GROWTH REPORTING

# What an analyst call reveals that a deck won't

Investor questions surface conversion, capacity and payer-mix gaps months before any satisfaction score moves.

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TWO DOCUMENTS



# Same data, opposite incentives

| | |
|---|---|
| DECK | Built by the team being evaluated, for colleagues who want the good story |
| CALL | Finance-filtered numbers, for strangers paid to find the crack |
| DIFFERENCE | Incentive, not facts, is why they tell different stories |

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WHY DECKS SMOOTH



# Nobody is rewarded for finding the flaw

- A soft service line gets contextualised by a strong one
- A conversion decline is blamed on seasonality unless someone pushes
- The format exists to justify the next budget cycle
- Coherence wins over completeness; loose ends get sanded

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NEVER ON A SLIDE



# The questions analysts ask and decks skip

- Payer mix shift: is growth coming from a less profitable mix?
- Average length of stay trends within a specialty
- Case mix shift
- New vs repeat vs referral patients
- Referring-physician volume, invisible in digital acquisition data

A referral decline can hide for quarters behind strong direct-to-consumer growth.

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THE DISCIPLINE



# An explanation that would not survive a second why from an analyst is routinely accepted in an internal meeting on the first pass.

Seasonality compared to what base period? Why did it not show the prior year?

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SIT IN



# Why growth leaders should attend the call directly

- Hear which questions analysts keep returning to
- Notice which management answers sounded confident vs rehearsed
- Learn which metrics the market is anxious about now
- The market prices the next quarters; a satisfaction score reports the last

An early-warning feed most growth functions are not using at all.

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THE PROCESS



# Every earnings cycle as a pre-mortem

1. Attend the call, not a secondhand summary
2. Log every question without a fully confident answer, review within the week
3. Add payer mix, referral share, length of stay, occupancy to your own reporting
4. Make every soft-number explanation survive a second why
5. Feed flagged items into next quarter's growth planning

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THE GAP



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# A marketing deck tells you the story the organisation wants to be true. An analyst call tells you which parts a sceptical stranger will not yet believe.

Applies to investor-backed private groups too, through PE and institutional reviews.

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READ THE FULL GUIDE



# Analyst calls versus marketing decks, in full

- Why payer mix matters to growth, not just finance
- Building the quarterly feedback loop
- What this means for unlisted groups
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