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Page numbers refer to the corresponding graphs and charts in the “2020 Home Care Benchmarking Study”. For definitions and explanations of graphs, charts and calculations, please refer to the 2020 Study. The information for this custom report was taken from the “2020 Home Care Benchmarking Survey.”
SECTION 1

SALES & MARKETING

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## Top 5 Consumer Marketing Sources for 2019

<table>
<thead>
<tr>
<th>Rank</th>
<th>Source</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Internet</td>
<td>Search Engine Optimization (consumers can find you online)</td>
</tr>
<tr>
<td>2</td>
<td>Internet</td>
<td>Google Ad Words/Pay Per Click</td>
</tr>
<tr>
<td>3</td>
<td>Internet</td>
<td>Corporate Web Leads (i.e. Franchisors Website, etc.)</td>
</tr>
<tr>
<td>4</td>
<td>Ads</td>
<td>Television</td>
</tr>
<tr>
<td>5</td>
<td>Internet</td>
<td>Facebook</td>
</tr>
</tbody>
</table>

See page 19 in the 2020 Study.
## Top 5 Referral Sources for 2019

<table>
<thead>
<tr>
<th></th>
<th>State of Arizona</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Clients</strong> - Past and current clients and their loved ones</td>
</tr>
<tr>
<td>2</td>
<td><strong>Healthcare Professionals</strong> - Skilled nursing facilities</td>
</tr>
<tr>
<td>3</td>
<td><strong>Healthcare Professionals</strong> - Hospital discharge planners</td>
</tr>
<tr>
<td>4</td>
<td><strong>Networking</strong> - Business networking groups (i.e. BNI)</td>
</tr>
<tr>
<td>5</td>
<td><strong>Healthcare Professionals</strong> - Assisted Living Facilities</td>
</tr>
</tbody>
</table>

See page 20 in the 2020 Study.
Top 3 Threats Facing Home Care Providers in 2020

<table>
<thead>
<tr>
<th></th>
<th>State of Arizona</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Caregiver shortages</td>
</tr>
<tr>
<td>2</td>
<td>Fight for $15 wage battle (increase in minimum wage)</td>
</tr>
<tr>
<td>3</td>
<td>Attracting enough referrals</td>
</tr>
</tbody>
</table>

See page 140 in the 2020 Study.
# Top 3 Growth Opportunities in 2020

<table>
<thead>
<tr>
<th>State of Arizona</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
</tr>
</tbody>
</table>

See page 22 in the 2020 Study.
# Top 3 Goals for Next 5 years

<table>
<thead>
<tr>
<th></th>
<th>State of Arizona</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Holding and growing</td>
</tr>
<tr>
<td>2</td>
<td>Adding another location</td>
</tr>
<tr>
<td>3</td>
<td>Acquiring another agency</td>
</tr>
</tbody>
</table>

See page 140 in the 2020 Study.
Inquiry/After Hour Calls

- **State of Arizona**: 50.0% Use Third-Party, 50.0% Do Not Use Third-Party
- **Home Care Industry**: 28.2% Use Third-Party, 71.8% Do Not Use Third-Party
- **Central Region**: 31.3% Use Third-Party, 68.7% Do Not Use Third-Party
- **Industry Masters**: 36.2% Use Third-Party, 63.8% Do Not Use Third-Party

See page 23 in the 2020 Study.
Sales Close Numbers for 2019

- **# of Inquiries**
  - State of Arizona: 450
  - Home Care Industry: 225
  - Central Region: 250

- **# of Assessments**
  - State of Arizona: 587
  - Home Care Industry: 98
  - Central Region: 90
  - Industry Masters: 279

- **# of New Clients**
  - State of Arizona: 230
  - Home Care Industry: 75
  - Central Region: 84

See page 26 in the 2020 Study for more information.
Sales Close Ratios for 2019

Inquiry to Assessment
- State of Arizona: 21.8%
- Home Care Industry: 40.0%
- Central Region: 39.6%
- Industry Masters: 47.5%

Assessment to Admission
- State of Arizona: 91.8%
- Home Care Industry: 83.3%
- Central Region: 84.8%
- Industry Masters: 82.4%

Inquiry to Admission
- State of Arizona: 20.0%
- Home Care Industry: 33.3%
- Central Region: 33.6%
- Industry Masters: 39.2%

See page 27 in the 2020 Study for more information.
Median Clients Serviced in 2019

- State of Arizona: 151
- Home Care Industry: 125
- Central Region: 125
- Industry Masters: 360
Median Client Growth Rates in 2019

- **State of Arizona**: 26.1%
- **Home Care Industry**: 6.2%
- **Central Region**: 9.5%
- **Industry Masters**: 5.4%
Median Client Acquisition Costs in 2019

- State of Arizona: $649
- Home Care Industry: $599
- Central Region: $531
- Industry Masters: $890

See page 31 in the 2020 Study for more information.
SECTION 2

RECRUITMENT & RETENTION

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Top 5 Caregiver Recruitment Sources/Methods in 2019

<table>
<thead>
<tr>
<th>Rank</th>
<th>Method</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Internet</td>
<td>Indeed.com</td>
</tr>
<tr>
<td>2</td>
<td>Internet</td>
<td>Social Media (Facebook, Twitter, LinkedIn, etc.)</td>
</tr>
<tr>
<td>3</td>
<td>Internet</td>
<td>Ziprecruiter.com</td>
</tr>
<tr>
<td>4</td>
<td>Internet</td>
<td>myCNAjobs.com</td>
</tr>
<tr>
<td>5</td>
<td>Advertising</td>
<td>Daily Newspaper Classified Ads</td>
</tr>
</tbody>
</table>

See page 41 in the 2020 Study.
Median Caregiver Orientation Training Hours in 2019

- State of Arizona: 7 hours
- Home Care Industry: 5 hours
- Central Region: 5 hours
- Industry Masters: 8 hours

See page 67 in the 2020 Study.
Median Caregiver Ongoing Training Hours in 2019

- State of Arizona: 6 hours
- Home Care Industry: 8 hours
- Central Region: 8 hours
- Industry Masters: 8 hours

See page 67 in the 2020 Study.
Use Professional Training Program in 2019

- **State of Arizona**: 57% Yes, 43% No
- **Home Care Industry**: 64% Yes, 36% No
- **Central Region**: 60% Yes, 40% No
- **Industry Masters**: 70% Yes, 30% No

See page 73 in the 2020 Study.
Median Hiring Numbers in 2019

- **# of Caregiver Applications**
  - State of Arizona: 233
  - Home Care Industry: 264
  - Central Region: 252
  - Industry Masters: 1,000

- **# of Caregiver Interviews**
  - State of Arizona: 127
  - Home Care Industry: 130
  - Central Region: 135
  - Industry Masters: 358

- **# of Caregiver Hires**
  - State of Arizona: 53
  - Home Care Industry: 65
  - Central Region: 76
  - Industry Masters: 174

See page 47 in the 2020 Study.
Median Hiring Ratios in 2019

Application to Interview:
- State of Arizona: 54.5%
- Home Care Industry: 49.2%
- Central Region: 53.6%
- Industry Masters: 35.8%

Interview to Hire:
- State of Arizona: 41.7%
- Home Care Industry: 50.0%
- Central Region: 56.3%
- Industry Masters: 48.6%

Application to Hire:
- State of Arizona: 22.7%
- Home Care Industry: 24.6%
- Central Region: 30.2%
- Industry Masters: 17.4%

See page 47 in the 2020 Study.
**Median Caregiver Acquisition Cost in 2019**

- **State of Arizona**: $381
- **Home Care Industry**: $420
- **Central Region**: $391
- **Industry Masters**: $404

*This data was not included in the 2020 Home Care Benchmarking Study.*

For more information see page 44 in the 2020 Study.
Median Caregiver Turnover Rates in 2019

- State of Arizona: 58.1%
- Home Care Industry: 64.3%
- Central Region: 81.9%
- Industry Masters: 62.7%

See page 50 in the 2020 Study.
## Median Hourly Caregiver Pay in 2019

<table>
<thead>
<tr>
<th>Job Role</th>
<th>State of Arizona</th>
<th>Home Care Industry</th>
<th>Central Region</th>
<th>Industry Masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Companion/Homemaker</td>
<td>$12.00</td>
<td>$11.50</td>
<td>$11.50</td>
<td>$13.00</td>
</tr>
<tr>
<td>Personal Care Attendant</td>
<td>$12.50</td>
<td>$12.00</td>
<td>$11.50</td>
<td>$13.00</td>
</tr>
<tr>
<td>C.N.A</td>
<td>$13.50</td>
<td>$12.50</td>
<td>$12.50</td>
<td>$14.00</td>
</tr>
</tbody>
</table>

See page 59 in the 2020 Study.
Median Revenue Per Caregiver Employee for 2019

- **State of Arizona**: $20,228
- **Home Care Industry**: $13,171
- **Central Region**: $11,329
- **Industry Masters**: $19,014

See page 55 in the 2020 Study.
Median Caregivers Employed in 2019

- State of Arizona: 139
- Home Care Industry: 137
- Central Region: 150
- Industry Masters: 468

This data was not included in the 2020 Home Care Benchmarking Study.

For more information see page 75 in the 2020 Study.
Provide Caregiver Benefits in 2019

- **State of Arizona**: 92.3% (Yes), 7.7% (No)
- **Home Care Industry**: 80.9% (Yes), 19.1% (No)
- **Central Region**: 77.9% (Yes), 22.1% (No)
- **Industry Masters**: 100.0% (Yes), 0.0% (No)

See page 74 in the 2020 Study.
## Caregiver Benefits Provided

<table>
<thead>
<tr>
<th>Benefits</th>
<th>State of Arizona</th>
<th>Home Care Industry</th>
<th>Central Region</th>
<th>Industry Masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sick Leave</td>
<td>83.3%</td>
<td>38.7%</td>
<td>27.2%</td>
<td>58.7%</td>
</tr>
<tr>
<td>Travel Reimbursement</td>
<td>66.7%</td>
<td>53.1%</td>
<td>51.9%</td>
<td>17.4%</td>
</tr>
<tr>
<td>Major Health</td>
<td>50.0%</td>
<td>46.2%</td>
<td>45.7%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Supplement (i.e., Aflac)</td>
<td>41.7%</td>
<td>43.8%</td>
<td>50.6%</td>
<td>47.8%</td>
</tr>
<tr>
<td>PTO</td>
<td>41.7%</td>
<td>48.8%</td>
<td>46.9%</td>
<td>41.3%</td>
</tr>
<tr>
<td>401K Matching</td>
<td>41.7%</td>
<td>46.9%</td>
<td>37.0%</td>
<td>56.5%</td>
</tr>
<tr>
<td>Dental</td>
<td>33.3%</td>
<td>39.8%</td>
<td>40.7%</td>
<td>76.1%</td>
</tr>
<tr>
<td>FSA or Cafeteria Plan</td>
<td>16.7%</td>
<td>8.2%</td>
<td>4.9%</td>
<td>60.9%</td>
</tr>
<tr>
<td>Profit Sharing</td>
<td>8.3%</td>
<td>4.2%</td>
<td>9.9%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Education Reimbursement</td>
<td>8.3%</td>
<td>19.6%</td>
<td>17.3%</td>
<td>60.9%</td>
</tr>
<tr>
<td>Childcare or Daycare Service for Caregivers</td>
<td>0.0%</td>
<td>1.1%</td>
<td>3.7%</td>
<td>0.0%</td>
</tr>
<tr>
<td>DCAP (Depend Care Assistance Program)</td>
<td>0.0%</td>
<td>1.6%</td>
<td>1.2%</td>
<td>26.1%</td>
</tr>
</tbody>
</table>

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<th>State of Arizona</th>
<th>Home Care Industry</th>
<th>Central Region</th>
<th>Industry Masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>95th</td>
<td>$5,494,000</td>
<td>$7,499,000</td>
<td>$6,200,000</td>
<td>$26,007,000</td>
</tr>
<tr>
<td>75th</td>
<td>$3,200,000</td>
<td>$3,112,000</td>
<td>$2,959,000</td>
<td>$9,932,000</td>
</tr>
<tr>
<td>50th</td>
<td>$2,439,000</td>
<td>$1,815,000</td>
<td>$1,670,000</td>
<td>$6,627,000</td>
</tr>
<tr>
<td>25th</td>
<td>$1,341,000</td>
<td>$1,035,000</td>
<td>$972,000</td>
<td>$5,817,000</td>
</tr>
<tr>
<td>5th</td>
<td>$309,000</td>
<td>$281,000</td>
<td>$390,000</td>
<td>$5,169,000</td>
</tr>
</tbody>
</table>

See page 87 in the 2020 Study.
## Profit & Loss Comparison for 2019

<table>
<thead>
<tr>
<th>Expenses</th>
<th>State of Arizona</th>
<th>Home Care Industry</th>
<th>Central Region</th>
<th>Industry Masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Revenue</td>
<td>$2,439,000</td>
<td>$1,815,000</td>
<td>$1,670,000</td>
<td>$6,627,000</td>
</tr>
<tr>
<td><strong>Direct Care Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Caregiver wages</td>
<td>51.9%</td>
<td>53.5%</td>
<td>50.7%</td>
<td>54.9%</td>
</tr>
<tr>
<td>Workers comp insurance</td>
<td>0.7%</td>
<td>1.5%</td>
<td>1.1%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Caregiver benefits (health, 401k, supplemental, etc.)</td>
<td>0.8%</td>
<td>0.7%</td>
<td>0.6%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Caregiver payroll taxes (employer taxes, unemployment, etc.)</td>
<td>5.5%</td>
<td>5.2%</td>
<td>5.2%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Caregiver reimbursements (mileage, meals, etc.)</td>
<td>0.4%</td>
<td>0.4%</td>
<td>0.4%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Caregiver ongoing training (not initial training)</td>
<td>0.4%</td>
<td>0.2%</td>
<td>0.2%</td>
<td>0.1%</td>
</tr>
<tr>
<td>*Other direct care expenses not listed</td>
<td>0.2%</td>
<td>0.2%</td>
<td>0.2%</td>
<td>0.2%</td>
</tr>
<tr>
<td><strong>Total Direct Care Expenses</strong></td>
<td><strong>59.9%</strong></td>
<td><strong>61.7%</strong></td>
<td><strong>58.4%</strong></td>
<td><strong>63.0%</strong></td>
</tr>
<tr>
<td><strong>Caregiver Recruitment &amp; Retention Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Caregiver job ads and networking</td>
<td>0.2%</td>
<td>0.3%</td>
<td>0.3%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Caregiver background checks and screenings</td>
<td>0.2%</td>
<td>0.2%</td>
<td>0.2%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Caregiver retention (bonuses, recognition program, etc.)</td>
<td>0.6%</td>
<td>0.3%</td>
<td>0.3%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Caregiver onboarding and initial training</td>
<td>0.4%</td>
<td>0.2%</td>
<td>0.3%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Team wages associated with recruiting and retaining caregivers</td>
<td>1.1%</td>
<td>1.5%</td>
<td>1.6%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Pre-employment assessments</td>
<td>0.2%</td>
<td>0.1%</td>
<td>0.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>All other expenses related to recruiting and retaining caregivers</td>
<td>0.1%</td>
<td>0.2%</td>
<td>0.2%</td>
<td>0.1%</td>
</tr>
<tr>
<td><strong>Total Caregiver Recruitment &amp; Retention Expenses</strong></td>
<td><strong>2.7%</strong></td>
<td><strong>2.8%</strong></td>
<td><strong>3.1%</strong></td>
<td><strong>1.9%</strong></td>
</tr>
</tbody>
</table>

See page 97 in the 2020 Study.
### Profit & Loss Comparison for 2019 - Continued

<table>
<thead>
<tr>
<th>Expenses</th>
<th>State of Arizona</th>
<th>Home Care Industry</th>
<th>Central Region</th>
<th>Industry Masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Revenue</td>
<td>$2,439,000</td>
<td>$1,815,000</td>
<td>$1,670,000</td>
<td>$6,627,000</td>
</tr>
<tr>
<td><strong>Sales &amp; Marketing Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traditional advertising (radio, print, etc.)</td>
<td>0.5%</td>
<td>0.4%</td>
<td>0.5%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Internet advertising (Google Ads, paid ads on Facebook, etc.)</td>
<td>0.5%</td>
<td>0.4%</td>
<td>0.3%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Networking and events (community, gifts, conventions, etc.)</td>
<td>0.3%</td>
<td>0.2%</td>
<td>0.3%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Search Engine Optimization (SEO)</td>
<td>0.3%</td>
<td>0.4%</td>
<td>0.4%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Sales rep salaries</td>
<td>2.6%</td>
<td>2.5%</td>
<td>3.3%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Sales rep bonuses and perks</td>
<td>0.3%</td>
<td>0.4%</td>
<td>0.5%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Lead Generation websites (Caring.com, etc.)</td>
<td>0.1%</td>
<td>0.1%</td>
<td>0.1%</td>
<td>0.0%</td>
</tr>
<tr>
<td>All other marketing-related expenses (consulting, etc.)</td>
<td>0.2%</td>
<td>0.4%</td>
<td>0.3%</td>
<td>0.2%</td>
</tr>
<tr>
<td><strong>Total Sales &amp; Marketing Expenses</strong></td>
<td><strong>4.7%</strong></td>
<td><strong>4.7%</strong></td>
<td><strong>5.8%</strong></td>
<td><strong>2.9%</strong></td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent, maintenance, and utilities</td>
<td>2.6%</td>
<td>1.6%</td>
<td>1.8%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Office support wages (admins, schedulers, HR staff, nurses)</td>
<td>12.7%</td>
<td>8.2%</td>
<td>8.6%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Executive team wages (exclude all owners)</td>
<td>4.9%</td>
<td>4.2%</td>
<td>4.7%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Scheduling software, including telephony</td>
<td>0.5%</td>
<td>0.4%</td>
<td>0.5%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Franchise royalty fees (if applicable)</td>
<td>6.7%</td>
<td>4.7%</td>
<td>4.9%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Association/membership dues (if applicable)</td>
<td>0.2%</td>
<td>0.1%</td>
<td>0.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Travel/meals/entertainment expenses</td>
<td>0.7%</td>
<td>0.3%</td>
<td>0.4%</td>
<td>0.2%</td>
</tr>
<tr>
<td>'Other operating expenses (exclude owners' salary and benefits)</td>
<td>2.7%</td>
<td>2.9%</td>
<td>3.1%</td>
<td>3.6%</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>31.1%</strong></td>
<td><strong>22.5%</strong></td>
<td><strong>24.1%</strong></td>
<td><strong>18.8%</strong></td>
</tr>
</tbody>
</table>

See page 97 in the 2020 Study.
## Direct Care Expense - Percentile Ranking

<table>
<thead>
<tr>
<th>Percentile</th>
<th>5th</th>
<th>25th</th>
<th>50th</th>
<th>75th</th>
<th>95th</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$99,100</td>
<td>$635,200</td>
<td>$1,055,600</td>
<td>$1,467,000</td>
<td>$4,570,400</td>
</tr>
<tr>
<td></td>
<td>$130,600</td>
<td>$626,500</td>
<td>$1,110,000</td>
<td>$1,554,400</td>
<td>$5,201,400</td>
</tr>
<tr>
<td></td>
<td>$118,300</td>
<td>$497,600</td>
<td>$1,055,600</td>
<td>$1,923,400</td>
<td>$18,288,800</td>
</tr>
<tr>
<td></td>
<td>$112,000</td>
<td>$462,500</td>
<td>$1,110,000</td>
<td>$1,593,800</td>
<td>$5,201,400</td>
</tr>
<tr>
<td></td>
<td>$99,100</td>
<td>$462,500</td>
<td>$1,110,000</td>
<td>$1,623,200</td>
<td>$5,201,400</td>
</tr>
</tbody>
</table>

See page 97 in the 2020 Study.
Sales & Marketing Expense - Percentile Ranking

<table>
<thead>
<tr>
<th>Percentile</th>
<th>State of Arizona</th>
<th>Home Care Industry</th>
<th>Central Region</th>
<th>Industry Masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>95th</td>
<td>$163,500</td>
<td>$349,000</td>
<td>$179,700</td>
<td>$670,800</td>
</tr>
<tr>
<td>75th</td>
<td>$136,600</td>
<td>$116,500</td>
<td>$115,300</td>
<td>$394,800</td>
</tr>
<tr>
<td>50th</td>
<td>$90,200</td>
<td>$46,500</td>
<td>$58,700</td>
<td>$198,700</td>
</tr>
<tr>
<td>25th</td>
<td>$35,400</td>
<td>$17,000</td>
<td>$25,200</td>
<td>$117,800</td>
</tr>
<tr>
<td>5th</td>
<td>$7,600</td>
<td>$2,800</td>
<td>$4,700</td>
<td>$24,800</td>
</tr>
</tbody>
</table>

See page 100 in the 2020 Study.
Recruitment & Retention Expenses - Percentile Ranking

95th:
- State of Arizona: $133,400
- Home Care Industry: $174,000
- Central Region: $153,700
- Industry Masters: $738,600

75th:
- State of Arizona: $114,300
- Home Care Industry: $66,700
- Central Region: $80,700
- Industry Masters: $173,000

50th:
- State of Arizona: $56,300
- Home Care Industry: $26,800
- Central Region: $31,600
- Industry Masters: $90,600

25th:
- State of Arizona: $14,700
- Home Care Industry: $11,600
- Central Region: $11,900
- Industry Masters: $42,400

5th:
- State of Arizona: $2,600
- Home Care Industry: $2,700
- Central Region: $1,500
- Industry Masters: $8,700

See page 101 in the 2020 Study.
# Operating Expenses - Percentile Ranking

<table>
<thead>
<tr>
<th>Percentile</th>
<th>State of Arizona</th>
<th>Home Care Industry</th>
<th>Central Region</th>
<th>Industry Masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>95th</td>
<td>$847,300</td>
<td>$1,546,500</td>
<td></td>
<td>$6,635,000</td>
</tr>
<tr>
<td>75th</td>
<td>$798,300</td>
<td>$531,500</td>
<td>$533,600</td>
<td>$2,007,300</td>
</tr>
<tr>
<td>50th</td>
<td>$428,800</td>
<td>$313,300</td>
<td>$337,500</td>
<td>$1,148,200</td>
</tr>
<tr>
<td>25th</td>
<td>$391,300</td>
<td>$148,900</td>
<td>$145,600</td>
<td>$611,600</td>
</tr>
<tr>
<td>5th</td>
<td>$185,800</td>
<td>$22,600</td>
<td>$24,300</td>
<td>$47,400</td>
</tr>
</tbody>
</table>

See page 97 in the 2020 Study.
Service Billing Methods for 2019

- **Bill by length of visit**
  - State of Arizona: 10.0%
  - Home Care Industry: 61.6%
  - Central Region: 65.0%
  - Industry Masters: 53.5%

- **Bill by caregiver skill needed**
  - State of Arizona: 0.0%
  - Home Care Industry: 3.8%
  - Central Region: 5.9%
  - Industry Masters: 10.0%

- **Bill based on length of visit & caregiver skill needed**
  - State of Arizona: 0.0%
  - Home Care Industry: 32.4%
  - Central Region: 31.3%
  - Industry Masters: 46.5%

See page 104 in the 2020 Study.
Length of Visit Median Billing Rates for 2019

1-2 hour visits
- State of Arizona: $27.50
- Home Care Industry: $30.00
- Central Region: $30.00
- Industry Masters: $30.00

3-5 hour visits
- State of Arizona: $25.00
- Home Care Industry: $25.00
- Central Region: $25.00
- Industry Masters: $27.00

6-11 hour visits
- State of Arizona: $25.00
- Home Care Industry: $24.50
- Central Region: $24.25
- Industry Masters: $26.00

12-24 hour visits
- State of Arizona: $25.00
- Home Care Industry: $24.00
- Central Region: $24.00
- Industry Masters: $24.50

See page 105 in the 2020 Study.
Median Skill Level Billing Rates for 2019

- **Companion/Homemaker**
  - N/A: $23.00
  - State of Arizona: $23.00
  - Home Care Industry: $24.50

- **Personal Care Attendant**
  - (trained to take care of personal care needs)
  - Central Region: $24.75
  - State of Arizona: $24.25
  - Home Care Industry: $24.50

- **Certified Nurse Assistant or Certified Home Health Aid**
  - Central Region: $25.00
  - State of Arizona: $26.50
  - Home Care Industry: $25.00

See page 108 in the 2020 Study.
Offer Live-In Care in 2019

- **State of Arizona**: 80% No, Don’t Offer Live-in Care, 20% Yes, Offer Live-in Care
- **Home Care Industry**: 64% Yes, Offer Live-in Care, 36% No, Don’t Offer Live-in Care
- **Central Region**: 75% No, Don’t Offer Live-in Care, 25% Yes, Offer Live-in Care
- **Industry Masters**: 67% Yes, Offer Live-in Care, 33% No, Don’t Offer Live-in Care

See page 110 in the 2020 Study.
Median Live-In Billing Rate in 2019

- State of Arizona: $388
- Home Care Industry: $325
- Central Region: $363
- Industry Masters: $340

See page 110 in the 2020 Study.
Median Weekly Billable Hours in 2019

Live-In Care
- State of Arizona: 478
- Home Care Industry: 341
- Central Region: 231
- Industry Masters: 1,346

Hourly Care
- State of Arizona: 1,132
- Home Care Industry: 1,295
- Central Region: 1,255
- Industry Masters: 4,698

See page 104 in the 2020 Study.
### Percentage of Revenue by Service Offering in 2019

<table>
<thead>
<tr>
<th>Service Offering</th>
<th>State of Arizona</th>
<th>Home Care Industry</th>
<th>Central Region</th>
<th>Industry Masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hourly care</td>
<td>77.3%</td>
<td>84.4%</td>
<td>87.0%</td>
<td>81.2%</td>
</tr>
<tr>
<td>Other services not listed</td>
<td>10.0%</td>
<td>1.4%</td>
<td>2.3%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Private duty skilled nursing services</td>
<td>7.7%</td>
<td>2.2%</td>
<td>3.2%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Live-in care</td>
<td>3.5%</td>
<td>8.5%</td>
<td>4.7%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Geriatric care management</td>
<td>1.3%</td>
<td>1.1%</td>
<td>1.1%</td>
<td>13.1%</td>
</tr>
<tr>
<td>Healthcare staffing services</td>
<td>0.2%</td>
<td>1.6%</td>
<td>0.6%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Alert monitoring services</td>
<td>0.0%</td>
<td>0.4%</td>
<td>0.2%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Medicare Home Health</td>
<td>0.0%</td>
<td>0.4%</td>
<td>0.9%</td>
<td>3.9%</td>
</tr>
</tbody>
</table>

See page 102 in the 2020 Study.
## Percentage of Revenue by Payer Source in 2019

<table>
<thead>
<tr>
<th>Payer Source</th>
<th>State of Arizona</th>
<th>Home Care Industry</th>
<th>Central Region</th>
<th>Industry Masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private pay (e.g. check, credit card, cash, etc.)</td>
<td>53.8%</td>
<td>67.5%</td>
<td>68.1%</td>
<td>57.7%</td>
</tr>
<tr>
<td>Long term care insurance</td>
<td>19.3%</td>
<td>11.4%</td>
<td>11.9%</td>
<td>13.0%</td>
</tr>
<tr>
<td>Medicaid Waiver program</td>
<td>10.0%</td>
<td>6.6%</td>
<td>6.7%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Billed Medicaid directly</td>
<td>8.6%</td>
<td>2.6%</td>
<td>3.1%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Veterans Administration programs</td>
<td>3.7%</td>
<td>3.6%</td>
<td>4.6%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Trusts/banks</td>
<td>2.3%</td>
<td>0.9%</td>
<td>1.3%</td>
<td>8.2%</td>
</tr>
<tr>
<td>Workers compensation</td>
<td>1.5%</td>
<td>0.6%</td>
<td>0.7%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Billed hospitals directly</td>
<td>0.8%</td>
<td>0.4%</td>
<td>0.1%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Medicare reimbursement</td>
<td>0.0%</td>
<td>0.7%</td>
<td>0.3%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Medicare Advantage reimbursement</td>
<td>0.0%</td>
<td>0.3%</td>
<td>0.2%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Other insurance</td>
<td>0.0%</td>
<td>0.6%</td>
<td>0.4%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Area Agencies on Aging (AAA)</td>
<td>0.0%</td>
<td>1.5%</td>
<td>0.7%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Accountable Care Organization (ACO) (e.g. bundled payment program, fee for service, etc.)</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>1.3%</td>
</tr>
<tr>
<td>Managed Care Organization (MCO)</td>
<td>0.0%</td>
<td>1.7%</td>
<td>0.0%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Other payer sources not listed</td>
<td>0.0%</td>
<td>1.8%</td>
<td>1.8%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

See page 103 in the 2020 Study.
OPERATIONS

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Percentage of Providers Tracking Hospital Readmission Rates for 2019
Service Offerings for 2019
Client Average Lifetime Value in 2019

- State of Arizona: $12,287
- Home Care Industry: $12,677
- Central Region: $10,576
- Industry Masters: $26,224

See page 129 in the 2020 Study.
Client Average Length of Service in 2019

- State of Arizona: 17 months
- Home Care Industry: 12 months
- Central Region: 14 months
- Industry Masters: 16 months

See page 126 in the 2020 Study.
Median Client Growth Rate in 2019

State of Arizona: 26.1%
Home Care Industry: 6.2%
Central Region: 9.5%
Industry Masters: 5.4%

See page 29 in the 2020 Study.
Median Client Turnover Rate in 2019

- State of Arizona: 64.1%
- Home Care Industry: 59.2%
- Central Region: 59.9%
- Industry Masters: 63.5%

See page 125 in the 2020 Study.
Sales per Full-Time Employee in 2019

- State of Arizona: $267,857
- Home Care Industry: $268,987
- Central Region: $254,359
- Industry Masters: $432,381

See page 132 in the 2020 Study.
Median Office Staff Turnover in 2019

- State of Arizona: 14.6%
- Home Care Industry: 25.0%
- Central Region: 25.0%
- Industry Masters: 19.1%

See page 137 in the 2020 Study.
Median Number of Office Staff in 2019

- State of Arizona: 8
- Home Care Industry: 6
- Central Region: 6
- Industry Masters: 20

See page 136 in the 2020 Study.
## Median Office Staff Salaries

<table>
<thead>
<tr>
<th>Position Title</th>
<th>State of Arizona</th>
<th>Home Care Industry</th>
<th>Central Region</th>
<th>Industry Masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner</td>
<td>$92,500</td>
<td>$80,000</td>
<td>$75,000</td>
<td>$134,000</td>
</tr>
<tr>
<td>Executive</td>
<td>$73,500</td>
<td>$74,200</td>
<td>$70,560</td>
<td>$96,700</td>
</tr>
<tr>
<td>Admin</td>
<td>$40,000</td>
<td>$40,000</td>
<td>$40,000</td>
<td>$45,434</td>
</tr>
<tr>
<td>Sales Rep</td>
<td>$55,000</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$72,000</td>
</tr>
<tr>
<td>Care Coordinator</td>
<td>$41,000</td>
<td>$40,000</td>
<td>$38,650</td>
<td>$45,000</td>
</tr>
<tr>
<td>Supervisors in the field</td>
<td>$44,400</td>
<td>$42,631</td>
<td>$42,200</td>
<td>$56,600</td>
</tr>
</tbody>
</table>

See page 137 in the 2020 Study.
Provide Office Staff Benefits in 2019

- **State of Arizona**: 92.3% (Yes, Offer Benefits), 7.7% (No, Don’t Offer Benefits)
- **Home Care Industry**: 86.2% (Yes, Offer Benefits), 13.8% (No, Don’t Offer Benefits)
- **Central Region**: 83.2% (Yes, Offer Benefits), 16.8% (No, Don’t Offer Benefits)
- **Industry Masters**: 100.0% (Yes, Offer Benefits), 0.0% (No, Don’t Offer Benefits)

See page 139 in the 2020 Study.
# Office Staff Benefits Provided

<table>
<thead>
<tr>
<th>Benefit Type</th>
<th>State of Arizona</th>
<th>Home Care Industry</th>
<th>Central Region</th>
<th>Industry Masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>PTO</td>
<td>91.7%</td>
<td>79.2%</td>
<td>83.3%</td>
<td>78.7%</td>
</tr>
<tr>
<td>Sick Leave</td>
<td>83.3%</td>
<td>53.0%</td>
<td>45.2%</td>
<td>8.5%</td>
</tr>
<tr>
<td>Travel Reimbursement</td>
<td>83.3%</td>
<td>53.6%</td>
<td>51.2%</td>
<td>21.3%</td>
</tr>
<tr>
<td>Major Health</td>
<td>66.7%</td>
<td>60.7%</td>
<td>59.5%</td>
<td>61.7%</td>
</tr>
<tr>
<td>401K Matching</td>
<td>50.0%</td>
<td>49.5%</td>
<td>39.3%</td>
<td>78.7%</td>
</tr>
<tr>
<td>Dental</td>
<td>41.7%</td>
<td>50.0%</td>
<td>51.2%</td>
<td>83.0%</td>
</tr>
<tr>
<td>Supplement (i.e., Aflac)</td>
<td>33.3%</td>
<td>43.7%</td>
<td>47.6%</td>
<td>46.8%</td>
</tr>
<tr>
<td>FSA or Cafeteria Plan</td>
<td>16.7%</td>
<td>11.4%</td>
<td>8.3%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Profit Sharing</td>
<td>8.3%</td>
<td>10.2%</td>
<td>14.3%</td>
<td>91.5%</td>
</tr>
<tr>
<td>Education Reimbursement</td>
<td>8.3%</td>
<td>20.8%</td>
<td>14.3%</td>
<td>6.4%</td>
</tr>
<tr>
<td>Childcare or Daycare Service for Caregivers</td>
<td>0.0%</td>
<td>1.5%</td>
<td>2.4%</td>
<td>66.0%</td>
</tr>
<tr>
<td>DCAP (Depend Care Assistance Program)</td>
<td>0.0%</td>
<td>2.5%</td>
<td>1.2%</td>
<td>29.8%</td>
</tr>
</tbody>
</table>

See page 139 in the 2020 Study.
Agencies That Anticipate Benefiting from Medicare Advantage Plans in 2020

- **State of Arizona**: Yes 35.7%, No 42.9%, Do Not Know 21.4%
- **Home Care Industry**: Yes 19.7%, No 38.7%, Do Not Know 41.6%
- **Central Region**: Yes 17.3%, No 45.9%, Do Not Know 36.7%
- **Industry Masters**: Yes 34.0%, No 40.4%, Do Not Know 25.5%

See page 22 in the 2020 Study.
Percentage of Providers Tracking Hospital Readmission Rates for 2019

- **State of Arizona**: 14% Yes, Track; 86% No, Don't Track
- **Home Care Industry**: 25% Yes, Track; 75% No, Don't Track
- **Central Region**: 21% Yes, Track; 79% No, Don't Track
- **Industry Masters**: 33% Yes, Track; 67% No, Don't Track

See page 130 in the 2020 Study.
## Service Offerings for 2019

<table>
<thead>
<tr>
<th>Service Offering</th>
<th>State of Arizona</th>
<th>Home Care Industry</th>
<th>Central Region</th>
<th>Industry Masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hourly care (i.e. billed hourly)</td>
<td>90%</td>
<td>98%</td>
<td>96%</td>
<td>100%</td>
</tr>
<tr>
<td>Private duty skilled nursing services</td>
<td>30%</td>
<td>14%</td>
<td>13%</td>
<td>7%</td>
</tr>
<tr>
<td>Live-in care (i.e. billed daily, 24 hour/caregiver sleeps in the home)</td>
<td>20%</td>
<td>34%</td>
<td>23%</td>
<td>64%</td>
</tr>
<tr>
<td>Geriatric care management</td>
<td>20%</td>
<td>8%</td>
<td>6%</td>
<td>7%</td>
</tr>
<tr>
<td>Healthcare staffing services</td>
<td>10%</td>
<td>9%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Other services not listed</td>
<td>10%</td>
<td>8%</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Alert monitoring services</td>
<td>0%</td>
<td>8%</td>
<td>6%</td>
<td>23%</td>
</tr>
<tr>
<td>Medicare Home Health</td>
<td>0%</td>
<td>3%</td>
<td>5%</td>
<td>9%</td>
</tr>
</tbody>
</table>

See page 121 in the 2020 Study.