

ACMPE Board Certification Examinations Guide

**Domain I:
Operations Management**

Key Words/ Areas:

Inventory control

Types of leases

Independent Provider Association

Gap principles

Benchmarking

Trust Violation

Market Forecasting

Evidence Based Design

GPO

IPA

CAP Formula

Task 1: Design and implement a process improvement program

Knowledge of:

- a. Industry benchmarks and best practices
- b. Total quality management techniques (TQM, Six Sigma, Lean)

Skill in:

- c. Identifying organizational needs, potential risks, and desired outcomes
- d. Applying quality assessment tools and techniques (e.g., process maps, run charts, Pareto diagrams, flowcharts, affinity diagrams, decision matrices)
- e. Developing, implementing, and maintaining policies and procedures (e.g., approvals, authorizations, verifications, reconciliations, asset protection, supervision, training)
- f. Enforcing corrective action plan for noncompliance with established policies and procedures
- g. Establishing continuous process improvement review and assessment to maintain and enhance quality (e.g., training, coding documentation, risk assessments, chart audits, auditing for regulatory compliance)

Review:

What is process improvement and quality management
Understand various process improvement methods
Identify Lean principals

Task 2: Analyze, develop, implement, and provide feedback on the strategic plan

Knowledge of:

- a. Project management techniques
- b. Master budgets
- c. Employment law and healthcare rules and regulations

Skill in:

- d. Identifying organizational goals and needs
- e. Identifying types of business plans and plan components
- f. Planning, setting goals, and assigning responsibility and accountability
- g. Finding opportunities to increase revenue streams (e.g., new ancillary services, products, needs assessment, feasibility, return on investment)
- h. Planning and designing facilities for efficient work flow, storage, patient flow, and patient safety
- i. Aligning business plan with mission and strategic plan of the organization
- j. Reviewing and monitoring effectiveness of business plan and operations

Review:

Understand who are the stakeholders, what are the various roles in strategic planning

Define and understand purpose of strategic planning

What is SWOT

Purpose of Gap analysis

What are steps involved in strategic planning

Define, Mission, Vision, and Values

Task 3: Evaluate present needs, forecast future needs, and locate appropriate opportunities for purchasing and asset management

Knowledge of:

- a. Equipment purchase vs. lease options
- b. General accepted accounting principles (GAAP)
- c. Group purchasing organizations
- d. Economic order quantity
- e. Real estate management

Skill in:

- f. Identifying types of supplies and equipment, including fixed assets, non-billable supplies, and billable supplies
- g. Implementing an inventory control plan for supplies and equipment
- h. Establishing procurement procedures including authorization, approval, and reconciliation
- i. Managing effective vendor relationships through purchasing alliances
- j. Establishing procedures for ordering, using, replenishing, and monitoring of supplies and equipment

Review:

Understand billing, cost, and management of supplies

Review aspects of facility planning:

Existing or new location

What to analyze and evaluate – pros vs cons

What are the impacts to be aware of

Aspects of designing and finishing a facility and steps in process

Task 4: Develop, adapt, and maintain facilities to provide a high quality and safe environment

Knowledge of:

- a. Best practices for safety

Skill in:

- b. Planning and designing facilities for efficient and effective work flows, safety, and storage
- c. Complying with regulations including Occupational Safety and Health Administration (OSHA) and Americans with Disabilities Act (ADA, ADAA)
- d. Overseeing facility management and preventative maintenance including leasing, landscaping, housekeeping, security, and disaster drills
- e. Identifying utility requirements and facilitating maintenance inspections for mechanical, electrical and plumbing
- f. Managing proper disposal of sharps and biohazardous waste products

Task 5: Identify, select, and utilize outsourced business services and external expertise

Knowledge of:

- a. Contract negotiation and regulations governing professionals and business partners
- b. 1099-misc IRS rules

Skill in:

- c. Determining the need for outsourced expertise for the organization
- d. Establishing a criteria for selecting business partners
- e. Pursuing and establishing partnerships and strategic alliances to strengthen competitive position
- f. Monitoring partnership and alliance performance (e.g., timeliness, contract compliance, quality)

Review:

Understand the need for management and accountability

How to analyze organizational needs

Qualification of business partners

The RFP process

Selection steps

Criteria of selection

Types of analysis

Task 6: Identify, develop, and manage information technology

Skill in:

- a. Conducting an information system assessment to determine business needs and organizational goals
- b. Developing a technology plan, policies, and budget to support the needs and goals (e.g., employee use, password use, theft and loss of equipment, reporting)
- c. Managing request for proposal for information technology selection, procurement, installation, and technical support
- d. Overseeing implementation including work flow redesign, process integration, reporting, and ongoing training and support to staff
- e. Maintaining systems, equipment and services including networking, telecommunications, portals, application systems, and technical support
- f. Providing information integrity including release and storage of information, security, and confidentiality according to the Health Insurance Portability and Accountability Act (HIPAA)
- g. Establishing and maintaining routine and emergency backup of data
- h. Developing a technology disaster management plan

Review:

Understand the need and how to evaluate current technology

Budgeting for the expense

Various costs associated with technology

Technology use policies & procedures

Task 7: Develop and manage communications, marketing, and community relations plans

Knowledge in:

- a. Local market environment
- b. Community resources (e.g., chamber of commerce, publications, media outlets)

Skill in:

- c. Developing a marketing plan by employing and analyzing market research, trends, demographics, economic influences, and other pertinent factors.
- d. Applying the components of the plan to establish corporate image and branding strategy
- e. Using public and media relations, including social media, for promotion and advertising
- f. Promoting community outreach and collaboration

Review:

Understand market and environmental assessments

Identify market share and market data

What are the uses and various parts of a marketing plan

Understand brand recognition and brand loyalty

Understand of patient satisfaction plays in to marketing

What is a marketing strategy

Task 8: Establish, communicate, implement, and maintain productivity and compensation benchmarks for physicians and staff

Knowledge of:

- a. Types of compensation plans (e.g., individual, team-oriented, base salary plus incentive models)
- b. Revenue allocation methods (e.g., collections, gross or net charges, work RVUs, hybrid measures)
- c. Expense allocation methods (e.g., cash, accrual, cost accounting)
- d. Merger and acquisition agreements

Skill in:

- e. Evaluating compatibility between the compensation plan and the organization's mission, goals, and culture
- f. Implementing an efficient, effective allocation system of revenues and expenses, serving as a performance, incentive, and feedback system for providers
- g. Recognizing compensation plan consideration (e.g., practice size, setting, on-call obligations, performance) subject to best practices for the organization
- h. Complying with regulations, including IRS, Stark, and anti-kickback laws

Review:

Differentiating provider compensation plans & understanding allocation methods

Who oversees provider compensation plans

What is fair market value

Can you identify discrimination

What factors influence plans

Task 9: Monitor physician conduct and performance expectations in coordination with the practice's governing body

Skill in:

- a. Developing and implementing policies for physician standards of conduct
- b. Communicating and clarifying performance expectations
- c. Supporting organization leadership, the governing body, or a professional standards committee regarding conflicts of interest, performance issues, and disruptive behavior
- d. Fostering the growth and development of physician leaders as knowledgeable, participative stakeholders
- e. Communicating, educating, and facilitating physician knowledge of good business standards and financial practices
- f. Facilitating conflict resolution
- g. Promote appropriate communication between physicians and staff

Review:

How to handle complaints about medical staff

What is Peer Review used for

What is a Code of Conduct

Domain II:

Financial Management

Key Words/ Areas:

Fee schedules

RVU's

Types of Revenue

Payroll

Costs

Cost allocation

Data

Fair Market Value

Audit vs. Review

Types of Financial Statements

Allowable/Copay/Writeoff

Goodwill

Amortization

Depreciation

Task 1: Develop, implement, and manage the revenue cycle

Knowledge of:

- a. Regulations of coding and billing concepts
- b. Payor reimbursement policies
- c. Revenue cycle

Skill in:

- d. Managing front-end operations, including scheduling, insurance verification, authorizations, copay, and deductibles collection
- e. Overseeing medical record documentation, charge capture, and coding
- f. Managing charge audit

- g. Submitting claims and resolving edits
- h. Implementing accounts receivable follow-up and refund process
- i. Monitoring and reporting key metrics
- j. Analyzing reimbursement and reviewing contracts
- k. Managing and negotiating payor contracts
- l. Managing charge masters and payment schedules
- m. Managing payor credentialing

Review:

Understand the revenue cycle process and workflows

Charge capture

Claim submission

POS/ TOS collections

What are best practices

The policies and procedures

How do you communicate

Map out denials management

Task 2: Manage Cash Flow

Skill in:

- a. Managing non-patient accounts receivable
- b. Anticipating fluctuations impacting cash flow
- c. Analyzing and reporting of cash flow projections

Review:

Understand the areas of cash flow

What is the A/R and A/P management – calculating A/R

When to perform audits and reconciliations

Identify the checks and balances

How do you manage, adjust, and monitor the cash flow

Understand denials management process

Task 3: Manage accounts payable

Knowledge of:

- a. Basic bookkeeping
- b. Accounting software
- c. Vendor payment terms
- d. Lease agreements
- e. Segregation of duties

Skill in:

- f. Obtaining payment approvals and receipt of delivery
- g. Reconciling accounts

Review:

Understand & calculate vendor payment terms

Task 4: Manage the payroll systems

Knowledge of:

- a. The payroll processes
- b. Employment and payroll regulatory requirements

Skill in:

- c. Establishing payroll policies and procedures
- d. Implementing reporting system to accurately capture work hours
- e. Comparing benchmarks
- f. Establishing guidelines and process for monitoring payroll deductions (e.g. retirement programs, FICA, health insurance)
- g. Reporting tax

Review:

Federal payroll guidelines & tax requirements

Task 5: Create and manage budgets

Knowledge of:

- a. Types of accounting, including financial, tax, and managerial
- b. Cash and accrual accounting and modified accrual accounting
- c. Budgeting, types of budgets, and budget methodologies
- d. Methods of depreciation
- e. Accounting systems and software
 - 1. Capital financing
 - 2. Elements of financial statements, including balance sheet, assets, liabilities, equity, investments, distributions, revenues, expenses, gains, losses, and income

Skill in:

- f. Developing budgets
- g. Forecasting, trending, and variance reporting
- h. Managing investments
- i. Conducting and communicating utilization analyses
- j. Forecasting capital needs
- k. Conducting financial analysis, including measures of profitability, profitability ratios, current and prior period comparison, and comparisons by department, location, division, and productivity
- l. Conducting financial benchmarking, including revenue, expenses, adjusted collection rate, collection rate by payor, payor mix, reimbursement, productivity, accounts receivable, and profitability
- m. Analyzing and communicating financial results to stakeholders
- n. Monitoring actual revenue and expenses to budget and prior period amounts on a regular basis

Review:

The various decision-making steps and who has input

Identify the sections within a budget – types of expenses and income

Identify types of budgets and their uses

Understand cash vs accrual accounting

Task 6: Manage the audit process

Knowledge of:

- a. Types of audits and audit reports

b. Cash receipt process
c. Billing office process
Skill in:
d. Determining need for an external audit, review, or financial compilation for the practice's financial statements
e. Complying with generally accepted auditing standards (GAAS)
f. Establishing effective relationships with accountants and auditors
g. Implementing and enforcing cash management controls
h. Assessing risk and identifying where potential loss can occur
i. Implementing bank reconciliation procedures
j. Establishing a process to monitor and evaluate internal financial control processes
k. Developing standard procedures and separation of responsibilities for accounting functions
l. Reconciling the billing system with the accounting system
m. Developing and implementing policies for approvals, authorizations, verifications, check signing, and invoices
Review: Identify what the various audit types are for, when they are performed, and how to use their findings Coding Compliance Financial Operational Understand services provided by outside accountant (CPA)

Domain III:
Human Resource Management
Key Words/ Areas:
Culture
Unsanctioned compensation
Task 1: Create, implement, and manage a staffing plan
Skill in:
a. Establishing job classification systems, including position analysis, job descriptions, and working conditions
b. Identifying, analyzing, and maintaining the appropriate number of clinical and nonclinical staff with the correct mix of skills
c. Using and benchmarking data for effective staffing
d. Coordinating and overseeing the recruitment and orientation process of clinical and nonclinical staff
e. Identifying recruitment sources and techniques, including internal posting, advertising, search firms, and temporary agencies
f. Recruiting clinical and nonclinical staff to meet the skill mix and staff needs of the organization and its culture
g. Evaluating candidates in an effective interviewing process
h. Establishing effective selection process, including pre-employment screening, background, criminal, and reference checks
Review:

Understand staffing levels

Identify various staffing plans and models

Understand best practices for employee selection

How to perform reference and background checks

Application processes and quality questions

Task 2: Direct and manage the retention of clinical and nonclinical staff

Knowledge of:

- a. Labor relations

Skill in:

- b. Managing employee motivation and teamwork to obtain high performance
- c. Maintaining a healthy workplace environment, including conflict resolution process and grievance procedure
- d. Analyzing employee turnover and developing a strategy for improvement
- e. Implementing an employee satisfaction survey to measure employee engagement and to create opportunities to enhance the workplace
- f. Providing access to an employee assistance program
- g. Keeping personnel records

Task 3: Manage systems, processes, and structure for training and development of clinical and non-clinical staff

Skill in:

- a. Fostering a culture and providing an environment of learning and professional development
- b. Overseeing training including orientation, technical skills, career development, compliance, and cross-training
- c. Establishing policies and procedures for training
- d. Maintaining an updated employee handbook and updated policies and procedures
- e. Complying with employment laws, including but not limited to:
 - 1. Department of Labor
 - 2. Fair Labor Standards Act (FLSA)
 - 3. Americans with Disabilities Act (ADA)
 - 4. Family and Medical Leave Act (FMLA)
 - 5. Equal Employment Opportunity Commission (EEOC)
 - 6. Equal Pay Act
 - 7. Civil Rights Act/Title VII
 - 8. Age Discrimination in Employment Act
 - 9. Affirmative Action
 - 10. Employee Retirement Income Security Act (ERISA)
 - 11. Workers' compensation
 - 12. Health Insurance Portability and Accountability Act (HIPAA)
 - 13. Consolidated Omnibus Budget Reconciliation Act (COBRA)
 - 14. Occupational Safety and Health Administration (OSHA)
 - 15. National Labor Relations Act (NLRA)

Review:

Specific requirements under COBRA,OSHA,FMLA,FLSA, Title VII

Task 4: Develop, coordinate, and implement staff compensation and benefit plans

Skill in:

- a. Using market benchmark data to develop and monitor a wage and salary strategy including merit and COLA (Cost of Living Adjustment) increases
- b. Managing effective compensation and benefit administration
- c. Evaluating insurance, retirement, and severance benefits

Review:

- Understand and define the various retirement plan models
- What regulations surround retirement plans
- What are the governing and decision makers of the retirement plans
- What is Top Heavy
- Understand defined contribution
- Understand other benefit options besides retirement plans
- Define gain sharing
- Time off and Paid time off balances
- How health insurance plays a role in benefits
- Understand HSA/FSA/ Dependent spending

Task 5: Evaluate the performance of staff

Skill in:

- a. Implementing performance management review system, including performance standards, professional development plans, goal-setting, schedule for periodic reviews and evaluation tools
- b. Setting appropriate expectations for performance and behavior
- c. Developing an incentive program

Review:

Understanding performance management from a recruitment and retaining perspective

Domain IV:

Organizational Governance

Key Words/ Areas:

Legal Structures
Exclusion Statues

Federal Health programs

Robert's Rules of Order
Standard Code of Parliamentary Procedure

Task 1: Facilitate the corporate legal structure and the governance for the organization

Knowledge of:

- a. Legal structures and impact on organizations
- b. Organizational policy and procedures
- c. Types of committees within a governance structure, including finance, personnel, quality review, research, recruiting, performance, and ad hoc
- d. Board composition and procedural rules

Skill in:

e. Defining mission and vision of the organization
f. Defining organizational bylaws
g. Supporting the governing body in the development of a committee structure to meet the needs of the organization
h. Documenting the roles and responsibilities of the board of directors and committees
i. Maintaining adherence to corporate bylaws and reviewing annually
j. Providing orientation and ongoing training for board and committee members
k. Documenting and retaining records
l. Maintaining organizational history
m. Participating in board/committee meeting management and board evaluation
n. Planning effective succession
Review: Understand various governance structures for various business models Who is involved in decision making in various governance structures What are various roles and rules of a Board
Task 2: Integrate the corporate mission, vision, and values statement into the organization's culture
Skill in:
a. Upholding the organization's mission, vision, and values through accountability
b. Providing leadership, innovative thinking, and change management
c. Upholding and advocating ethical standards, behavior, and decision-making
d. Fostering a culture of trust and respect
Review: Setting and implementing Mission, Vision, and Values Understand change management
Domain V: Patient-Centered Care

Key Words/ Areas:
Population Health
Clinical Pathways
Advance care planning

Quality of care initiatives
Informed Consent
Advanced Directives
MIPS

Task 1: Provide an environment to create, implement, and maintain care coordination processes that lead to the best patient outcome
Knowledge of:
a. Clinic workflows and customer service best practices (e.g., patient-centered medical home structure)
b. Staff and patient education (e.g., preventive care, health maintenance, chronic disease management)
c. Coordination of care (e.g., ancillary service, specialist encounters, home health, therapy, education, hospitalization)
d. Community and practice resources and tools
e. Clinical integration

f. Population management
Skill in:
g. Creating and monitoring patient workflow
h. Promoting appropriate patient communication
i. Developing, implementing, and maintaining standards of care (e.g., access to care, referral management, patient compliance, forms of communication, prescription refills, reconciliation of orders, relationship management)
j. Monitoring continuity of care
Review: Understand assessment of workflow Identify various scheduling techniques and types, including appointment types and quantities Review patient flow Understand staff flow
Task 2: Design, implement, and maintain quality initiatives and measurement activities
Knowledge of:
a. Governmental and payor requirements
b. Financial and risk implications
c. Quality-based incentive programs
Skill in:
d. Creating and implementing criteria to meet industry quality standards (e.g., patient satisfaction, hand washing, infection rates)
e. Establishing appropriate benchmark targets
f. Evaluating performance quality compared to the benchmark
g. Providing feedback and implementing corrective action
Review: Define Patient Centered Medical Home and process to receive designation What are the requirements for a PCMH in regard to access and patient flow
Domain VI: Risk and Compliance Management

Key Words/ Areas:

Disaster plan

Adverse events

Personal protective equipment

Whistleblower

Business Interruption policy

Claims made policy

Start Law

Task 1: Create, implement, and maintain a risk management program to provide a safe environment

Knowledge of:

- a. Risk mitigation (e.g., risk identification, analysis, corrective action)
- b. Decision support tools

Skill in:

- c. Developing a risk management plan including policies on blood-borne pathogens, emergency response, respiratory safety, fire safety, personal protective equipment, material safety data sheets, and right-to-know for hazard communication materials
- d. Conducting regular and ongoing risk exposure monitoring
- e. Complying with legal requirements of record-keeping, including retention, storage, retrieval, and destruction
- f. Provide risk and safety training (e.g., infection control, environmental hazards, ergonomics, medication errors)

Review:

Ways of mitigating risk

Having a risk management plan

Task 2: Develop, implement, and maintain policies and procedures to prevent or minimize the impact of adverse events

Knowledge of:

- a. Impact of adverse events
- b. Internal controls
- c. Media relations

Skill in:

- d. Assessing and procuring insurance coverage (e.g., professional, medical malpractice, general, property and casualty, directors and officers liability)
- e. Addressing complaints, grievances, and claims against the organization
- f. Developing effective relationships with insurance agents and legal counsel
- g. Identifying the organization's vulnerabilities (e.g., disasters, catastrophic events, negative publicity)
- h. Coordinating disaster preparedness, including planning, implementation, and recovery
- i. Developing an effective disaster recovery plan to provide business continuation
- j. Establishing and testing emergency and evacuation procedures
- k. Overseeing the incident reporting process

Review:

What are documentation notes and consents needed

Identify various types, the definitions of, and uses for property & casualty, liability and Malpractice insurance

Understand being preemptive in suit filing

Record retention

Task 3: Develop, implement, and maintain a compliance program for federal and state laws and regulations

Knowledge of:

- a. Federal and state requirements (e.g., biohazard, documentation and reporting standards, epidemic response requirements)
- b. Mandated reporting to state and federal agencies (e.g., vaccine, disease, OSHA, breach notification)

Skill in:

- c. Customizing criteria for compliance specific to the governing organization
- d. Complying with regulations, including but not limited to:
 - 1. Department of Health and Human Services (HHS), Office of Inspector General (OIG)
 - 2. Physician Self-Referral – Stark law, anti-kickback law, and antitrust
 - 3. Centers for Medicare & Medicaid Services (CMS)
 - 4. Health Insurance Portability and Accountability Act (HIPAA)
 - 5. The Health Information Technology for Economic and Clinical Health (HITECH)
 - 6. Occupational Safety and Health Administration (OSHA)
 - 7. Clinical Laboratory Improvement Act (CLIA)
 - 8. Centers for Disease Control and Prevention (CDC)
 - 9. Employment laws and regulations — refer to the Human Resource Management, Domain 3, Task 3
 - 10. False Claims Act
 - 11. Fraud and abuse
- e. Conducting periodic internal compliance audits
- f. Reporting on findings and applying corrective action
- g. Conducting periodic and corrective training to promote compliance

Review:

Understand federal and state laws and which ones regulate what
The policies underneath the Office of Inspector General
Corrective action plans and how to prevent violations
Potential areas of fraud and abuse
Regulations on biohazard and waste

Task 4: Comply with necessary accreditation and licensure requirements

Knowledge of:

- a. Credentialing requirements for payors and facilities
- b. Licensing requirements (e.g., state, federal, specialty boards, CLIA)

Skill in:

- c. Complying with regulations regarding provider licensing and credentialing
- d. Meeting accreditation requirements for physicians and facilities

Review:

Understand areas of credentialing: what is needed, what needs to be verified, what are the steps
What are different licensures and credentials
Why is it important to be credentialed

Scenario #1

USE THE FOLLOWING INFORMATION TO ANSWER QUESTIONS 1-3 The administrator of a medical group practice is struggling to establish best practices as she is facing: lower than expected patient satisfaction, poor physician and staff morale, and declining revenue. After a meeting with the physician executive, the administrator is given a year to improve operations.

1a. CHOOSE ONE - What are the most likely causes of the declining practice revenue?

- a. Increased medical supply expense, charge capture deficit, failure to collect
- b. Less favorable contract, decreased volume of services, charge capture deficit, failure to collect
- c. Less favorable contract, decreased volume of services
- d. Less favorable contract, decreased patient satisfaction
- e. Decrease efficiency in clinical processes

1b. CHOOSE TWO - To address the decrease in revenue, what two processes analyses would you advise the administrator to perform first?

- a. Patient satisfaction survey
- b. Three-year comparison of volume
- c. Collection ratio analysis
- d. Physician compensation
- e. Physician satisfaction

1c. CHOOSE TWO - What would be the first step you would advise the administrator to take to address patient satisfaction?

- a. Hire a consultant
- b. Charge more than the Medicare fee schedule
- c. Analyze patient wait times
- d. Perform a physician satisfaction survey
- e. Perform a patient satisfaction survey

Answers:

1a. B, Less favorable contract, decreased volume of services, charge capture deficit, failure to collect.

Rationale: Less favorable contract, decreased volume of services, charge capture deficit, failure to collect are causes of declining revenue.

1b. B, Three-year comparison of volume & C, Collection ratio analysis. Rationale: Here are two main factors to consider at the outset; how much is being billed and of that amount how much is being collected.

1c. E, Perform a patient satisfaction survey. Rationale: Although analyzing patient wait times is important, starting with a patient satisfaction survey will help you narrow down what is truly affecting your patients.

Scenario #2

USE THE FOLLOWING INFORMATION TO ANSWER QUESTIONS

The new administrator of a busy primary care practice recently became aware of concerns about physician documentation and coding from the billing office staff. Despite the fact the practice has an electronic health record, the staff state that some documentation is inconsistent, with some physicians dictating their notes with others handwriting them. Timeliness of documentation is also a concern. The administrator ordered a billing and coding audit of the prior year's services through an outside auditing firm. Neither the physicians nor the practice's outside legal counsel were informed in advance of the intent to conduct such an audit. Once complete, the audit results were presented directly to the administrator.

The audit revealed several areas of concern, noting one physician routinely over coded new patient visits. The audit suggests this over coding may result in the overbilling of Medicare by one hundred thousand dollars. Furthermore, the audit also suggests another physician in the practice under coded most of his established visits. This impacts both commercial insurance and Medicare. Lost revenue from this under coding is estimated at two hundred thousand dollars.

2a. CHOOSE TWO - Which actions should the administrator take regarding the audit report?

- a. Call the practice's attorney
- b. Contact the OIG to ask for guidance
- c. Contact the audit company
- d. Meet with the physicians regarding coding

2b. CHOOSE ONE - Which type of audit did the practice employ?

- a. Retrospective
- b. Concurrent
- c. Prospective
- d. Parallel

2c. CHOOSE TWO - Which potential impacts were discovered during the audit?

- a. Provider productivity is not accurately captured.
- b. The practice is susceptible to additional audits from government payers.
- c. The practice is due a bonus from the commercial payer.
- d. The billing staff require compliance training.
- e. Provider productivity will decrease after the audit

Answers:

2a: A, Notify the practice's attorney & D, Meet with the physicians regarding coding Rationale: It is important to inform your practice's attorney since there may be legal issues due to the over-coding. You also need to meet with the physicians to review the audit findings and educate.

2b. A, Retrospective Rationale: A retrospective audit by an outside entity reviews what has been coded and billed and will advise what should have been coded and billed.

2c. A, Provider productivity is not accurately captured. & B, The practice is susceptible to additional audits from government payers.