

2020 - CUSTOM REPORT



Custom Report for the

Home CareTM

BENCHMARKING STUDY



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State of Arizona

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CUSTOM REPORT



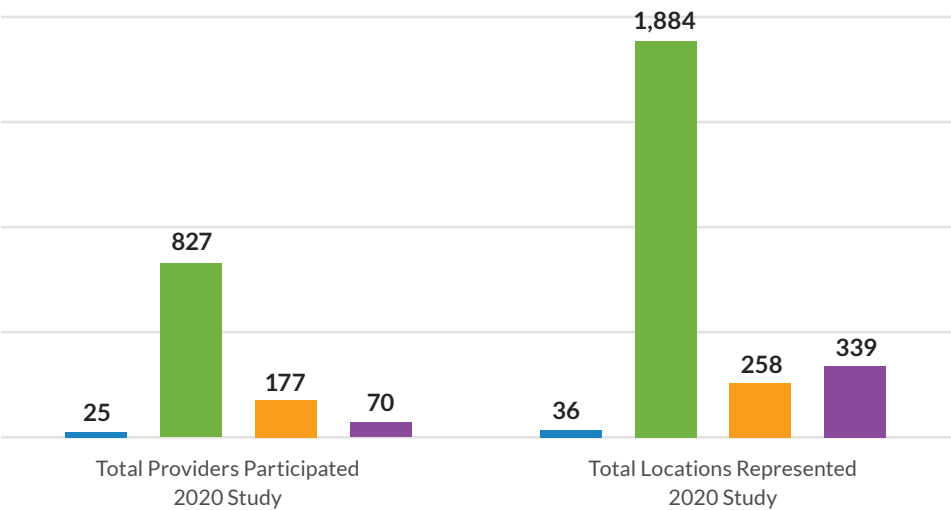
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Participation Summary for the 2020 Study



- State of Arizona
- Home Care Industry
- Central Region
- Industry Masters

See page 4 in the 2020 Benchmarking Study.

Masters - These are determined upon the most accurately tracked criterion: annual revenue. All participating private duty home care companies that billed more than \$5,000,000 in 2019 qualified.

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

State of Arizona	
1	Internet - Search Engine Optimization (consumers can find you online)
2	Internet - Google Ad Words/Pay Per Click
3	Internet - Corporate Web Leads (i.e. Franchisors Website, etc.)
4	Ads - Television
5	Internet - Facebook

See page 19 in the 2020 Study.



Top 5 Referral Sources for 2019

State of Arizona	
1	Clients - Past and current clients and their loved ones
2	Healthcare Professionals - Skilled nursing facilities
3	Healthcare Professionals - Hospital discharge planners
4	Networking - Business networking groups (i.e. BNI)
5	Healthcare Professionals - Assisted Living Facilities

See page 20 in the 2020 Study.



Top 3 Threats Facing Home Care Providers in 2020

State of Arizona	
1	Caregiver shortages
2	Fight for \$15 wage battle (increase in minimum wage)
3	Attracting enough referrals

See page 140 in the 2020 Study.



Top 3 Growth Opportunities in 2020

State of Arizona	
1	Strengthening relationships with referral sources
2	Caregiver recruitment and retention program
3	Offering of other service lines

See page 22 in the 2020 Study.



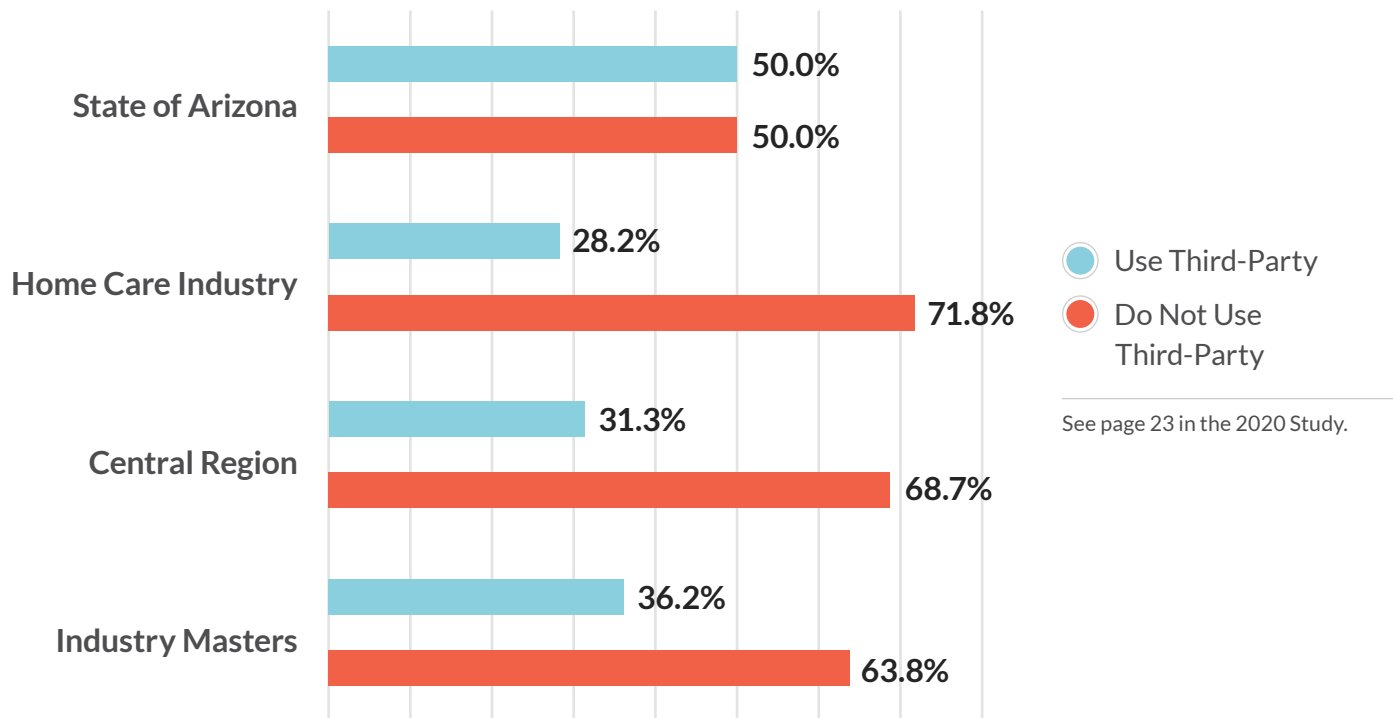
Top 3 Goals for Next 5 years

State of Arizona	
1	Holding and growing
2	Adding another location
3	Acquiring another agency

See page 140 in the 2020 Study.

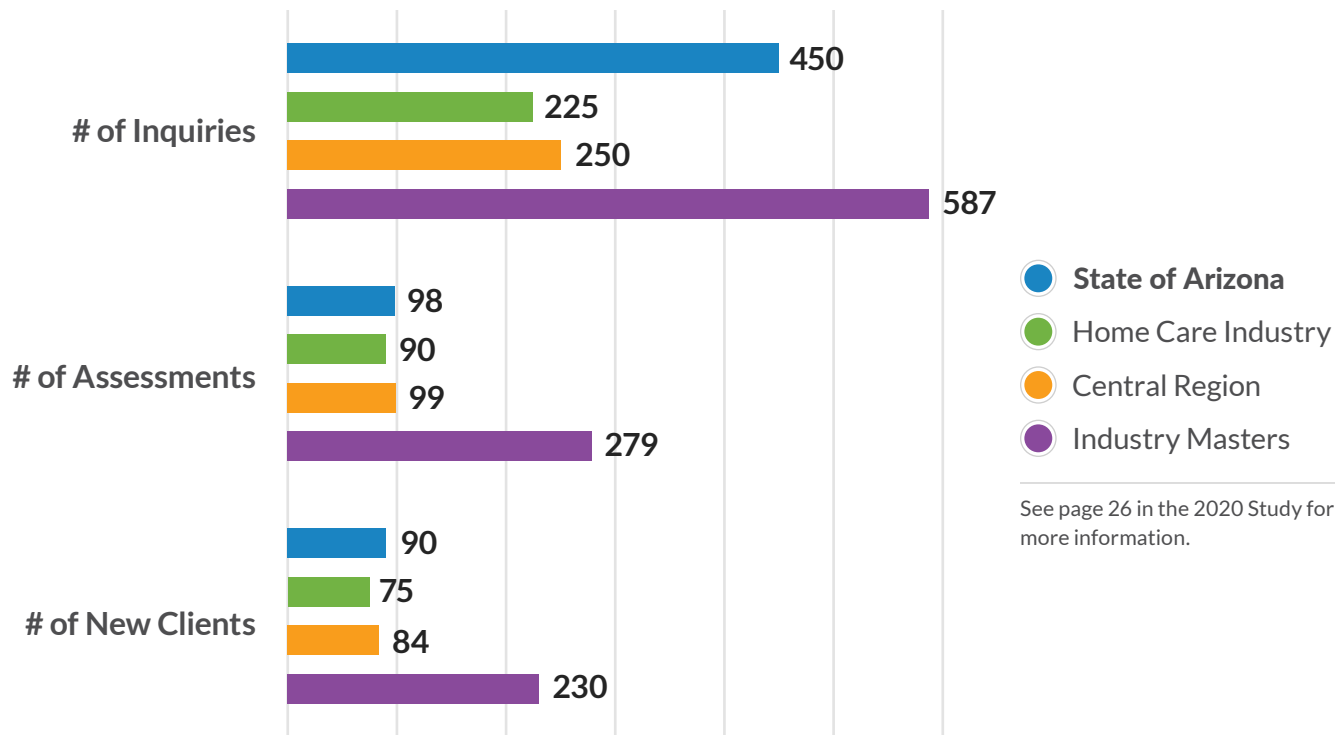


Inquiry/After Hour Calls



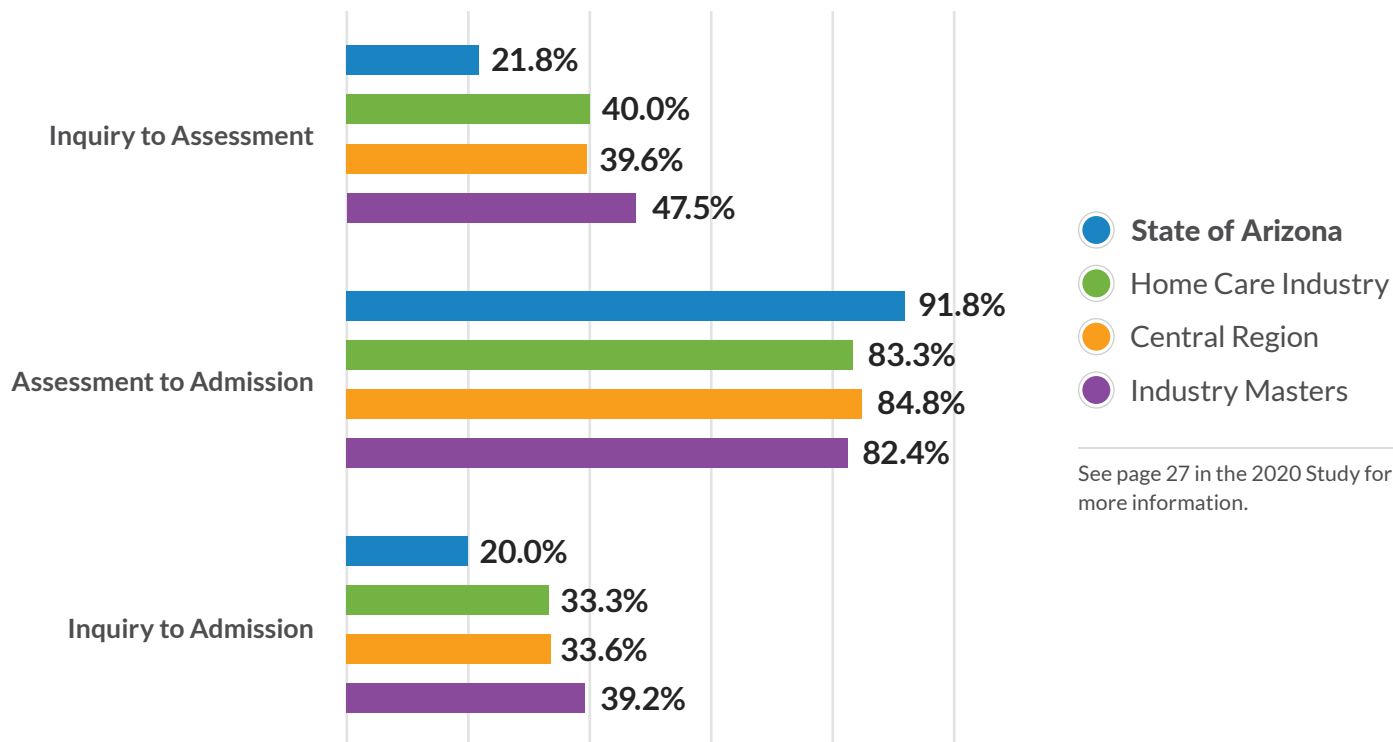


Sales Close Numbers for 2019



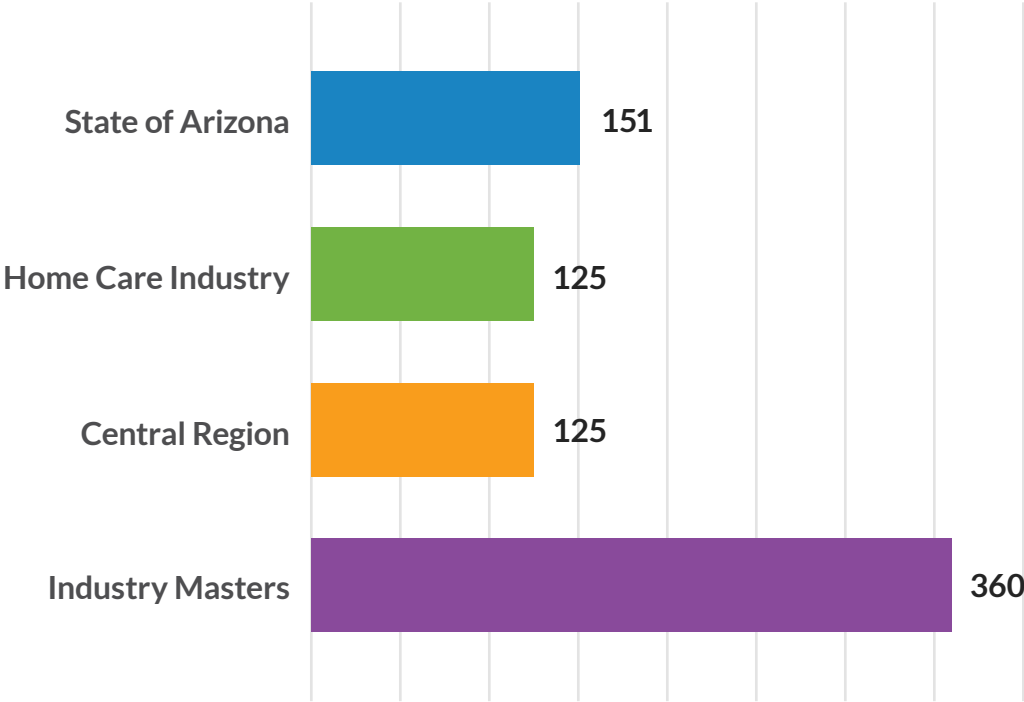


Sales Close Ratios for 2019



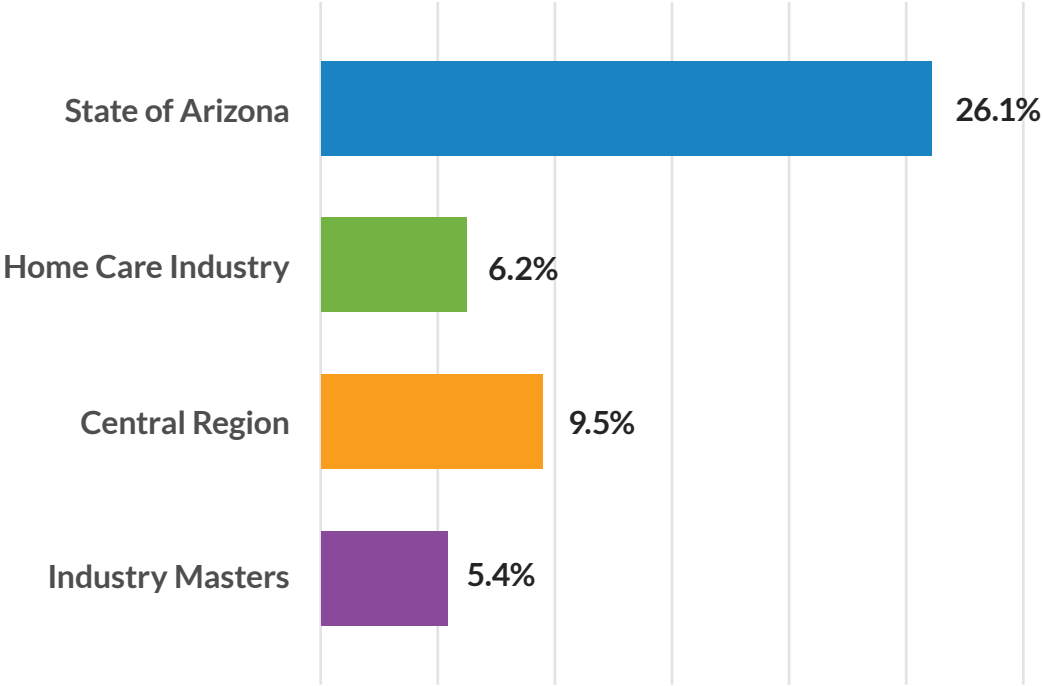


Median Clients Serviced in 2019



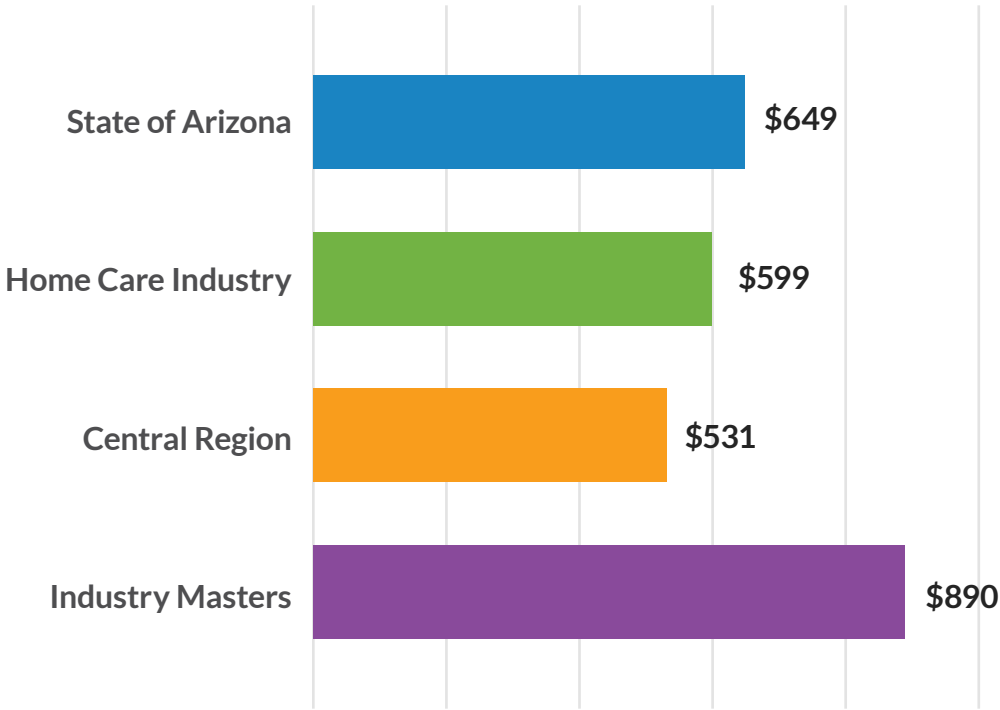


Median Client Growth Rates in 2019





Median Client Acquisition Costs in 2019



See page 31 in the 2020 Study for more information.



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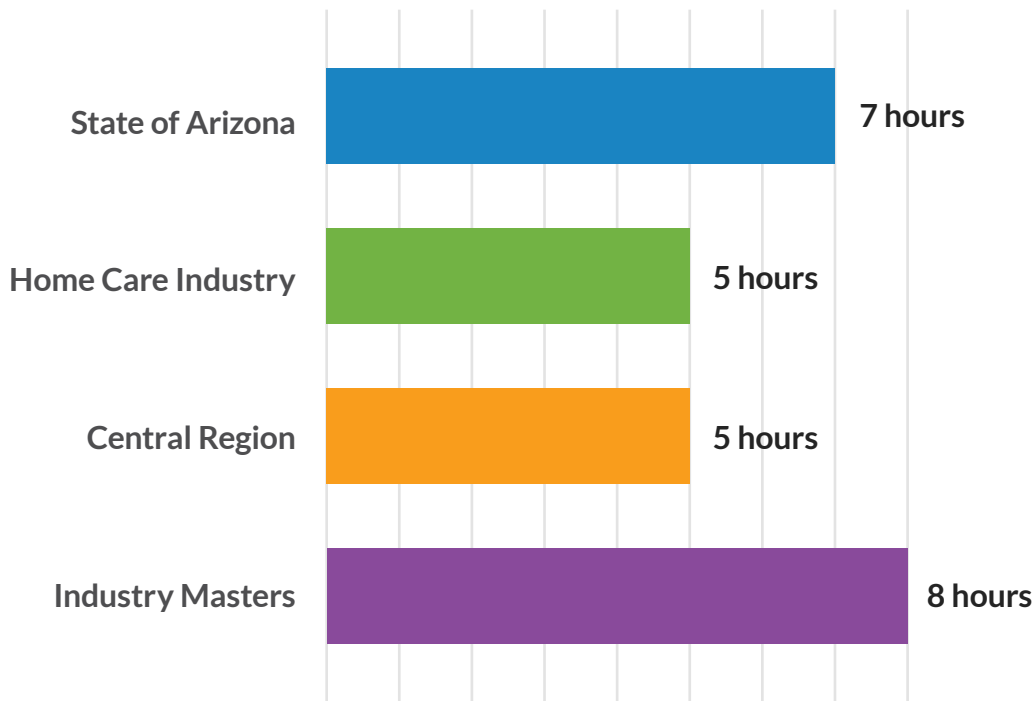
Top 5 Caregiver Recruitment Sources/Methods in 2019

State of Arizona	
1	Internet - Indeed.com
2	Internet - Social Media (Facebook, Twitter, LinkedIn, etc.)
3	Internet - Ziprecruiter.com
4	Internet - myCNAjobs.com
5	Advertising - Daily Newspaper Classified Ads

See page 41 in the 2020 Study.



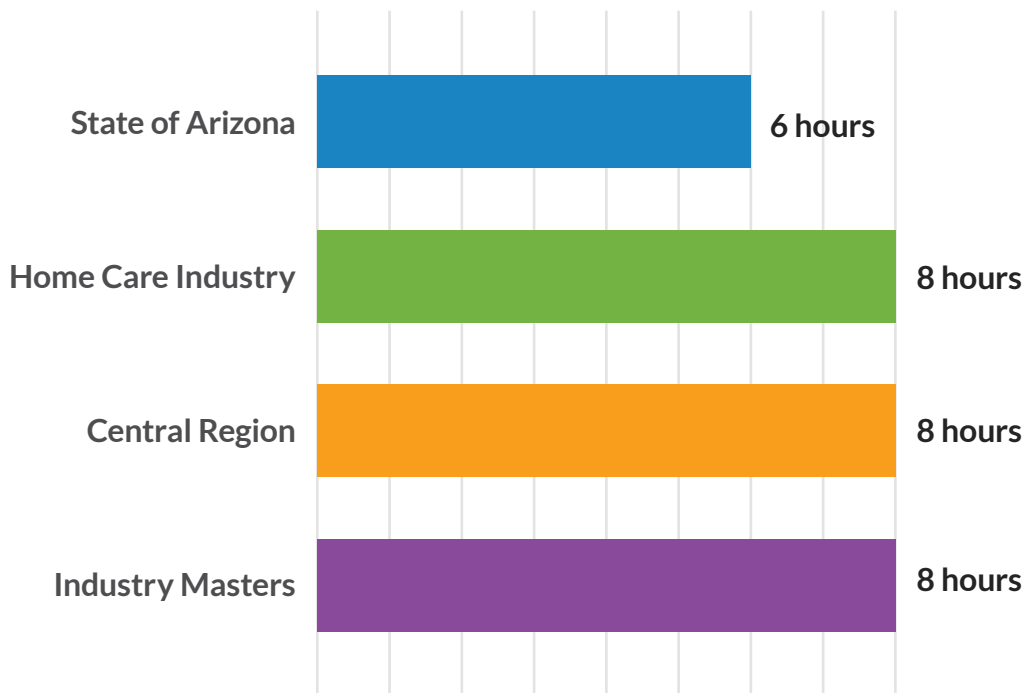
Median Caregiver Orientation Training Hours in 2019



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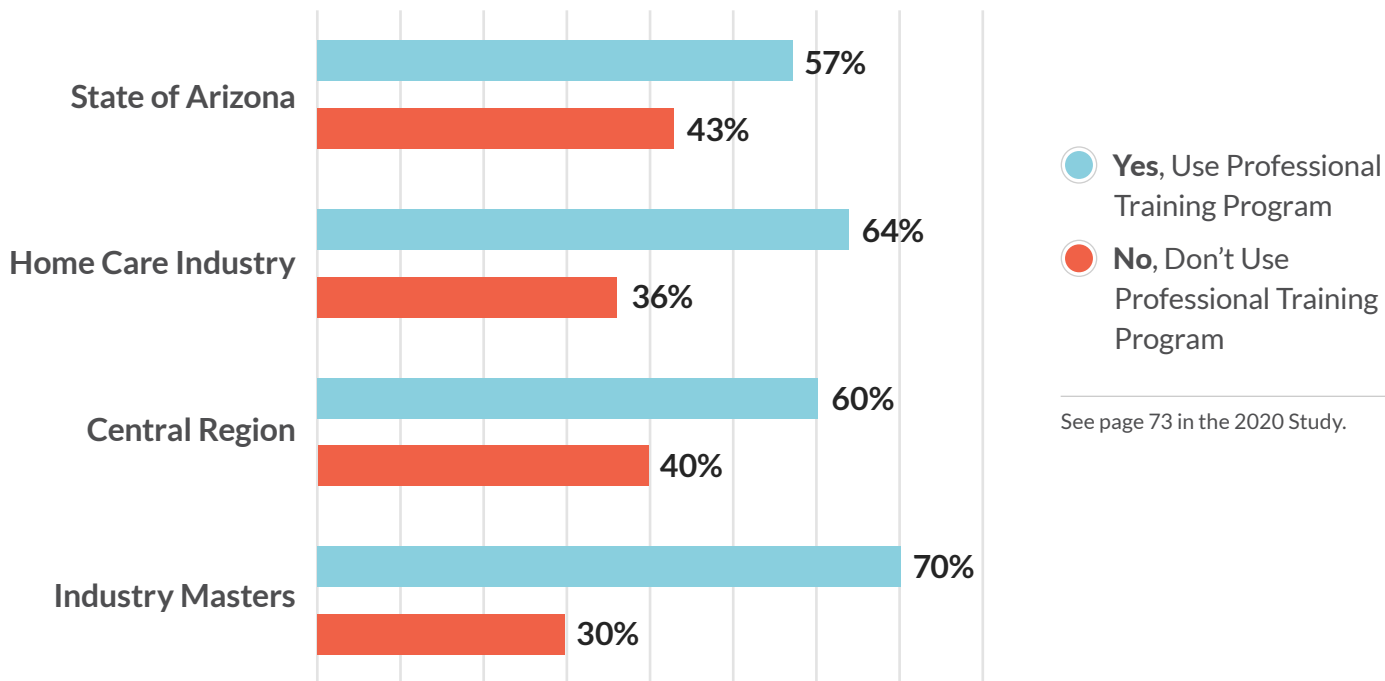
Median Caregiver Ongoing Training Hours in 2019



See page 67 in the 2020 Study.

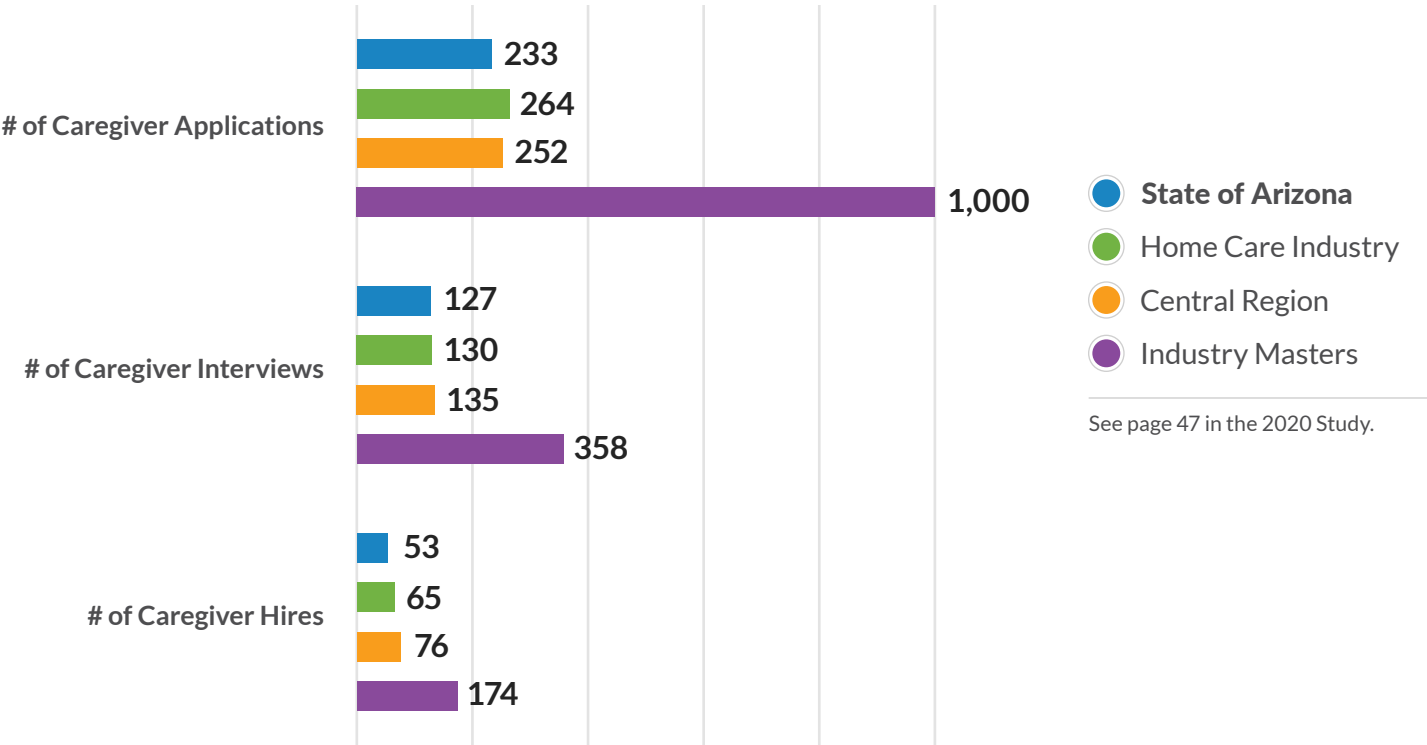


Use Professional Training Program in 2019



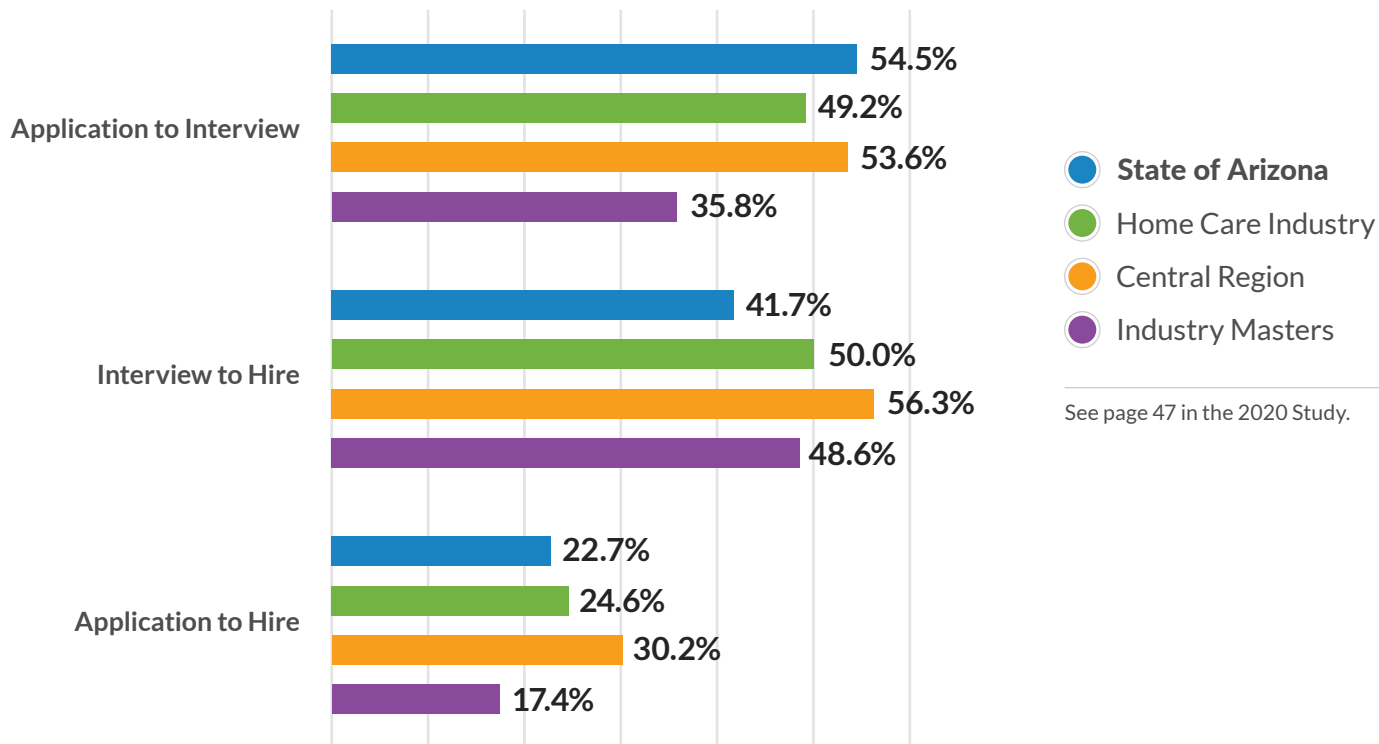


Median Hiring Numbers in 2019





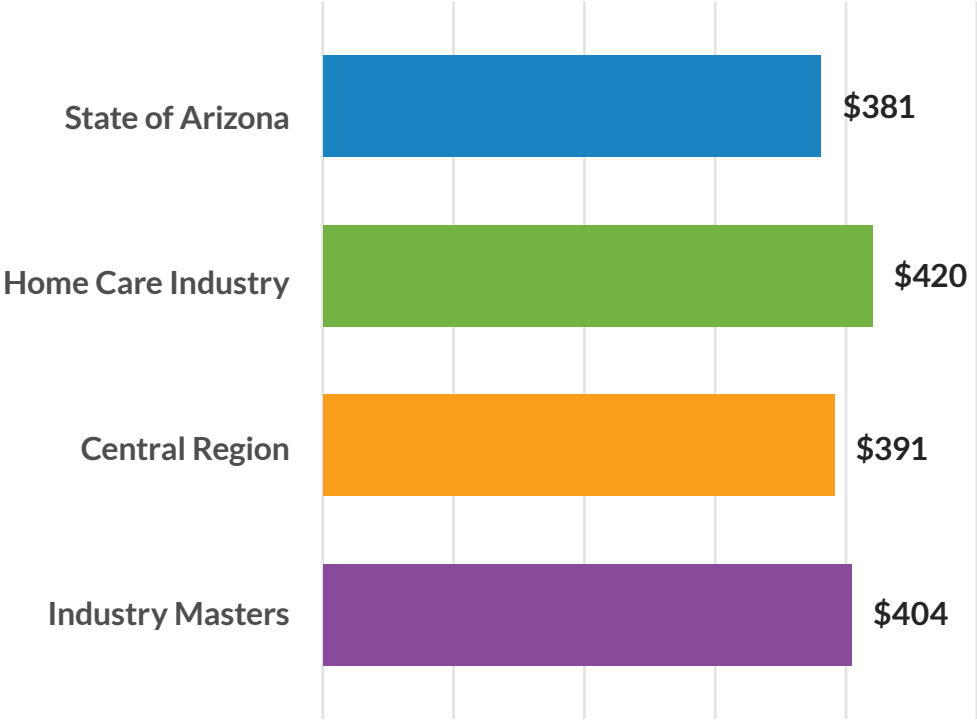
Median Hiring Ratios in 2019



See page 47 in the 2020 Study.



Median Caregiver Acquisition Cost in 2019

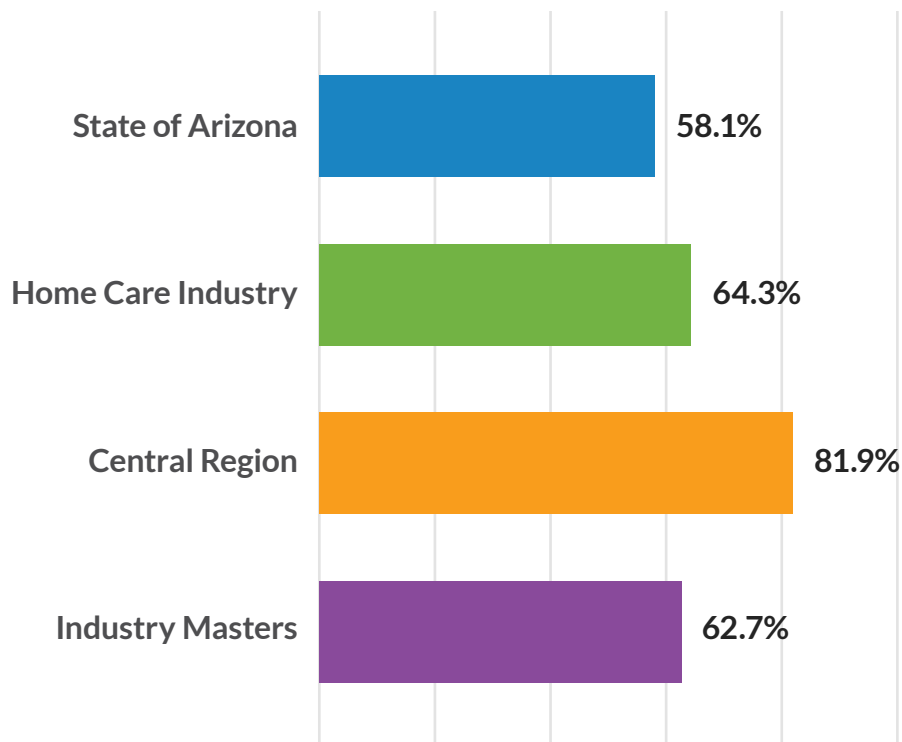


This data was not included in the 2020 Home Care Benchmarking Study.

For more information see page 44 in the 2020 Study.



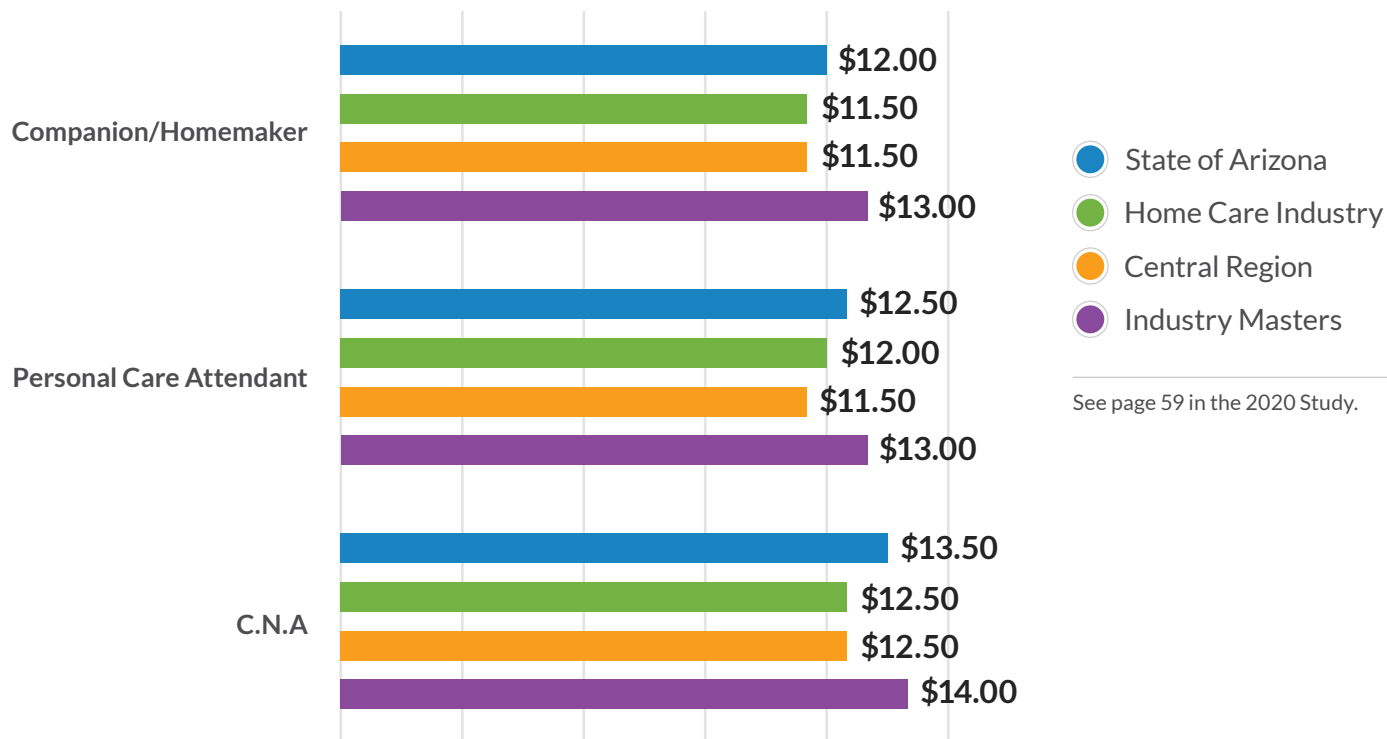
Median Caregiver Turnover Rates in 2019



See page 50 in the 2020 Study.

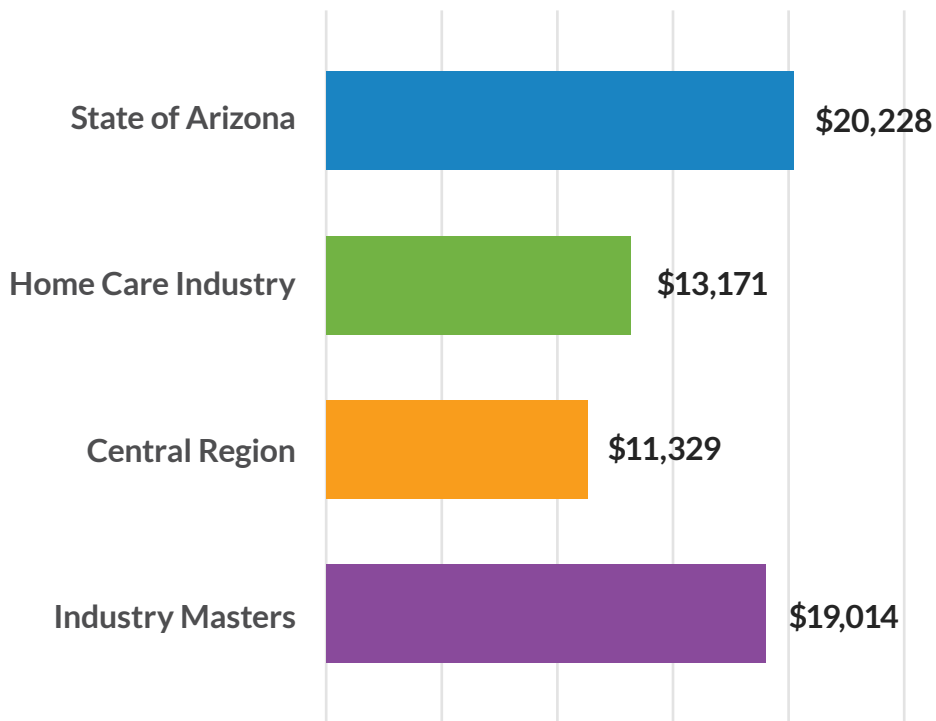


Median Hourly Caregiver Pay in 2019





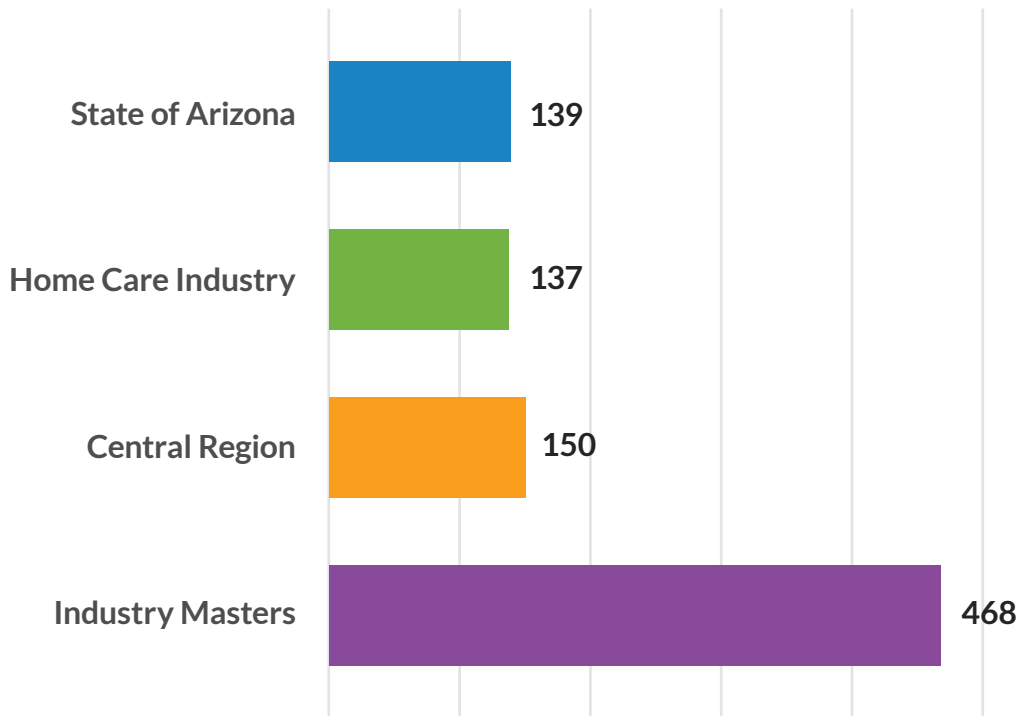
Median Revenue Per Caregiver Employee for 2019



See page 55 in the 2020 Study.



Median Caregivers Employed in 2019

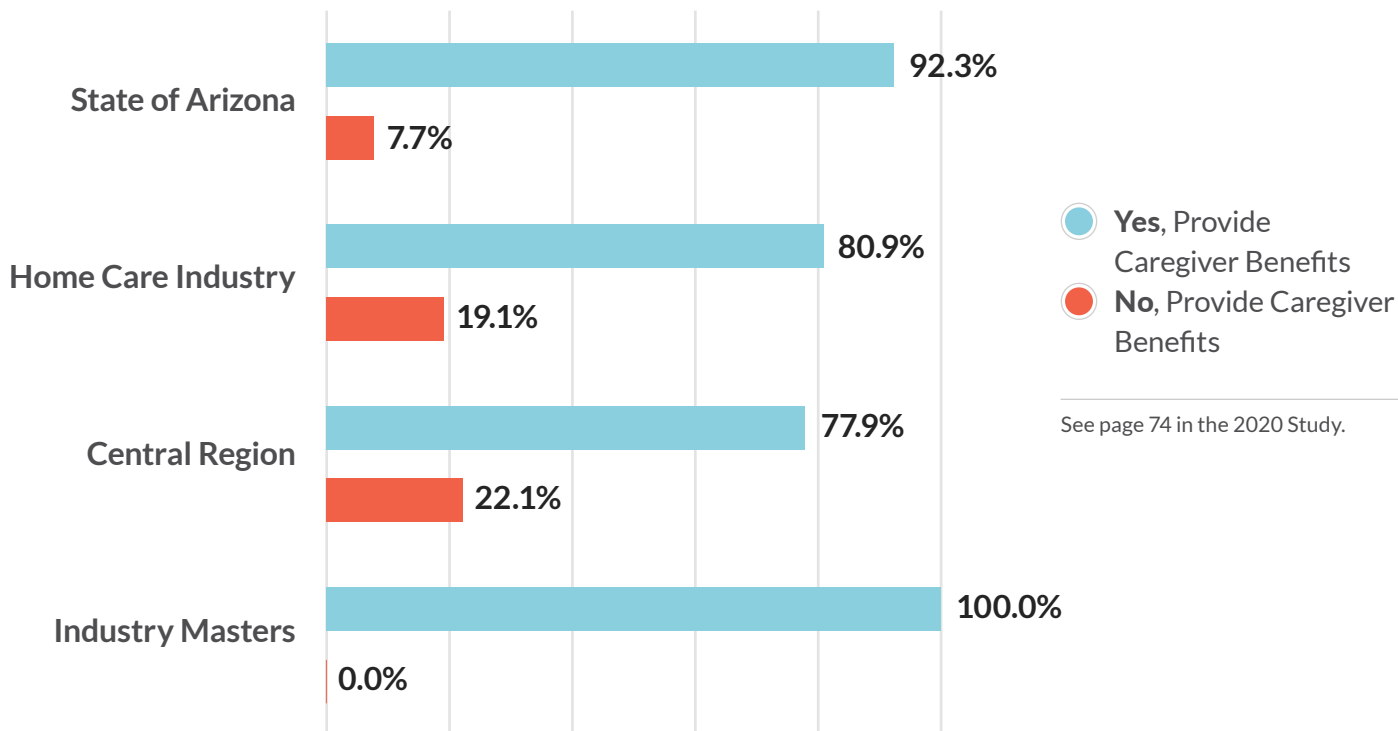


This data was not included in the 2020 Home Care Benchmarking Study.

For more information see page 75 in the 2020 Study.



Provide Caregiver Benefits in 2019





Caregiver Benefits Provided

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

See page 74 in the 2020 Study.



SECTION 3

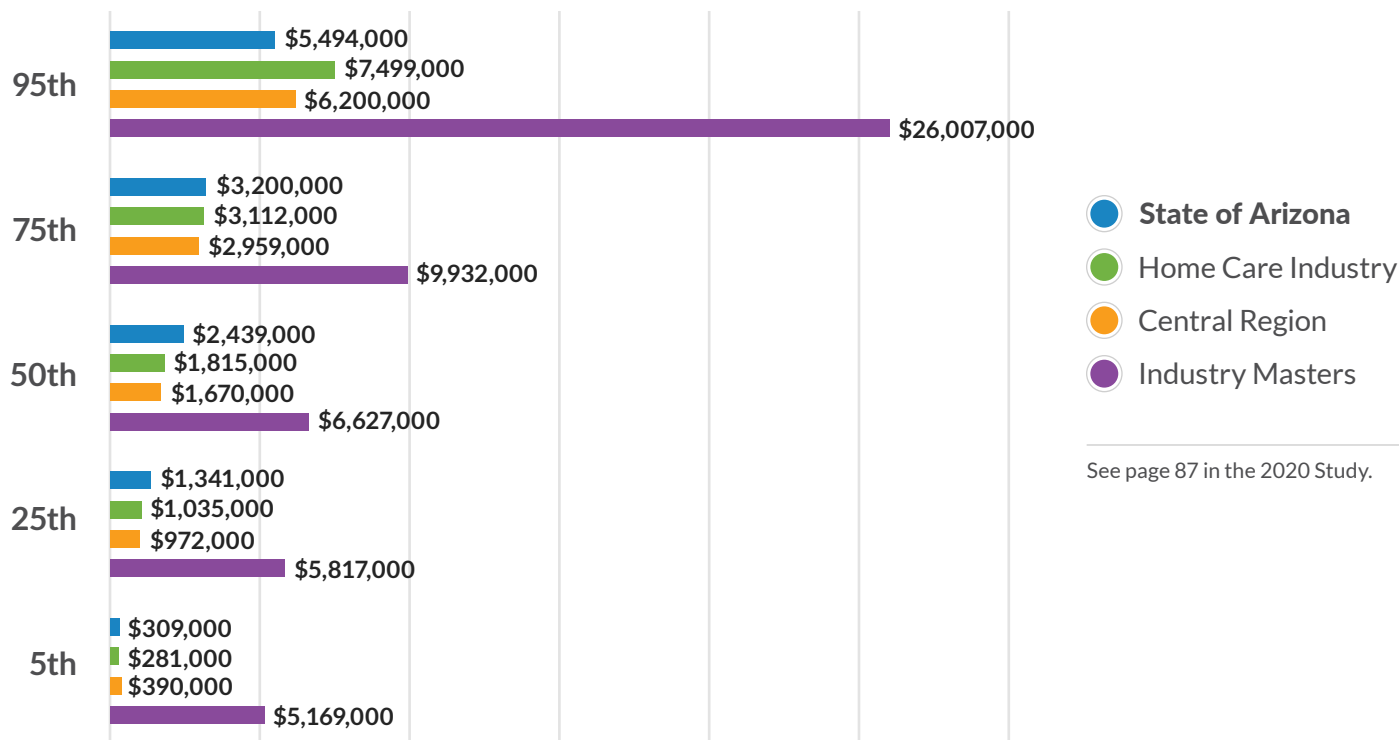
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Revenue Percentile Rankings for 2019





Profit & Loss Comparison for 2019

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

See page 97 in the 2020 Study.



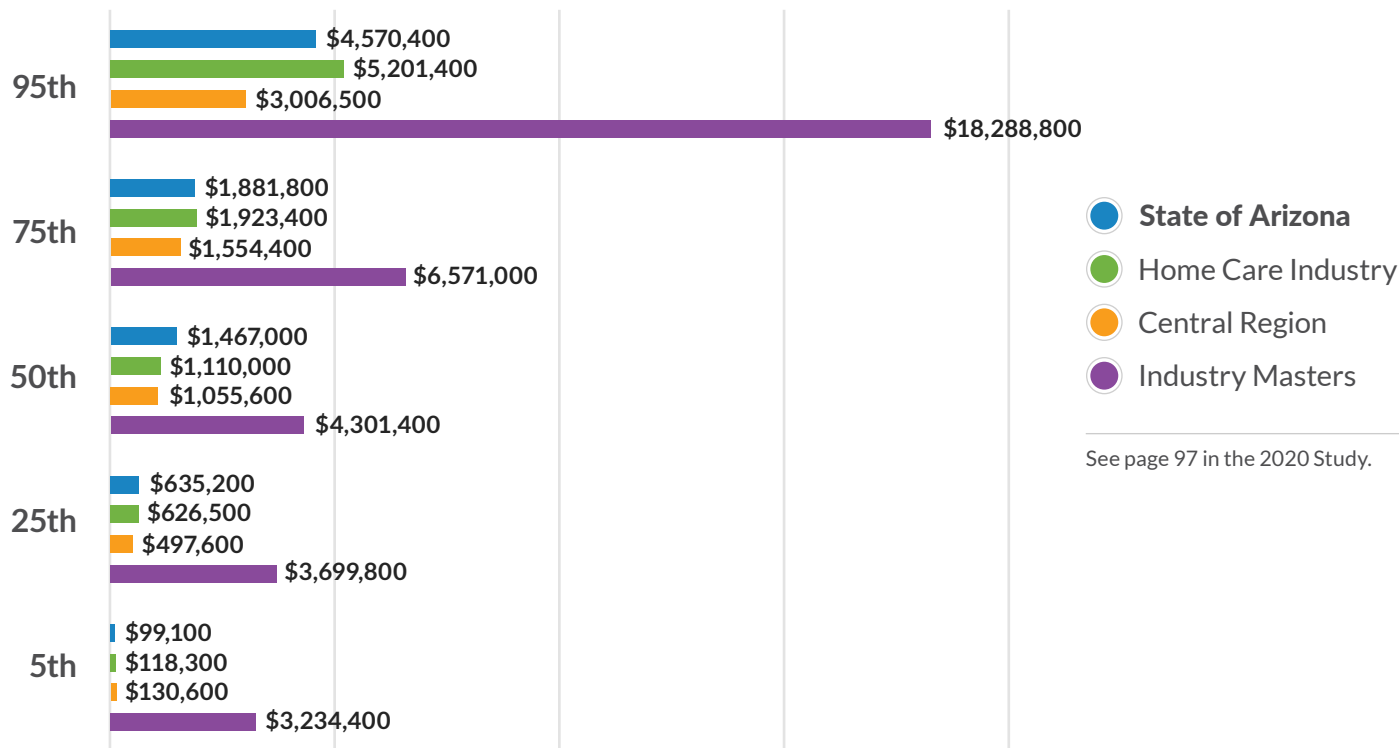
Profit & Loss Comparison for 2019 - Continued

See page 97 in the 2020 Study.

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

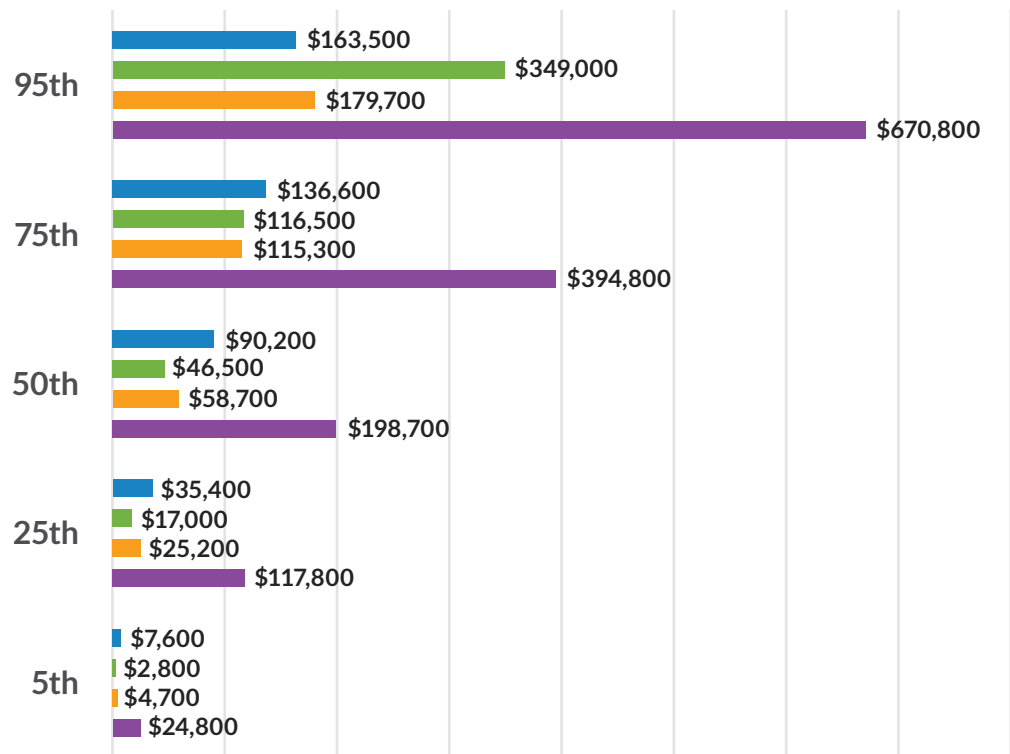


Direct Care Expense - Percentile Ranking





Sales & Marketing Expense - Percentile Ranking

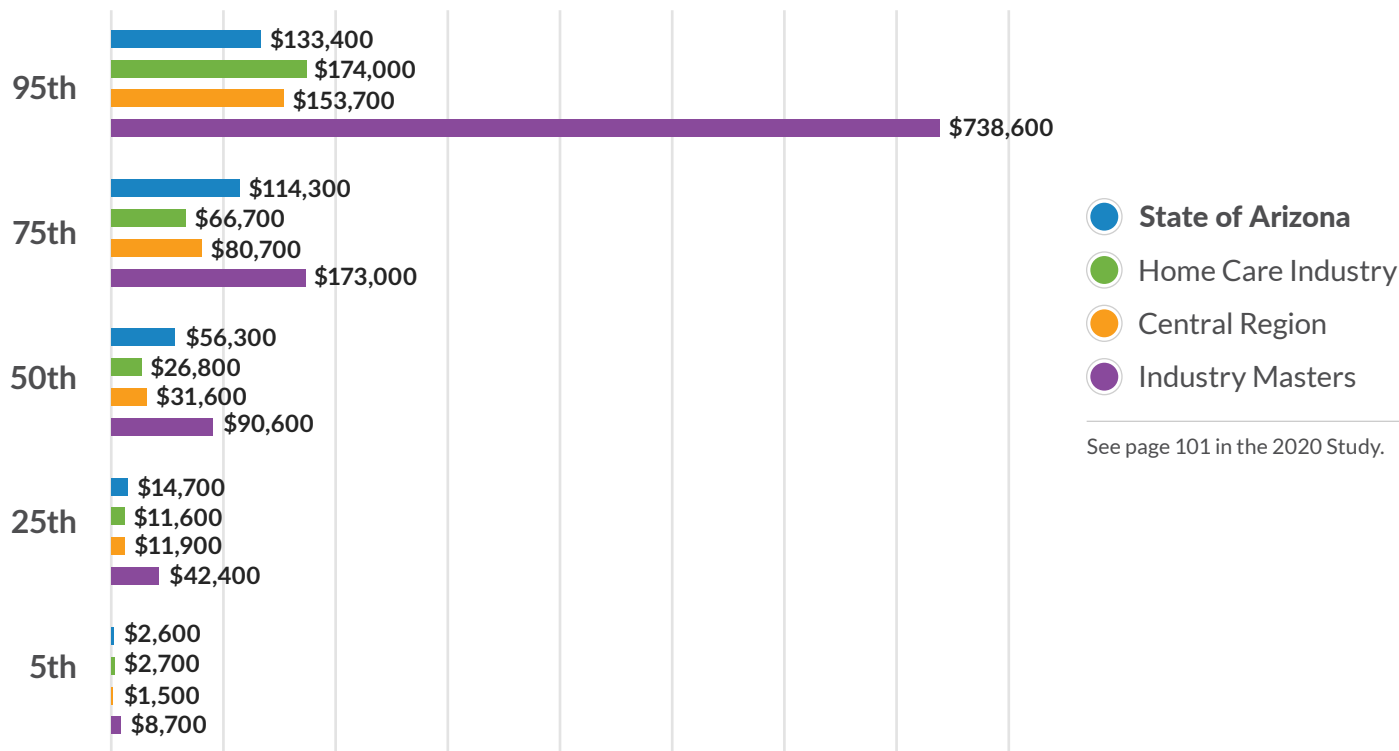


- State of Arizona
- Home Care Industry
- Central Region
- Industry Masters

See page 100 in the 2020 Study.

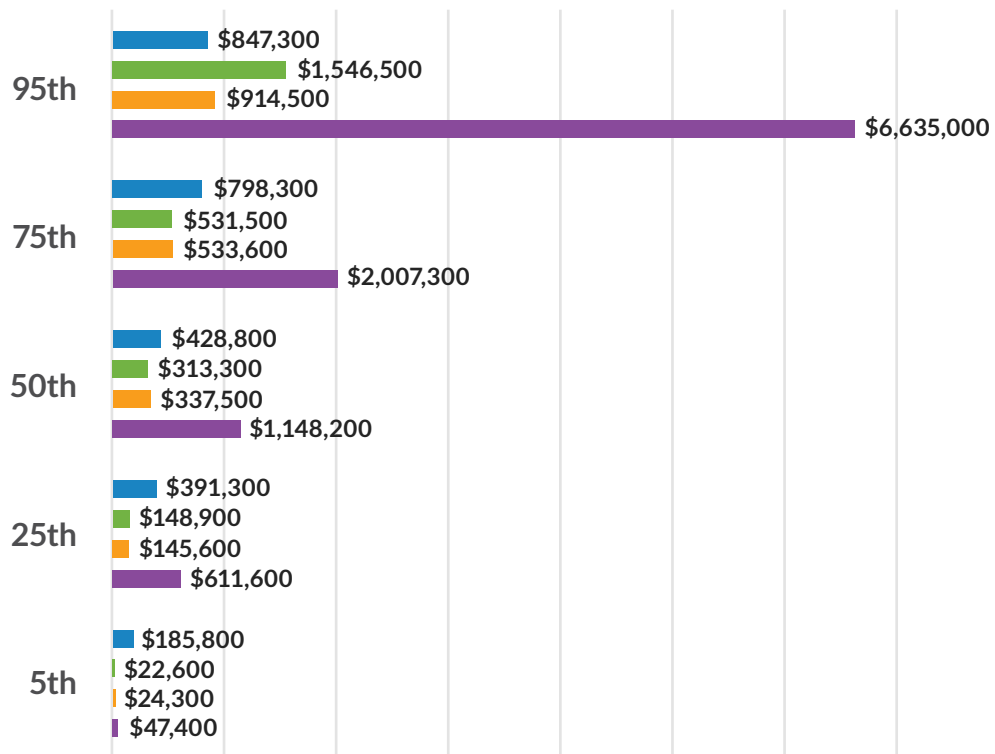


Recruitment & Retention Expenses - Percentile Ranking





Operating Expenses - Percentile Ranking

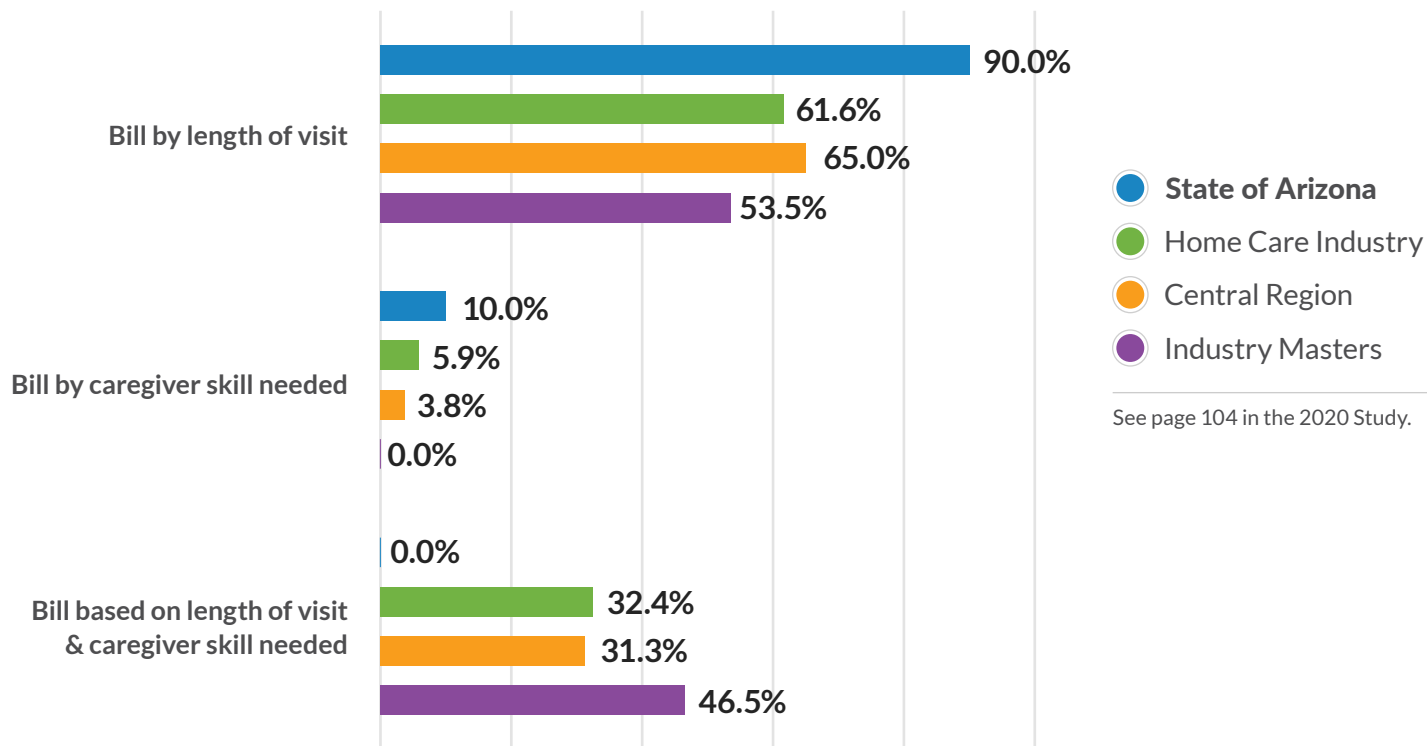


- State of Arizona
- Home Care Industry
- Central Region
- Industry Masters

See page 97 in the 2020 Study.

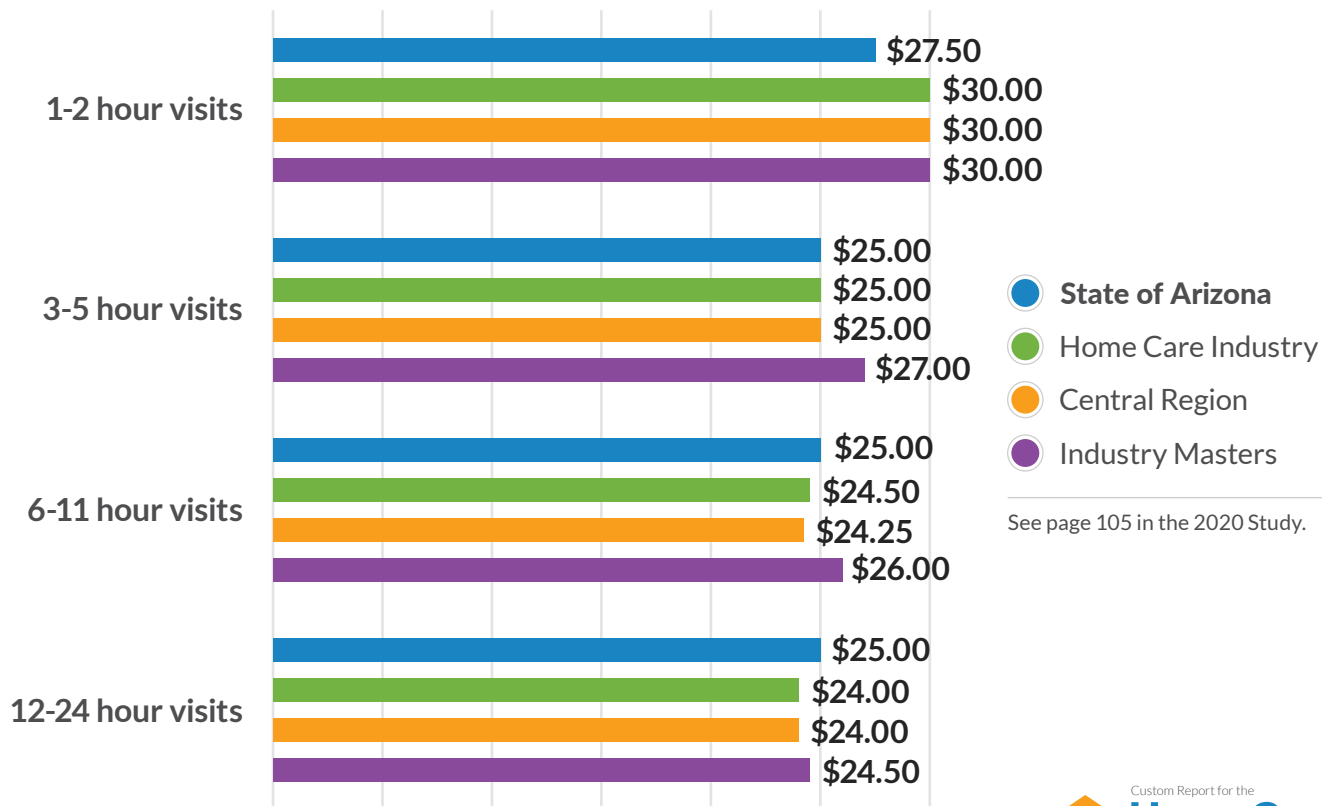


Service Billing Methods for 2019



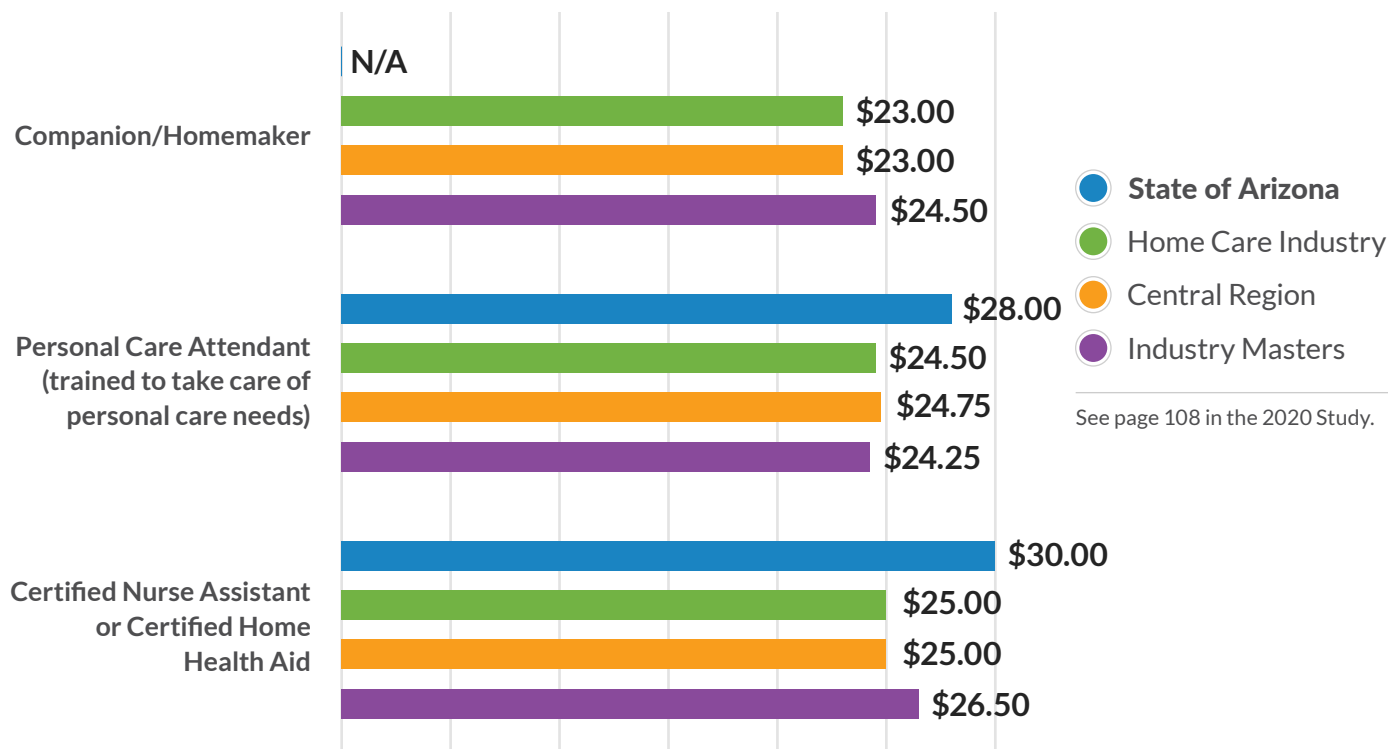


Length of Visit Median Billing Rates for 2019



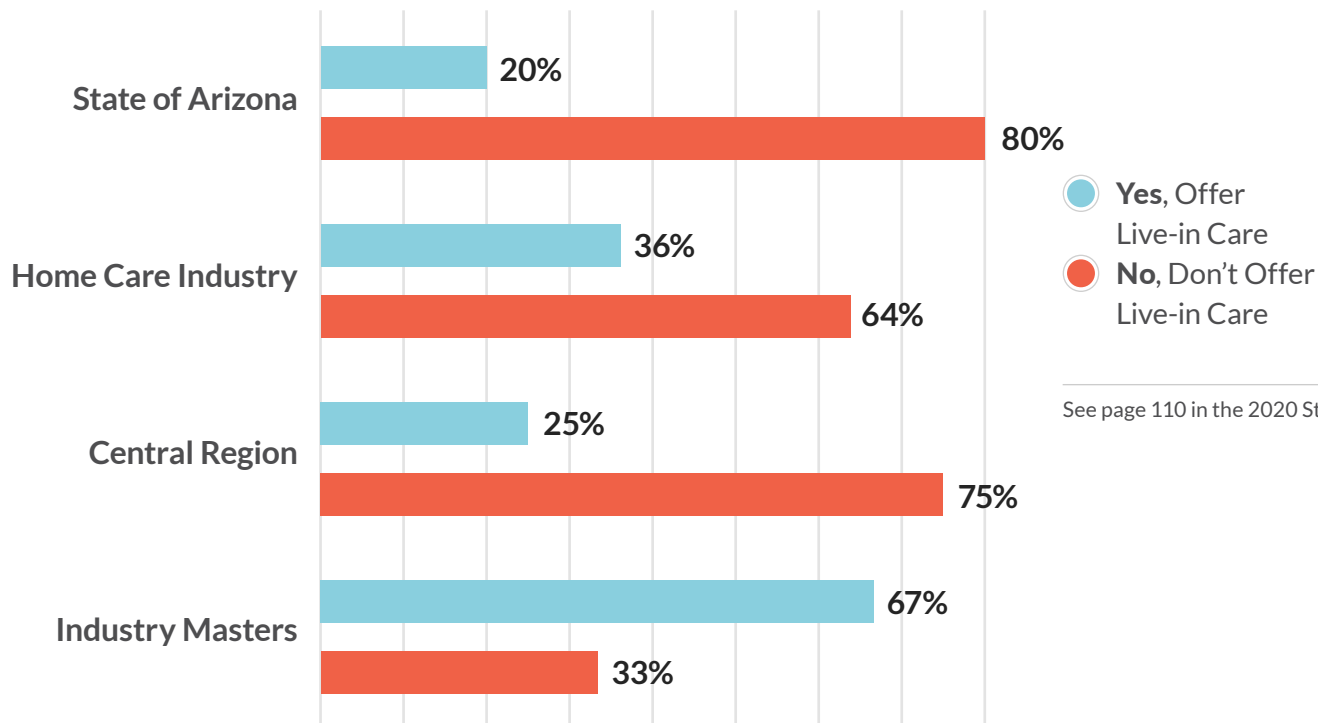


Median Skill Level Billing Rates for 2019





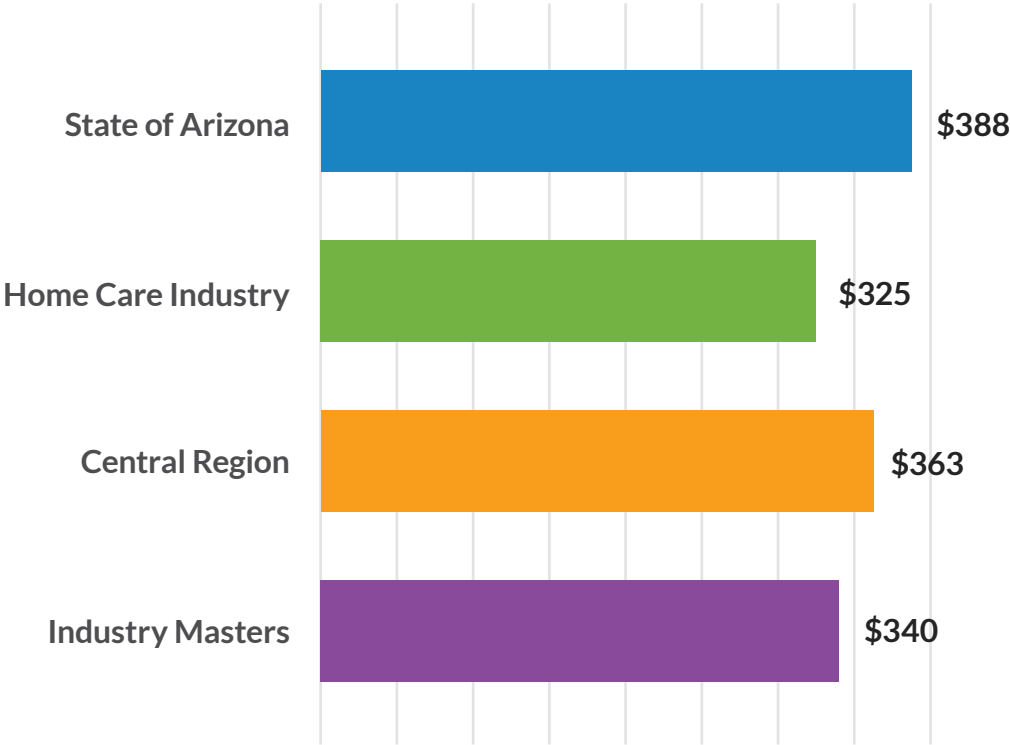
Offer Live-In Care in 2019



See page 110 in the 2020 Study.



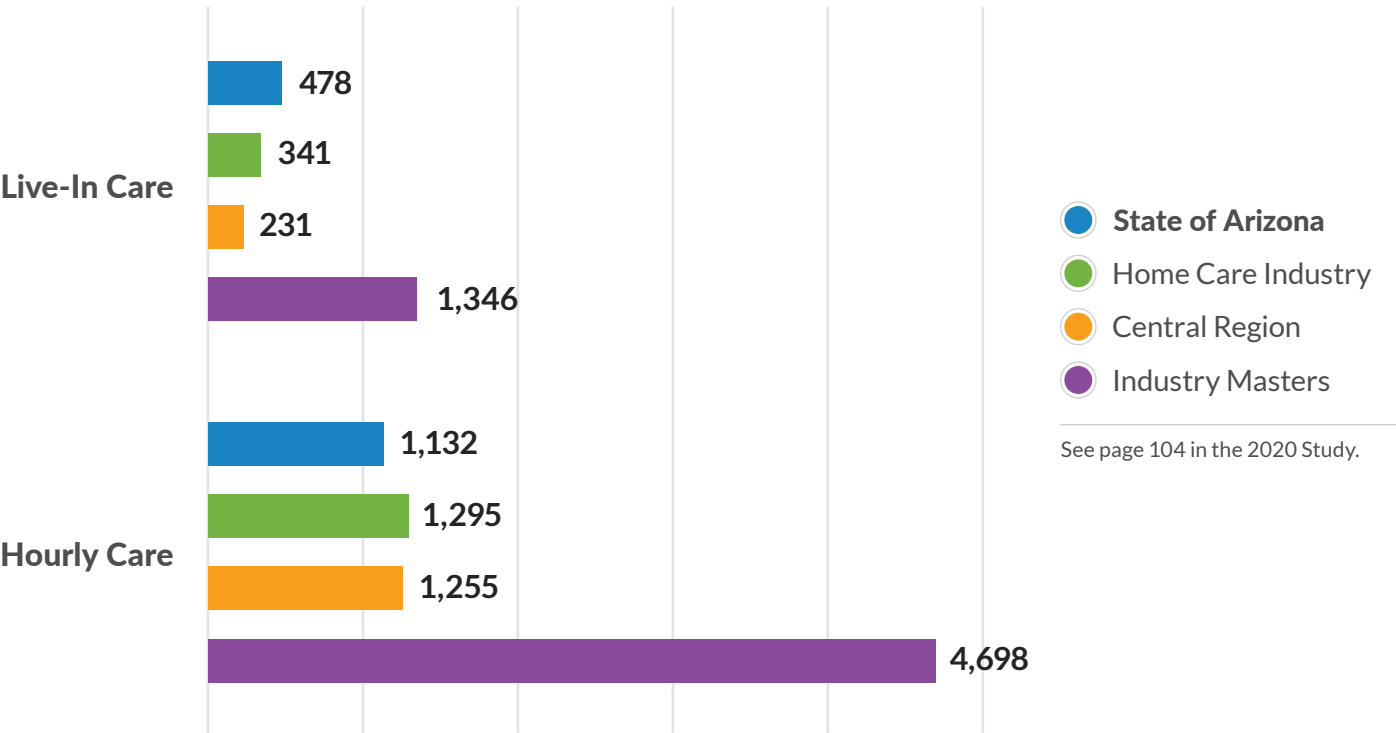
Median Live-In Billing Rate in 2019



See page 110 in the 2020 Study.



Median Weekly Billable Hours in 2019



- State of Arizona
- Home Care Industry
- Central Region
- Industry Masters

See page 104 in the 2020 Study.



Percentage of Revenue by Service Offering in 2019

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

See page 102 in the 2020 Study.



Percentage of Revenue by Payer Source in 2019

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

See page 103 in the 2020 Study.



SECTION 4

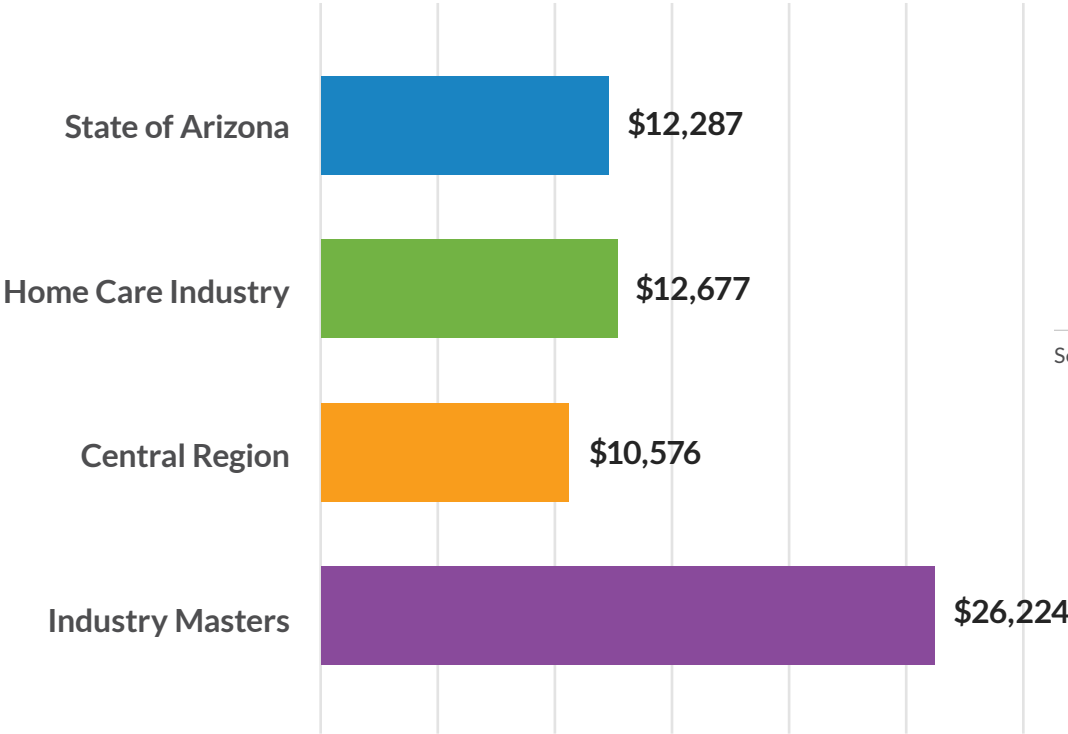
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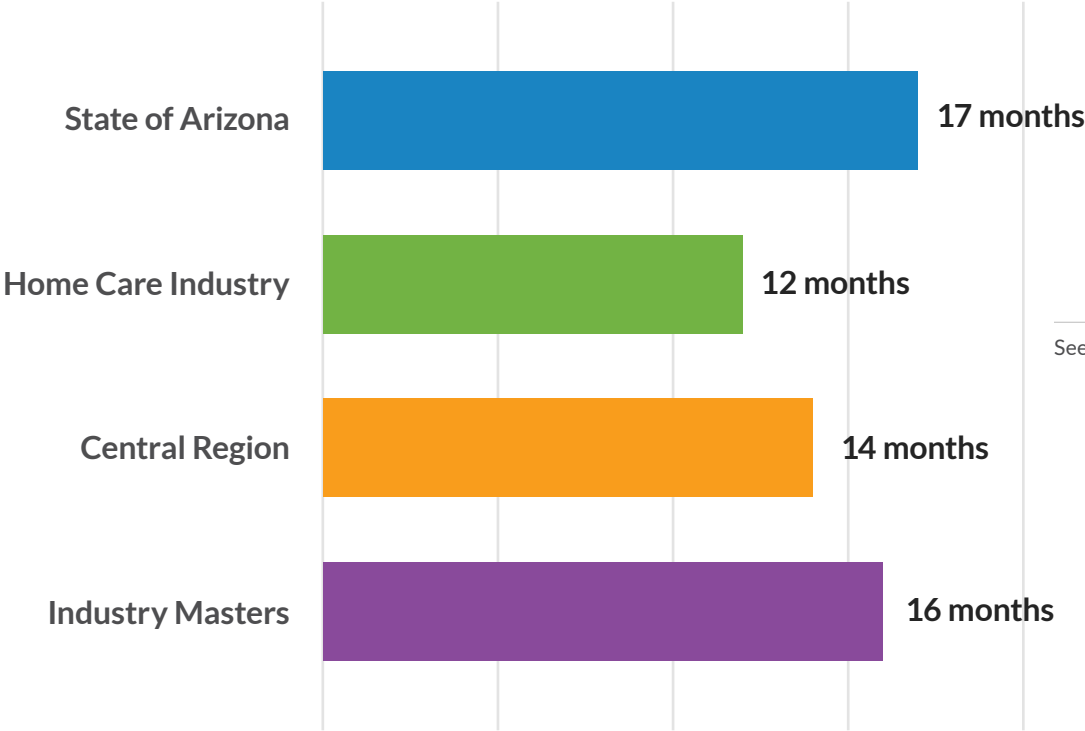
Client Average Lifetime Value in 2019



See page 129 in the 2020 Study.



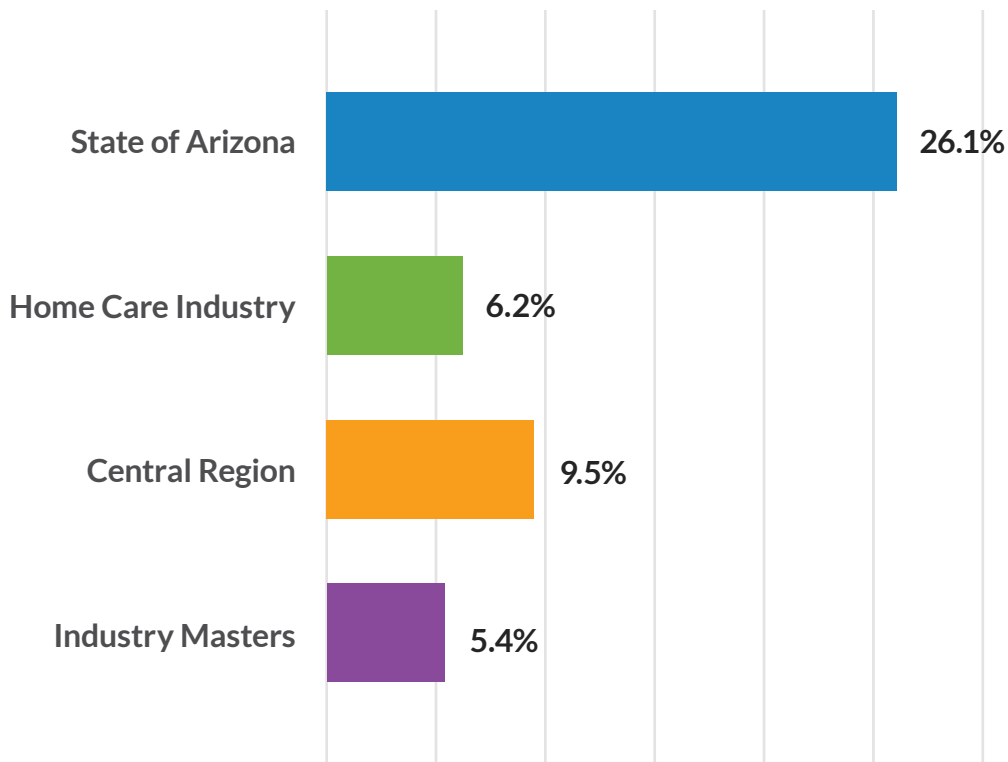
Client Average Length of Service in 2019



See page 126 in the 2020 Study.



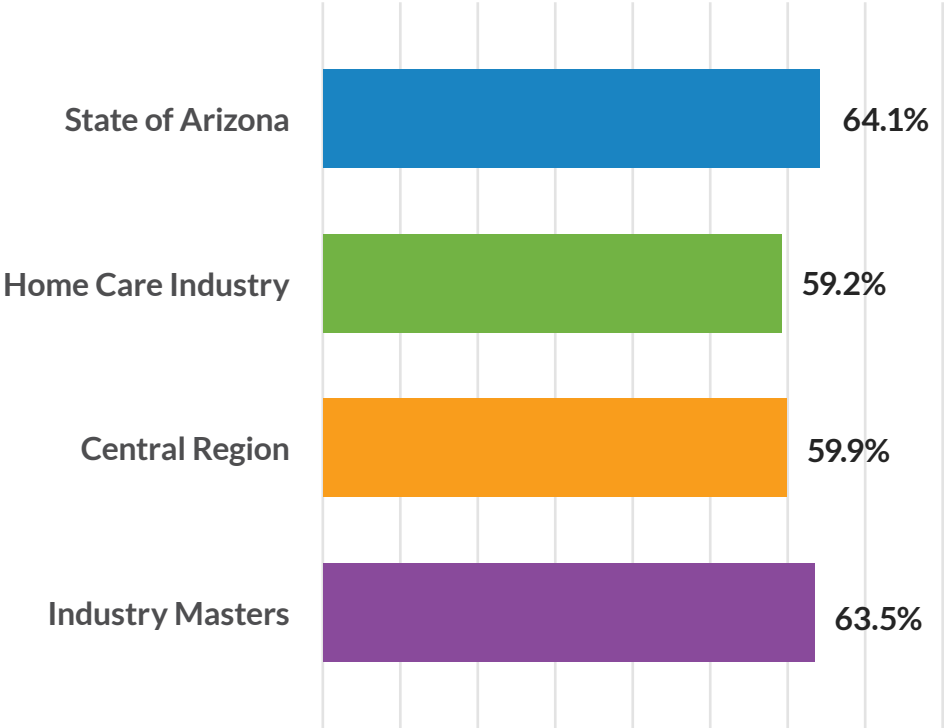
Median Client Growth Rate in 2019



See page 29 in the 2020 Study.



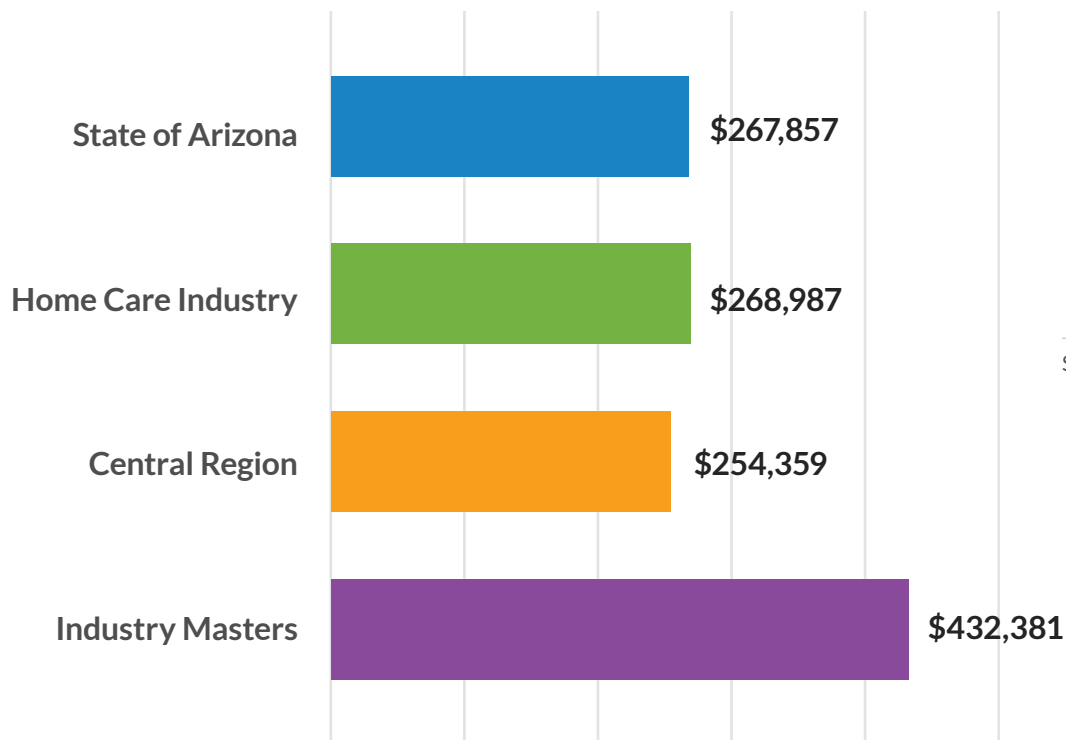
Median Client Turnover Rate in 2019



See page 125 in the 2020 Study.



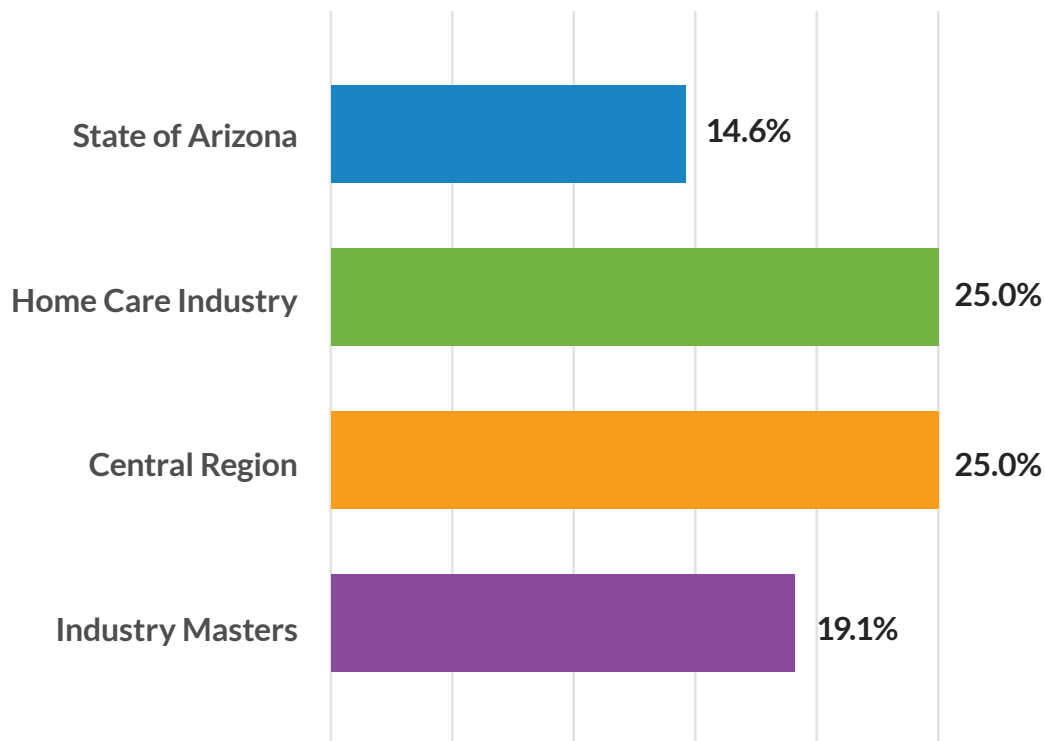
Sales per Full-Time Employee in 2019



See page 132 in the 2020 Study.



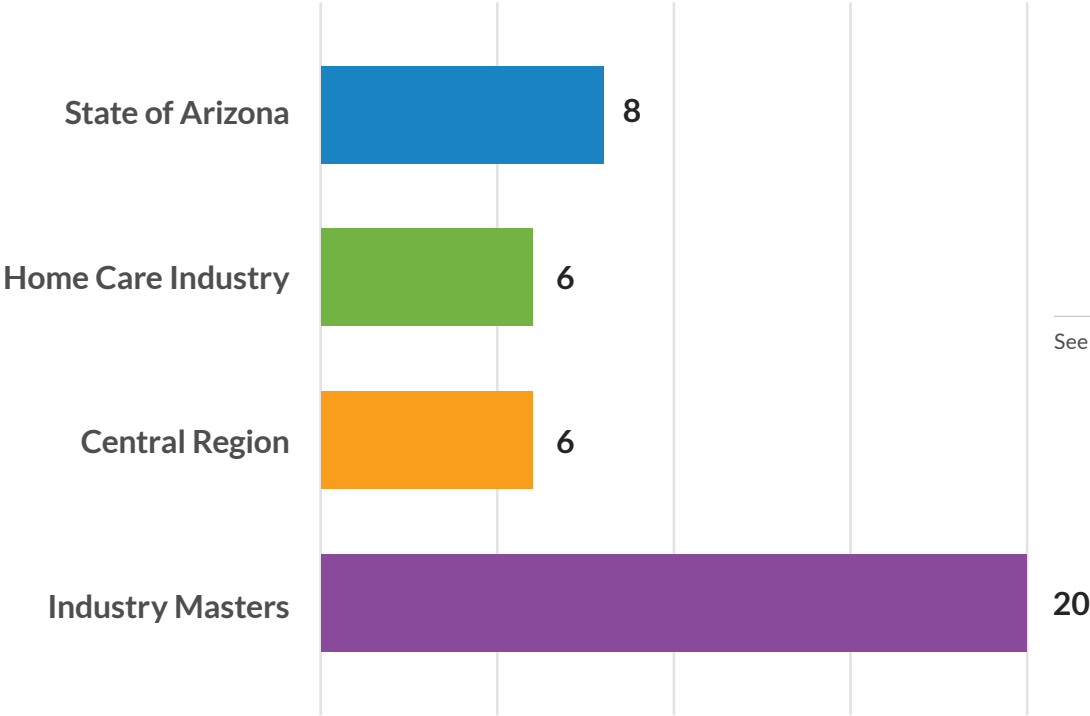
Median Office Staff Turnover in 2019



See page 137 in the 2020 Study.



Median Number of Office Staff in 2019



See page 136 in the 2020 Study.



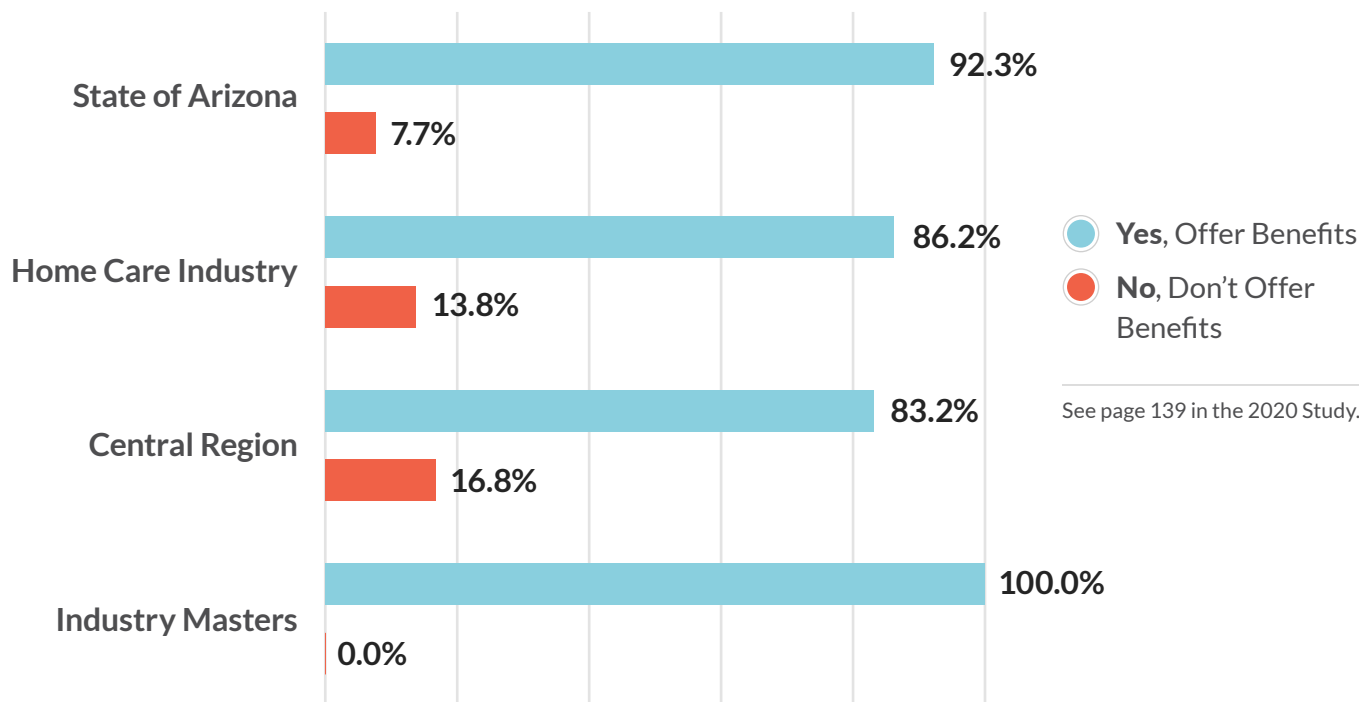
Median Office Staff Salaries

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

See page 137 in the 2020 Study.



Provide Office Staff Benefits in 2019





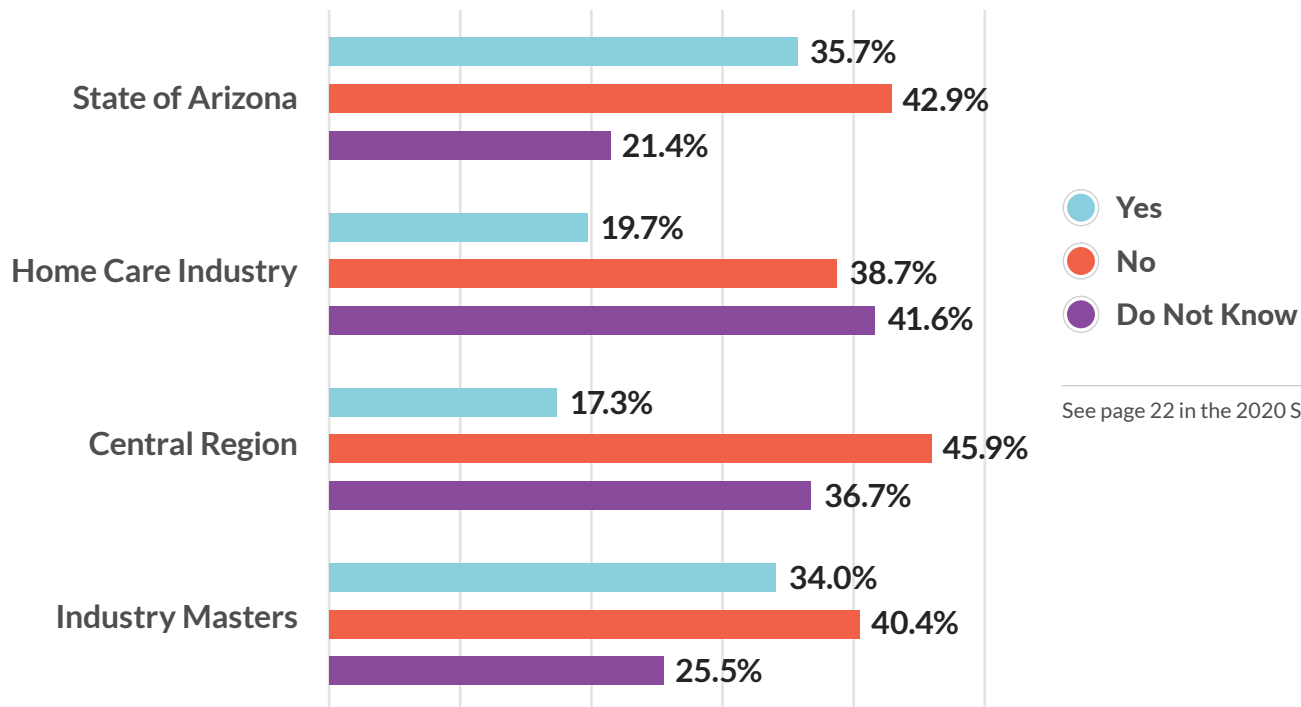
Office Staff Benefits Provided

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

See page 139 in the 2020 Study.



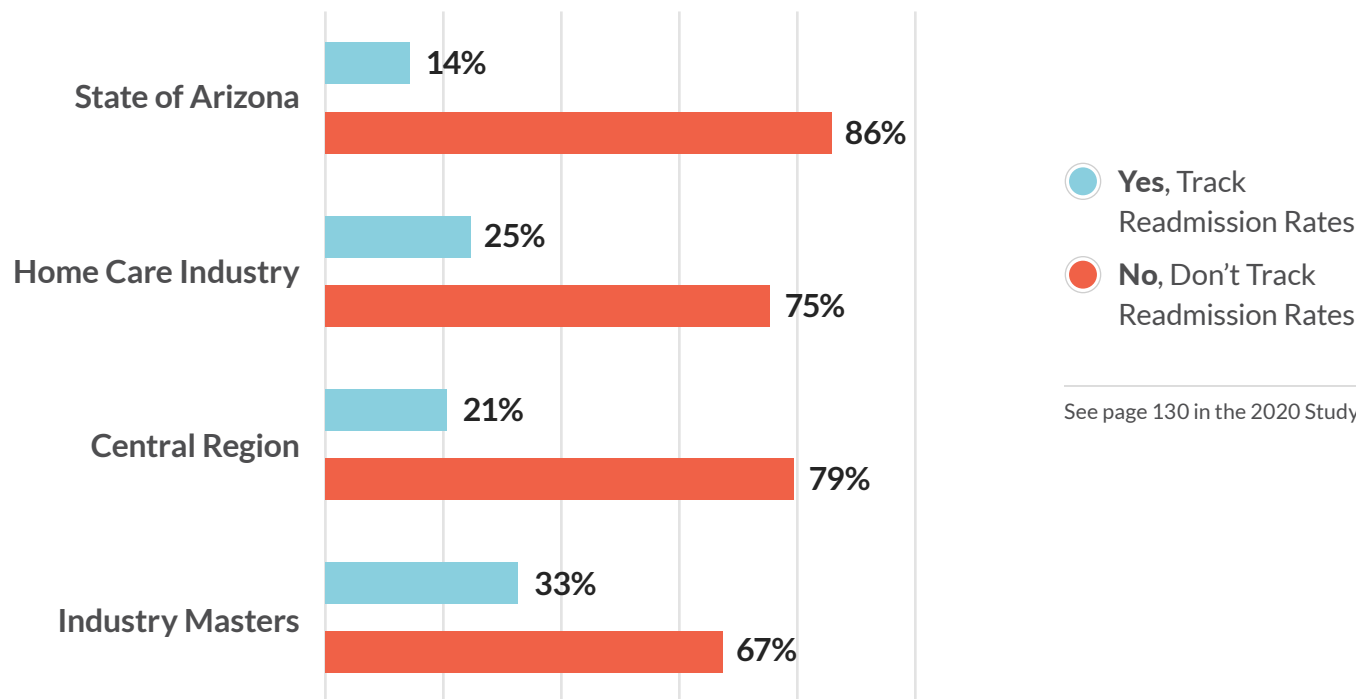
Agencies That Anticipate Benefiting from Medicare Advantage Plans in 2020



See page 22 in the 2020 Study.



Percentage of Providers Tracking Hospital Readmission Rates for 2019





Service Offerings for 2019

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

See page 121 in the 2020 Study.