

Operation Access Scorecard for Quarter Ending: Dec 2014 (4Q14)

Objective	Measure	Target	Actual	Status
Learning & Growth				
Maintain a committed staff and stable management	Average employee rating on a scale of 1-10 for the following questions: (1) Do you have the resources to develop in your position? (2) Do you feel satisfied in your job?	8	7.73	
Internal Process				
Maintain timeliness in delivery of service	Median # of days between referral and first appt with a specialist	<=75	71	
Maintain high patient compliance to ensure volunteer satisfaction and program efficiency	Compliance rate of patients at OA appointments	>=96%	97.5%	
Financial				
Increase diversification of funding sources and achieve revenue goals	YTD income received by category			
	Foundation grants	\$538,500	\$353,500	
	Corporate Support	\$547,250	\$622,900	
	Donations	\$180,000	\$148,998	
	TOTAL	\$1,290,000	\$1,236,812	
	YTD income from new funding sources (target of 10%)	\$139,500	\$144,428	
Maintain fiscal responsibility and management of expenditures	YTD expenses incurred by category			
	OA expenses	\$1,395,000	\$1,307,567	
	Overhead Rate (Admin. and Fundraising)	15%	16.2%	
Maintain adequate cash reserve	Number of months current operating cash on hand could finance forecasted expenses.	6	5	
Provide a high value return for dollars spent by Operation Access	Return on Investment - Ratio of amount of donated charity care provided divided by the cash expenses of OA's Bay Area Program	13 to 1	14.4 to 1	
Stakeholders				
Increase the number of high volume specialist volunteers	# of active participating specialist volunteers who have provided at least 4 services over the past year.	Maintain or increase from prior quarter	134 (144 previous)	
Improve patient outcomes through surgical procedures	% of surgical patients surveyed reporting improved health, ability to work, and quality of life	90%	96%	
Provide donated surgical and specialty services to eligible uninsured people	# of surgical and specialty services provided YTD	1500-1600	1,379	

Previous quarter	Status Rule Def	Status Rule Def	Red Status Rule Def
	8-10	5-7	1-4
	<=75	75-100	>100
	>96%	94-95.9%	<94%
	If actual >= target	within 30% of target	more than 30% from target
	target met	within 10% of target	more than 10% from target
	target met	4-5 months	< 4 months
	target met	10-13 to 1	<10 to 1
	>= previous quarter	0-5% decline from previous quarter	>5% decline from previous quarter
	>=90%	>=80-90%	<80%
	above midpoint of target	in lower half of range	below range

OA Scorecard Addendum
Current Period: 4Q-2014

