

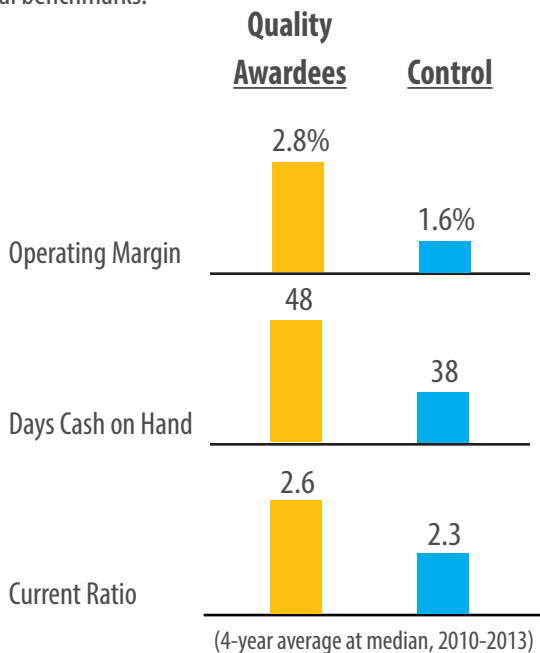
# Hallmarks of High Performance: Exploring the Relationship between Clinical, Financial and Operational Excellence at America's Health Centers



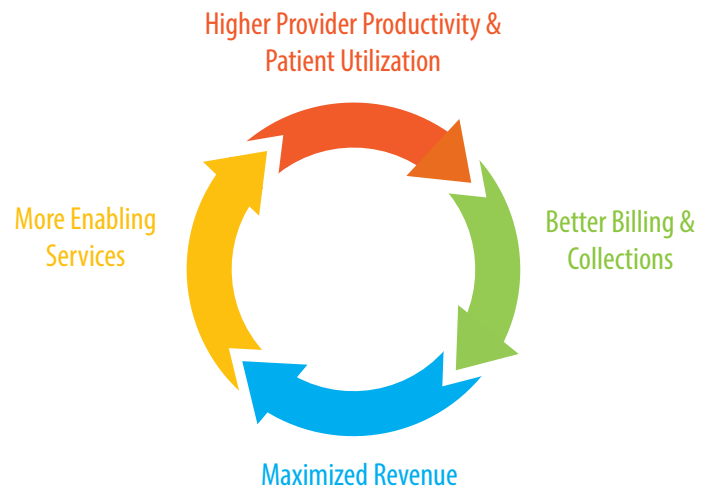
This study, sponsored by the Health Resources and Services Administration (HRSA), sought to identify the hallmarks of success of the highest performing health centers to gain an understanding of their operating models and provide benchmarks for performance improvement. Capital Link examined whether health centers that were recognized with 2014 HRSA clinical quality awards ("Quality Awardees") fare better or worse financially than other health centers (the control group). The study then analyzed the highest quartile of the Quality Awardees, a "High Performers" subset of health centers that have achieved both excellent clinical and financial performance.

## Quality Awardees

Health centers that received a quality award were more likely to perform better than their control group peers along key financial benchmarks.



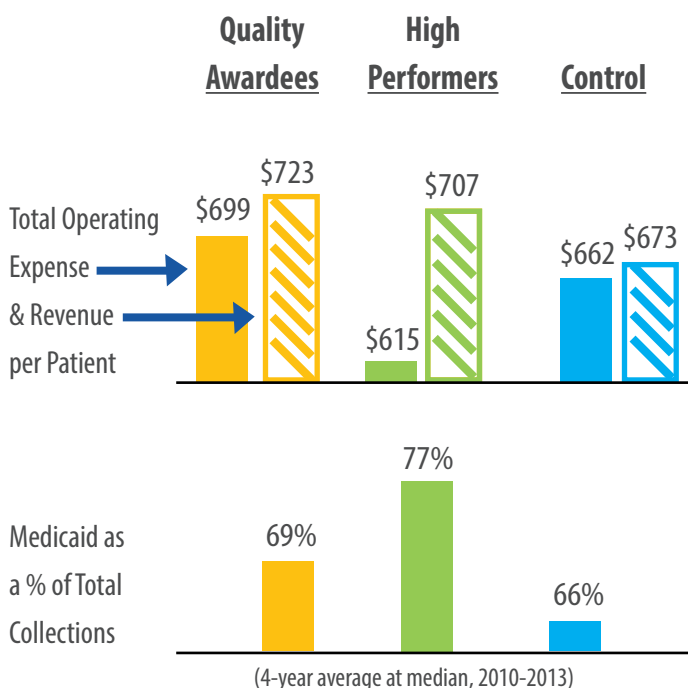
Quality Awardees achieved strong results by maximizing revenues through higher provider productivity, higher patient utilization and better collections, particularly of Medicaid revenue, all while also investing double the amount of the control centers in enabling services.



## High Performers



The highest quartile of Quality Awardees, High Performers had the greatest profitability through expense control and better collections.



## Hallmarks of Success

While Quality Awardees as a group excelled at revenue maximization, High Performers were able to invest more in enabling services because of their ability to control costs.

