

HCP MANAGEMENT CONFERENCE & EXHIBITION

Confidence in Care: Resilience, Readiness, and Results

WELCOME

KEYNOTE

Scaling Your Business with Data-Oriented Decision Making

SPEAKER

Stephen Tweed, CEO,

Leading Home Care ... a Tweed Jeffries company

Founder, The Home Care CEO Forum

Session Sponsor



Question 1:



*“Which referral source gives you
The most new clients
With the highest hours per week
And the Longest Length of stay?”*

Question 2:



*“Which recruiting source
Gives you the most job applicants
Who make it through selection,
Show up on the first day,
And are still with you in one year?”*

Question 3:



“What is your annual caregiver turnover, and how much of your turnover happens in the First 90 days?”



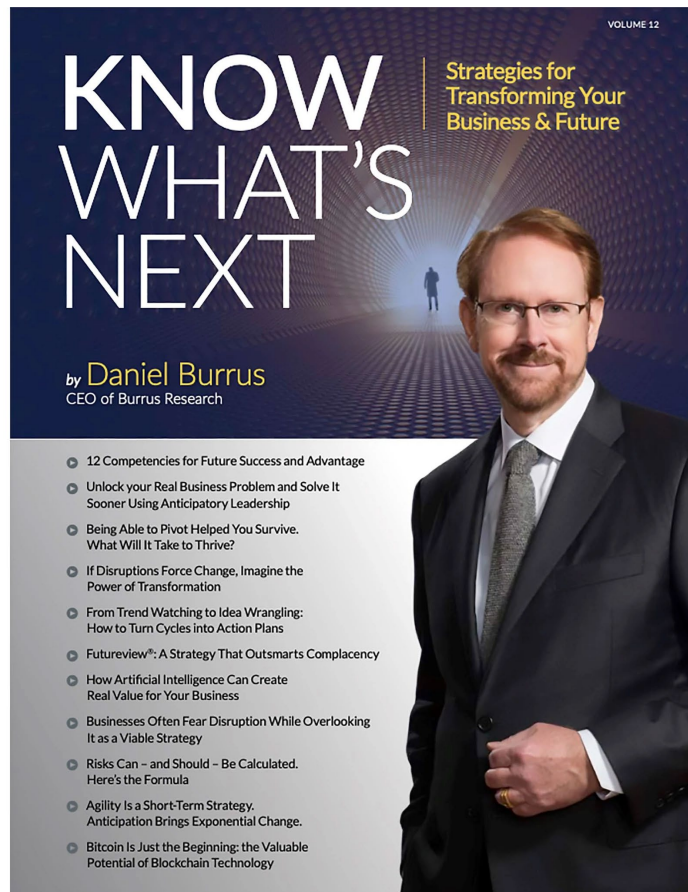
“ Without **data** you're just
another person with an
opinion. ”

- W. Edwards Deming

Data Oriented Decision Making:

“Using facts, metrics, and data to guide strategic business decisions that align with your goals, objectives, and strategic initiatives.”

Four Levels of Your Data Stream:



1. Raw Data
2. Information
3. Knowledge
4. Wisdom

From Opinion to Wisdom

With Stephen “Dataman” Tweed






INDUSTRY BENCHMARKING STUDIES

2009

Private Duty Home Care Benchmarking and State of the Industry Report

Facts, Data and Best Practices for Non-Medical Home Care in America



2012

PRIVATE DUTY BENCHMARKING STUDY

The Largest, Most Trusted Study in Private Duty Home Care



INCLUDES EXCLUSIVE INDUSTRY STATISTICS, ARTICLES FROM INDUSTRY EXPERTS, AND THE RECENT RESULTS OF THE COMPANIONSHIP EXEMPTION STUDY

HOME CARE PULSE

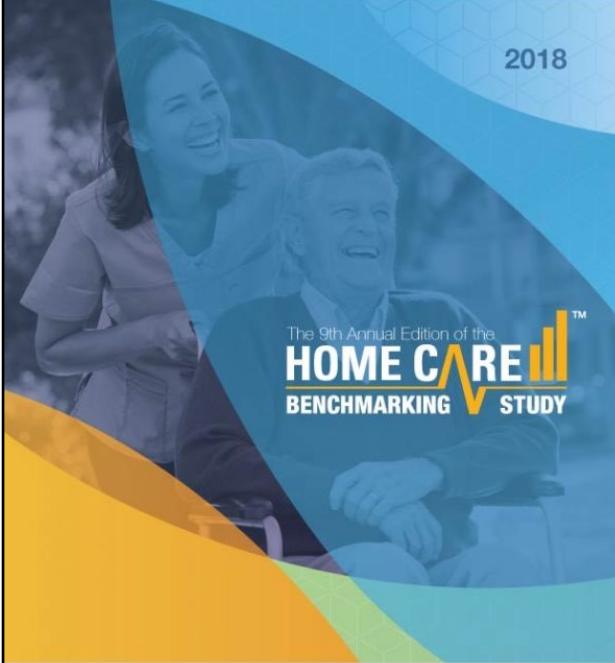


Sponsored by Home Care Pulse and the National Private Duty Association (NPDA) in partnership with GoldenHealth and the Private Duty Home Care Association (PDHCA)

2018

HOME CARE BENCHMARKING STUDY

The 9th Annual Edition of the



HOME CARE PULSE

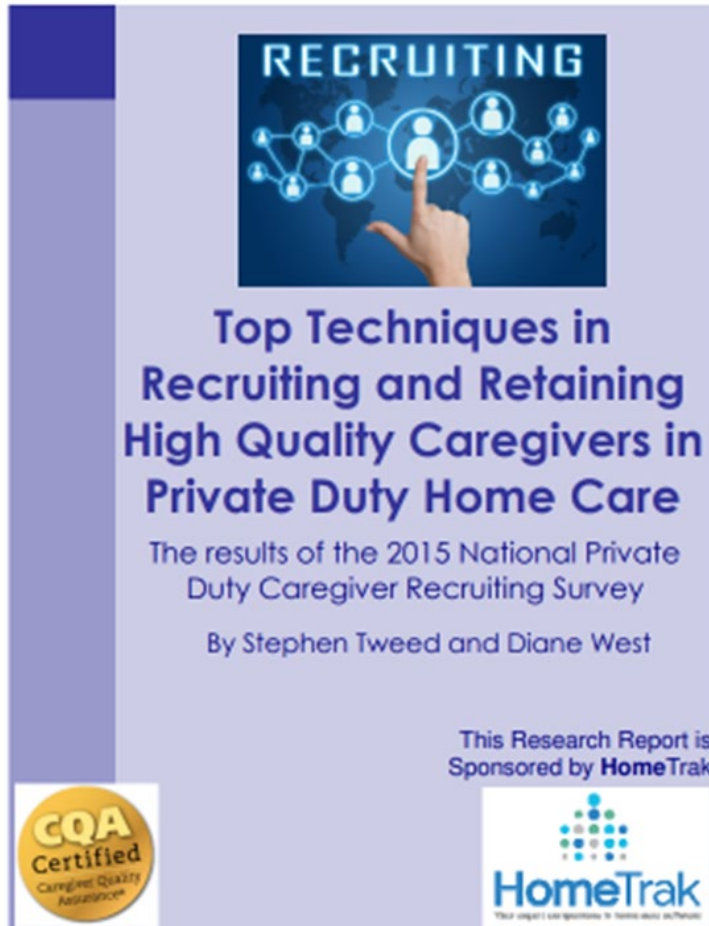
Conducted By: HOME CARE PULSE

Endorsed By: Home Care Association of America

The home care industry's most comprehensive national study—featuring insights on caregiver recruitment & retention, sales & marketing, finance, operations, and much more.

www.benchmarking.homecarepulse.com

INDUSTRY RESEARCH REPORTS



RECRUITING

Top Techniques in Recruiting and Retaining High Quality Caregivers in Private Duty Home Care

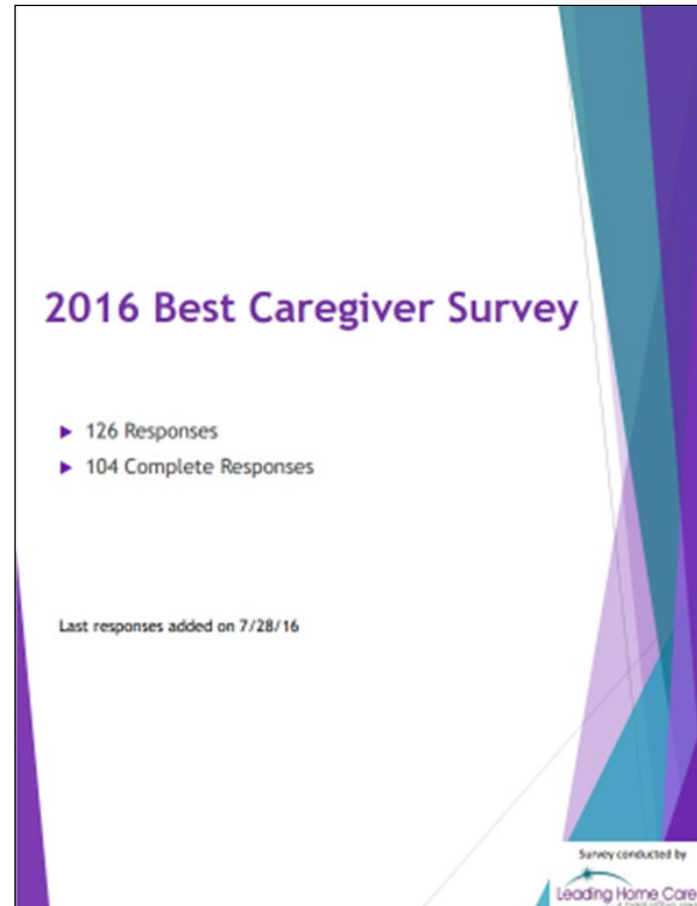
The results of the 2015 National Private Duty Caregiver Recruiting Survey

By Stephen Tweed and Diane West

This Research Report is Sponsored by **HomeTrak**

CQA Certified
Caregiver Quality Assurance

HomeTrak
Your support is our passion to transform healthcare.

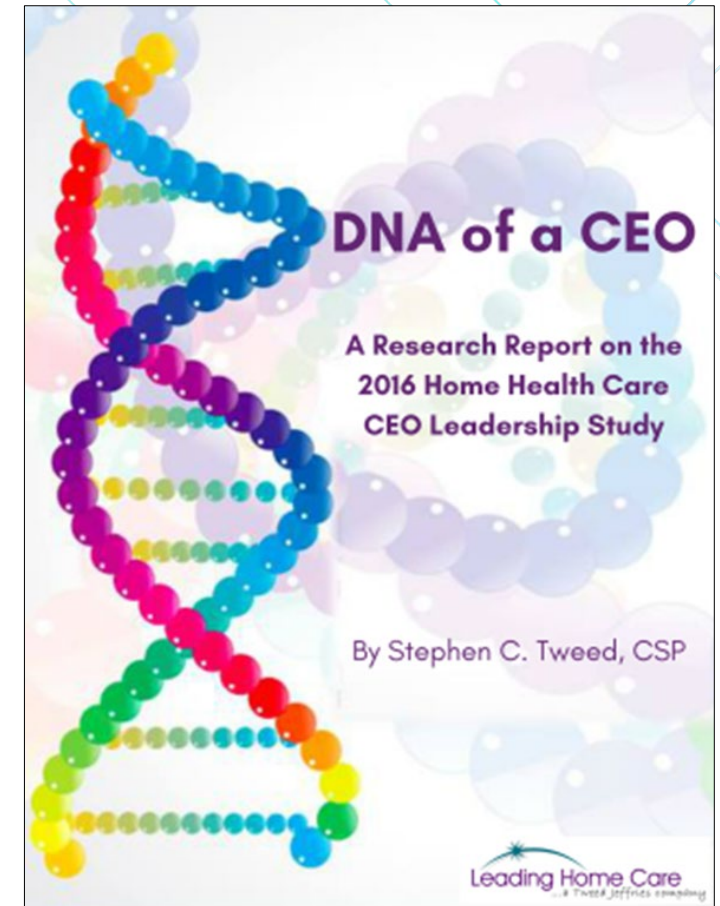


2016 Best Caregiver Survey

- ▶ 126 Responses
- ▶ 104 Complete Responses

Last responses added on 7/28/16

Survey conducted by
Leading Home Care



DNA of a CEO

A Research Report on the 2016 Home Health Care CEO Leadership Study

By Stephen C. Tweed, CSP

Leading Home Care
...a Tweed/Jeffries company

THE IN-HOME PERSONAL CARE INDUSTRY – 29,000 COMPANIES IN 2025



Independents – 13,000

Franchises – 8,540

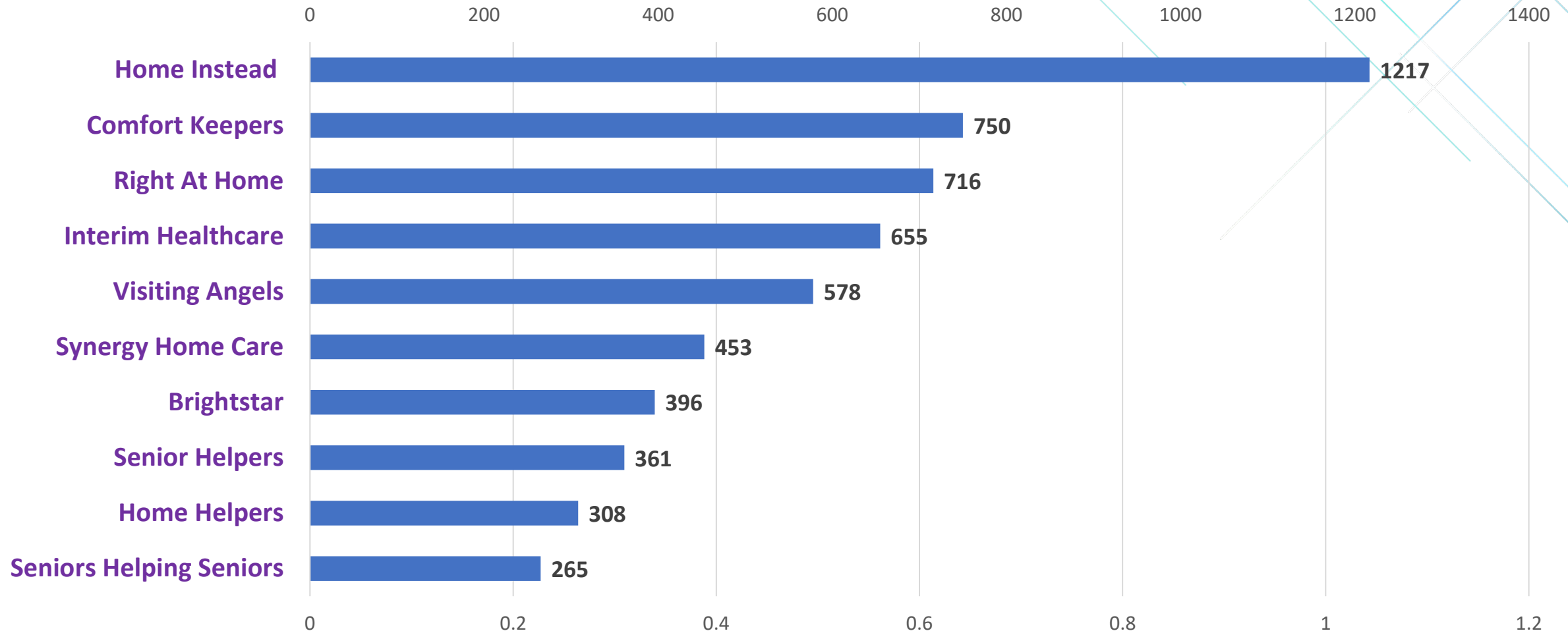
Affiliated – 5,000

Registries – 2,000



TOP TEN HOME CARE FRANCHISES IN 2024

Home Care Franchises by Number of Units



Source: Leading Home Care ... a Tweed Jeffries company



2024 REVENUE BENCHMARKS FOR HOME CARE COMPANIES

Industry Median -	\$2,301,088
Franchise Average -	\$1,305,479
“Leaders” - \$2.8M+ -	\$3,775,366
Top 10% Mastermind -	\$4,870,000
Masters (\$5M +) -	\$6,955,075
95th% -	\$11,880,204
Top 5% Mastermind Group -	\$14,861,281



HOME CARE FRANCHISE COMPANIES

- **58 companies offering Home Care franchises**
- **8,540 Franchise Units**
- **Franchise Average Revenue - \$1,305,479**
- **The top 20 companies have 100 or more units**
- **8 companies have between 50 and 87 units**
- **28 companies have less than 35 units**
- **12 companies that previously offered franchises no long offer them**
- **9 Companies that previously sold franchises have gone out of business.**

Source: Leading Home Care – August 2024



THE TOP 15 FRANCHISE HOME CARE COMPANIES

Total Revenue = \$8,660,549,438

Total Franchise Units = 6634

Average Revenue per Unit = \$1,305,479



Source: 2023 Franchise Times Top 400 Franchises

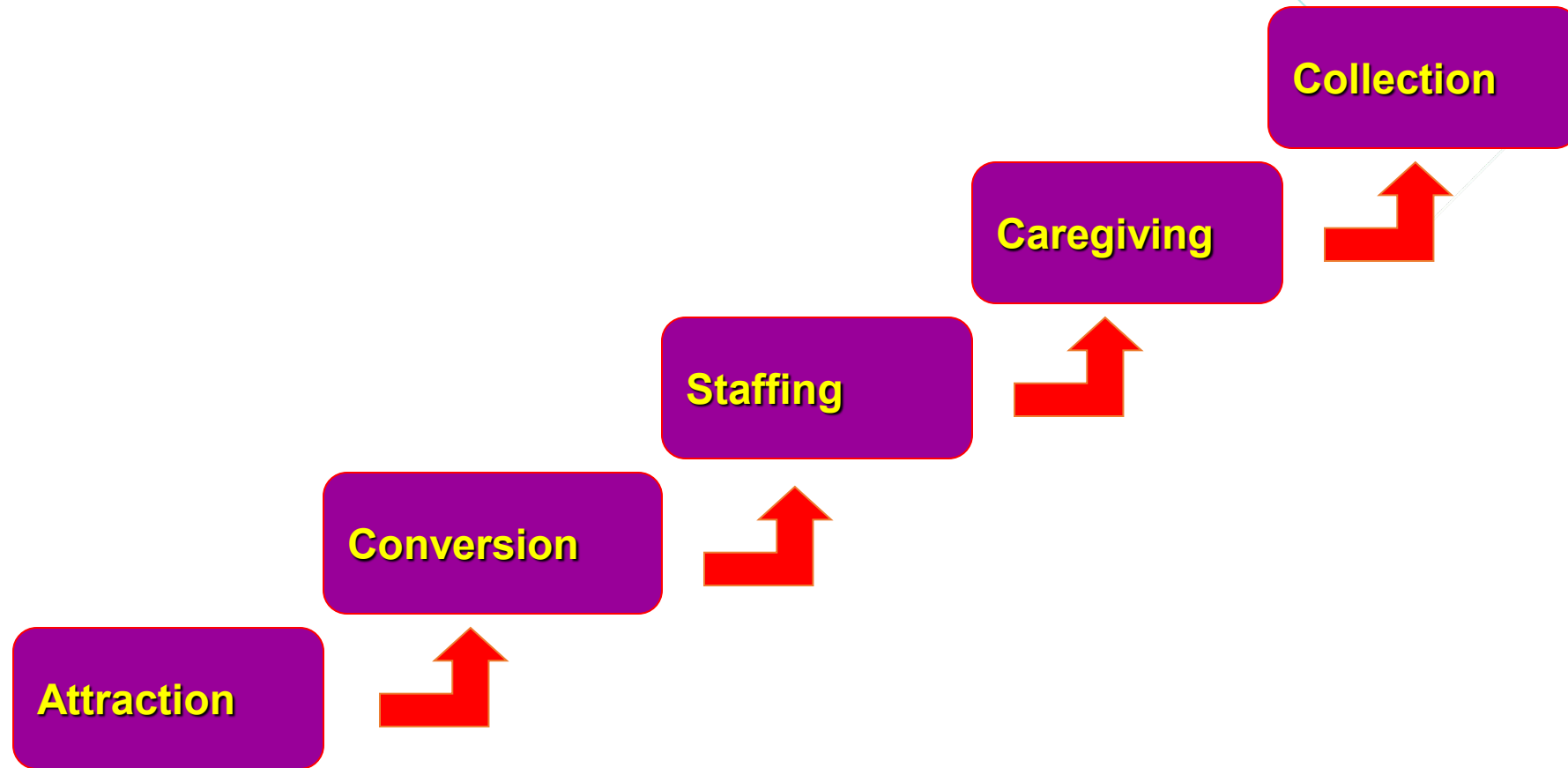
Franchise Times
TOP 400



LESSONS FROM THE TOP 5%



FIVE PHASES OF FLOW!



ATTRACTION

Purpose: “Make the Phone Ring”

Marketing

Sales

Public Relations

Community Outreach



CONVERSION

Purpose: “Convert Callers to Clients”

Inquiry Process

In-home “Care Consultation”

Intake and Admission

Start of Care



STAFFING

Purpose: **“Find and Keep Top Talent”**

Recruiting

Selection

On-Boarding

Training

Retention

Record Keeping



CAREGIVING

Purpose: “Matching Clients and Caregivers and Supporting your Caregivers”

Scheduling

Care Coordination

Caregiver Supervision

Client Contact

Time and Attendance Tracking



COLLECTION

Purpose: “Keep Cash Flowing”

Time and Attendance Reconciliation

Billing

Collections

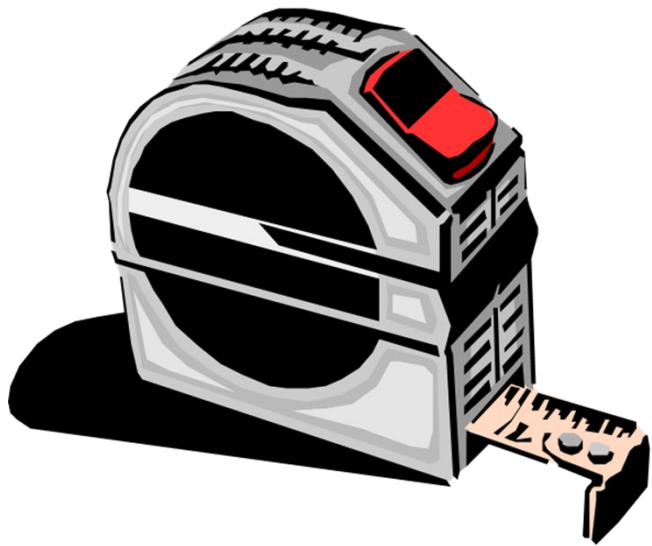
Record Keeping

Tracking

Reporting



Performance



*“What Gets Measured
Gets Managed.
What Gets Rewarded
Gets Repeated.”*

Stephen Tweed

Performance



*“No Money
No Mission!”*

ATTRACTION

Purpose: “Make the Phone Ring”

Marketing

Sales

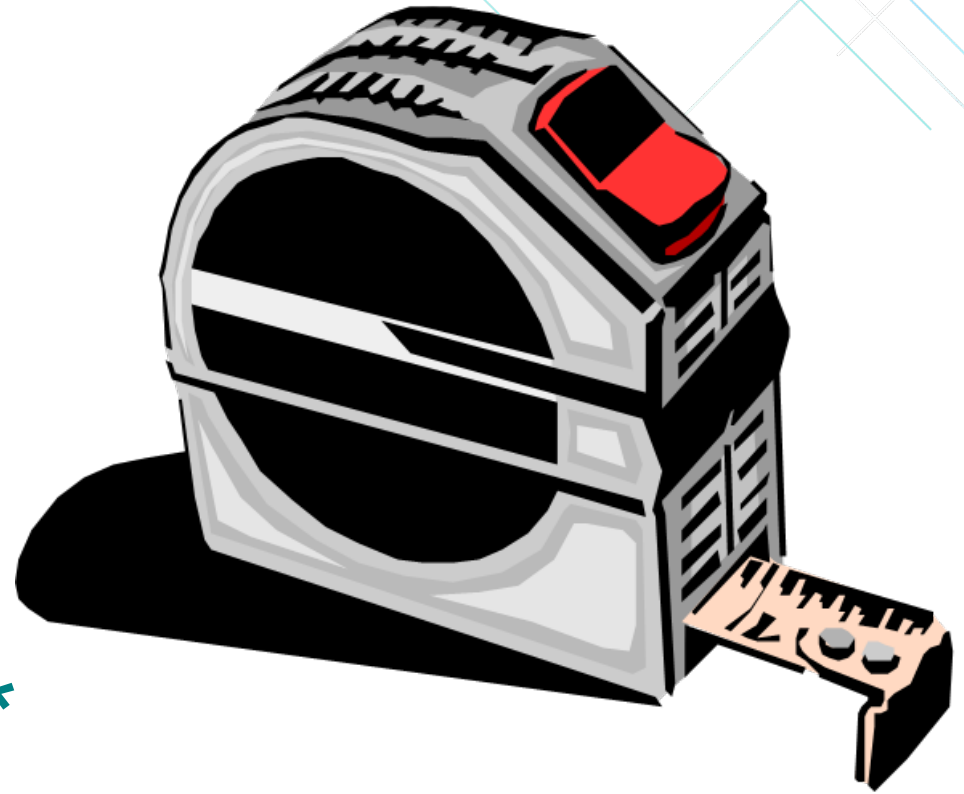
Public Relations

Community Outreach



METRICS FOR ATTRACTION

- **Inquiries**
- **In-home Assessments**
- **Admissions**
- **New Clients**
- **Total Clients**
- **Total Hours**
- **Hours per client per week ***



DOLLAR VALUE OF A CLIENT

1	Alpha #1-21	Circle Date	Service End	LOS	Referral	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	TOTAL	Avg per Month	Total Value of Admission	
2																					
3																					
4																					
5	6	9/20/08	3/20/09	1.50	Amegyle		208	768										\$1,976.00	\$1,317.33	\$1,976.00	
6	61	2/10/09	6/10/09	4.00	Amegyle		14.8	254.6	272	240	68							\$1,088.20	\$272.05	\$1,088.20	
7	72	10/20/08	10/20/08	1.50	Amegyle	280	280	350	280	250	280	250	280	280	280	280	280	\$1,300.00	\$86.67	\$1,300.00	
8	88	10/20/08	4/10/09	1.50	Amegyle	440.00	258.52	68	320.28									\$7,218.80	\$1,901.95	\$7,218.80	
9	104	4/10/09	1/20/10	0.50	Amegyle				108	762	442	1440.75	1279.25	488.25	188	226.75	628.75	\$7,084.75	\$1,517.39	\$7,084.75	
10	87	10/20/08		0.50	Amegyle	1020	40	624.5	88	884	754.1	952	487.75	748	620	40	743.77	\$8,794.02	\$1,758.80	\$8,794.02	
11	88	3/20/09		0.50	Amegyle				672	508	221.75	824	620.00	620.00	180	620	340.5	\$1,907.25	\$1,907.25	\$1,907.25	
12	10	1/10/09	4/10/09	1.00				54													
13	Home Health				2.75																
14																					
15	65	1/10/09	10/20/09	0.50	Talent Hosp																
16	14	4/10/09	4/10/09	1.50	B-H-E				688.5									\$688.50	\$688.50	\$688.50	
17	10	3/10/09	3/10/09	1.25	B-H-E			74.50										\$74.50	\$74.50	\$74.50	
18	108	10/20/08	4/10/09	1.00	B-H-E								288	284		68	68	\$768.00	\$768.00	\$768.00	
19	94	3/20/09	2/10/10	0.50	B-H-E	280	272	240	272	272	272	240	272	270.8	240.8	242.17	238.43	\$1,268.48	\$1,268.48	\$1,268.48	
20	94	3/20/09	3/10/09	1.00	B-H-E			88										\$88.00	\$88.00	\$88.00	
21	98	4/10/09	10/10/09	1.50	B-H-E				608.47	644.48						72	8	\$1,252.95	\$437.65	\$1,252.95	
22	Hospitals				18.75	4.80c															
23																					
24	10	4/10/09	5/10/09	1.50	B-H-E					586.3								\$586.30	\$586.30	\$586.30	
25																					
26	17	10/20/08	10/10/09	1.25	Balein											104		\$104.00	\$104.00	\$104.00	
27	88	1/10/09	1/10/09	0.25	Today's Transitions	246.3												\$246.30	\$246.30	\$246.30	
28																					
29																					
30																					
31	60	2/10/09	5/10/09	2.75	CoolingMedical			64.44	68									\$70.44	\$70.44	\$70.44	
32																					
33																					
34	88	1/10/09	Physician	15.50	Dr. Moorover	1675.81	1214.2	1682.96	428.2	428				391	122	88	854.22	\$8,458.28	\$1,057.29	\$8,458.28	
35																					
36	14	4/10/09	10/20/09	1.00	Dr. Vlasov	688.0												\$688.00	\$688.00	\$688.00	
37	10	10/20/08	4/10/09	1.00	Dr. Vlasov		68					408	385.25			272	78.5	\$1,366.75	\$1,366.75	\$1,366.75	
38	147	1/10/09	5/10/09	1.50	Dr. Vlasov								888.17		88			\$1,076.17	\$1,076.17	\$1,076.17	
39	170	1/10/09		0.50	Dr. Vlasov	1527.10	1058.88	1426.88	888.77	1052.85	872.78	1088.0	1024.18	1273.88	1428.42	872.10	1828.85	\$10,000.88	\$1,428.85	\$10,000.88	
40	18	1/10/09	3/10/09	1.50	Dr. Vlasov												400	\$400.00	\$400.00	\$400.00	
41	GCM				74.28	1.80c															
42																					
43																					

Start date and End Date of Care

DOLLAR VALUE OF A CLIENT – CASE STUDY

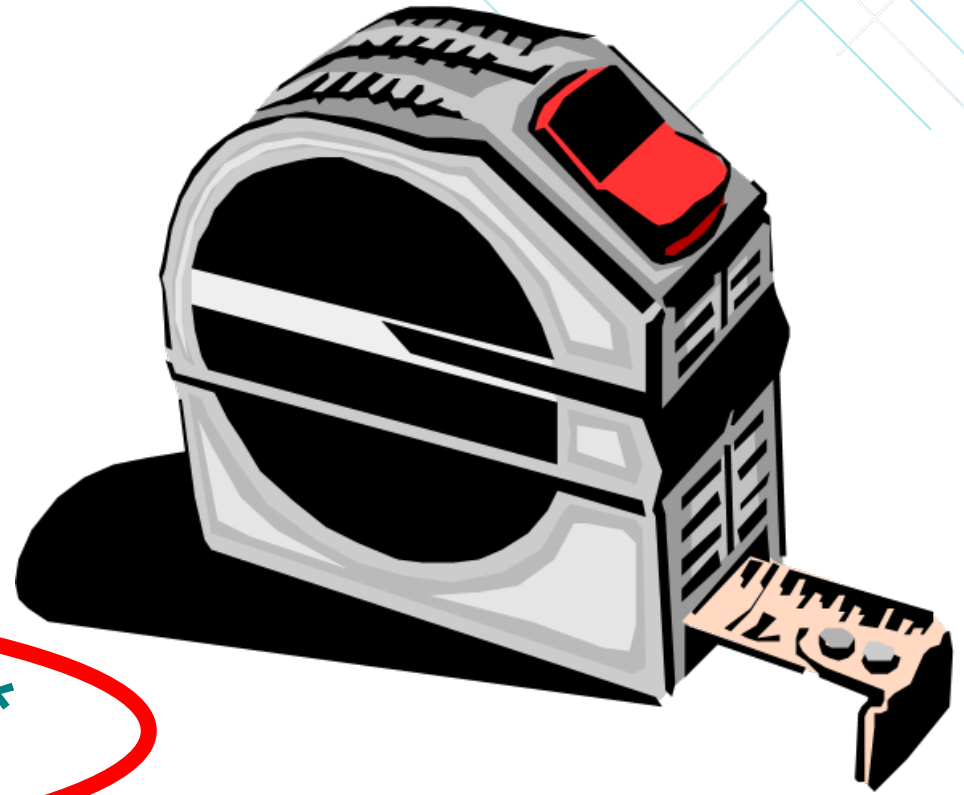
\$3 Million Agency



Specialty Advisors	\$183,931
Geriatric Care Manager	\$ 91,680
Trust Officer	\$ 40,394
Employees	\$ 32,298
Clients / Family	\$ 22,385
US Dept. Veterans Affairs	\$ 21,019
Physician	\$ 14,567
Home Health Agency	\$ 7,128
Hospital	\$ 6,699
Skilled Nursing Facilities	\$ 6,440
Guardian	\$ 4,568

METRICS FOR ATTRACTION

- **Inquiries**
- **In-home Assessments**
- **Admissions**
- **New Clients**
- **Total Clients**
- **Total Hours**
- **Hours per client per week ***



THE MOST PROFITABLE AGENCIES HAVE THE HIGHEST HOURS PER CLIENT PER WEEK

	Net Income	Hours / Client / Week
Median Company	7.2%	20
Five Mastermind Groups	8.82%	32.46
Top 10% Mastermind	10.51%	36.69
Top 5% Mastermind	5.15%	1.38
Most Profitable 5%	14.29%	52.0



Source: Activated Insights and Home Care CEO Forum

THE LARGEST AGENCIES HAVE HIGHEST HOURS PER CLIENT PER WEEK

	Revenue	Hours / Client / Week
Median Company	\$2,009,771	20
Strategic Growth MM	\$1.5M to \$3M	19.00
Top 10% Mastermind	\$3M to \$6M	32.46
Top 5% Mastermind	\$10M to \$50M	41.38
Most Profitable 5%	\$10M	52

CONVERSION

Purpose: “Convert Callers to Clients”

Inquiry Process

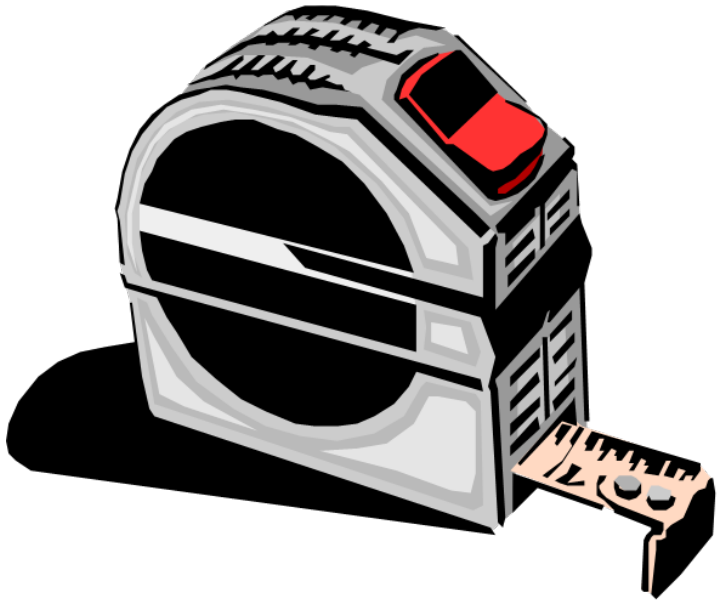
In-home Assessment

Intake and Admission

Start of Care



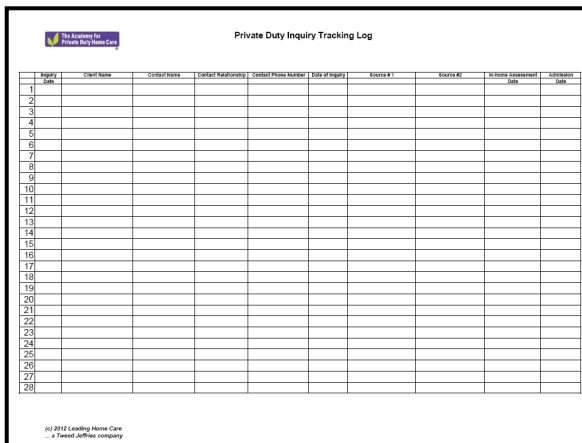
METRICS FOR CONVERSION



Inquiries
Assessments
Admissions

TRACK EVERY CALL

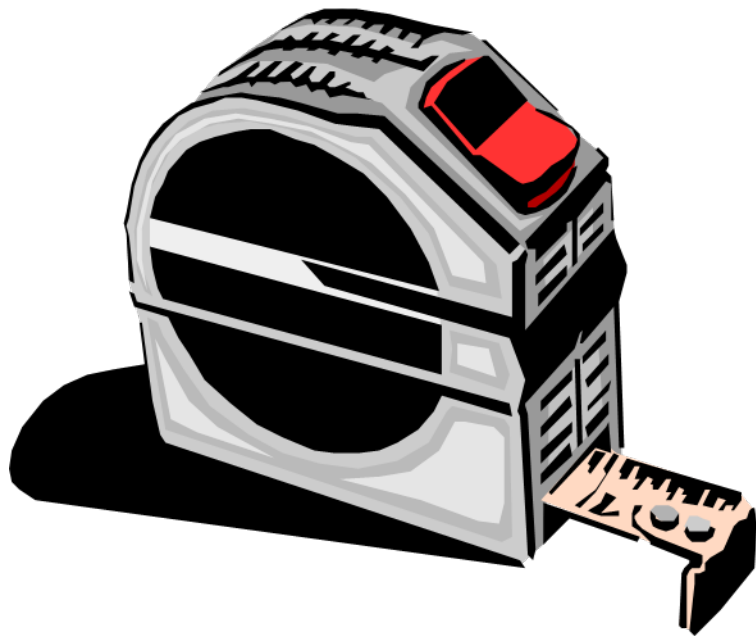
- Use the Inquiry Log to track every call
- Use the Inquiry Form to get the info for your log
- Analyze the results monthly
- Transfer to your Strategic Scorecard



The screenshot shows a spreadsheet titled "Private Duty Inquiry Tracking Log" with a logo for "The Academy for Private Duty Home Care" in the top left corner. The spreadsheet has 28 rows and 10 columns. The columns are labeled: "Inquiry Date", "Client Name", "City/State", "Special Population", "Contact Person Name", "Date of Inquiry", "Source #1", "Source #2", "Inquiry Assessment Date", and "Assessment Date". The rows are numbered 1 through 28. At the bottom left of the spreadsheet, there is a small copyright notice: "© 2012 Leading Home Care - A Trend Jiffree company".

Inquiry Date	Client Name	City/State	Special Population	Contact Person Name	Date of Inquiry	Source #1	Source #2	Inquiry Assessment Date	Assessment Date
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
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27									
28									

METRICS FOR CONVERSION



Inquiries

- **By Referral Source**
- **By Sales Rep**

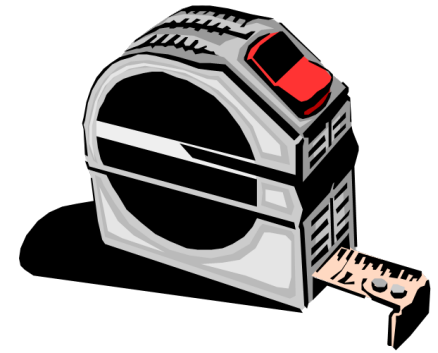
Assessments

- **By Person Taking Call**
- **By Referral Source**

Admissions

- **By Referral Source**
- **By Sales Rep**
- **By Assessment Marketer**

2024 MEDIAN CONVERSION RATIOS



Inquiry to Assessment

Industry

Masters

31.7%

35.5%

Assessment to Admission

81.6%

87.4%

Overall Inquiry to Admission

25.8%

31.1%

Source: Activated Insights 2025 Home Care Benchmarking Report

Question 1:



*“Which referral source gives you
The most new clients
With the highest hours per week
And the Longest Length of stay?”*

STAFFING

Purpose: “Find and Keep Top Talent”

Recruiting

Selection

On-Boarding

Training

Retention

Record Keeping



THE RECRUITING FUNNEL

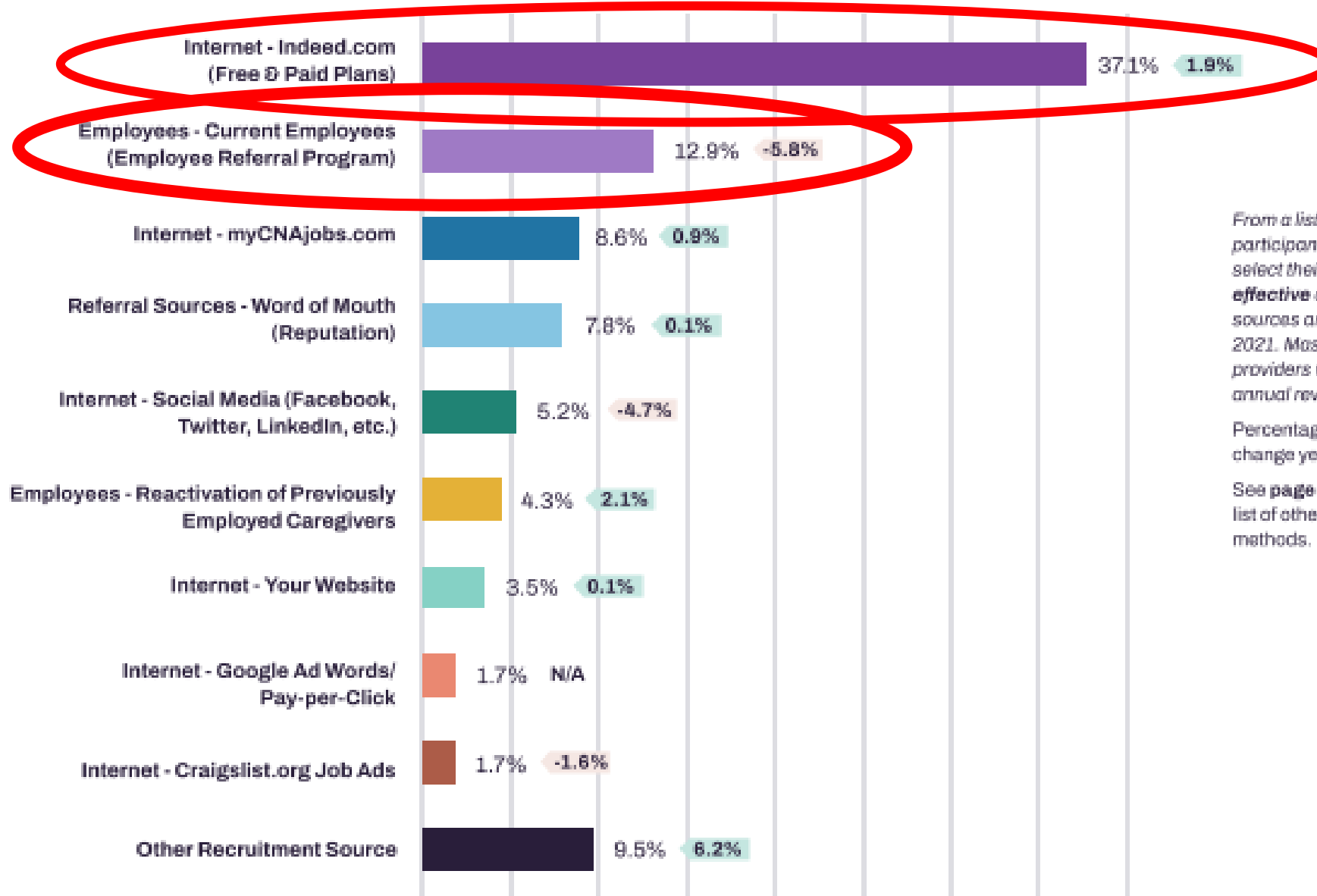


STAFFING METRICS – FUNNEL

- Inquiries
- Application Completed
- Pre-employment Assessment Completed
- Interview Completed
- Drug Tests & Criminal Background
- Offers Made
- Orientation Completed
- First Shift Attended
- Ninety Day Retention
- One-year Retention



3.2 Top 10 Caregiver Recruitment Sources/Methods for 2021 - Masters



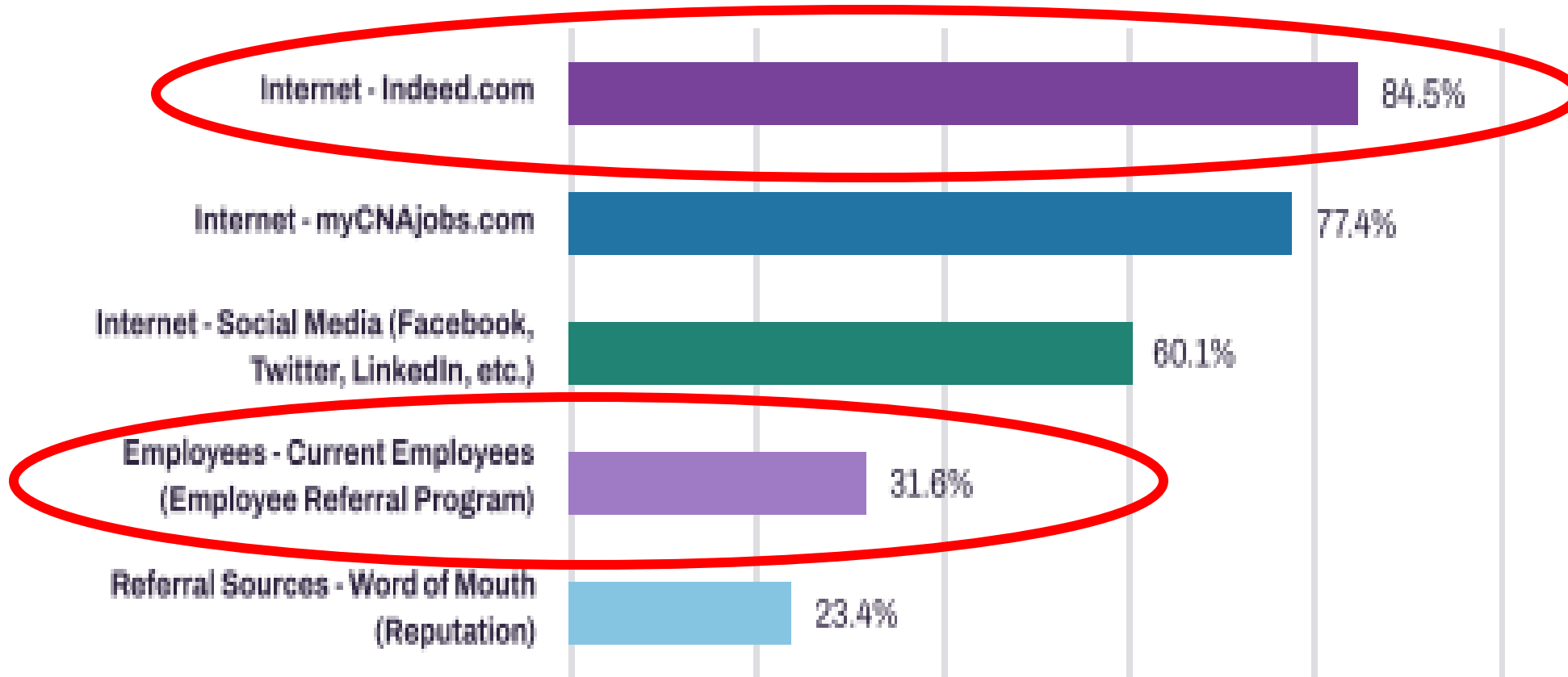
From a list provided, survey participants were asked to select their top two most **effective** caregiver recruitment sources and methods used in 2021. Masters represent those providers who billed \$5M+ in annual revenue in 2021.

Percentages represent the change year over year.

See page 49 for a complete list of other recruitment sources/methods.

RECRUITMENT SOURCES

3.3 Top Caregiver Recruitment Sources for 2021 - Median Caregiver Turnover



These figures represent the median caregiver turnover rate for agencies that listed each above source as one of their top two recruitment sources. They do not reflect the caregiver turnover rate directly for all caregivers from that recruitment source.

Source: 2022 HCP Benchmarking Report

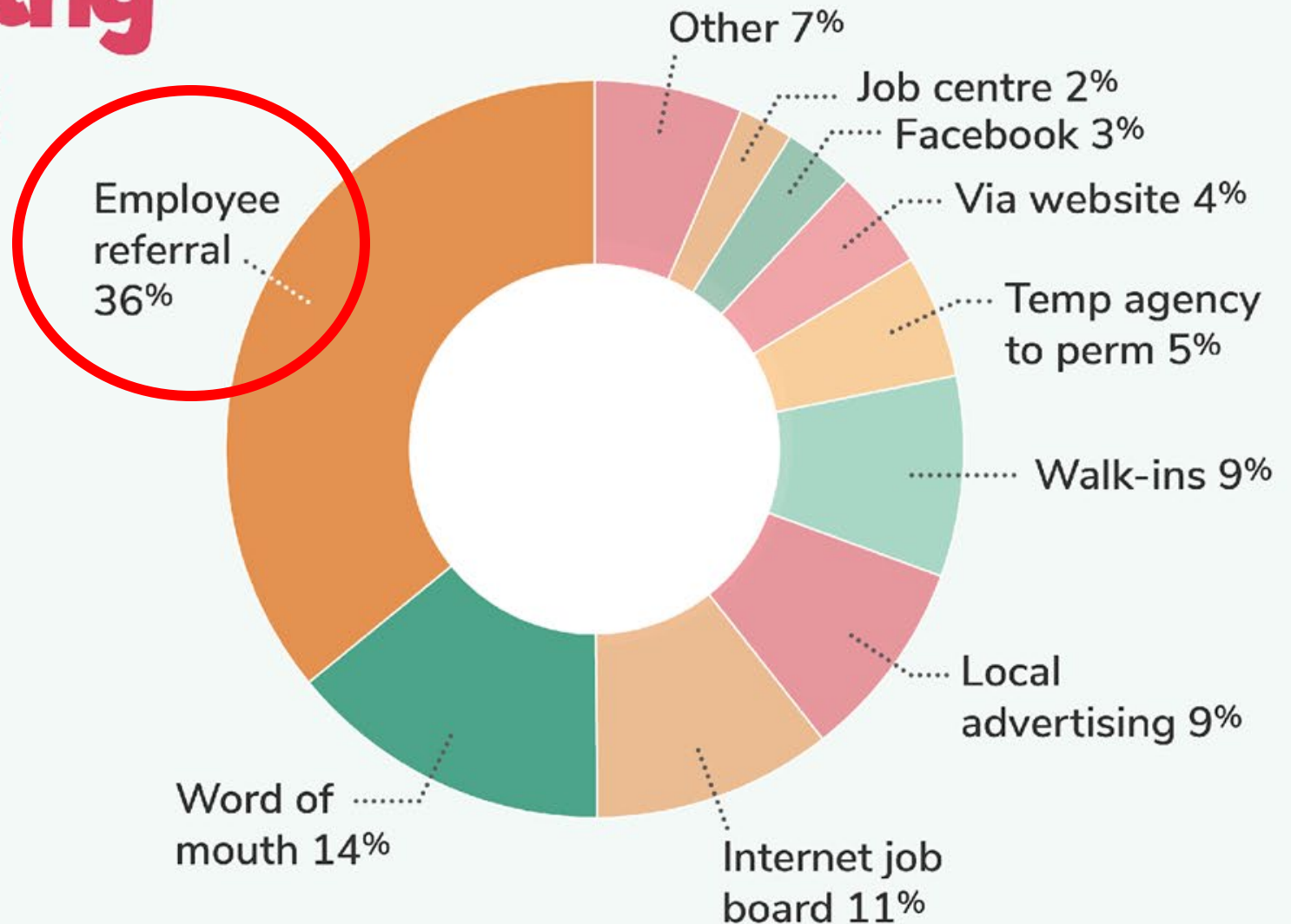
**THE BEST CAREGIVERS
ARE NOT ON INDEED.COM
LOOKING FOR WORK.**



STEPHEN TWEED, CSP

High Performing Care Workers come from:

295 Registered Managers were asked to pick their highest performing care worker and then identify the recruitment source that found them.



Source: Data collected from Neil Eastwood's Social Care Recruitment Masterclass Workshops 2015-2019

Question 2:



*“Which recruiting source
Gives you the most job applicants
Who make it through selection,
Show up on the first day,
And are still with you in one year?”*

Question 3:

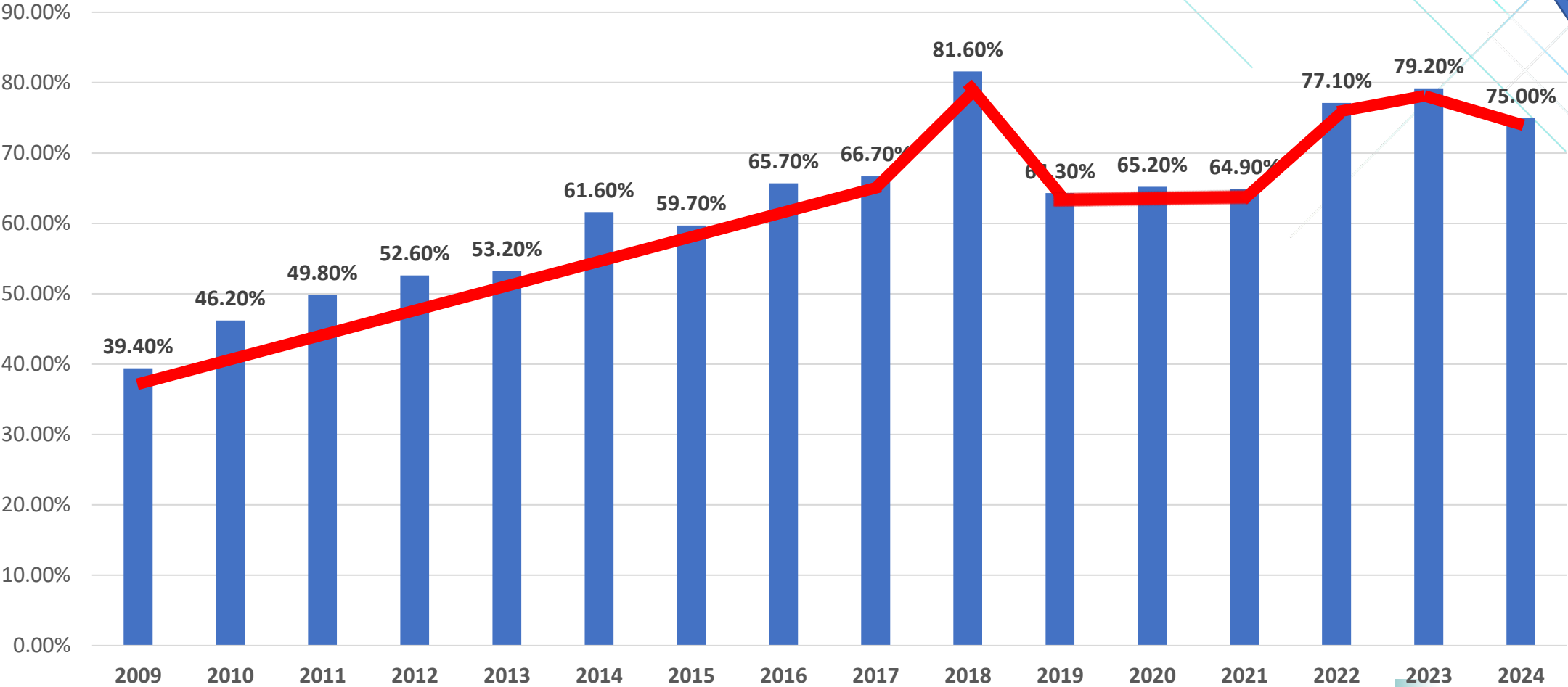


“What is your annual caregiver turnover, and how much of your turnover happens in the First 90 days?”

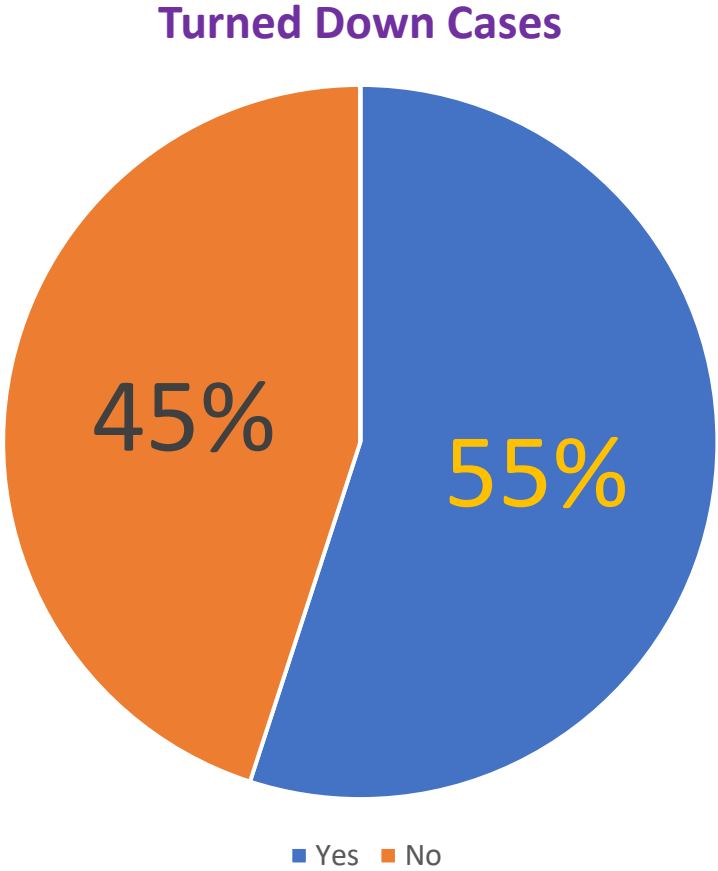
CAREGIVER TURNOVER



Activated Insights
Formerly Home Care Pulse

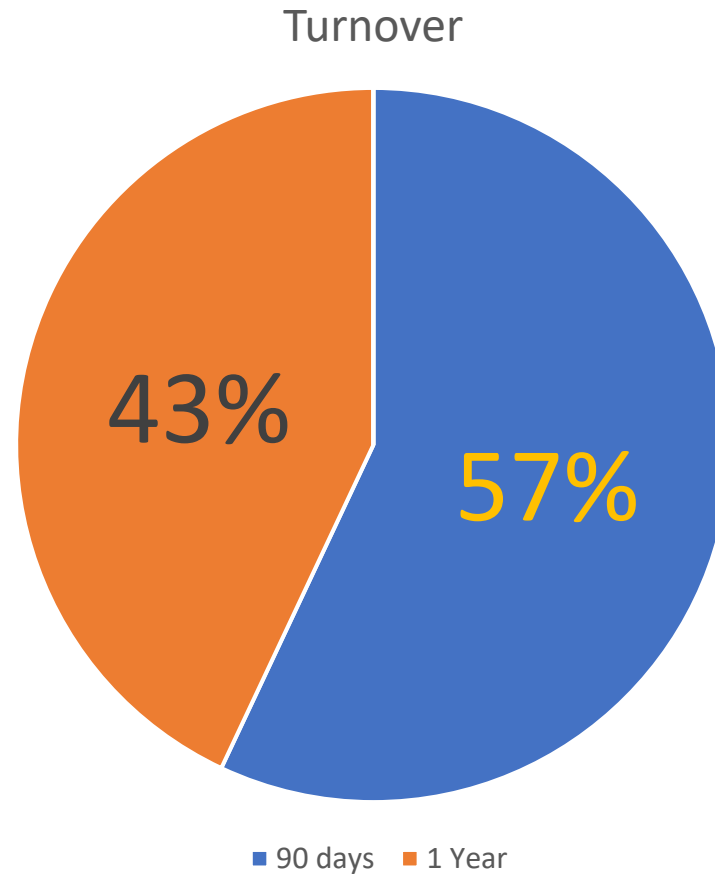


COMPANIES THAT TURNED DOWN CASES DUE TO CAREGIVER SHORTAGES



Source: HCP Benchmarking Report

57% OF TURNOVER HAPPENS IN THE FIRST 90-DAYS



Source: HCP Benchmarking Report

Three Big Causes of 90-day Turnover



- 1. Bad Hire*
- 2. Paycheck Balance*
- 3. Lack of Caregiver Engagement*

CAREGIVING

Purpose: “Matching Clients and Caregivers and Supporting your Caregivers”

Scheduling

Care Coordination

Caregiver Supervision

Client Contact

Time and Attendance Tracking



CAREGIVING METRICS

- **Clients on service**
- **Hours billed**
- **Shifts Scheduled**
- **Unfilled Shifts**
- **Call Offs (number of CGs who call off within certain time)**
- **Supervisory Visits Completed**
- **Client Nurture Calls and Visits Completed**

HOW DO WE KNOW WHEN TO HIRE THE NEXT PERSON?

**Median home care company
Generates \$341,485 per full time equivalent
office team member**

**Source: 2024 HCP Benchmarking Study From Activated
Insights**

COLLECTION

Purpose: “Keep Cash Flowing”

Time and Attendance Reconciliation

Billing

Collections

Record Keeping

Tracking

Reporting



COLLECTIONS METRICS

- **Hours Billed**
- **Total Revenue**
- **Avg. Revenue per Hour**
- **Avg. Revenue per Client**
- **Direct Cost of Care**
- **Gross Margin \$**
- **Gross Margin %**
- **Accounts Receivable / Bad Debt**
- **P & L comparison to Industry Benchmarks**

MEASURE EVERYTHING



“What gets measured gets managed, what gets rewarded gets repeated”.

Stephen Tweed

Setting up tracking systems gives you the raw data you need to analyze your business and make strategic improvements

TWELVE SYSTEMS TO AUTOMATE YOUR BUSINESS

1. Sales

2. Marketing

3. Inquiry

4. Recruiting

5. Compliance

6. Retention

7. Scheduling

8. Care Coordination

9. Payroll

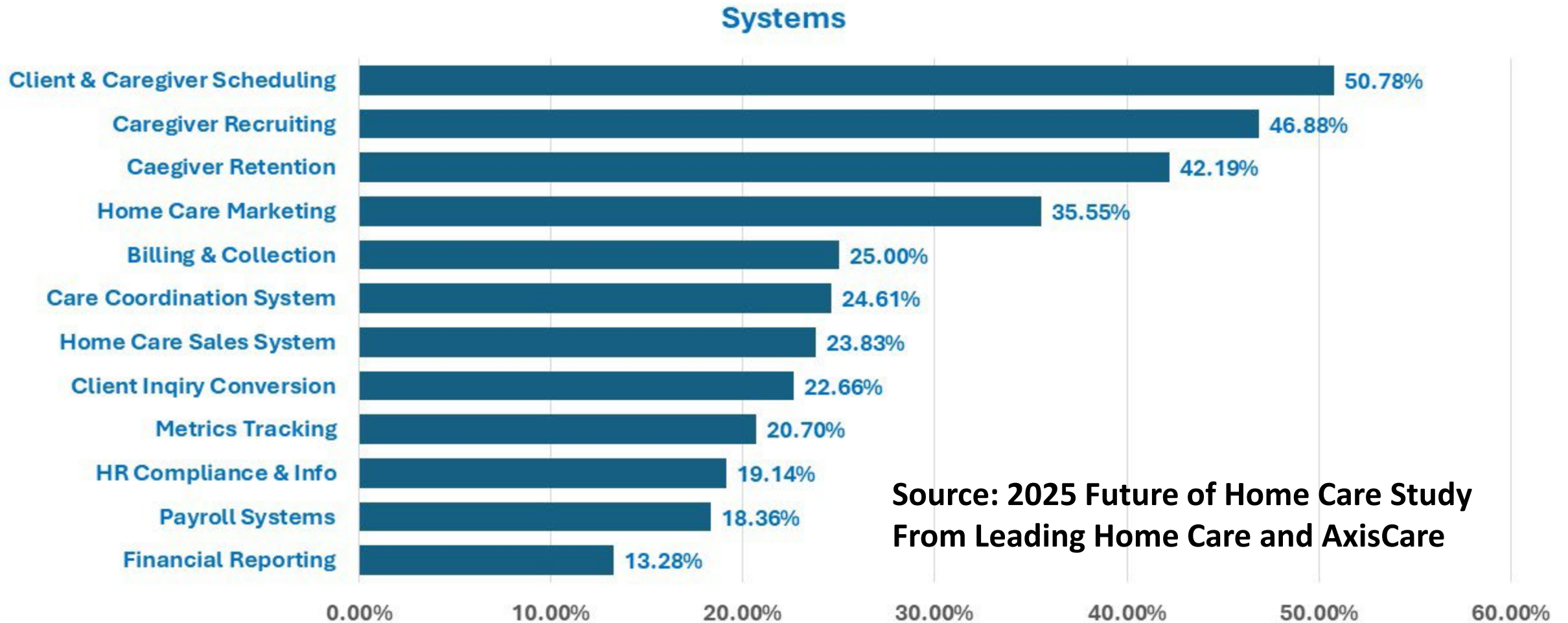
10. Billing & Collection

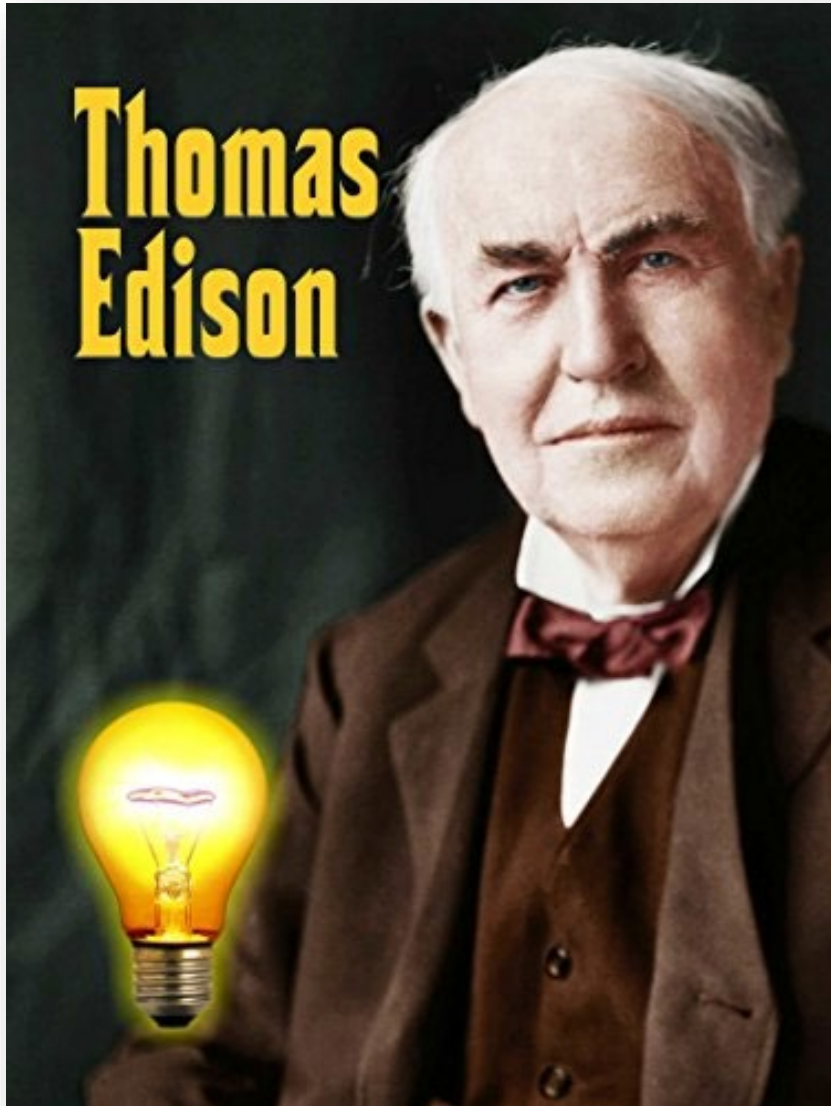
11. Metrics Tracking

12. Financial Reporting

Which of the following 12 systems do you feel are most important for you to leverage in the future to scale your Home Care company?

(Pick the three most important)





*“The value of
an idea lies in
using it”*

Thomas Edison

Questions?



Stephen@Leadinghomecare.com

<https://www.linkedin.com/in/stephentweed/>

Thank You!

Session Sponsor



STEPHEN TWEED

CEO

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