The Operating Index

A NATIVE CONSTRAINT PUBLICATION

EXAMPLE HEALTH

EIN: 00-0000000, Health Care (NTEE E)
For the year ended June 30, 2024

A fictitious organization. Every figure is invented.

The Operating Index

This report sets an organization's reported finances against its field for a single year. The financial statements are ranked against the sector and shown beside the sector median. The measures drawn from them are ranked against a cohort of similar organizations. The report states position against the field. It draws no conclusion.

PROVENANCE

A filed figure comes from the organization's public Form 990. Peer figures come from the IRS record, the e-file releases and the annual extract together, and refresh as the IRS releases. A figure not drawn from a filing is marked. A filing that does not reconcile is held, not issued.

FINANCIAL STATEMENTS

Two statements are shown for one year, the year ended June 30, 2024: the statement of financial position and the statement of activities. Figures are in U.S. dollars, from the filed Form 990. Each line is ranked against the sector, every Health Care organization (NTEE E) that filed for that year, and shown beside the sector median, the middle of that field.

MEASURES

The measures are computed from the statements. Each is ranked against a cohort of 148 organizations: those in the same sector and closest in revenue. A ratio is comparable only among organizations of similar scale. A year whose field is still filling is ranked against the most recent resolved field. Each is shown beside the cohort median.

COMMENTARY

The commentary is assembled by a fixed rule, not generated. The same data produces the same reading, and nothing is invented or rephrased beyond what the figures support. It walks the statements in order and closes on the measures. A position is read against its field, above or below the median, never as a verdict. A reading in the top or bottom tenth of its cohort raises a question, set in italic below the line. The question rises from the organization's own figures and states no finding.

NO ASSURANCE PROVIDED

This report is not an audit, review, or compilation, and no opinion or assurance is provided. The figures are reported by the organization and are not verified. Reconciliation is a condition of issue, not a verification.

Native Constraint

July 3, 2026

EXAMPLE HEALTH

STATEMENT OF FINANCIAL POSITION

As of June 30, 2024 · sector medians illustrative

	2024	Median	Difference	Rank
ASSETS				
Cash & Equivalents	4,536,300	2,800,000	+1,736,300	80th
Investments	1,083,690	850,000	+233,690	61st
Receivables	600,000	580,000	+20,000	52nd
Property & Equipment	2,664,000	2,100,000	+564,000	63rd
Other Assets	200,000	220,000	−20,000	47th
Total Assets	**9,083,990**	**6,400,000**	**+2,683,990**	**75th**
LIABILITIES				
Payables & Accrued	576,985	440,000	+136,985	64th
Deferred Revenue	350,000	250,000	+100,000	64th
Secured Debt	270,000	230,000	+40,000	56th
Notes & Loans	80,000	95,000	−15,000	44th
Other Liabilities	60,000	58,000	+2,000	51st
Total Liabilities	**1,336,985**	**1,000,000**	**+336,985**	**67th**
NET ASSETS				
Without Donor Restrictions	6,472,005	4,700,000	+1,772,005	75th
With Donor Restrictions	1,275,000	900,000	+375,000	65th
Total Net Assets	**7,747,005**	**5,400,000**	**+2,347,005**	**75th**

EXAMPLE HEALTH
STATEMENT OF ACTIVITIES

For the year ended June 30, 2024 · sector medians illustrative

	2024	Median	Difference	Rank
REVENUE				
Contributions & Grants	6,204,448	4,500,000	+1,704,448	78th
Program Revenue	1,204,660	1,000,000	+204,660	62nd
Investment Income	44,332	28,000	+16,332	68th
Other Revenue	13,200	13,500	−300	48th
Total Revenue	**7,466,640**	**6,000,000**	**+1,466,640**	**74th**
EXPENSES				
Compensation & Benefits	4,769,210	3,700,000	+1,069,210	75th
Professional & Contract Services	1,100,000	980,000	+120,000	60th
Office & Technology	360,000	320,000	+40,000	60th
Occupancy & Depreciation	690,000	660,000	+30,000	54th
Other Expenses	245,435	255,000	−9,565	46th
Total Expenses	**7,164,645**	**5,900,000**	**+1,264,645**	**73rd**
Change in Net Assets	**301,995**	**185,000**	**+116,995**	**65th**

EXAMPLE HEALTH
MEASURES

For the year ended June 30, 2024 · cohort medians illustrative

	2024	Median	Difference	Rank
Cash on Hand	7.6	6.2	+1.4 mo	73rd
Cash and equivalents divided by monthly expense: months of runway in cash alone.				
Operating Reserves	6.4	5.1	+1.3 mo	72nd
Net assets without donor restrictions, less the equity held in property and equipment, divided by monthly expense: months of reserve.				
Surplus Margin	4.0%	4.3%	−0.3 pts	47th
Surplus divided by total revenue: the share of each dollar kept.				
Personnel Share	64%	68%	−4 pts	37th
Compensation and benefits divided by total expense: the share of each dollar spent that goes to people.				
Revenue Concentration	83%	80%	+3 pts	59th
The largest revenue stream divided by total revenue: how much the organization leans on one kind of funding.				

EXAMPLE HEALTH
COMMENTARY

For the year ended June 30, 2024

Total assets of $9.1M rank at the 75th percentile of the sector, holding $7.7M in net assets against $1.3M in liabilities.

Total revenue of $7.5M ranks at the 74th percentile, above the sector median. Contributions and grants rank at the 78th.

Cash on Hand stands at 7.6 months, the 73rd percentile, and operating reserves at 6.4 months, the 72nd, both above the cohort median.

The surplus margin of 4% sits near the cohort middle, at the 47th percentile.

Personnel share of 64% sits at the 37th percentile of the cohort. Revenue concentration of 83% sits at the 59th.