		1.0	10	1.0		0			
2036 - Enterest Income	0				1.0	.0.	0			14	1.0	0	0		0			
2049 - Rant Dicarra - S	0		8.	18	0.0	. 0	0		0	. 0	. 0	10	1.0	. 6	6			
2070 - Rent Income - Affliates	0	1					1.0			1.0		0			0			
2014 - Cantributions - 5	0	-	1.81	1.8	10	10		1.8	1.			6.0	1.0		0.			
2017 - Carbitrators Rased For AM	0		0	2		. 0	0		.0		. 0	0	1.4		0			
2003 - Sapital Geni Coni Contri	.0				2.0	10			1.			1.0	0.0		0			
2026 - Equity 3n Earrange Of Sub	0							8			- 2		1		0			
2038 - Drvestment Broome - 5	0			. 0	. 0	0	0	. 0	10	. 0		0	. 0	. 0	0			
2039 - Divestment Income -AMIates	0			1								. 0	- 0		0			
2012 - Change in Shlerest - 3	0		۰.	. 0	. 0	8	0	. 0	. 6		- 0	. 0	.0		0			
2049 - Other Nan-Operating Revenue	0			8	. 0	. 6		8			- 0	. 6	. 0	. 6	0			
2068 - Rant Sucame - Other Affiliates	0				1.0	1			1.0	1.0		1.0	1.6		0			

In this example, changing the spread from flat to quarterly produces the following result.

Patient Carle Departments Pureiast	Ellivanual 2 put	Expens	es-Line 3	ten Detai	d d	Street	tions	6	12.	ndet of		200	4	Expense Summary	Convine Parente Porecast	EDicane_Stateme
Account +		(Ample								ĥ	Conent	Pareciet . (454)	7 - CHOCK INTERIOR CHIELA Department	er 🚽		
	Actual Account	Second .	an i be	i tiz	42	they i	3.0	ы	Aug.	500	0.5	tans.	Dec	= TotalYear		
2013 - Charity	0		0 0	5 . 6	. 6	6	0	. 6	0	6		- 6	. 6	0		
2014 - Charity -Affiliates	0		10.11			0.0	1.14	1.0	1.	0	10	1.4	1.14			
2015 - Contractuals	0		0 1	0.0		0	0		0	. 0	6	1.0	1.04	0		
2018 - Cent of Goods Sold			10 11	1. 28		0	10	10	274	6	10		1.08	0		
2019 - Cast of Goods Sold-Affliates	0		0 1			÷ 8.				0						
20+4 Hardenak	10,000	Querterly .	0 1	1.500		0	2,500	8	.0	1,310			1.501	10,000		
2011 - Cafeteria and Caterrig Revenue	0	1	0 1	1 10		0	0	1.0	0	0	10	1.0		0		
2041 - Merchandse Sales - Other	0		0 1			0	1.1	1.0	1.0	0			1.14			
2045 - Hisc Revenue #Mates	0		8 1	1 10		0	1		8	. 0	14	1	1.4	0		
2029 - Grant Revenue	0		0 1			0			0	0	. 6			¢.		
2064 - Rebate Revenue				1.1		1.1	1			. 6			1.14	10		
2036 - Interest Income	0		0 1	0		0	0		0	0				0		
2009 - Rant Income - 5			1 1			0					1					
2070 - Rent Income - Affliates	0		.0 .4	6		. 0	0.		.0	0	1.0	1.0	1.4	.0		
2018 - Centrillutions - 5	0		10.10	1.11		0	1	1.0	3.4	6			1.1			
2017 - Contributions Rased Par AM	0		1 1	1.10		6 B	1.1		1.0	c			1.0			
2003 - Beptet Genri Cenv Cantri	0		0 1	0.0		0	. 0		0	0			1.4	0		
2028 - Esuity In Earnings Of Sule	0		4 4	1 14						0	1			0		
2038 - Druestment Snone - 3	0					0		1.8	1.0	0		1.0		0		
2039 - 3n estment Shome AMlates	0		00 D	1 10	. 0	i 10	1.0	. 6	1.0	0	10	- 6	- 64	0		
2012 - Change in Snlanest - 5			0 1		1.0	0	0		0		10	1.0	. 4	0		
2049 - Other Nan-Operating Revenue	0		0 1	0	- 0	0	0	. 0	0	0	14			0		
2068 - Rent Income - Other Affliates	0		8 2					1.00			1.0	1.0	1.1			

Income Statement

The last tab in the model is the Income Statement. Here the blueprint model shows the planned revenues and expenses brought together in a basic Profit and Loss statement format that can be viewed. This tab is also the primary source for the Business Intelligence dashboard shown in this brief.

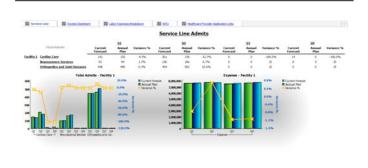
Patient Care Departments Forecast			10 • 🗾			t Lores			(Driv				(Some ter	erue Parecent	Dropes, Stateme
tones	11	(Hards		Ē						(45412	r - CHERTA	Career	e cwe iver	- (Company	
0	S Istellynar	30	tra .	58	65.	204	30	24	84	100	92	101	Dec		
Revenue	2,525,240	257,287	201,553	211,313	110,455	201,409	218,899	199,129	205,189	216,689	196,531	202,551	213,021		
10 Unrestricted Revenues	2,525,242	287, 597	201.153	211,983	288,429	201,409	218,899	289,289	208,189	216,489	194,531	201,851	213,021		
= Patient Revenue	2,818,742	257,297	271.553	229.053	201,459	211,459	216,339	199.189	206, 189	214,189	198,521	202,531	210,571		
2011 - Inpetient Routine	2.515,242	257, 397	201.555	219,053	398,459	211,459	216.359	289,129	226, 389	214,129	196,531	202,531	210,521		
· Other Operating Revenue	10.000			2,800	0	0	2,500	.0		2,800		0	2,500		
2044 - Mac Revenue	10.000			2,900			2,500			2,800			2.500		
Expense	2,512,484	254,903	312,415	209,387	199,200	214,218	217,208	305.178	207,147	215.062	107,563	211.449	211,322		
E Operating Exp	2.532,684	284,902	312,413	201.087	189,288	29,218	217,209	200,178	207,147	215,062	107,363	201.449	211.312		
il Supplies	174,409	18,896	12,993	25.762	12,530	13,318	15,226	12,828	14,124	16.126	12,363	13,699	15,525		
# Purchased Services	121,990	14,074	11,411	13.781	12,790	12,914	13,990	10,767	11.827	11.917	12,301	12,625	13,204		
II Professional Fees	25.000	8,500	1.000	1,210	1,250	1,290	8.250	1,290	1,250	1,238	1,250	1,250	1.210		
* utilities	4,870	539	536	136	558	558	558	540	340	540	124	636	628		
# Insurance	84,305	8,266	1,200	5,294	5,538	1,138	5,528	8,718	\$,718	8,718	1,604	5,604	5,604		
# Professional Development	\$,247	257	267	257	484	404	404	402	402	-412	316	506	506		
# Postage and Shipping	2,922	225	225	225	282	212	212	310	310	24	177	177	177		
* Recruiting	1,879	210	212	- 311	272	272	272	209	209	201	202	212	202		
8 Does and Subscriptions	19,035	1,979	1,870	1,870	1,962	1.112	1,562	1,569	1,369	1,769	1,442	1,442	1,442		
# Heals And Extertainment	\$2,467	5.151	3,966	4,317	4,183	4,400	4,210	4,011	4,393	4,625	4.001	4,381	4,399		
# Travel	52,737	1,400	2,593	5, 182	3.045	3,485	8.003	4.011	3.802	5.536	3,801	3.732	8,125		
II Business Promotion	200	200		1.8			10.00				1111				
II Repairs And Haintenance	33,746	1,858	1,858	1,858	3,119	5,519	1.119	2,455	2,851	2,451	1,953	1,953	1,953		
* Rest and Lease	46,840	4,058	4,058	4,038	4,757	4,717	4,737	3,554	5,554	3,854	2,264	3,264	3.264		
# Interest Expense	71.215	6,000	5,000	5,896	\$,772	\$,772	6,772	5.642	5,640	3,645	6,420	6,400	6,435		
* Depreciation and Amortication	76,595	6,132	6,132	6,112	7,230	7,229	7,229	5.540	1.646	5.648	6,512	6,512	6,512		
II Other Operating Expenses	-46,825	4,102	4,102	4,102	1,703	3,783	1,701	4,782	4,782	4,782	3,941	3,945	3,941		
# Labor Exp	1,899,072	183,826	126,295	138,438	131,364	135,063	138,542	124,515	241,684	145,294	132,671	137,066	241,082		
Hert Drophe or (Loss)	(7,442)	(7,700)	(912)	1,006	(8 20)	(790)	1,600	(940)	29500	1,628	(1.002)	(710)	1.509		
P Deve	1,799	253	111	111	117	112	112	1.06	118	128	113	112	117		

Business Intelligence Model

The dashboard of the *Provider Planning Blueprint* presents critical information to executives at a glance so they can focus and quickly drive and devise resolutions for improving efficiency. This report was designed using a tabular approach to represent, highlight and group respective areas of analysis for easy navigation and visibility. These tabs present pertinent trending statistics and data to be used with better managing the planning and forecasting processes. This dashboard view also contains a tab that can launch Microsoft[®] Excel[®] views so that users can modify the plan and forecast without having to leave the dashboard.

Service Line Admits Report

The *Provider Planning Blueprint* dashboard by default opens to the Service Line Admits Report view. The graph and crosstab display can show Service Line Admits for both Current Forecast and Annual Plan by time and includes a variance percentage between the current forecast and annual plan difference. This provides an indication of how accurate the plan is performing for each specific service line.



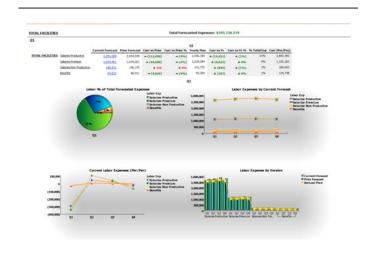
Income Statement tab

The dashboard provides a list of several key reports included in the model. One such report is the Income Statement report, which provides Revenue, Expense and Net Income information at a glance. There are also calculated variances to show how well the Current Forecast is performing compared to the Prior Forecast and Yearly Plan. The report is drillable through to the corresponding detailed information so that the user can view deeper dimensional data in the report.



Labor Expense Breakdown report

The Labor Expenses Breakdown report shows how much is being invested in employees and resources. This sample report shows the variances between the Current Forecast and Yearly Plan, along with the Prior forecast. This identifies how well Labor Expenses are performing to plan. In addition, the report is fully drillable so users can see lower level details on the dimensions.





Conclusion

The *Provider Planning Blueprint* includes these reports plus the accelerator to the TM1 model to speed the deployment of a healthcare planning model that links variable expenses and projected revenues by payer to volume drivers. Healthcare users can model both expense and revenue to reflect the true impact of activities on planned financial goals. You can also review your actual performance to plan, your forecast to plan and changes in associated volumes, such as patient days, outpatient visits or procedures.

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