

CPR

COMPREHENSIVE
PROFESSIONAL RESOURCES,
LLC

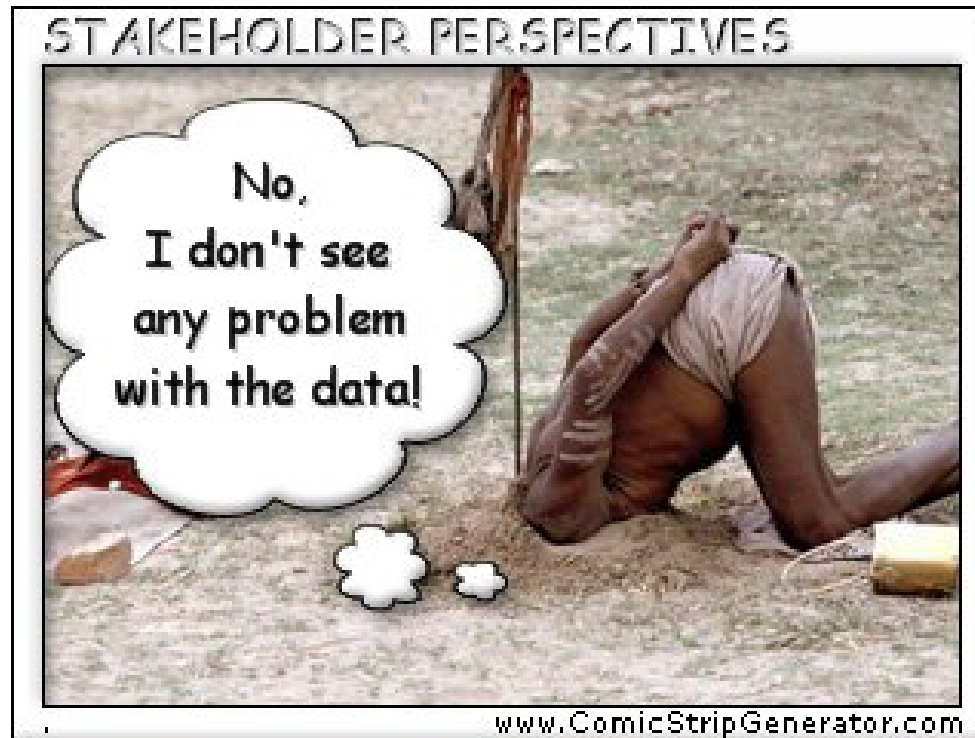
Northland Medical Managers
September 13, 2011
Sean D. Goodale, CPA, MBA

REPORTING AND PRODUCTIVITY TRACKING MADE EASY!?!?!

What we hope to accomplish

- Discuss Data VS Information VS Knowledge
 - Discuss Key Performance Indicators
 - Explore Benchmarking Sources, Tips and Tricks
 - Review Report layouts that Communicate results
 - Share with each other secrets for success
 - I like Cake a lot!!!
-

DATA OVERLOAD



DATA, DATA, DATA

- Detail report

THAT WILL DO:

CHARGES

Dr. I: \$200,000

Dr. A: \$190,000

Receipts

Dr. I: \$90,000

Dr. A: \$85,000

WHAT MAKES DATA USEFUL

(I.E. INFORMATION/KNOWLEDGE)

- Meets needs of end user
 - Is organized
 - Has Integrity- garbage in/ garbage out
 - Is presented neatly
 - Answers questions or reassures
-

WHAT MAKES DATA USEFUL

(I.E. INFORMATION/KNOWLEDGE)

- ❑ Who Cares?.....Really?.....Why?.....
 - ❑ Why do you care that they care????
-

DATA CYCLE EXAMPLE:

Data



Information



Presentation



Knowledge



METRICS THAT MATTER

(KEY PERFORMANCE INDICATORS)

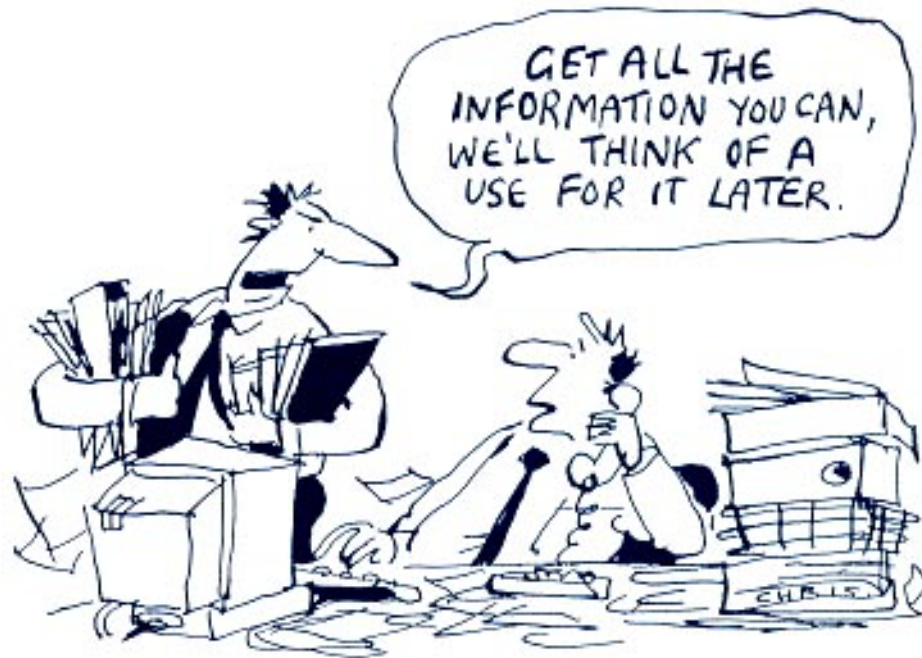
- **Set specific examples of what is important for YOUR practice.**
 - **Set Targets**
 - **Review Often**
 - **Report Quickly**
 - **Reward appropriately**

““What gets measured gets done, what gets measured and fed back gets done well, what gets rewarded gets repeated”“

-- John E. Jones

METRICS THAT MATTER

(KEY PERFORMANCE INDICATORS)



METRICS THAT MATTER

(KEY PERFORMANCE INDICATORS)

■ EXAMPLES:

□ ACCOUNTS RECEIVABLE:

- Days in A/R (Accts Receivable/Avg Days Chgs)**
 - % OF A/R 0-30, 30-60, 60-90...Over 90**
 - Greater than 70% in current...GOOD!**
 - Separation of Insurance/ Patient due balances**
 - Net Change in Accounts Receivable per month**
-

METRICS THAT MATTER

(KEY PERFORMANCE INDICATORS)

- **EXAMPLES:**

- **PRODUCTIVITY:**

- **Total Charges by Practice/ by Provider**
 - **Average Charges Year to date**
 - **Projected Charges by Calendar year/ Trend**
 - **Charges by location**
-

METRICS THAT MATTER

(KEY PERFORMANCE INDICATORS)

- **EXAMPLES:**

- **PRODUCTIVITY:**

- **Charges by Procedure(CPT)**
 - **Visits by Provider, by Location, etc.**
 - **CPT Coding Distribution**
 - **Relative Value Units (RVUs) by Practice, by Provider**
-

METRICS THAT MATTER

(KEY PERFORMANCE INDICATORS)

- **EXAMPLES:**

- **PAYMENTS:**

- **Total Receipts, by Practice, By Provider**
 - **Average Receipts YTD by Practice, By Provider**
 - **Projected Receipts for Calendar (Fiscal) Year**
 - **Receipts by location**
-

METRICS THAT MATTER

(KEY PERFORMANCE INDICATORS)

- **EXAMPLES:**

- **PAYMENTS (continued):**

- Receipts by procedure (CPT)
 - Average receipts per visit
 - Average collection % by payor
 - Collection per Relative Value Unit (RVU)
-

METRICS THAT MATTER

(KEY PERFORMANCE INDICATORS)

■ EXAMPLES:

□ OVERHEAD:

- Overhead % of Net Revenue**
 - with and without ancillary revenue/expenses**
 - % of Staff Costs to Net Revenue**

 - % of Other Operating Costs to Net Revenue**

 - % of Physician Costs to Net Revenue**
-

METRICS THAT MATTER

(KEY PERFORMANCE INDICATORS)

- **EXAMPLES:**

- **OVERHEAD:**

- **Staff \$ cost per FTE Physician/Provider**
 - **Other Operating \$ costs per FTE Physician/Provider**
 - **Physician \$ costs per FTE Provider**
-

BENCHMARKING

(BEST PRACTICE INDICATORS)

- **SOURCES OF BENCHMARKING**

- **Current practice**

- **Compare to prior periods, last month, last year**
 - **Compare to stated target and goals**
 - **Not always financial**
-

BENCHMARKING

(BEST PRACTICE INDICATORS)

- **SOURCES OF BENCHMARKING (continued)**
 - **Outside Survey Groups**
 - **MGMA Medical Group Management Association**
 - **(National, Regional , Local)**
 - **AMGA (American Medical Group Association)**
 - **Practice Support Resources**
 - **Specialty Specific Associations (AAO, AAOE, AFP, ETC.)**

A Word about surveys...not always what you think.

BENCHMARKING

(BEST PRACTICE INDICATORS)

- **SOURCES OF BENCHMARKING (continued)**
 - **Consultant Databases (yes they actually have value 😊)**
 - **Your peers and associates**
 - **Other practices in your specialty**
 - **NO PRICE FIXING/ FEE SHARING, ETC.**
 - **Other practices in other regions**
 - **Other practices in other specialties**
-

BENCHMARKING

(BEST PRACTICE INDICATORS)

- **SOURCES OF BENCHMARKING (continued)**
 - **Other Industries**
 - **Key financial ratios (ROI, ROA, Etc.)**
 - **Square footage ratios/costs**

CONTINUE TO LEARN FROM OTHERS!!!

BENCHMARKING

(BEST PRACTICE INDICATORS)

Table 1.1 Physician Compensation (More Than 1 Year in Specialty) All Physicians								
Specialty	Providers	Practices	Mean	Std. Dev.	25th %tile	Median	75th %tile	90th %tile
Cardiology: Noninvasive	600	157	\$444,220	\$189,898	\$309,469	\$431,740	\$544,123	\$700,736
Family Practice (with OB)	939	146	\$211,083	\$76,047	\$160,152	\$196,742	\$249,254	\$305,710
Family Practice (without OB)	5,635	709	\$207,916	\$86,693	\$156,903	\$189,402	\$239,837	\$305,372
Internal Medicine: General	3,763	510	\$225,305	\$91,939	\$167,483	\$205,379	\$259,686	\$330,266
Pediatrics: General	2,563	359	\$210,678	\$81,091	\$155,340	\$192,423	\$249,173	\$319,385

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BENCHMARKING

(BEST PRACTICE INDICATORS)

Table 20.1 Physician Work RVUs (CMS RBRVS Method)(NPP Excluded) All Physicians

Specialty	Providers	Practices	Mean	Std. Dev.	25th %tile	Median	75th %tile	90th %tile
Cardiology: Noninvasive	380	105	7,445	3,909	4,710	6,634	9,078	12,092
Family Practice (with OB)	731	107	4,858	1,852	3,711	4,686	5,743	7,025
Family Practice (without OB)	4,354	559	4,993	1,785	3,939	4,819	5,884	7,081
Internal Medicine: General	2,886	393	5,121	2,101	3,879	4,835	5,954	7,390
Pediatrics: General	1,752	258	4,959	1,719	3,949	4,789	5,824	7,066

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BENCHMARKING

(BEST PRACTICE INDICATORS)

- MGMA Cost Survey Report Samples Attached

	A	C	D	F	G	H
1	65.4a Staffing, RVUs, Patients, Procedures and Square Footage per FTE Physician for All OB/GYN Practices					
2	Staffing, RVUs, Patients, Procedures and Square Footage per FTE Physician					
3						
4		Mean	Std. Dev.	25th %tile	Median	75th %tile
5	Total provider FTE	1.68	0.57	1.29	1.52	1.90
6	Primary care physicians	1.00	0.02	1.00	1.00	1.00
7	Nonsurgical spec physicians	*	*	*	*	*
8	Surgical specialty physicians	1.00	0.01	1.00	1.00	1.00
9	Total nonphysician provider	0.68	0.57	0.29	0.52	0.90
10	Total supp staff FTE	3.80	1.96	2.54	3.88	5.20
11	Total employed support staff	4.93	2.04	3.48	4.95	5.74
12	General administrative	0.36	0.26	0.20	0.27	0.43
13	Patient accounting	0.70	0.30	0.49	0.65	0.84
14	General accounting	0.12	0.06	0.07	0.11	0.15
15	Managed care administrative	*	*	*	*	*
16	Information technology	0.13	0.11	0.06	0.09	0.17
17	Housekeeping, maint, security	*	*	*	*	*
18	Total business oper staff	1.01	0.44	0.67	0.92	1.33
33	Total RVUs	16,463	5,452	11,935	15,759	20,477
34	Physician work RVUs	8,872	2,788	6,367	8,799	10,624
35	Patients	2,797	1,990	1,242	2,030	3,802
36	Total procedures	8,842	4,076	6,118	8,961	11,622
37	Square feet	2,133	769	1,482	1,971	2,545
38						
39	2010 Report Based on 2009 Data. Copyright © 2010. All Rights Reserved. Medical Group Management Association.					

	A	C	D	E	F	G	H	
1	37.5b Operating Cost as a % of Total Medical Revenue for All Family Practice Practices							
2	Operating Cost as a							
3	% of Total Medical Revenue							
4		Mean	Std. Dev.	10th %tile	25th %tile	Median	75th %tile	
5	Total support staff	39.64%	19.14%	25.33%	28.67%	34.09%	42.95%	
6	Total employed support staff	25.20%	6.77%	17.56%	21.43%	24.14%	29.23%	
7	General administrative	4.03%	2.33%	1.59%	2.30%	3.31%	5.44%	
8	Patient accounting	3.77%	2.56%	0.76%	1.80%	3.32%	5.40%	
9	General accounting	0.77%	0.36%	0.24%	0.56%	0.71%	1.06%	
10	Managed care administrative	0.89%	0.48%	0.20%	0.36%	0.98%	1.32%	
11	Information technology	1.33%	0.56%	0.75%	0.95%	1.18%	1.57%	
12	Housekeeping, maint, security	0.51%	0.40%	0.09%	0.12%	0.44%	0.80%	
13	Total business oper staff	6.39%	3.36%	2.34%	3.77%	6.09%	8.08%	
14	Medical receptionists	6.39%	3.20%	2.63%	4.30%	6.19%	8.20%	
15	Med secretaries, transcribers	1.60%	1.22%	0.46%	0.66%	1.30%	2.17%	
16	Medical records	1.19%	0.67%	0.37%	0.71%	1.14%	1.50%	
17	Other admin support	1.95%	1.79%	0.33%	0.68%	1.85%	2.59%	
18	Total front office supp staff	17.90%	20.32%	4.43%	6.20%	8.67%	24.92%	
19	Registered Nurses	4.22%	3.93%	0.62%	1.62%	2.91%	5.15%	
20	Licensed Practical Nurses	5.10%	2.57%	1.74%	3.19%	4.90%	6.86%	
21	Med assistants, nurse aides	6.17%	4.15%	1.67%	3.43%	5.19%	8.40%	
22	Total clinical support staff	11.07%	5.04%	6.23%	8.21%	10.12%	12.73%	
23	Clinical laboratory	2.19%	1.23%	0.87%	1.25%	1.83%	3.08%	
24	Radiology and imaging	2.34%	1.32%	0.97%	1.42%	2.01%	2.99%	
25	Other medical support svc	1.58%	1.17%	0.15%	0.52%	1.52%	2.36%	
26	Total ancillary support staff	3.38%	1.94%	1.16%	1.93%	3.11%	4.48%	
27	Total empl supp staff benefits	8.67%	4.35%	4.67%	5.96%	7.48%	10.38%	
28	Total contracted supp staff cost	0.87%	1.04%	0.06%	0.22%	0.56%	0.99%	
29	Total general operating cost	57.35%	67.81%	24.23%	28.00%	35.44%	54.54%	
30	Information technology	1.75%	1.15%	0.53%	0.96%	1.48%	2.39%	
31	Drug supply	4.00%	2.10%	1.57%	2.35%	3.42%	5.56%	
32	Medical and surgical supply	1.46%	1.05%	0.63%	0.80%	1.08%	1.68%	
33	Building and occupancy	8.43%	4.47%	3.66%	5.52%	7.79%	10.27%	
34	Building/occupancy depreciation	2.01%	2.38%	0.10%	0.30%	1.04%	3.10%	
35	Furniture and equipment	0.67%	0.72%	0.06%	0.18%	0.40%	0.88%	
36	Furniture/equipment depreciation	0.85%	0.77%	0.16%	0.31%	0.59%	1.16%	
37	Admin supplies and services	2.42%	1.87%	0.74%	1.15%	1.69%	3.36%	
38	Prof liability insurance	1.54%	0.93%	0.50%	0.86%	1.39%	2.08%	
39	Other insurance premiums	0.17%	0.17%	0.01%	0.05%	0.13%	0.26%	
40	Legal fees	0.10%	0.10%	0.01%	0.03%	0.05%	0.13%	
41	Consulting fees	0.26%	0.32%	0.01%	0.04%	0.13%	0.39%	
42	Outside professional fees	1.18%	1.27%	0.07%	0.17%	0.66%	2.01%	
43	Promotion and marketing	0.31%	0.32%	0.05%	0.10%	0.22%	0.38%	
44	Clinical laboratory	2.31%	2.01%	0.08%	0.23%	2.41%	3.64%	
45	Radiology and imaging	0.52%	0.64%	0.03%	0.17%	0.31%	0.71%	
46	Other ancillary services	0.48%	0.60%	0.03%	0.07%	0.26%	0.75%	
47	Billing purchased services	3.74%	2.72%	0.09%	0.37%	4.31%	6.26%	
48	Management fees paid to MSO	5.72%	2.40%	4.16%	4.20%	4.98%	5.90%	
49	Misc operating cost	1.65%	1.31%	0.14%	0.55%	1.37%	2.66%	
50	Cost allocated to prac from par	8.20%	5.54%	2.98%	4.79%	5.13%	15.82%	
51	Total operating cost	97.24%	84.94%	52.34%	58.73%	69.31%	95.08%	
52	Total operating and NPP cost	78.70%	24.33%	58.58%	64.37%	72.41%	84.14%	
53								
54	2010 Report Based on 2009 Data. Copyright © 2010. All Rights Reserved. Medical Group Management Association.							

REPORT LAYOUT

(SERIOUSLY IS THAT THE BEST YOU GOT!)

- **WHAT IS A REPORT????**
 - **A presentation for information (not just data)**
 - **A response to a request/concern**
 - **An account of something**
 - **An answer to a question**
 - **A solution to a problem**
-

REPORT LAYOUT

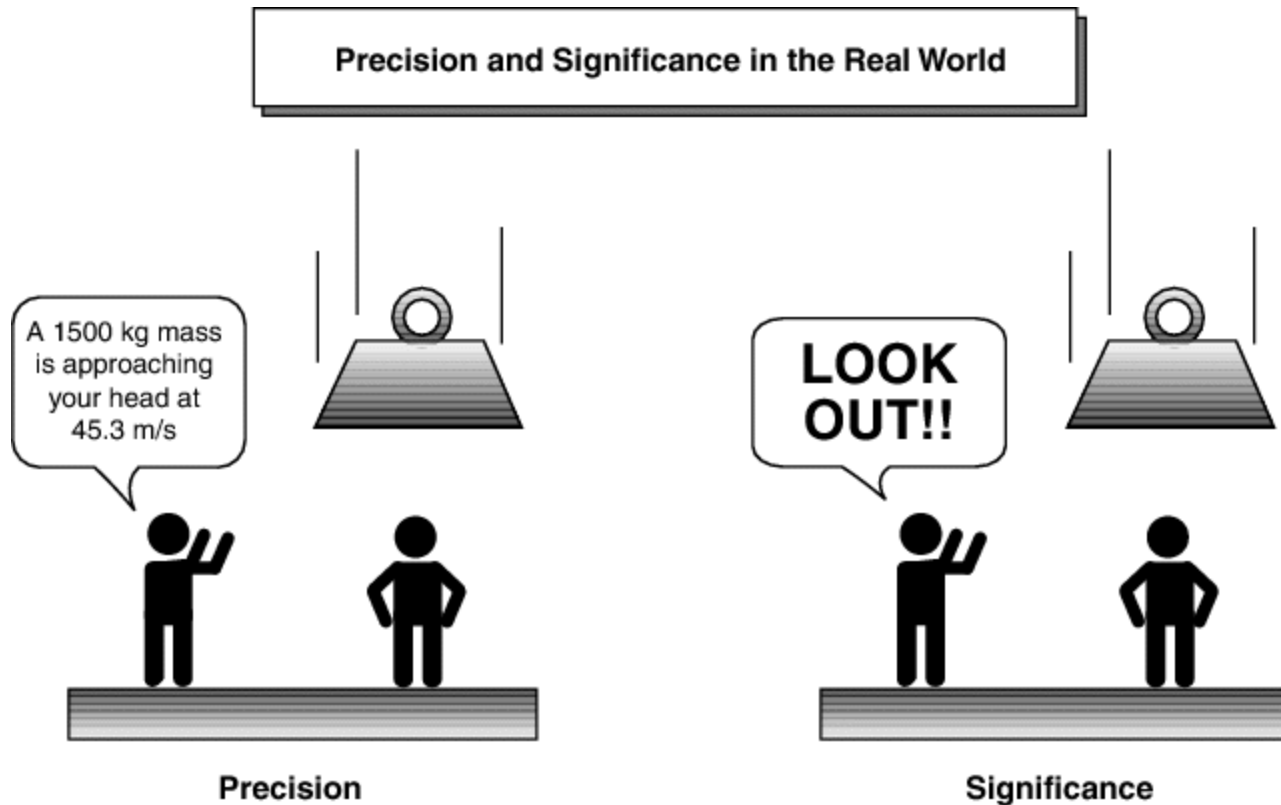
(SERIOUSLY IS THAT THE BEST YOU GOT!)

- **WHAT MAKES A REPORT USEFUL: A KISS**
 - **KEEP**
 - **IT**
 - **SIMPLE**
 - **SEAN** (OR INSERT WHATEVER “s” WORD YOU CHOOSE)
-

REPORT LAYOUT

(SERIOUSLY IS THAT THE BEST YOU GOT!)

- **WHAT MAKES A REPORT USEFUL: A KISS**



REPORT LAYOUT

(SERIOUSLY IS THAT THE BEST YOU GOT!)

- **What else makes a report useful:**
 - **It is intended for its AUDIENCE**
 - **It has a defined PURPOSE**
 - **It has a solid framework of USEFUL information**
-

REPORT LAYOUT

(SERIOUSLY IS THAT THE BEST YOU GOT!)

- **What makes a report useful (continued)**
 - **CUSTOMIZED** to meet the needs of its audience
 - **Highlights SIGNIFICANT** areas of interest
 - **Provides VISUAL** aids/presentation of info
 - **Graphs, Charts, Pictures, Color codes, ETC.**
-

SAMPLE REPORTS

Begins with good accounting structures

See Sample Reports Attached

	MTD	YTD	BUDGET YTD	OVER (UNDER) BUDGET	PRIOR YTD
PROFITABILITY					
GROSS CHARGES	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX
NET REVENUE (COLLECTIONS)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX
% REVENUE/ CHARGES	%	%	%	%	%
STAFF EXPENSES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
OTHER OPERATING EXPENSES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
SUBTOTAL OPERATING EXPENSES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
% OP. EXPENSES/ NET REVENUE	%	%	%	%	%
% OP. EXPENSES/ NET REVENUE w/o Ancillary	%	%	%	%	%
PHYSICIAN/PROVIDER EXPENSES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
TOTAL EXPENSES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
NET GAIN/(LOSS)	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
EBIDA	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
PER PHYSICIAN ANALYSIS					
CHARGES/ FTE PHYSICIAN	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
NET REVENUE/ FTE PHYSICIAN	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
EXPENSES/ FTE PHYSICIAN	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
NET GAIN/(LOSS)/ FTE PHYSICIAN	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
EBIDA/ FTE PHYSICIAN	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
PRODUCTIVITY AND EFFICIENCY					
NEW PATIENT ENCOUNTERS	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
ENCOUNTERS (HOSPITAL/OFFICE)	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
AVERAGE GROSS CHARGE/ ENCOUNTER	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
AVERAGE NET REVENUE/ ENCOUNTER	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
AVERAGE OP. COST/ ENCOUNTER	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
FTE PHYSICIANS	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
FTE STAFF	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
STAFF/ PHYSICIAN	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
SALARY COST/PER ENCOUNTER	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
ACCOUNTS RECEIVABLE					
	AMOUNT	%			
TOTAL ACCOUNTS RECEIVABLE	XXXXX	XXXXX			
AVERAGE DAYS OUTSTANDING	XXXXX	XXXXX			
A/R AGING - 0-30 DAYS	XXXXX	XXXXX			
30-60 DAYS	XXXXX	XXXXX			
60-90 DAYS	XXXXX	XXXXX			
90-120 DAYS	XXXXX	XXXXX			
>120 DAYS	XXXXX	XXXXX			
AVERAGE A/R PER PROVIDER	XXXXX	XXXXX			

**SAMPLE MEDICAL GROUP
 COMPREHENSIVE PROFESSIONAL RESOURCES
 TREND ANALYSIS-SAMPLE
 FOR THE FOUR MONTHS ENDED, APRIL 30, 2011**

*

	JAN	FEB	MAR	APR	FYTD	PROJ.
	2011	2011	2011	2011	2011	2011
New Patients Served-PRACTICE	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 1	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 2	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 3	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX

Office Visits-PRACTICE	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 1	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 2	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 3	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX

Hospital Visits-PRACTICE	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 1	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 2	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 3	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX

Procedures-PRACTICE	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 1	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 2	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 3	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX

ENCOUNTERS-PHYSICIANS	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 1	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 2	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 3	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX

Total Charges-PRACTICE	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 1	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 2	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
DR. 3	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX

AVG CHG/VISIT	XXX	XXX	XXX	XXX	XXX	XXX
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*Simple projection extrapolating months to date over 12 month period.

SAMPLE MEDICAL GROUP
 COMPREHENSIVE PROFESSIONAL RESOURCES
 TREND ANALYSIS-CHARGES
 FOR THE FOUR MONTHS ENDED, APRIL 30, 2011

*

	JAN	FEB	MAR	APR	FYTD	PROJ.
	2011	2011	2011	2011	2011	2011
DR. 1						
PROVIDER CHARGES						
OFFICE CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
HOSPITAL CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
PROCEDURE CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
TOTAL PROVIDER CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
ANCILLARY CHARGES						
LAB (INSIDE/OUTSIDE)	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
X-RAY	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
OTHER	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
TOTAL ANCILLARY CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
TOTAL CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX

	JAN	FEB	MAR	APR	FYTD	PROJ.
	2011	2011	2011	2011	2011	2011
DR. 2						
PROVIDER CHARGES						
OFFICE CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
HOSPITAL CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
PROCEDURE CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
TOTAL PROVIDER CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
ANCILLARY CHARGES						
LAB (INSIDE/OUTSIDE)	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
X-RAY	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
OTHER	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
TOTAL ANCILLARY CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
TOTAL CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX

	JAN	FEB	MAR	APR	FYTD	PROJ.
	2011	2011	2011	2011	2011	2011
DR. 3						
PROVIDER CHARGES						
OFFICE CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
HOSPITAL CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
PROCEDURE CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
TOTAL PROVIDER CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
ANCILLARY CHARGES						
LAB (INSIDE/OUTSIDE)	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
X-RAY	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
OTHER	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
TOTAL ANCILLARY CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
TOTAL CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX

	JAN	FEB	MAR	APR	FYTD	PROJ.	% OF REVENUE
	2011	2011	2011	2011	2011	2011	
GRAND TOTAL PRACTICE							
PROVIDER CHARGES							
HOSPITAL CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
AMBULATORY(OFFICE/PROCED)-PHYS	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
TOTAL PROVIDER CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
ANCILLARY CHARGES							
LAB (INSIDE/OUTSIDE)	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
X-RAY	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
OTHER	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
TOTAL ANCILLARY CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
TOTAL CHARGES	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX

*Simple projection extrapolating months to date over 12 month period.

CPR

Unpleasant Truth





Questions/ Sharing?

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