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Course Title: ***Slaying the KPI Dragon: A Financial Adventure***

Course Description: ***Conducting financial and KPI analysis can feel like facing a formidable dragon straight out of a childhood adventure book. To conquer it, you need the right tools and a strategic mindset—no single path guarantees victory. Join me on a quest to conquer the KPI dragon and unlock the full potential of your practice.***

1. Presentation overview - What will be covered
    a. How to analyze
    b. What metrics to look at
    c. Understanding practice goals & how metrics can help
    d. Applying metrics to practice decisions
2. Understanding practice goals
    a. Short vs long term
    b. Defining practice success
    c. Maximizing Profit vs Growth
        i. Which is right for you.
        ii. No right/wrong, but your goals matter
    d. How understanding these goals should impact your decisions
    e. Utilizing KPI metrics to help achieve goals
3. Why do we spend time on metrics
    a. What you measure improves
    b. Data to back up intuition
    c. Identifying trends
        i. Graphical example of minor monthly changes leading to large annual change
4. Why Spend time part 2.
    a. Focusing on the most important metrics
    b. Identifying opportunities
    c. Timing – how often to review numbers?
5. How to Analyze
    a. Gross vs. Net
    b. Software systems
    c. Avoiding elevator analysis, but when is it ok?
    d. Develop a process
    e. Asking “why?” and digging deeper

    f. Reiterate importance of trends
    g. Understanding recency bias
    h. Management struggles clouding assessment of actual performance
    i. Identifying Key Moments
6. Key Moments
    a. Change in Dr. Time
    b. Staff change
    c. New equipment
    d. Marketing campaigns
    e. New frame line
    f. Vacations/office closures
7. Finding your Dragon
    a. Where to start?
    b. Can't slay the dragon with one swipe, the same with metrics
        i. Start high level and slowly work your way into the weeds via supporting metrics
        ii. No one way to slay this dragon…the key is to engage in the battle and find a method that works for you.
        iii. What I'm going to outline is a fairly comprehensive review. Once you've slayed a dragon or two, you'll find way to streamline the fight and focus on the metrics that matter most to your practice.
        iv. So where is a great place to start?
            1. At the end of the day, what does essentially every metric roll up to?
8. Revenue
    a. What happened?
    b. Why?
        i. Events
        ii. Market conditions
        iii. Consumer feedback
        iv. Other?
    c. Trend
    d. Comparisons to same month prior year
9. What part of the dragon do we attack next?
    a. What are two things that drive revenue at the highest level?
        i. # of patients seen
        ii. Revenue per patient
10. Patients seen transition slide

11. # of Refractions/patients
    a. Pick a measurement that makes sense for your office
        i. Example – Really heavy medical shouldn't use refractions
        ii. Refractions makes sense for optically driven office
        iii. What's the trend?
        iv. Comparison to prior periods?
        v. How can we did deeper?
            1. What drives change in patients seen?
12. New vs Existing patients
    a. What's driving patients in?
        i. Recall
            1. Note total patients last year's period vs. existing patients this year
        ii. New Patients
            1. Marketing campaigns working?
        iii. Look at trends, understand changes
        iv. Could continue the battle here digging deeper
            1. Specialties (example Dry Eye)
            2. By Doctor
            3. By day of the week
            4. Insurance
13. Transition slide to Revenue per patient
14. Rev. per patient
    a. How its measured
    b. What does it tell us?
    c. Understanding impact of time on the metric
    d. Changes in most metrics will drive change in Rev per patient
        i. Need to dive much deeper
    e. Where can we go next?
        i. Optical & CL sales are a good option
            1. Let's start with optical
15. Capture rate
    a. Measurement
    b. National averages (and history of it
    c. Impacts like Medicaid, CL sales
    d. How it can capture rate impacts COGS
16. Revenue per job
    a. Measurement

    b. National Average
    c. What drives it
        i. Frame selection
        ii. Lens quality
        iii. Progressive vs SV
        iv. Coatings
    d. Looking at capture rate & Rev per job in tandem
        i. Small decrease in one metric but large increase in the other could be a net positive
17. Lens capture rate or Lens only jobs
    a. Measurement
    b. National Average
    c. Difference between lens only and frame capture rate
        i. Preferably under 10%
        ii. When is it ok to be higher?
18. Other lens metrics to consider
    a. $0 Frame Sales
    b. A/R capture rate
    c. Photochromics
    d. Lens materials
    e. Multiple pair sales
    f. By Doctor/Optician
    g. Revenue per lens sale
19. Revenue per frame sale
    a. Measurement
    b. National Average
    c. Great metric to utilize those “key moments” in optical
        i. Staff changes
        ii. New frame lines
        iii. Assess Dr. handoff
20. Other frame metrics
    a. Price point breakout %’s by units & $’s
    b. Turn rates
    c. By doctor/optician
    d. By insurance plan
21. Recap so far
    a. We’ve established overall revenue
    b. Determined what drove that, was it:

        i. More patients
        ii. Efficiency (or lack of) with patients seen
    c. Then dove further into efficiency with a look into optical sales
        i. Through this we're getting insight into prescribing habits of doctors and sales ability of the team.
    d. The dragon is getting weak…where can we go next?
        i. Let's look at CL's
22. Revenue per Contact Lens fit
    a. Measurement
    b. National Averages
    c. Fitting fees
    d. What impacts
        i. Optical sales
        ii. Modality
        iii. Daily vs 2-week vs monthly
        iv. Capture rate
23. Other CL Metrics
    a. Annual Supply & overall capture rate
        i. Annual Supply declining
    b. All of these by doctor
    c. # of months' worth of CL's sold
24. Medical billings
    a. Revenue per medical
    b. 99213 vs 99214
    c. Other special testing
25. We've slayed the dragon!
    a. Looked into all aspects of the business
    b. Have identified strengths and opportunities
    c. Develop a process
        i. Simplify analysis once you have
    d. Small dragons easier to slay than large ones