



Contents

Preface, vii
Acknowledgments, xi

- Chapter 1** Why Benchmark? 1
- Chapter 2** Benchmarking Fundamentals, 5
- Chapter 3** Measurement and Benchmarking, 15
- Chapter 4** Management by the Numbers, 23
- Chapter 5** How to Show the Bank a Creditworthy Practice, 33
- Chapter 6** Measuring Practice Operations, 43
- Chapter 7** Tools for Measuring Practice Finances, 53
- Chapter 8** Hospital and Inpatient Metrics, 69
- Chapter 9** Talking Numbers to Physicians, 81
- Chapter 10** Performance and Practices of Successful Medical Groups, 91
- Chapter 11** Conclusion and Future Implications, 109
- Appendix A** Example Practice: Description, Reports, and Financial Statements, 111
- Appendix B** Group Practice Measures in Military Health Care, 115
- Appendix C** Four Methodologies to Improve Healthcare Demand Forecasting, 127
- Appendix D** Benchmarking Guidance, 133
- Appendix E** Profitability and Operating Costs, 137
- Appendix F** Productivity, Capacity, and Staffing, 161
- Appendix G** Accounts Receivable and Collections, 187

- Appendix H** Patient Satisfaction, 211
- Appendix I** Managed Care, 221
- Appendix J** Sources of Benchmarking and Operations Improvement Information, 227
- Glossary, 229
- Acronyms and Geographic Sections, 263
- Physician Categories, 265
- About the Authors, 267
- Index, 269