

PRACTICE ASSESSMENT – TABLE OF CONTENTS

- INTRODUCTION..... 5**
- INTRODUCTION..... 5
- METHODOLOGY 5
- PERSONS INVOLVED..... 5
- KEY PARTIES 6
- THE CLINIC..... 6
- KEY AREAS REVIEWED..... 6

- INITIAL FINDINGS..... 7**
- SUMMARY OF KEY ISSUES 7

- BUSINESS PLAN 9**
- DEVELOPING A BUSINESS PLAN 9
- STATED PERSONAL PREFERENCES 9
- FOCUS AND VISION 10
- NEW CHALLENGES..... 10
- NEW OPPORTUNITIES..... 11

- LEGAL STRUCTURE & TAXATION ISSUES 12**
- MANAGEMENT DECISIONS MAKING 12
- ESTABLISHING A NEW SERVICE FEE ARRANGEMENT 14
- SERVICE ENTITY RESTRUCTURING..... 15
- RESTRUCTURING COST SHARING ARRANGEMENTS..... 16
- OTHER ISSUES REQUIRING ATTENTION 17

- FINANCIAL MANAGEMENT ISSUES..... 24**
- GENERAL..... 24
- FINANCIAL ACCOUNTING ISSUES 24
- SIMPLIFYING BANKING ARRANGEMENTS 24
- TAX INVOICES 25
- CHART OF ACCOUNTS 25
- DAILY ACCOUNTING PROCEDURES..... 25
- USING CREDIT CARDS TO PAY EXPENSES 27
- PETTY CASH..... 27
- PRIVATE EXPENSES 27
- BILLINGS 27
- FINANCIAL PERFORMANCE & BENCHMARKS..... 28
- PROFIT & LOSS SHARING ARRANGEMENTS 31
- COST SHARING ARRANGEMENT 31
- OTHER ISSUES..... 32
- ACCOUNTING PACKAGE..... 32
- GROUP ACCOUNTANT APPOINTMENT 32

- APPOINTMENT, BILLING AND COLLECTION SYSTEMS 33**
- PATIENT REGISTRATION FORM 33
- APPOINTMENT SCHEDULING 33
- COMPUTERISED BILLING / CHARGE DOCKET INSTRUCTIONS 34
- COLLECTING PAYMENT..... 34
- DEBTOR MANAGEMENT 35
- HOSPITAL BILLING..... 35

COMPUTERS	37
CURRENT COMPUTER SYSTEM	37
SOFTWARE APPLICATIONS.....	37
COMPUTER IMPLEMENTATION STRATEGY	38
TRAINING.....	39
PERSONNEL AND HUMAN RESOURCES	40
NUMBER OF DOCTORS	40
STATUS OF PRACTICE STAFF.....	40
STAFF : DOCTOR RATIOS	41
CASUAL VS. PERMANENT STAFF	41
USE OF NURSING STAFF	41
LETTERS OF APPOINTMENT AND JOB DESCRIPTIONS.....	42
PROPOSED ORGANISATIONAL STRUCTURE.....	42
APPOINTMENT OF MANAGING PRINCIPAL.....	42
COMMUNICATIONS AND MEETINGS.....	43
TEAM BUILDING	44
ANNUAL ASSESSMENTS	44
STAFF SURVEY OF DOCTORS	45
OVERTIME PAYMENTS	45
ROSTERS, TRAINING AND BACK-UP	45
PRACTICE EFFICIENCIES	45
ACCREDITATION	47
OFFICE MANAGEMENT	48
PHYSICAL LAYOUT	48
SECURITY OF PREMISES.....	48
POLICY MANUAL	48
RECORD MANAGEMENT.....	49
ASSET MAINTENANCE	49
PATIENT RELATIONS	50
MARKETING	50
CONCLUSION	52
IMPLEMENTATION PRIORITIES	52
IMPLEMENTATION SCHEDULE	52
APPENDICES	57