



Data Visualization Best Practices Resource Library

Links to Educational Content By Skill Area, Chart Type, and Healthcare Topic

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Table 1. Data Visualization Best Practices Resource Library

Date	Content Title	Graphics Category	Data Chart Type	Graphics Topic	URL to Content
10/5/2012	No Grand Vision	3D Graph Alternatives	N/A	Patient Satisfaction	http://www.healthdataviz.com/2012/10/05/no-grand-vision/
11/4/2011	My Week in 3D	3D Graph Alternatives	N/A	Patient Satisfaction	http://www.healthdataviz.com/2011/11/04/my-week-in-3d/
2/10/2012	A Great Teacher; A Great Lesson	Alignment	Table	HCAHPS	http://www.healthdataviz.com/2012/02/10/a-great-teacher-a-great-lesson/
5/1/2015	Use It Or Lose It!	Asking Questions	Dashboard	Performance Measures	http://www.healthdataviz.com/2015/05/01/use-it-or-lose-it/
7/22/2011	Duct Tape By The Dashboard Lights	Asking Questions	Dashboard	Data Accuracy	http://www.healthdataviz.com/2011/07/22/duct-tape-by-the-dashboard-lights/
7/24/2015	When was the Last Time You Asked "Why"?	Asking Questions	N/A	N/A	http://www.healthdataviz.com/2015/07/24/when-was-the-last-time-you-asked-why/
4/12/2013	How Do You Rate?	Asking Questions	N/A	Rates	http://www.healthdataviz.com/2013/04/12/how-do-you-rate/
5/11/2012	So What?	Asking Questions	N/A	Correlation of injury rate and staff levels	http://www.healthdataviz.com/2012/05/11/so-what/
5/13/2011	I Want It All and I Want It Now!	Asking Questions	N/A	Report Design	http://www.healthdataviz.com/2011/05/13/i-want-it-all-and-i-want-it-now/
8/24/2012	Banana Boxes and Box Plots	At a Glance	Box Plots	Hospital Emergency Department	http://www.healthdataviz.com/2012/08/24/banana-boxes-and-box-plots/
9/23/2011	Three Simple Words That Will Improve Your Healthcare Data Displays	At a Glance	Dashboard	Operational Data	http://www.healthdataviz.com/2011/09/23/three-simple-words-that-will-improve-your-data-displays/
11/18/2011	Healthcare Data Chick Meets Grammar Lady	At a Glance	N/A	N/A	http://www.healthdataviz.com/2011/11/18/healthcare-data-chick-meets-grammar-lady/
8/21/2014	Color Commentary From The Hammock Front In Maine	Attributes of Color	Line	Emergency Room Wait Times	http://www.healthdataviz.com/2014/08/25/color-commentary-hammock-front-maine/
11/21/2014	Scale Matters	Axis	Deviation Graphs	N/A	http://www.healthdataviz.com/2014/11/21/scale-matters/
8/20/2013	Give Your Y Axis a Break	Axis	Bar Chart	Physical Fitness	http://healthdataviz.com/2013/08/20/give-your-y-axis-a-break/

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1/10/2014	The One Trait All Successful Data Analysts Must Possess	Case Study Interview	N/A	Hiring practices	http://healthdataviz.com/2014/01/10/the-one-trait-all-successful-data-analysts-must-possess/
9/11/2015	What's Hue?	Color Hue	Dashboard	Financial	http://www.healthdataviz.com/2015/09/11/whats-hue/
12/27/2011	Contemplating Holiday Lights and Colorful Messages	Color to Encode	Bar Chart	Operational Data	http://www.healthdataviz.com/2011/12/27/holiday-lights/
3/14/2014	The Sounds of Colors	Color to Encode	Pareto Chart	Performance Measures	http://healthdataviz.com/2014/03/14/the-sounds-of-colors/
12/23/2016	Red, Yellow, Green... Save It For The Christmas Tree	Colorblindness	Table	Performance Measures	http://www.healthdataviz.com/2016/12/23/red-yellow-green-save-christmas-tree/
7/8/2011	Red, Yellow, Green is SO Last Season	Colorblindness	Table	Performance Measures	http://www.healthdataviz.com/2011/07/08/red-yellow-green-is-so-last-season/
12/21/2011	Tis the Season	Colorblindness	N/A	N/A	http://www.healthdataviz.com/2011/12/21/tis-the-season/
6/24/2011	Lessons From a Coxswain	Compared with What?	N/A	Reports	http://www.healthdataviz.com/2011/06/24/lessons-from-a-coxswain/
3/3/2011	I Know You Are But What Am I?	Compared with What?	N/A	Comparison data	http://www.healthdataviz.com/2011/03/03/i-know-you-are-but-what-am-i/
10/19/2012	Confidence Intervals Required	Confidence Intervals	N/A	O/E Ratio	http://www.healthdataviz.com/2012/10/11/confidence-intervals-required/
9/12/2011	Correlation	Correlation	Scatterplot	N/A	http://www.healthdataviz.com/2011/09/12/correlation/
10/7/2011	Is My Dog Stoned?	Correlation v. Causation	N/A	Root-cause analysis	http://www.healthdataviz.com/2011/10/07/is-my-dog-stoned/
3/9/2012	Busted by "Big Data"	Data	Bar Chart	Medicare Fraud	http://www.healthdataviz.com/2012/03/09/busted-by-big-data/
2/18/2011	Hasn't the World Waited Long Enough?	Data	N/A	Accessible Healthcare data	http://www.healthdataviz.com/2011/02/18/hasnt-the-world-waited-long-enough/
2/28/2014	Hospital Charge Data -- More Than Meets the Eye	Data Accuracy	Dashboard	Payer Mix	http://healthdataviz.com/2014/02/28/hospital-charge-data-more-than-meets-the-eye/
1/23/2015	What's The Damn Denominator?	Data Accuracy	Table	Operational Data	http://www.healthdataviz.com/2015/01/23/whats-the-damn-denominator/

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5/9/2014	Is an Average of Averages Accurate? (Hint: NO!)	Data Accuracy	Table	Weighted Averages	http://healthdataviz.com/2014/05/09/is-an-average-of-averages-accurate-hint-no/
10/25/2013	Scary Movies and Scary Graphs	Data Accuracy	N/A	Financial	http://healthdataviz.com/2013/10/25/scary-movies-and-scary-graphs/
7/12/2013	Did You Answer the Question?	Data Accuracy	N/A	Hospital Ratings	http://www.healthdataviz.com/2013/07/12/did-you-answer-the-question/
2/24/2012	Channel Your Inner "Sprout"	Data Accuracy	N/A	Data Accuracy	http://www.healthdataviz.com/2012/02/24/channel-your-inner-sprout/
2/7/2012	Indicator and Measurement Registry	Data Accuracy	N/A	World Health Organization	http://www.healthdataviz.com/2012/02/07/indicator-and-measurement-registry/
4/1/2011	Hide-and-Seek With Healthcare Data	Data-to-Ink Ratio	Table	Performance Measures	http://www.healthdataviz.com/2011/04/01/playing-hide-and-seek-with-your-healthcare-data/
2/14/2014	Bubble Charts	Data Visualization	Bubble Chart	Population statistics	http://healthdataviz.com/2014/02/14/bubble-charts/
10/21/2016	“Time is [Not] on My Side”: Using Time Efficiently When Developing Dashboards	Data Visualization	Dashboard	Performance Measures	http://www.healthdataviz.com/2016/10/21/time-not-side-using-time-efficiently-developing-dashboards/
9/6/2013	You Can Learn A Lot From a Watermelon Mojito	Data Visualization	Dashboard	Performance Measures	http://healthdataviz.com/2013/09/06/you-can-learn-a-lot-from-a-watermelon-mojito/
9/1/2016	The Hammock Chronicles (2016 Edition)	Data Visualization	Dashboards	N/A	http://www.healthdataviz.com/2016/09/01/hammock-chronicles-2016-edition/
5/17/2013	Visualize a New Approach	Data Visualization	Gantt Chart	Operational Data	http://www.healthdataviz.com/2013/05/17/visualize-a-new-approach/
12/4/2015	Postcard from New Zealand	Data Visualization	Small Multiples	Medications	http://www.healthdataviz.com/2015/12/04/postcard-from-new-zealand/
12/1/2016	Twitter Me This	Data Visualization	Sparklines	N/A	http://www.healthdataviz.com/2016/12/01/twitter-me-this/
9/12/2011	When Should You Use a Table to Display Data?	Data Visualization	Table	NA	http://www.healthdataviz.com/2011/09/12/when-should-you-use-a-table-to-display-data/

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3/20/2015	Children Can Kill You	Data Visualization	Table Lens	Life Expectancy	http://www.healthdataviz.com/2015/03/20/children-can-kill-you/
2/26/2016	David Bowie vs. Alan Gilbert	Data Visualization	N/A	Skills and Resources	http://www.healthdataviz.com/2016/02/26/david-bowie-vs-alan-gilbert/
5/31/2013	A Profoundly Moving Data Display	Data Visualization	N/A	Date of Death	http://www.healthdataviz.com/2013/05/31/a-profoundly-moving-data-display/
9/9/2011	Lessons Learned "Off the Grid"	Data Visualization	N/A	Patient Satisfaction	http://www.healthdataviz.com/2011/09/09/lessons-learned-off-the-grid/
8/19/2011	The Pie Chart of Procrastination	Data Visualization	N/A	Epidemics	http://www.healthdataviz.com/2011/08/19/pie-chart-of-procrastination/
10/30/2011	Pure Genius	Design	N/A	N/A	http://www.healthdataviz.com/2011/10/30/pure-genius/
9/12/2011	Deviation	Deviation	Bar Chart	N/A	http://www.healthdataviz.com/2011/09/12/deviation/
9/12/2011	Distribution	Distribution	Bar, Box Plot, Line	N/A	http://www.healthdataviz.com/2011/09/12/distribution/
12/7/2012	Stale Donut (Charts)	Donut Chart Alternatives	Bar Chart	High Risk Patients	http://www.healthdataviz.com/2012/12/07/stale-donut-charts/
10/11/2011	PSA-Will Evidence Finally Win Out?	Evidence in Data	N/A	Prostrate Cancer	http://www.healthdataviz.com/2011/10/11/psa-will-evidence-finally-win-out/
12/10/2010	Extracurricular Explorations in Healthcare Data	Evidence in Data	N/A	N/A	http://www.healthdataviz.com/2010/12/10/extracurricular-explorations-in-healthcare-data-healthnewsreview/
10/12/2012	Editing an Axis	Excel Data	Axis	Medications	http://www.healthdataviz.com/2012/10/12/editing-an-axis/
10/12/2012	Editing the Chart Type of an Existing Chart	Excel Data	Change Chart Type	Medications	http://www.healthdataviz.com/2012/10/12/editing-the-chart-type-of-an-existing-chart/
10/12/2012	Editing or Adding a Title	Excel Data	Chart Title	Medications	http://www.healthdataviz.com/2012/10/12/editing-or-adding-a-title/
10/12/2012	Editing the Order of the Data Series	Excel Data	Panel Charts	Medications	http://www.healthdataviz.com/2012/10/12/editing-the-order-of-the-data-series/
10/12/2012	Editing or Adding a Data Series to a Chart	Excel Data	Small Multiples	Medications	http://www.healthdataviz.com/2012/10/12/editing-or-adding-a-data-series-to-a-chart/

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10/12/2012	Editing the Data	Excel Data	N/A	Medications	http://www.healthdataviz.com/2012/10/12/editing-the-data/
1/25/2013	Just For the Font of It	Font	Table	Financial	http://www.healthdataviz.com/2013/01/25/for-the-font-of-it/
12/5/2014	The "Dyslexie" Font	Font	N/A	Dyslexia	http://www.healthdataviz.com/2014/12/05/dyslexie-font/
10/9/2015	My Bin or Yours?	Frequency Distribution	Histogram	C-Sections	http://www.healthdataviz.com/2015/10/09/my-bin-or-yours/
4/25/2014	A Histogram and Frequency Polygon Walk Into a Bar...	Frequency Distribution	Histogram	Lab Values	http://healthdataviz.com/2014/04/25/a-histogram-and-frequency-polygon-walk-into-a-bar/
11/16/2012	Revealing Re-admission Rates	Frequency Distribution	Histogram	Hospital Readmissions	http://www.healthdataviz.com/2012/11/16/a-revealing-look-at-re-admission-rates/
4/13/2012	A "Magic Bullet (Graph)" for Weak Data Visuals	Gauge Chart Alternative	Bullet Graph	Performance Measures	http://www.healthdataviz.com/2012/04/13/a-magic-bullet-graph-for-weak-data-visuals/
8/2/2013	3 (Really Good) Reasons Not to Use Gauges	Gauge Chart Alternative	Line Chart	Hospital Bed Capacity	http://healthdataviz.com/2013/08/02/3-really-good-reasons-not-to-use-gauges/
2/4/2011	Spectacularly Dreadful Graphic Display Award	Gauge Chart Alternative	Line Chart	Length of Stay	http://www.healthdataviz.com/2011/02/04/spectacularly-dreadful-graphic-display-award/
1/7/2011	What's Your Healthcode?	Geocoding	Maps	GeoMedicine	http://www.healthdataviz.com/2011/12/07/whats-your-healthcode/
4/10/2013	How to Create a Geographical Heat Map	GeoMedicine	Heat Map	Medicare Data	http://www.healthdataviz.com/2013/04/10/how-to-create-a-geographical-heat-map/
2/20/2015	Conveying Disease-Spread to "Word-Proof Ears"	GeoMedicine	Map	Vaccines	http://www.healthdataviz.com/2015/02/20/conveying-disease-spread-word-proof-ears/
1/9/2015	Seeing the Connections	Gestalt (Pattern) Principle	Scatterplot	Correlation of Height and Weight	http://www.healthdataviz.com/2015/01/09/seeing-connections/
4/3/2015	Learning to See Data	Gestalt (Pattern) Principle	N/A	Perceptual learning	http://www.healthdataviz.com/2015/04/03/learning-to-see-data/
1/24/2014	The Goal-Gradient Effect	Goal Comparison	Bar Chart	Physican Access	http://healthdataviz.com/2014/01/24/the-goal-gradient-effect/

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12/18/2015	Really Big Goals	Goal Comparison	Deviation Graphs	Medications	http://www.healthdataviz.com/2015/12/18/really-big-goals/
11/7/2013	Mass Gatherings Medicine	Health Communication	Bar Chart	N/A	http://healthdataviz.com/2013/11/07/mass-gatherings-medicine/
12/6/2013	Control Charts - What Are You Controlling?	Health Communication	Control Chart	Mortality Rates	http://healthdataviz.com/2013/12/06/control-charts-what-are-you-controlling/
4/1/2016	My Secret Tip for Testing Data Visualizations	Health Communication	Dashboard	Hospital CEO Dashboard	http://www.healthdataviz.com/2016/04/01/secret-tip-testing-data-visualizations/
9/12/2014	Did You Know That I'm a Champ?	Health Communication	Dashboard	Physical Fitness	http://www.healthdataviz.com/2014/09/12/know-im-champ/
6/27/2014	Staffing Plans and Quality Metrics	Health Communication	Dashboard	Quality and Staffing Metrics	http://healthdataviz.com/2014/06/27/staffing-plans-and-quality-metrics/
12/9/2011	Transformers and Value Based Purchasing	Health Communication	Dashboard	Value Based Purchasing	http://www.healthdataviz.com/2011/12/09/transformers-and-value-based-purchasing/
5/30/2014	What's an Infographic Anyway?	Health Communication	Infographic	Prescription Drug Abuse	http://healthdataviz.com/2014/05/30/whats-an-infographic-anyway/
6/14/2013	Improving the Odds -- Are You a Donor?	Health Communication	Infographic	Organ Donation	http://www.healthdataviz.com/2013/06/14/improving-the-odds-are-you-a-donor/
3/8/2013	We Could Surely Use Another C. Everett Koop Right Now	Health Communication	Line	Epidemics	http://www.healthdataviz.com/2013/03/08/we-could-surely-use-another-c-everett-koop-right-now/
10/10/2014	Quality and Staffing Metrics with Juice	Health Communication	Lollipop Graph	Quality and Staffing Metrics	http://www.healthdataviz.com/2014/10/10/quality-staffing-metrics-juice/
1/8/2016	Best Available Incomplete Information (BAII)	Health Communication	Map	Cost of Care	http://www.healthdataviz.com/2016/01/08/best-available-incomplete-information-baii/
9/19/2014	The Luxury of Less	Health Communication	Slope Graph	Cancer Survival Rates	http://www.healthdataviz.com/2014/09/19/luxury-less/
9/25/2015	Love, Time, Environment	Health Communication	N/A	Skills and Resources	http://www.healthdataviz.com/2015/09/25/love-time-environment/
4/11/2014	Is Knowledge Enough To Inspire Action?	Health Communication	N/A	Patient Engagement	http://healthdataviz.com/2014/04/11/is-knowledge-enough-to-inspire-action/
2/22/2013	Code Breaker	Health Communication	N/A	Classification Systems	http://www.healthdataviz.com/2013/02/02/code-breaker/

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12/10/2010	Guerrilla Art Meets Public Health Initiative	Health Communication	N/A	Epidemics	http://www.healthdataviz.com/2010/12/10/guerrilla-art-meets-public-health-initiative/
4/17/2015	Lower is Better - Flip the Display!	Inverted Measure	Bar Chart	Performance Measures	http://www.healthdataviz.com/2015/04/17/lower-is-better-flip-the-display/
12/23/2010	Data Visualization Double Take	Is More Better?	N/A	Mammographies	http://www.healthdataviz.com/2010/12/23/data-visualization-double-take/
7/13/2015	Is That a Zero In Your Data (or are you just glad to see me)?	Missing data	Line Chart	N/A	http://www.healthdataviz.com/2015/07/13/is-that-a-zero-in-your-data-or-are-you-just-glad-to-see-me/
6/22/2012	Small Multiples -- Big Clarity	Multiple Variables	Small Multiples	Medications	http://www.healthdataviz.com/2012/06/22/small-multiples-big-clarity/
6/10/2011	Postcard From the World Health Organization	Multiple Variables	Small Multiples	Medications	http://www.healthdataviz.com/2015/12/04/postcard-from-new-zealand/
9/12/2011	Nominal Comparisons	Nominal Comparisons	Bar	Operational	http://www.healthdataviz.com/2011/09/12/nominal-comparisons/
7/13/2012	Pareto's Perceptive Percentages	Pareto Principle 80/20 Rule	Pareto Chart	Surgical Errors	http://www.healthdataviz.com/2012/07/13/paretos-perceptive-percentages/
8/5/2011	The Part-to-Whole Healthcare Data Puzzle	Parts of a Whole	Bar Chart	Medications	http://www.healthdataviz.com/2011/08/05/the-part-to-whole-healthcare-data-puzzle/
9/12/2011	Part-to-Whole Relationships	Parts of a Whole	Bar, Dot Plot	Payer Mix	http://www.healthdataviz.com/2011/09/12/part-to-whole-relationships/
4/15/2016	Raising the Bar on Stacked Bar Charts	Parts of a Whole	Stacked Bar	Operational Data	http://www.healthdataviz.com/2016/04/15/raising-bar-stacked-bar-charts/
9/20/2013	My Dashboard For Your Bubble-Gum	Persona	Dashboard	Hospital CEO Dashboard	http://healthdataviz.com/2013/09/20/my-dashboard-for-your-bubble-gum/
5/3/2013	Peace, Love, Joy and Personas	Persona	N/A	N/A	http://www.healthdataviz.com/2013/05/03/peace-love-joy-and-personas/
2/5/2016	And Around We Go... Again	Pie Chart Alternatives	Bar Chart	Performance Measures	http://www.healthdataviz.com/2016/02/05/and-around-we-go-again/
3/18/2011	Bye, Bye American Pie (Charts)	Pie Chart Alternatives	Bar Chart	HCAHPS	http://www.healthdataviz.com/2011/03/18/bye-bye-american-pie-charts/
3/30/2012	What You See Is (Not) What You Get	Pie Chart Alternatives	Table	Breast Cancer Detection	http://www.healthdataviz.com/2012/03/30/what-you-see-is-not-what-you-get/

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12/20/2013	Nightmare Bacteria, Antibiotics and the Remote Control	Pie Chart Alternatives	Table Lens	Medications	http://healthdataviz.com/2013/12/20/nightmare-bacteria-antibiotics-and-the-remote-control/
3/28/2014	Do You Know How To Make It Plain?	Plain Language	N/A	N/A	http://healthdataviz.com/2014/03/28/do-you-know-how-to-make-it-plain/
9/21/2012	Mere Mortals and Mortality Data	Plain Language	N/A	Mortality Rates	http://www.healthdataviz.com/2012/09/21/mere-mortals-and-mortality-data/
1/13/2012	10 Ways That Lines Communicate in Healthcare	Power of a Line	Line Chart	N/A	http://www.healthdataviz.com/2012/01/13/10-ways-that-lines-communicate-in-healthcare-2/
10/21/2011	Have a "Good One" What?	Precise v. Ambiguous	N/A	Performance Measures	http://www.healthdataviz.com/2011/10/21/have-a-good-one-what/
3/22/2013	Cupcakes and Cognitive Overload	Principle of Capacity	Bar Chart	Obesity	http://www.healthdataviz.com/2013/03/22/cupcakes-and-cognitive-overload/
4/27/2012	The Red Seat	Principle of Highlighting	N/A	HCAHPS	http://www.healthdataviz.com/2012/04/27/the-red-seat/
5/25/2012	Too Close for Comfort -- and Clarity	Principle of Proximity	Bar Chart	Patient Falls	http://www.healthdataviz.com/2012/05/25/too-close-for-comfort-or-clarity/
7/27/2012	Politely Provocative	Provoke Attention	N/A	Bariatric Surgery	http://www.healthdataviz.com/2012/07/27/politely-provocative/
5/15/2015	Let This Chart Fall Off Your Radar	Radar Graph Alternatives	Dashboard	Performance Measures	http://www.healthdataviz.com/2015/05/15/let-this-chart-fall-off-your-radar/
9/12/2011	Ranking	Ranking	Bar	HCAHPS	http://www.healthdataviz.com/2011/09/12/ranking/
11/7/2014	Genius Steals	Ranking	Deviation Graphs	Patient Satisfaction	http://www.healthdataviz.com/2014/11/07/genius-steals/
11/2/2012	Pumpkin Wars and Hospital Ratings	Ranking	N/A	Hospital Ratings	http://www.healthdataviz.com/2012/11/02/pumpkin-wars-and-hospital-ratings/
6/19/2015	Overindulgence & Excess Days	Ratios	Deviation Graphs	O/E Ratio	http://www.healthdataviz.com/2015/06/19/overindulgence-excess-days/
4/29/2011	When is a World Record Not?	Risk Adjustment	Slope Graph	Risk Adjustment O/E Ratio	http://www.healthdataviz.com/2011/04/29/when-is-a-world-record-not/
1/27/2012	The Power of the Scribble	Sketch the Draft	N/A	Medications	http://www.healthdataviz.com/2012/01/27/the-power-of-the-scribble/
10/24/2014	Room #14 Is Not a Magical Place	Skills for Shaping Data	N/A	Skills and Resources	http://www.healthdataviz.com/2014/10/24/room-14-is-not-a-magical-place/

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9/12/2011	Time Series	Time Series	Line	Trends	http://www.healthdataviz.com/2011/09/12/time-series/
8/28/2015	The 2015 Hammock Chronicles	Titles and Labels	Bar Chart	Operational Data	http://www.healthdataviz.com/2015/08/28/the-2015-hammock-chronicles/
9/7/2012	Labels, Titles and Endorphins -- Oh My!	Titles and Labels	Bar Chart	Physical Fitness	http://www.healthdataviz.com/2012/09/07/labels-titles-and-endorphins-oh-my/
12/21/2012	Miracle Weight-Loss Plan: Mabel, Mabel Read the Label!	Titles and Labels	N/A	Nutrition	http://www.healthdataviz.com/2012/12/21/miracle-weight-loss-plan-mabel-mabel-read-the-label/
4/15/2011	Who's on First and What's On Second?	Using Examples	Table	HHS.gov Glossary	http://www.healthdataviz.com/2011/04/15/whos-on-first-and-whats-on-second/
1/11/2013	Giving the Gift of Deviation	Variance	Deviation Graphs	Actual v. Budget	http://www.healthdataviz.com/2013/01/11/giving-the-gift-of-deviation/
10/4/2013	Variation and Its Discontents	Variance	Funnel Plots	Surgical Mortality	http://www.healthdataviz.com/2013/10/04/variation-and-its-discontents/
1/21/2011	Creating "Not Unattractive" Data Tables	Variance	Table	Performance Measures	http://www.healthdataviz.com/2011/01/21/creating-not-unattractive-data-tables/
6/8/2012	Waterfall Charts	Waterfall Chart Alternative	Bar Chart	Patient Days	http://www.healthdataviz.com/2012/06/08/waterfall-charts/