

Medical practice management is one of the fastest growing and most rewarding careers in health care administration. It is also demanding, requiring a knowledge and skill set unique to the group practice environment. The Body of Knowledge for Medical Practice Management is the primary resource for those who seek to assess and develop their skills and knowledge in this profession and provides the content framework for the ACMPE board certification program.

The Body of Knowledge for Medical Practice MANAGEMENT

2nd Edition

Developed and published by the American College of Medical Practice Executives (ACMPE), the standard-setting and certification body of the Medical Group Management Association (MGMA), this body of knowledge is the most valid and reliable resource available in the field. It is based on an extensive study of group practice management professionals that identified the current knowledge and skills necessary for competent performance.

In the columns to the right, is an overview of the domains and tasks that represent the core of the Body of Knowledge. Woven throughout these domains are four general competencies: professionalism, leadership, communication skills and critical thinking skills. Visit mgma.com for detailed Body of Knowledge information, articles and resources. Or, call MGMA and ACMPE toll-free at 877.275.6462, ext. 1869.

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Business Operations

- › Develop, implement and monitor business operation plans.
- › Develop, implement and oversee systems for the purchase of materials and equipment.
- › Manage facilities planning and maintenance activities to meet the organization's current and future needs.
- › Manage discernment process for identification and utilization of outsourced expertise and business partners.
- › Develop and implement a marketing and communication plan.

Financial Management

- › Develop and implement the organization's budget to achieve organizational objectives.
- › Establish internal controls for cash management.
- › Implement and maintain a process for external financial audits.
- › Develop and implement revenue cycle management and accounts receivable management.
- › Analyze and monitor financial performance and report financial results to stakeholders.
- › Direct the payroll process.
- › Establish and maintain the organization's banking, investment and other financial relationships.
- › Develop relationships with individual insurance carriers to optimize contract negotiations and maintenance of existing contracts.

Human Resource Management

- › Coordinate the recruitment and orientation process of clinical and non-clinical staff.
- › Manage the retention of clinical and non-clinical staff.
- › Develop and monitor an effective staffing strategy.
- › Develop, implement and evaluate performance management programs for clinical and non-clinical staff.
- › Develop and implement staff compensation and benefit plans.
- › Provide systems, processes and structure for administrative and clinical training for medical providers, employees and students.
- › Establish systems and processes for awareness, education and compliance with employment laws and regulatory standards.
- › Provide personal commitment to enhance knowledge, skills and abilities in health care administration.

Information Management

- › Develop and maintain appropriate internal communication pathways for clinical and non-clinical staff.
- › Develop a technology plan that establishes the criteria for selection and implementation of information technology, including computer systems, Internet strategies and telecommunications.
- › Plan and design a technology security process to protect patient and practice data systems.
- › Manage medical information systems including medical records, medication administration and health care related document storage.
- › Develop and implement processes to comply with mandated reports of specified patient issues to regulatory agencies.

Organizational Governance

- › Facilitate the establishment and monitoring of the appropriate corporate legal structure for the organization.
- › Facilitate organizational governance structure and maintain proper corporate record keeping of strategic decisions.
- › Lead the integration of the corporate mission statement into all aspects of the organization's culture.
- › Lead development of the organization's strategic plan and its implementation.
- › Establish, communicate, implement and monitor production and compensation standards for physician and midlevel professional staff.
- › Implement and/or support organization leadership management of clinical staff conduct and performance expectations or programs.
- › Foster the growth and development of physician leaders as knowledgeable, participative stakeholders.
- › Encourage and lead participation in advocacy endeavors at local, state and national levels.

Patient Care Systems

- › Establish and monitor business processes to ensure effective and efficient clinical operations.
- › Provide relevant and accurate resources to enhance patients' knowledge, understanding and participation in their medical care.
- › Develop and implement a referral management process.
- › Design efficient patient flow patterns to maximize physician schedules.
- › Manage front office operations to maximize patient satisfaction, collection of payments and customer service efforts.
- › Implement a plan to control pharmaceutical supplies.

Quality Management

- › Design and implement a quality management system that leads to the improvement of health care delivery and ensures patient safety.
- › Monitor the Peer Review Process for clinical staff.
- › Develop and oversee patient satisfaction and customer service programs.
- › Identify, develop and maintain benchmarks for establishing practice performance standards.
- › Create internal processes and systems to participate in pay-for-performance programs to enhance health care quality.
- › Develop and monitor a program for staff, business and equipment credentialing and licensure.

Risk Management

- › Develop and implement a risk management plan to ensure a safe environment for patients, staff and visitors.
- › Develop and implement policies and procedures to manage the impact of adverse legal events.
- › Establish a plan for disaster response and recovery.
- › Develop and implement a compliance program for federal and state laws and regulations.