

This report is an analysis of orders over three divisions: Ocotillo (without SVV), Peach Blossom, and Shooting Star. This in-depth analysis of current orders processes will compare the results of the Pre-Bill Pilot in receiving non-compliant orders to other similar divisions.

Orders Attached Per Week by Division

Report Date	Ocotillo (without SVV)	Peach Blossom	Shooting Star
5/1-5/7	671	852	1,017
6/1-6/7	726	766	830
7/1-7/7	375	543	790
8/1-8/7	588	636	939
8/12-8/19	697	873	1,004

Results

Despite the divisions having a similar census, Peach Blossom and Shooting Star have much lower non-compliance rates compared to Ocotillo.

- o Peach Blossom typically (WIL, WIF, NEW) has the support of 2 FT CAT employees. The orders are not managed by physician last name, but by office.
- o Peach Blossom takes only 1.75 days to approve orders—Ocotillo takes 3.42, which is far above the practice average of 2.63. However, Shooting Star’s approval time is nearly double the practice average—5.24 days.

What do they do differently?

Peach Blossom

- o Strong marketing interaction and communication between CAT and VSM
- o Portal use and management on physician practice level, facilitated by Portal Management team within CAT
- o Marketing delivery—CAT members personally send orders to marketers to drop off
 - Facilitates creation of strong relationships between CAT, marketing, and physician offices
- o Manage orders by office, not by physician last name
- o They do not manage F2Fs and workflow, simply orders for the entire day.
 - Some OCO pilot team members manage multiple tasks.
- o They spend more time following up on orders—due to the time change, OCO pilot members cannot call physician offices for the first 2-3 hours of the workday.

Other considerations

- o Ocotillo's orders are very concentrated in one specific geographical area—whereas Shooting Star and Peach Blossom seem to have a larger spread. This could have to do with the fact that most of the census for Ocotillo resides in the Tucson offices—there is a large amount of physician overlap between these three offices. This could mean that Tucson doctors may have more orders than the typical physician in Peach Blossom and Shooting Star.
- o Peach Blossom has been supported by CAT for a longer time—which means more time spent managing orders, creating processes that best support the division's needs
- o Peach Blossom physicians and practices are used to the emphasis on the timely return of orders—this seems to not be the case for Arizona. Due to the history of inconsistent follow up, it is possible that Ocotillo's physicians are not used to this push for the return of orders—because it was not heavily emphasized and enforced before.

Mitigation plan

- Productivity and metric monitoring at team meetings
 - o Team members track time spent per task daily
 - o Team members report out on non-compliant orders, non-compliant percentage, total orders, problem physicians, amount received from unbilled total, amount of orders received, etc.
- Implemented 1:1s between each team member and Tori, Process Lead
 - o Analyzed each team member's process
 - o Discussed expressing urgency when following up with physician's about orders
 - o Gave tips to enhance orders management processes
 - o Reinforced referencing step-by-step walk-through of Worldview processes that was made by Tori
 - o Worldview refresher training organized to help reinforce lessons taught in trainings.
- Marketing intervention—development of firm process to define after how many attempts by pilot are made before involving the assigned marketing manager or the marketing manager that best covers that area/referral source.
- Pilot team and divisional leadership to implement greater marketing involvement and focus on orders
- Education on the purpose and importance of orders with referral sources and physician practices
 - o SVV had great success with this initiative—granted, it was in a smaller service area in which BAYADA is the largest and main agency. This could yield different

results in an area like Tucson where there are undoubtedly more competitors who physicians could turn to instead of BAYADA.

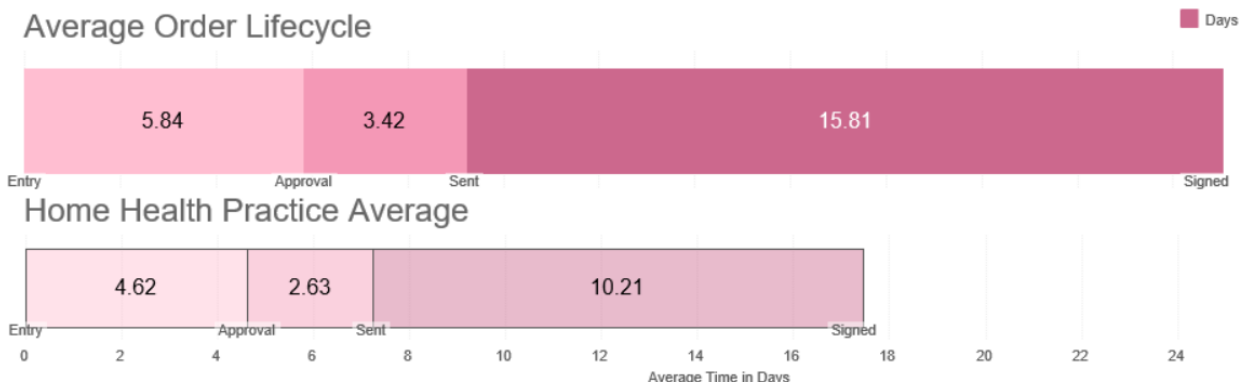
Appendix

Ocotillo (without SVV)

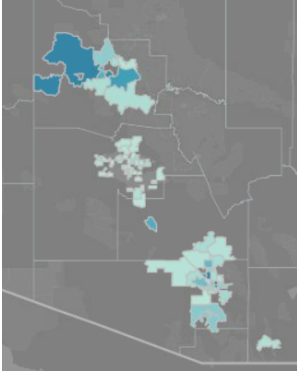
- *Census-951*
- *Orders per episode:*

		August 2019	September 2019	October 2019	November 2019	December 2019	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020
OFC: GLV/284 - Ocotillo	Orders per Episode	2.8	2.5	2.4	2.5	2.3	2.6	2.3	2.6	2.8	2.4	2.3	2.4	2.3
	Total Orders	344	320	335	269	241	280	267	280	374	320	323	293	206
	Episode Count	124	127	142	107	105	108	116	109	132	134	140	121	91
OFC: NTV/497 - Ocotillo	Orders per Episode	3.2	2.8	3.2	2.8	3.1	3.0	2.8	2.6	2.9	2.6	2.8	3.0	2.4
	Total Orders	1,147	1,078	1,188	1,011	1,044	1,007	857	884	831	786	787	908	545
	Episode Count	357	380	370	359	340	341	305	337	287	304	277	307	224
OFC: TEV/039 - Ocotillo	Orders per Episode	3.1	3.3	3.2	3.2	2.9	2.9	2.9	2.6	2.7	2.6	2.7	2.6	2.2
	Total Orders	744	650	701	768	714	741	672	693	592	576	609	578	359
	Episode Count	239	198	222	243	244	259	235	270	217	218	225	222	160
OFC: TUF/539 - Ocotillo	Orders per Episode	2.5	2.5	2.6	2.4	2.3	2.6	2.3	2.2	2.3	2.1	2.4	2.1	1.8
	Total Orders	843	829	936	810	825	931	836	801	737	718	807	714	476
	Episode Count	339	328	359	332	358	360	368	357	325	336	339	337	270
OFC: YAV/355 - Ocotillo	Orders per Episode	3.4	3.2	3.7	3.7	3.5	3.7	3.5	3.3	3.7	3.5	3.2	3.3	2.5
	Total Orders	862	763	888	932	886	1,002	888	840	856	840	820	776	445
	Episode Count	256	242	239	255	250	269	256	256	234	240	256	235	177

- *Orders Lifecycle (for the past 12 months)*



- *Order distribution map*



- *Total orders-1710*
- *Non-compliant orders-955*
- *Percent non-compliant-56%*
- *Orders attached per week by office:*
 - *May 1-7*
 - *TEV-84*
 - *GLV-20*
 - *YAV-330*
 - *NTV-135*
 - *TUF-102*
 - *June 1-7*
 - *TEV-125*
 - *GLV-24*
 - *YAV-298*
 - *NTV-122*
 - *TUF-157*
 - *July 1-7*
 - *TEV-81*
 - *GLV-23*
 - *YAV-117*
 - *NTV-74*
 - *TUF-80*
 - *August 1-7*

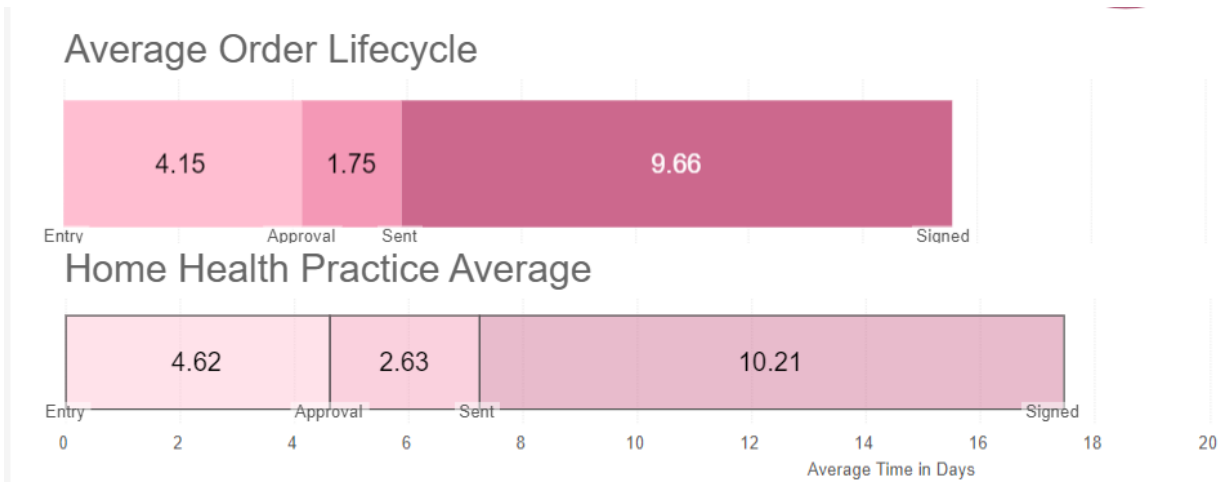
- TEV-97
- GLV-51
- YAV-212
- NTV-135
- TUF-93
- August 12-19
 - TEV-99
 - GLV-29
 - YAV-237
 - NTV-159
 - TUF-173

Peach Blossom

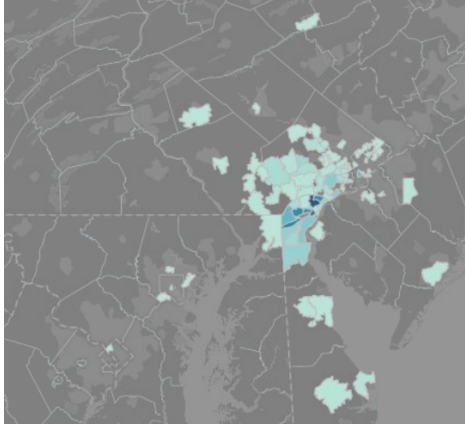
- *Census-937*
- *Orders per episode:*

		August 2019	September 2019	October 2019	November 2019	December 2019	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020
DIV: PEACH BLOSSOM - L WORKMAN	Orders per Episode	3.5	3.4	3.4	3.2	3.1	3.3	3.1	3.2	3.2	3.0	3.0	3.0	2.4
	Total Orders	5,743	5,554	5,656	4,958	4,827	5,000	4,678	4,772	4,145	3,894	3,825	3,900	2,151
	Episode Count	1,633	1,620	1,676	1,543	1,539	1,514	1,491	1,482	1,292	1,289	1,279	1,320	900

- *Orders Lifecycle (for the past year)*



- *Order distribution map*



- *Total orders-1303*
- *Non-compliant orders-569*
- *Percent non-compliant-44%*
- *Orders attached per week by office:*
 - *May 1-7*
 - WIF-104
 - NEW-238
 - WIL-222
 - MEV-82
 - CHV-206
 - *June 1-7*
 - WIF-112
 - NEW-160
 - WIL-220
 - MEV-77
 - CHV-197
 - *July 1-7*
 - WIF-74
 - NEW-180
 - WIL-100
 - MEV-102
 - CHV-87
 - *August 1-7*

- WIF-64
- NEW-177
- WIL-193
- MEV-76
- CHV-126
- August 12-19
 - WIF-115
 - NEW-207
 - WIL-254
 - MEV-112
 - CHV-185

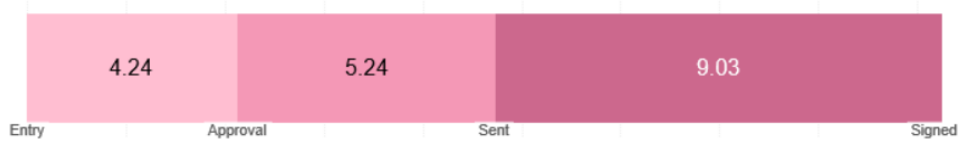
Shooting Star

- *Census-1,052*
- *Orders per episode:*

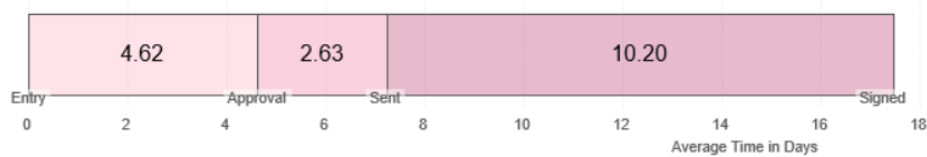
		August 2019	September 2019	October 2019	November 2019	December 2019	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020
DIV: SHOOTING STAR - LTREJBAL	Orders per Episode	3.2	3.1	3.1	2.9	3.0	3.0	3.0	3.3	3.1	2.9	2.9	2.7	2.2
	Total Orders	4,361	3,969	4,352	3,625	3,767	3,807	3,452	3,779	3,300	3,260	3,616	3,639	2,211
	Episode Count	1,378	1,285	1,382	1,250	1,257	1,262	1,147	1,162	1,051	1,142	1,243	1,340	983

- *Orders Lifecycle (for the past year)*

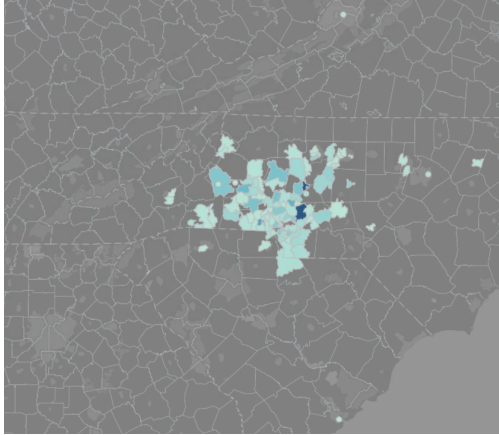
Average Order Lifecycle



Home Health Practice Average



- *Order distribution map*



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- *Total orders-1300*
- *Non-compliant orders-453*
- *Percent non-compliant-35%*
- *Orders attached per week by office:*
 - May 1-7
 - CV(435)-169
 - DAV (432)-48
 - GAV (436)-142
 - SV (437)-164
 - CAV (268)-196
 - GNV (813)-12
 - COJ (748)-47
 - RHV (752)-139
 - CHJ (685)-100
 - June 1-7
 - CV(435)-68
 - DAV (432)-58
 - GAV (436)-82
 - SV (437)-189
 - CAV (268)-179
 - GNV (813)-2
 - COJ (748)-94

- RHV (752)-48
- CHJ (685)-110
- July 1-7
 - CV(435)-103
 - DAV (432)-53
 - GAV (436)-93
 - SV (437)-177
 - CAV (268)-175
 - GNV (813)-21
 - COJ (748)-52
 - RHV (752)-40
 - CHJ (685)-76
- August 1-7
 - CV(435)-126
 - DAV (432)-77
 - GAV (436)-83
 - SV (437)-227
 - CAV (268)-167
 - GNV (813)-20
 - COJ (748)-73
 - RHV (752)-47
 - CHJ (685)-119
- August 12-19
 - CV(435)-178
 - DAV (432)-56
 - GAV (436)-144
 - SV (437)-194

- CAV (268)-146
- GNV (813)-8
- COJ (748)-68
- RHV (752)-59
- CHJ (685)-151