






















## Operation Access Scorecard for Quarter Ending: Dec 2010 (4Q10)

Objective	Measure	Target	Actual	Status
<b>Learning &amp; Growth</b>				
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 tools to achieve your goals in this position? (2) Do you have the resources to develop in this position?	8	8.25	
<b>Internal Process</b>				
Maintain timeliness in delivery of service	Median # of days between referral and first appt with a specialist	<=60	78	
Maintain high patient compliance to ensure volunteer satisfaction and program efficiency	Compliance rate of patients at OA appointments	>=96%	97.2%	
Maintain capacity to serve all eligible referrals in each specialty.	Number of specialties for which the wait time is under 60 days	>= 5 of 10	4	
<b>Financial</b>				
Increase diversification of funding sources and achieve revenue goals	YTD income received by category			
	Grants <\$25k	\$50,000	\$57,950	
	Grants \$25k - \$100k	\$135,000	\$210,000	
	Grants >100k	\$710,000	\$760,000	
	Donations	\$125,000	\$160,210	
	OAI Funding	\$115,000	\$71,200	
	TOTAL	\$1,225,000	\$1,319,837	
	YTD income from new funding sources	\$122,500	\$49,817	
Maintain fiscal responsibility and management of expenditures	YTD expenses incurred by category			
	Bay Area Expenses	\$1,110,000	\$1,187,017	
	OAI Expenses	\$115,000	\$100,940	
	Overhead Rate (Admin. and Fundraising)	15%	15.4%	
	TOTAL	\$1,225,000	\$1,287,957	
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	9 to 1	10.0 to 1	
<b>Stakeholders</b>				
Optimize utilization of medical volunteers	% of active participating medical volunteers who have volunteered during the past year (volunteers are considered inactive if they stop volunteering with OA or have not volunteered in 2 years and do not respond affirmatively to an invitation to continue volunteering)	75%	69% (of 1,016 volunteers)	
Increase the number of high volume specialist volunteers	# of active participating specialist volunteers who have provide at least 4 services over the past year.	Maintain or increase from prior quarter	128 (out of 367)	
Improve patient outcomes through surgical procedures	% of surgical patients surveyed reporting improved health, ability to work, and quality of life	90%	93%	
Provide donated surgical and specialty services to eligible uninsured people	# of surgical and specialty services provided YTD	1,200	1,390	

**OA Scorecard Addendum**  
**Current Period: 4Q-2010**

