DOMIAN 1: OPERATIONS MANAGEMENT

KEY WORDS/AREAS:

A. GENERAL PRACTICE OPERATIONS
   1. Industry benchmarks
   2. Total quality management techniques (Six Sigma, Lean)
   3. Policies and Procedures

B. STRATEGIC PLANNING
   1. Role of mission and vision in the strategic management process
      a. Tools and methodology in strategic planning
      b. Identifying strategic objectives
      c. Implementation
      d. Ongoing monitoring and evaluation

C. PROJECT MANAGEMENT
   1. Tactics
   2. Resources
   3. Timeline
   4. Implementation
   5. Evaluation

D. SUPPLY CHAIN MANAGEMENT AND ASSET MANAGEMENT
   1. Equipment purchase vs. lease options
   2. Group purchasing organizations
   3. Inventory Control Systems

E. FACILITY MANAGEMENT
   1. Maintenance, safety, and security
   2. Real estate management (e.g., leasing, design, location selection)
   3. Compliance with laws and regulations
DOMAIN 1: OPERATIONS MANAGEMENT cont.

F. BUSINESS VENTURES
1. Types (e.g., joint ventures, service agreements, ACO, IPA, MSO, mergers/acquisitions)
2. Regulatory issues

G. INFORMATION TECHNOLOGY
1. Evaluating and selecting IT to support operations including implementation plans
   a. Hardware
   b. Software
2. Data Capture, Aggregation, and Analytics

H. COMMUNICATIONS, MARKETING, AND COMMUNITY RELATIONS PLANS
1. Local market environment
2. Referral analysis
3. Legislative awareness and advocacy
4. Marketing Strategy (e.g., Digital, Print, community engagement)

I. PRODUCTIVITY, COMPENSATION, AND MONITORING OF BENCHMARKS FOR PROVIDERS
1. Compensation Plans, Productivity, and Monitoring (e.g., individual, team-oriented, base salary plus incentive models)
2. Revenue allocation methods (e.g., collections, gross or net charges, work RVUs, hybrid measures)
3. Expense allocation methods (e.g., collections, gross or net charges, work RVUs, hybrid measures)
4. Providers’ employment contracts
5. Credentialing
6. Patient Relations
   a. Service Recovery
   b. Patient Experience

J. QUALITY INITIATIVES
1. Utilization Management
2. Patient education
3. Quality Incentives (e.g., HEDIS Measures, Pay-for-Performance)
4. Coordination of care (e.g., ancillary service, specialist encounters, home health, therapy, education, hospitalization)
DOMAin 2: FInANCIAL MANAGemENT

KEy Words/areas:

- Benchmarks
- Bundled Payments
- RVU’s
- Types of Revenue
- Standardized credentialing applications
- Accounts Payable
- Ratios and Financial Analysis
- Cost Allocation
- Types of Financial Statements
- Audit process review
- Reimbursement rate
- Net collection rate
- Claim Adjudication
- Payer Types
- Insurance payment process
- Credentialing
- CAQH
- Elements of financial statements
- Variance Analysis
- Payroll

A. RevenuE CYCLE

1. Lifecycle of a claim (e.g., registration, charge entry, payment posting, insurance follow-up, collections)
2. Payer reimbursement policies
3. Payer types
4. Revenue cycle metrics
5. Payer contracting/credentialing
6. Revenue cycle regulations
7. In-house billing vs. Outsourcing
8. Billing/Coding Audits
9. Segregation of duties in the revenue cycle

B. CASH FLOW MANAGEMENT

1. Monitoring bank balance
2. Projecting cash flows
3. Bank reconciliation
4. Petty cash reconciliation
5. Cash receipt process
6. Segregation of duties over cashflow

C. Accounts Payable Management

1. Basic bookkeeping (e.g., Accounts Payable Cycle)
2. Segregation of duties and other internal controls
DOMIAN 2: FINANCIAL MANAGEMENT cont.

D. PAYROLL MANAGEMENT
   1. Payroll Lifecycle
   2. Employment and payroll regulatory requirements
   3. Payroll liabilities
      a. Payroll withholdings (e.g., taxes, retirement plan contributions, health insurance, other benefits, and garnishments)
      b. Accrual for employer responsibilities (e.g., taxes, retirement plan contributions)
   4. Payroll tax depositing and reporting
   5. Segregation of Duties

E. BUDGET CREATION AND MANAGEMENT
   1. Budget Lifecycle
   2. Types of budgets (e.g., Capital, Operational, Cash)

F. FINANCIAL REPORTING
   1. Accounting systems and software
   2. Generally Accepted Accounting Principles (GAAP)
   3. Chart of accounts
   4. Cash and accrual accounting and modified accrual accounting
   5. Elements of financial statements, including balance sheet, assets, liabilities, equity, investments, distributions, revenues, expenses, gains, losses, and income
   6. Projections and proforma financial statements
   7. Ad-hoc and management reporting
   8. Management, oversight, and distribution of financial reports

G. AUDIT MANAGEMENT
   1. Types of audits (e.g., Financial, Operational, Regulatory, Billing)
   2. Financial statement reports (e.g., Audit, Compilation, Review)

H. CORPORATE TAX REPORTING
DOMAIN 3: HUMAN RESOURCE MANAGEMENT

KEY WORDS/AREAS:
- Employee engagement
- Culture
- FTE
- FFCRA
- Essential Business
- Unsanctioned compensation

A. CLINICAL AND NONCLINICAL STAFFING PLANS
   1. Staffing Needs Assessment
   2. Position Descriptions

B. CLINICAL AND NONCLINICAL STAFF RECRUITMENT
   1. Recruitment Activities
   2. Interviewing
   3. Pre-employment and onboarding activities

C. LABOR RELATIONS AND EMPLOYMENT LAW (FEDERAL AND STATE)
   1. Regulatory compliance (e.g., FMLA, ADA, Wage and Hourly, Exempt vs. Non-exempt)
   2. Company policies and procedures

D. STAFF COMPENSATION AND BENEFIT PLANS
   1. Benefit selections

E. TALENT MANAGEMENT
   1. Succession Planning
   2. Staff development
   3. Staff training
   4. Performance Evaluations
   5. Staff Retention

F. EMPLOYEE ENGAGEMENT
DOMAIN 4: RISK AND COMPLIANCE MANAGEMENT

KEY WORDS/AREAS:
- Ransomware
- Adverse Events
- Personal protective equipment
- Fraud and abuse
- Privacy
- Security
- Lab controls
- CLIA
- CAP
- Whistleblower
- BAA
- Release of Information
- Stark Law
- OSHA
- Medicare sanctions
- Disaster Planning
- Infection control
- Antitrust
- Informed consent
- Business Interruption
- Claims made policy

A. RISK MANAGEMENT PROGRAM IMPLEMENTATION AND MAINTENANCE
   1. Risk prevention and mitigation (e.g., risk identification, analysis, corrective action, decision support tools)
   2. Adverse events
   3. Internal controls and audits
   4. Media relations

B. COMPLIANCE WITH APPLICABLE LAWS AND REGULATIONS
   1. Federal and state requirements and reporting (e.g., HIPAA, OSHA, fraud and abuse, biohazard, documentation and reporting standards, epidemic response requirements)
   2. Compliance Plans

C. ACCREDITATION, CREDENTIALING, AND LICENSING (INDIVIDUALS AND ORGANIZATIONS)

D. EMERGENCY PREPAREDNESS

E. CYBERSECURITY
DOMAiN 5: TRANSFORMATIVE HEALTHCARE DELIVERY

KEY WORDS/AREAS:

- Population Health
- Care coordinator
- Correct coding initiative
- BPCI
- MIPS, MACRA, MSSP
- ACO
- Value-based contracts (cost and quality)
- Payment reform
- Health disparities
- Alternative payment models
- Remote monitoring
- Patient portal
- Scribes
- Telehealth
- Accountable care organizations
- Information technology
- Pay for performance
- Social determinants
- Health equity
- Continuity of care

A. CARE MODELS (E.G., E-HEALTH, CLINICAL INTEGRATION, PCMH)

B. PAYMENT MODELS (E.G., BUNDLED, VALUE-BASED CARE, ALTERNATIVE PAYMENT, MACRA, MIPS)

C. ORGANIZATIONAL MODELS (E.G., VERTICAL INTEGRATION, ACO)

D. INNOVATION AND EMERGING TECHNOLOGIES

DOMAiN 6: ORGANIZATIONAL GOVERNANCE

KEY WORDS/AREAS:

- Legal Structures
- Exclusion Statues
- Federal Health programs
- Robert’s Rule of Order
- Standard Code of Parliamentary Procedure

A. CORPORATE MISSION, VISION, AND VALUES
   1. Organizational Culture

B. ORGANIZATION’S LEGAL STRUCTURE AND GOVERNANCE
   1. Implications of the legal structure
   2. Organizational management structure
      a. Organizational Structure
      b. Articles of incorporation and bylaws
   C. Organizational policy and procedures

REVIEW – ORGANIZATIONAL GOVERNANCE