Financial Analysis

**Company Description:**
An internationally recognized, nonprofit, system of 20+ hospitals, a Medical Group with more than 150 physician clinics, and an affiliated health insurance company.

**Short Project Name:**
Healthcare Transformation and Finance

**Project Description and Deliverables:**
Working directly with Intermountain Healthcare's Director of Healthcare Transformation, the intern team would be assigned various projects related to financial viability analysis, market/due diligence analysis, and developing new strategic frameworks. Examples include conducting external and internal fact finding assignments to support new company strategies, financial analyses related to hospital/clinic budgets, operating margin impact forecasts, developing new pricing paradigms, etc. Ideal intern candidates will be those who plan to work on the business side of health care post-graduation, and who have extremely strong technical, financial, and communication skills. This internship will prepare students extremely well for financial analyst/strategic planning roles within the health care industry. Interns must be Juniors and Seniors only; with a preference for Seniors. This project will tackle real problems in a real time environment, and will require significant ingenuity and autonomy on behalf of the students. There will also be several on-site visits to the Intermountain Corporate Office to work with key project sponsors/executives, so students will need to be polished/professional in their appearance and demeanor. If you really want to be in healthcare finance, and are not afraid of a lot of hard work, this is the internship for you.

**Key Deliverables**
Due diligence reports, financial analyses, strategic opinion white papers, etc.

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**Company Description:**
We are a rapidly growing, subscription-based, finance and technology company in the health care industry. Our web-based platform allows lenders to seamlessly present payment options to patients at the point of sale (in the doctor's office). Patients utilize our payment options to pay for elective procedures not covered by insurance in a variety of industries.

**Short Project Name:**
Develop & Launch New Risk Analysis Program

**Project Description and Deliverables:**
Students will work with Senior Management to develop a new process for evaluating and analyzing the relative risk of new client opportunities. This methodology will be implemented by the team as they analyze 400 existing clients and make recommendations.
We are a part of a value-chain involving medical and dental providers, patients, and lenders. As such, we incur financial and business risks during the course of our operations. Much of this risk depends on who we decide to partner with in a financing relationship. As a result of certain negative relationships with medical/dental providers, We are looking to develop a more robust risk analysis process whereby we can screen out potential hazardous client relationships before we start working together.

Once developed, the analysis process will use available online and other resources to determine whether a healthcare provider should be allowed to utilize our platform. Students will operate throughout the internship with the following overarching goals:
- The analysis needs to be data-based
- The analysis needs to be simple and easily implemented by existing staff
- The process needs to allow the sales / new account setup process to continue without major interruption
- The recommendations will be utilized by management to decide which relationships to cancel and which relationships to refuse

The project will be broken into 3 key sections:
1- Team members will analyze and audit the sales and new account setup process to get an in-depth understanding of all of the points of risk and the key drivers of business growth
2- Team members will research available processes and resources that could assist our team in evaluating potential client opportunities and use these to build a new risk analysis program
3- Team members will use the new program methodology to analyze 400 current client accounts and make recommendations to senior management regarding which accounts should be cancelled
4- Team members will propose a method for ongoing use of the new risk analysis program to review existing relationships on a regular basis

Key Deliverables
- Brief overview of existing processes
- New risk analysis program research and outline
- New analysis program guide for employees
- Final report with recommendations on existing clients
- Financial impact of recommendations
- Proposed ongoing method for evaluating risk of existing clients regularly

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**Short Project Name:**
Financial & Comparative Analysis of SAAS Revenue Model

**Project Description and Deliverables:**
The student team will be an integral part of our 2013 pricing & revenue strategy--analyzing our current revenue model, contract structure, & pricing promotions & comparing us with other SAAS companies, making crucial recommendations to the executive team. We have spent the past 3 years developing our current SAAS (software as a service) revenue model. We have experimented with a number of different variations of this plan and have settled on a version that allowed us to grow 150% in 2012.

As we look to 2013, our product and industry reputation has positioned us well for an even bigger growth opportunity. We want to make sure that we are maximizing our revenue opportunities, using industry best practices, and implementing the best possible pricing strategy in 2013 to benefit us and our clients. Our senior management has extensive experience with our current model, but we do not have the bandwidth or the ability to fully research, analyze, and compare our revenue model with other SAAS companies. We are excited to employ a team of talented interns to help us accomplish this important project that could literally impact the bottom line of our business by the millions over the next 3-5 years.

The project will be divided into 3 main components:
1-Internal Analysis: part or all of the team will take 3 years of our financial data and analyze the following points of data, looking for trends and insights: -Contract term length -Retention rates -Renewal rates -Monthly fee amounts -Cancellation fees -Contract format -Revenue growth -Correlation between contract terms/rates and retention -Total revenue numbers -etc.

2-Comparative Analysis: part or all of the team will contact and receive information from 10-20 other SAAS companies that charge monthly or annual fees. The purpose of this phase of the project will be to learn and compare our approach to these other companies in the following key areas: -Price points -Contract terms -Retention rates -Revenue growth -Cancellation policies -Cancellation fees -Signup process -Discount/promotional pricing strategies -Contract format -etc.

3-Recommendations: the entire team will compile the results from the analysis and comparative research phases and use these as a basis for coming up with potential pricing/revenue strategies the company can implement in 2013. This phase will focus on applying industry best practices learned from comparative analysis in the unique setting, while leaving open the possibility of coming up with creative alternatives to challenges faced in the past. The final result of this phase will be a report and presentation to senior management on the top 3 recommendations that will impact our future success.

Key Deliverables
-Internal analysis financial model, including dashboard overview (excel workbook)
-Comparative analysis survey results and report, including sample contracts, materials, etc. from companies analyzed
-Final presentation, including an analysis of all recommendations considered and the top 3 recommendations for senior management to implement immediately