ACMPE EXAM SPECIFICATIONS AND BODY OF KNOWLEDGE FRAMEWORK

The medical practice management profession has always and will continue to evolve and change. To ensure that board certification continues to be the most effective, and contemporary assessment of skills and abilities, the ACMPE exam blueprint has been updated. These changes will be reflected starting with the December 2020 exam window.

Psychometric standards dictate that the content standards for the exam be determined by conducting a Job Analysis Survey. This study uses healthcare administrator professionals to identify and prioritize the critical tasks of a profession. This data was then used to calculate the relative proportions of each subject area, or domain, and reviewed and compiled by subject matter experts.

While the exam content will contain common information, the organization of the information and the level of emphasis will change, as well as added areas of study and more concise tasks.

JOB ANALYSIS SURVEY
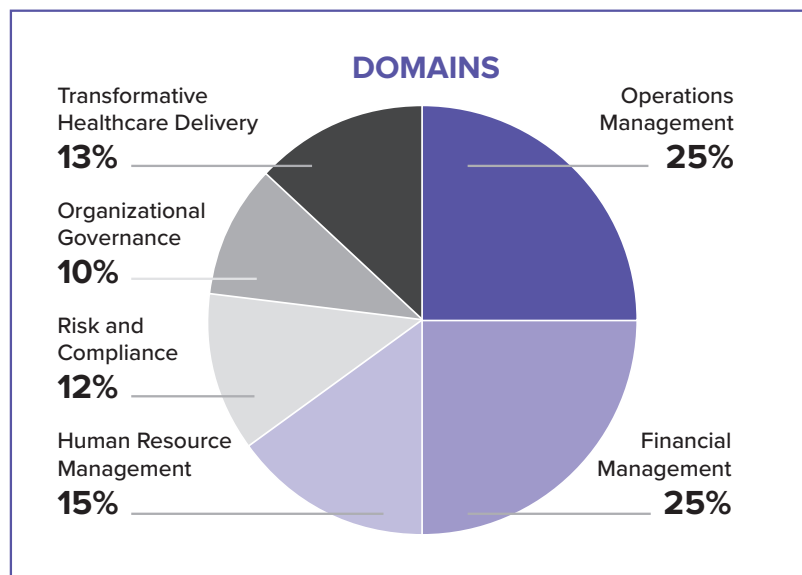
734 Complete Participants

59% Non-ACMPE Certified

1-year experience (least)
54 years (most)

28% Board Certified

80% employed with patient care organization

13% Fellows

DOMAINS

- Transformative Healthcare Delivery **13%**
- Operations Management **25%**
- Organizational Governance **10%**
- Risk and Compliance **12%**
- Financial Management **25%**
- Human Resource Management **15%**

DOMAIN I:

OPERATIONS MANAGEMENT

TEST SPECIFICATIONS: .25 (MC: 43 QUESTIONS; SB: 22 QUESTIONS)

Task 1: General Practice Operations
1.1.1 Industry benchmarks
1.1.2 Total quality management techniques (Six Sigma, Lean)
1.1.3 Policies and Procedures

Task 2: Strategic Planning
1.2.1 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

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Task 3: Project Management
1.3.1 Tactics
1.3.2 Resources
1.3.3 Timeline
1.3.4 Implementation
1.3.5 Evaluation

Task 4: Supply Chain Management and Asset Management
1.4.1 Equipment purchase vs. lease options
1.4.2 Group purchasing organizations
1.4.3 Inventory Control Systems

Task 5: Facility Management
1.5.1 Maintenance, safety, and security
1.5.2 Real estate management (e.g., leasing, design, location selection)
1.5.3 Compliance with laws and regulations

Task 6: Business Ventures
1.6.1 Types (e.g., joint ventures, service agreements, ACO, IPA, MSO, mergers/acquisitions)
1.6.2 Regulatory issues

Task 7: Information Technology
1.7.1 Evaluating and selecting IT to support operations including implementation plans
    a. Hardware
    b. Software
1.7.2 Data Capture, Aggregation, and Analytics

Task 8: Communications, Marketing, and Community Relations Plans
1.8.1 Local market environment
1.8.2 Referral analysis
1.8.3 Legislative awareness and advocacy
1.8.4 Marketing Strategy (e.g., Digital, Print, community engagement)

Task 9: Productivity, Compensation, and Monitoring of Benchmarks for Providers
1.9.1 Compensation Plans, Productivity, and Monitoring
(e.g., individual, team oriented, base salary plus incentive models)
1.9.2 Revenue allocation methods (e.g., collections, gross or net charges, work RVUs, hybrid measures)
1.9.3 Expense allocation methods (e.g., cash, accrual, cost accounting)
1.9.4 Providers' employment contracts
1.9.5 Credentialing
1.9.6 Patient Relations
    a. Service recovery
    b. Patient experience

Task 10: Quality Initiatives
1.10.1 Utilization Management
1.10.2 Patient education
1.10.3 Quality Incentives (e.g., HEDIS Measures, Pay-for-Performance)
1.10.4 Coordination of care (e.g., ancillary service, specialist encounters, home health, therapy, education, hospitalization)

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DOMAIN II:

FINANCIAL MANAGEMENT CIAL MANAGEMENT

TEST SPECIFICATIONS: .25 (MC: 44 QUESTIONS; SB: 23 QUESTIONS)

Task 1: Revenue Cycle
2.1.1 Lifecycle of a claim (e.g., registration, charge entry, payment posting, insurance follow-up, collections)
2.1.2 Payer reimbursement policies
2.1.3 Payer types
2.1.4 Revenue cycle metrics
2.1.5 Payer contracting/credentialing
2.1.6 Revenue cycle regulations
2.1.7 In-house billing vs. Outsourcing
2.1.8 Billing/Coding Audits
2.1.9 Segregation of duties in the revenue cycle

Task 2: Cash Flow Management
2.2.1 Monitoring bank balance
2.2.2 Projecting cash flows
2.2.3 Bank reconciliation
2.2.4 Petty cash reconciliation
2.2.5 Cash receipt process
2.2.6 Segregation of duties over cashflow

Task 3: Accounts Payable Management
2.3.1 Basic bookkeeping (e.g., Accounts Payable Cycle)
2.3.1 Segregation of duties and other internal controls

Task 4: Payroll Management
2.4.1 Payroll Lifecycle
2.4.2 Employment and payroll regulatory requirements
2.4.3 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)
2.4.4 Payroll tax depositing and reporting
2.4.5 Segregation of Duties

Task 5: Budget Creation and Management
2.5.1 Budget Lifecycle
2.5.2 Types of budgets (e.g., Capital, Operational, Cash)

Task 6: Financial Reporting
2.6.1 Accounting systems and software
2.6.2 Generally Accepted Accounting Principles (GAAP)
2.6.3 Chart of accounts
2.6.4 Cash and accrual accounting and modified accrual accounting
2.6.5 Elements of financial statements, including balance sheet, assets, liabilities, equity, investments, distributions, revenues, expenses, gains, losses, and income
2.6.6 Projections and proforma financial statements

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Task 7: Audit Management
2.7.1 Types of audits (e.g., Financial, Operational, Regulatory, Billing)
2.7.2 Financial statement reports (e.g., Audit, Compilation, Review)

Task 8: Corporate Tax Reporting

DOMAIN III:

HUMAN RESOURCE MANAGEMENT

TEST SPECIFICATIONS: .15 (MC: 26 QUESTIONS; SB: 14 QUESTIONS)

Task 1: Clinical and Nonclinical Staffing Plans
3.1.1 Staffing Needs Assessment
3.1.2 Position Descriptions

Task 2: Clinical and Nonclinical Staff Recruitment
3.2.1 Recruitment Activities
3.2.2 Interviewing
3.2.3 Pre-employment and onboarding activities

Task 3: Labor Relations and Employment Law (Federal and State)
3.3.1 Regulatory compliance (e.g., FMLA, ADA, Wage and Hourly, Exempt vs. Non-exempt)
3.3.2 Company policies and procedures

Task 4: Staff Compensation and Benefit Plans
3.4.1 Benefit selections

Task 5: Talent Management
3.5.1 Succession Planning
3.5.2 Staff development
3.5.3 Staff training
3.5.4 Performance Evaluations
3.5.5 Staff Retention

Task 6: Employee Engagement

DOMAIN IV:

TRANSFORMATIVE HEALTHCARE DELIVERY

TEST SPECIFICATIONS: .13 (MC: 23; SB 12)

Task 1: Care Models (e.g., e-health, clinical integration, PCMH)

Task 2: Payment Models (e.g., bundled, value-based care, alternative payment, MACRA, MIPS)

Task 3: Organizational Models (e.g., vertical integration, ACO)

Task 4: Innovation and Emerging Technologies

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DOMAIN V:

RISK AND COMPLIANCE MANAGEMENT

TEST SPECIFICATIONS: .12 (MC: 21 QUESTIONS; SB: 11 QUESTIONS)

Task 1: Facilitate the corporate legal structure and the governance for the organization
5.1.1 Risk Management Program Implementation and Maintenance
5.1.2 Adverse events
5.1.3 Internal controls and audits
5.1.4 Media relations

Task 2: Compliance with Applicable Laws and Regulations
5.2.1 Federal and state requirements and reporting (e.g., HIPAA, OSHA, fraud and abuse, biohazard, documentation and reporting standards, epidemic response requirements)
5.2.2 Compliance Plans

Task 3: Accreditation, Credentialing, and Licensing (Individuals and Organizations)

Task 4: Emergency Preparedness

Task 5: Cybersecurity

DOMAIN VI:

ORGANIZATIONAL GOVERNANCE

TEST SPECIFICATIONS: .10 (MC: 18 QUESTIONS; SB: 8 QUESTIONS)

Task 1: Corporate mission, vision, and values
6.1.1 Organizational Culture

Task 2: Organization's Legal Structure and Governance
6.2.1 Implications of the legal structure
6.2.2 Organizational management structure
    a. Organizational Structure
    b. Articles of incorporation and bylaws

Task 3: Organizational policy and procedures

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