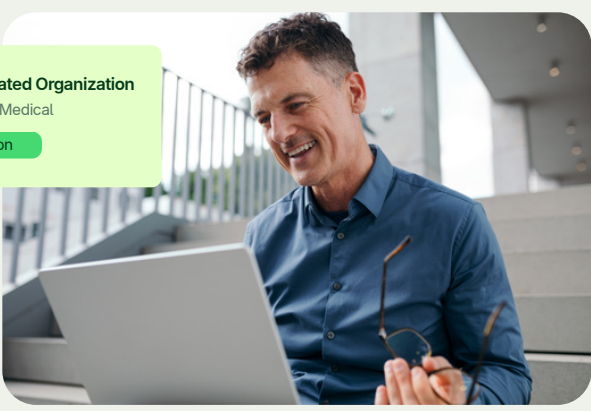


5 sales KPIs to watch in Q3

By July, the year either gets back on track or gets harder to recover. These five metrics tell you whether Q4 will accelerate or stall, while there's still a window to course-correct.

Highest Affiliated Organization
United Shores Medical
88% Affiliation



The Moment of Truth

By July, leaders already know three things

The question isn't more dashboards. It's a focused set of leading and operational indicators that show whether referral growth, follow-through, and payer dynamics are moving the right way — before closed revenue confirms what already happened.

Plan

Whether first-half performance hit plan

Territories

Which territories are ahead or behind

Window

Where to course-correct before Q4

Not every metric earns a weekly review

These matter — but they don't tell a sales leader whether the number is still in reach.

Days sales outstanding

Important for finance, rarely actionable for sales week to week.

Call volume

Useful in context, but becomes activity theater when untied to referral quality.

Days sales outstanding

Critical to track — but it's a lagging indicator.

The Five that Matter

What to watch week over week

1

Referral source concentration

Watch

The share of referrals coming from your top 10 sources or parent organizations.

Why Q3

Concentration looks like strength until one key source slows or shifts — a thin base makes the pipeline fragile heading into Q4.

Watch out for

Counting individual locations separately instead of rolling them up to the parent — it makes the base look more diversified than it is.

2

Net new referring physicians per rep, per month

Watch

New referring physicians or physician groups added by each rep every month.

Why Q3

One of the cleanest leading indicators in HME/DME. No new relationships in Q3 means Q4 growth is likely already constrained.

Watch out for

Calling any new contact "net new." Hold the line: a physician who has sent at least one referral within the measurement period.

3

Referral-to-setup conversion rate

Watch

The share of referrals that turn into completed setups or delivered equipment.

Why Q3

Volume only matters if it converts. Leaks hide in intake, documentation, authorization, scheduling, and delivery — often labeled an "ops problem."

Watch out for

Reading referral volume without asking what happened after the referral arrived.

90%

First-time documentation accuracy with electronic systems, versus 10–20% for traditional processes — where most conversion leaks begin.
Source: HomeCare Magazine

4

Average revenue per referral source

Watch

The average revenue generated by each referral source.

Why Q3

It separates volume hunters from value hunters. Twenty high-value relationships can out-earn fifty low-revenue ones.

Watch out for

One large account masking a thin portfolio. Read this alongside concentration to see if the book is both valuable and durable.

5

Medicare Advantage mix as a % of new referrals

Watch

The share of new referrals tied to Medicare Advantage plans.

Why Q3

MA mix now shapes reimbursement strategy, account priority, operational planning, territory performance, and forecasting.

Watch out for

Treating payer mix as a back-office report instead of a rep- and territory-level growth signal.

Why Payer Mix is Now a Sales KPI

Medicare Advantage has moved from a finance metric to a strategic sales signal

35M+

Enrolled in Medicare Advantage as of Feb 2026 — up 1.1M year over year
Source: KFF

54%

Of eligible Medicare beneficiaries were in MA in 2025 (34M people)
Source: KFF

~26%

Of HME business volume now flows through MA — leaders expect it to top 30%
Source: HME News

From Tracking to Acting

KPIs only work with market visibility

Acting on these metrics means seeing what's happening inside each territory — not relying on incomplete CRM activity, anecdotal field feedback, or lagging revenue reports. Sales teams need a clear view into:



Which physicians and groups drive referral volume



Where referral opportunities are growing or declining



How concentrated the pipeline is across key sources



Which accounts represent the greatest revenue opportunity



Where Medicare Advantage trends may affect future growth



How reps are progressing against territory goals

