

PMI's 2024 Virtual Lunch & Learn

Select Dates August 28 - October 23, 2024



Reserve Your Spot!

Join PMI's Paulie Vanchiere for a 6-part series to help you improve your practice!

Register Today

Topics Covered & Dates

Set Your Practice Fees

Wednesday, August 28, 2024

Practice Budgeting Tool

Thursday, September 5, 2024

Managing Payor Rates

Wednesday, September 25, 2024

Provider Margin Reviews

Wednesday October 9, 2024

Employed Provider Bonus Models

Wednesday, October 16, 2024

Split The Pot

Wednesday, October 23, 2024



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Setting Your Practice Prices

By Paul Vanchiere, MBA | Aug 28, 2024 8:04:04 PM

PMI's presentation on "Setting Your Practice Fees" was broken into three parts for your convenience as each area relies on a specific set of data to help you properly set your practice fees for pediatric practices.

Check out the details below to find the most time-efficient way to properly set your practice fees/prices.



Setting Your Vaccine Prices

Video & resources for pediatric practices to set their vaccine/drug prices/fees.

Setting Your Lab Services Prices

Video & resources for pediatric practices to set their lab service prices/fees.

Setting Your Professional Services Prices/fees

Video & resources for pediatric practices to set their professional services prices/fees.



Budgeting For Your Practice

Paul D. Vanchiere, MBA

Principal Consultant- Pediatric Management Institute

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Important Business Lesson from Melville...





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How Many Do I Have To Sell To Recover The One Missing Bottle of Coke?



6

How Many Do I Have To Sell To Recover The One Missing Bottle of Coke?

7

Revenue	\$1.00
Cost	\$0.98
Margin	\$0.02
Margin %	2.04%

Calculation: $\$0.98 / \$0.02 = 49$ Units



Does not include labor, floor space, utilities and credit card fees.

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Agenda

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- House Keeping Items
 - Financial Statements
 - Chart of Accounts
- Expense Types
- Background
- Data Review
- Revenue Estimates
- Cost Estimates
- Tie It Together
- Monitoring

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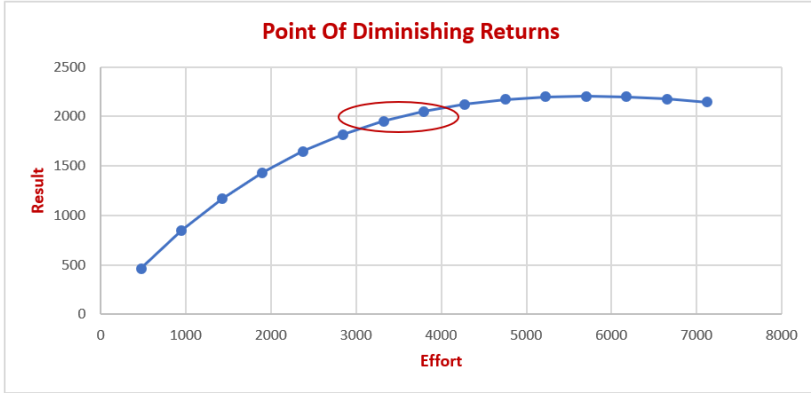
Why Budgets Are Important

- Plan for the future
- Tells a story
- Very simple process- takes time
- See the impact of decisions

Keys To Effective Budgeting

1. Accurately Monitor Your Expenses
2. Establish Your Budget Using Benchmarks
3. Consistently Review Your Actual Financials Against the Budget

Balance Effort With Results...



Progressively smaller increase in results as one increases the time/energy addressing an issue.

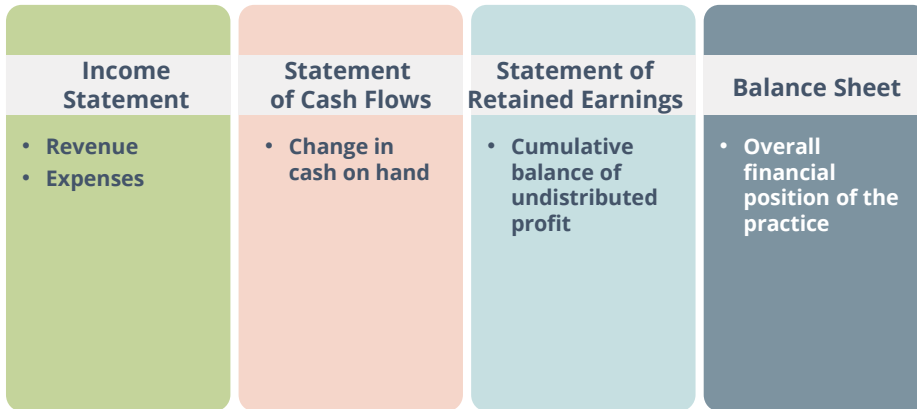
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Four Major Financial Statements

- Balance Sheet
- Profit and Loss Statement (Income Statement)
- Statement of Retained Earnings
- Statement of Cash Flows

What Do They Tell Me?



Income or Profit and Loss Statement

Little Sprouts Pediatrics Income Statement For the Year Ending December 31, 2019	
Revenues	
Medical Services	\$ 750,000
Performance Bonuses	30,000
Interest	1,000
Total revenues	\$ 781,000
Expenses	
Payroll Expenses	\$ 400,000
Vaccines	125,000
Testing supplies	\$ 75,000
Other operating expenses	175,000
Total expenses	\$ 775,000
Net Income	\$ 6,000

Practice Allocation Methods



Billed Charges or Collections Received

Professional Services vs. Ancillary Services



Building / Lease Square Footage

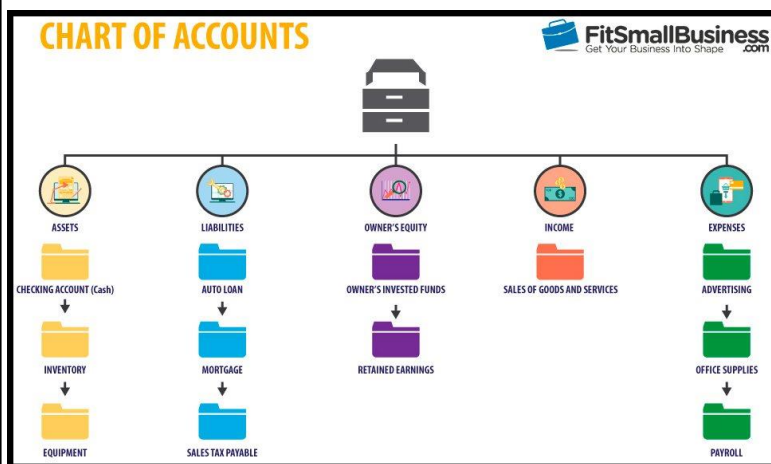
Janitorial & Utilities



Employees- FTE

Retirement Plan & Health Insurance Benefits

Chart of Accounts



- System to categorized:
 - Assets
 - Liabilities
 - Owner's Equity
 - Income
 - Expenses
- Logical system is key to efficient recording/reporting

Chart of Accounts...Why So Important?

- The chart of accounts is like the framework of shelves and storage bins in a warehouse. Accounts are the specific "bins" that hold accounting transactions. The chart of accounts is simply the organized list of all the bins and shelves.
- Month end financial statements (balance sheet and income statement) simply summarize and group the balances that are in the individual accounts at month end.
- Accordingly, financial statements can be no more detailed or informative than the underlying chart of accounts structure.

<https://www.toptal.com/finance/interim-cfos/chart-of-accounts-structure>

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General Chart of Accounts Groupings

1. **Assets:** Cash, Accounts Receivable, Prepaid Expenses, Fixed Assets, Intangibles, etc.
2. **Liabilities:** Accounts Payable, Accrued Expenses, Credit Card Payable, Line of Credit, Loans Payable, etc.
3. **Equity:** Common Stock, Additional Paid In Capital, Retained Earnings, Dividends, Partner Capital Accounts, Distributions, Owners Equity, Owners Draw, etc.
4. **Income:** Practice Receipts, Miscellaneous Income
5. **Expenses:** Operating Costs For Practice, etc.

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Chart of Accounts

Usually set up by the accountant when practice opened

1. Naming
 - 5000- Staff Wages
2. Ordering
 - 5010- Receptionists
 - 5020- Medical Assistants
 - 5030- Nurses
 - 5040- Billing staff
3. Roll Up
 - Work Location
 - Work Group
 - Work Type

Chart of Accounts General Groupings

1000	Bank/Clearing Accounts
2100	Credit Card & Clearing Accounts
2200	Payroll Tax Payable
2400	Benefits Payables
2500	Loans
4000	Income/Revenue
5000	Non-Provider Compensation & Benefits
6000	General and Administrative Expenses
7000	Medical Supplies & Services
8000	Non-Owner Provider Compensation & Benefits
9000	Owner Compensation & Benefits

4000- Income/Revenue

4000 Professional Fees
4010 Insurance ETF
4011 Credit Cards
4012 OTC Deposits
4013 Mail Deposits
4014 EFT Recoupment
4015 Deposit- Unspecified
4016 Incentive Checks (PCMH, Etc)
4017 Capitation Payments (Medicaid)
4018 Capitation Payments (Commercial)
4019 Pharmacy
4020 DME
4900 Other Medical Revenue
4500 Refunds
4510 Patient Refunds
4520 Insurance Refunds

Prefer to track income by source of revenue than by provider.

You can always report the provider source of payments with billing system. Why do it twice?

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5000- Non-Provider Salary Costs

5000 Support Staff Compensation and Benefits
5100 Salaries-Support Staff
5110 Salaries-Administration
5120 Salaries-Billing
5130 Salaries-Clinical Support
5140 Salaries- Receptionists
5160 Salaries-Other
5170 Support Staff Deferred Compensation
5180 Support Staff Severance
5190 Support Staff 401K
5195 Support Staff Per Diem
5200 Support Staff Bonuses
5300 Payroll Taxes
5400 Support Staff Benefits
5410 Support Staff Insurance
5411 Support Staff Insurance - Medical
5412 Support Staff Insurance-Dental
5413 Support Staff Insurance-Life
5414 Support Staff Insurance-Disability
5415 Support Staff Insurance-Workers' Compensation
5418 Support Staff Insurance - Vision
5500 Temporary Staff Expenses



6000- General and Administrative Expenses

6000 General and Administrative Expenses	6330 Administrative Expenses	6380 Practice Education, Licensure, and Accreditation Expenses	6820 Information Technology Software
6100 Building and Occupancy Expenses	6331 Office Supplies	6381 Licenses	6821 Information Technology Software Purchase
6120 Building and Facilities Rent/Lease	6332 Office Equipment	6382 Books and Subscriptions	6822 Information Technology Software Development
6140 General Maintenance	6333 Office Lease	6383 Educational Materials	6823 Information Technology Software Maintenance
6150 Utilities	6334 Offsite Storage - Office Supplies and Equipment	6390 Other Administrative Supplies and Services	6824 Information Technology Subscriptions
6151 Utilities-Water	6335 Gifts	6391 Bank and Credit Card Processing Fees	6830 Information Technology Supplies
6152 Utilities-Electricity	6340 Purchased Professional Services	6392 Interest Expense	6831 Computer Lines
6153 Utilities-Waste Disposal	6341 Accounting Services	6400 Employee Meals and Meetings	6832 Computer System - EMR Expenses
6155 Other Utilities	6342 Legal Services	6500 Employee Relations	6833 Computer System - non-EMR Expenses
6160 Property Taxes	6345 Consulting Services Fees	6600 Marketing	6834 Computer System - Network Equipment
6170 Housekeeping/Maintenance	6346 Consulting Services Travel	6620 RV Rental	6840 Information Technology Services
6171 Housekeeping/Maintenance-Supplies	6347 Other Professional Services	6650 Charitable Donations	6844 Website
6180 Security	6350 Purchased Services	6700 Insurance	6850 Telephone Services
6190 Other Occupancy Expense	6351 Answering Services	6710 Business and Casualty Insurance	6851 Telephone - Data Lines
6200 Administrative Furniture, Fixtures, and Equipment	6352 Triage Service	6720 Professional Liability Insurance	6852 Telephone - Voice Lines
6300 Administrative Supplies and Services	6353 Biohazardous Waste Removal	6800 Information Technology	6853 Cell Phone Services
6310 Postage, Shipping and Courier Services	6356 Payroll Services	6810 Information Technology Equipment	
6311 Postage Lease	6357 Patient billing services	6815 Information Technology Remote Support	
6320 Printing and Copying	6358 Other General and Administrative Purchased Services		
	6370 Library/Books and Subscriptions		

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7000- Medical Supplies & Services

7000 Medical Supplies and Services
7100 Medical Equipment
7110 Medical Equipment - Repairs and Maintenance
7200 Vaccines and Injectibles
7400 Laboratory Expenses
7420 Laboratory Supplies
7430 Laboratory Services
7500 Linens
7800 Offsite Storage - Medical Records and Supplies

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8000- Provider Expenses

8000 Provider Expenses	
8200 Employed Physician Compensation and Benefits	8300 Non-Physician Provider Compensation and Benefits
8210 Employed Physician Compensation	8310 Non-Physician Provider Compensation
8220 Employed Physician Payroll Taxes	8320 Non-Physician Provider Payroll Taxes
8230 Employed Physician Insurance	8330 Non-Physician Provider Insurance
8231 Employed Physician Insurance - Medical	8331 Non-Physician Provider Insurance - Medical
8232 Employed Physician Insurance - Dental	8332 Non-Physician Provider Insurance - Dental
8233 Employed Physician Insurance - Life	8333 Non-Physician Provider Insurance - Life
8234 Employed Physician Insurance - Disability	8334 Non-Physician Provider Insurance - Disability
8235 Employed Physician Insurance - Vision	8335 Non-Physician Provider Insurance - Vision
8240 Employed Physician 401K	8340 Non-Physician Provider 401K
8250 Employed Physician Professional Development	8350 Non-Physician Provider Professional Development
8260 Employed Physician Bonuses	8360 Non-Physician Provider Bonuses
8280 Employed Physician Other benefits	8380 Non-Physician Provider Other benefits
8290 Employed Physician Retirement Contributions	8390 Non-Physician Provider Retirement Contributions
	8400 Physician Contractor / Locum Tenans Compensation

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9000- Owner Expenses

9000 Owner Expenses
9100 Owner Compensation and Benefits
9110 Owner Compensation
9120 Owner Payroll Taxes
9130 Owner Insurance
9131 Owner Insurance - Medical
9132 Owner Insurance-Dental
9133 Owner Insurance-Life
9134 Owner Insurance-Short Term Disability
9135 Owner Insurance-Long Term Disability
9136 Owner Insurance-Long Term Care
9137 Owner Insurance - Vision
9138 Owner Insurance- Buy/Sell
9140 Owner 401K
9150 Owner Professional Development
9151 Owner Professional Development- Fees
9152 Owner Professional Development- Travel
9160 Owner Bonuses
9161 Owner Auto-Lease
9180 Owner Other benefits
9115 Owner Stipends



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Download Chart Of Accounts



GL Number	GL Description	Type	Detail Type
1100	Bill.com Money Out Clearing	Bank	Cash on hand
1110	Bank Account #1	Bank	Checking
1111	Bank Account #2	Bank	Checking
1112	Bank Account #3	Bank	Checking
1113	Bank Account #4	Bank	Checking
1114	Bank Account #5	Bank	Checking
1115	Money Market Account	Bank	Savings
1120	Inventory Assets	Other Current Assets	Inventory
1121	Furniture & Equipment	Other Current Assets	Inventory
1122	Vaccine Inventory	Other Current Assets	Inventory
1130	Uncategorized Asset	Other Current Assets	Other Current Assets
1140	Accounts Payable (A/P)	Accounts payable (A/P)	Accounts Payable (A/P)
2150	Credit Cards	Credit Card	Credit Card
2151	Credit Card #1	Credit Card	Credit Card
2152	Credit Card #2	Credit Card	Credit Card
2100	Payroll Clearing	Other Current Liabilities	Payroll Clearing
2101	Garnishment Payable	Other Current Liabilities	Payroll Clearing
2102	Manual Payroll Check Clearing	Other Current Liabilities	Payroll Clearing
2200	Taxes Payable	Other Current Liabilities	Payroll Tax Pivable

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Departments & Classes

Departments	Classes
Location 1	Dr. Smith
Location 2	Dr. Jones
Location 3	Dr. XYZ
Location 4	Dr. LMNOP

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Cash Versus Accrual Basis Of Accounting

Aspect	Cash Basis of Accounting	Accrual Basis of Accounting
Revenue Recognition	<u>Recognizes revenue only when cash is received.</u>	<u>Recognizes revenue when practice sees the patient,</u> regardless of when cash is received.
Expense Recognition	Recognizes expenses only <u>when cash is paid out.</u>	<u>Recognizes expenses when they are incurred,</u> regardless of when cash is paid.
Timing of Transactions	Transactions are recorded only when cash changes hands.	Transactions are recorded when they occur, regardless of cash flow.
Complexity	Simpler and easier to implement and maintain.	More complex, requiring more detailed records and accounting expertise.
Financial Accuracy	Provides a less accurate picture of long-term financial health as it may not match revenue with the expenses incurred to generate that revenue.	Provides a more accurate picture of a company's financial position and performance by matching revenues with related expenses.
Suitability	Suitable for small businesses, sole proprietors, and businesses with simpler financial structures.	Preferred by larger businesses and those with more complex financial transactions; required under GAAP and IFRS for most companies.
Compliance with Accounting Standards	Not compliant with Generally Accepted Accounting Principles (GAAP) or International Financial Reporting Standards (IFRS).	Compliant with GAAP and IFRS, making it suitable for businesses that need to adhere to these standards.
Impact on Taxes	Taxable income is reported based on cash receipts and payments, which can provide <u>more flexibility in managing tax liabilities.</u>	Taxable income is reported based on when income is earned and expenses are incurred, which <u>can lead to less flexibility in tax planning.</u>
Use of Accounts	Does not typically use accounts receivable or accounts payable in the same way as accrual accounting.	Makes use of accounts receivable and accounts payable to track income and expenses more accurately.
Cash Flow Insights	<u>Provides a clear picture of actual cash flow,</u> which can be helpful for managing liquidity.	<u>May not provide an immediate picture of cash flow,</u> as it includes non-cash items like accounts receivable and payable.

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Cash Versus Accrual Basis Of Accounting

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February 15th saw the patient and
payment received March 15th ...

Cash Basis: March Revenue

- *When payment received/deposited*

Accrual Basis: February Revenue

- *Between DoS and payment date, booked as receivable*



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Cash Versus Accrual Basis Of Accounting

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February 15th pay the rent that is due
on March 15th For March Rent...

Cash Basis: February Expense

- *Check dated Feb 15th, recognized in February*

Accrual Basis: March Expense

- *The underlying rent period is March*



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Cash Versus Accrual Basis Of Accounting

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August 28th place order for vaccines. Arrives on September 2nd. Paid the invoice November 15th.

Cash Basis: November Expense

- *When Invoice Actually Paid*

Accrual Basis: September Expense

- *When product is received*

Twist: If paid by credit card on Nov 15th, under cash basis, still a November expense. Under accrual, still a September expense

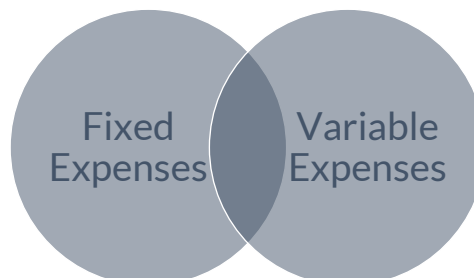


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Types Of Expenses

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1. Fixed Expenses
2. Variable Expenses
3. Everything In Between



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Fixed Expenses- Formal Definition

Fixed expenses are costs that remain constant regardless of the level of business activity or production. These expenses do not fluctuate with sales or production levels and must be paid regularly, typically on a monthly basis. Because they are predictable and consistent, fixed expenses are easier to budget for and manage.

Examples of Fixed Expenses:

- **Rent or Lease Payments:** The cost of renting office space
- **Salaries:** Wages for permanent, full-time employees who receive a consistent salary regardless of hours worked.
- **Insurance Premiums:** Regular payments for business insurance policies, such as liability, property, or med-mal insurance.
- **Loan Repayments:** Monthly payments for business loans or equipment financing.
- **Property Taxes:** Taxes levied on owned business properties.

Variable Expenses- Formal Definition

Variable expenses, on the other hand, are costs that fluctuate based on the level of business activity or production. These expenses increase or decrease depending on the volume of patient visits. Variable expenses are less predictable and can vary from month to month, making them more challenging to budget for.

Examples of Variable Expenses:

- **Vaccines**
- **Utilities:** Expenses such as electricity, water, and gas can vary based on business usage and production requirements.
- **Non-Salaried Wages:** Anyone paid hourly such as receptionists, clinical staff, and billing staff
- **Medical Supplies:** Syringes, lab supplies, band aids, etc.

Variable Expense Challenge

- Direct correlation between volume of business and expenses?
- Not lineally related in pediatric practices
 - Receptionist for a day regardless of the number of patients seen
- Not all “variable” expenses change based on the volume of patients seen
- Easiest scenario- bicycle production facility
 - Parts & materials as bikes are made (Variable)
 - Per-unit machine costs (Variable)
 - Production Facilities (Fixed)
 - Management Team (Fixed)

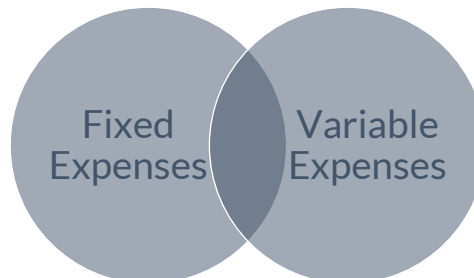
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Types Of Expenses

1. Fixed Expenses
2. Variable Expenses
3. Everything In Between



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Traditional Versus Rolling Budgets

Purpose: Both traditional and rolling budgets aim to provide a financial plan or forecast for a business, helping to manage finances, allocate resources, and achieve business objectives.

Structure: Both budgets include similar components such as revenue projections, expense estimates, cash flow forecasts, and capital expenditures.

Financial Planning Tool: Both serve as tools for financial planning, allowing businesses to plan for the future, set financial goals, and measure performance against those goals.

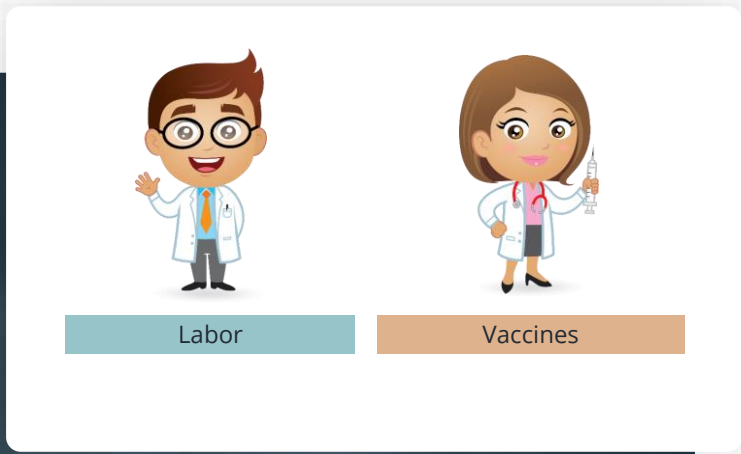
Performance Measurement: Both types of budgets are used to measure and evaluate a business's performance by comparing actual results against budgeted figures.

Involvement of Key Stakeholders: Both require input and involvement from key stakeholders (such as managers, finance teams, and department heads) to create accurate and effective budgets.

Traditional Versus Rolling Budgets

Aspect	Traditional Budget	Rolling Budget
Time Frame	Typically covers a fixed period, such as a fiscal year (12 months)	Continuously updated to cover a set period (e.g., always looking 12 months ahead)
Frequency of Updates	Set at the beginning of the period and remains static until the next budgeting cycle	Regularly updated (e.g., monthly or quarterly) to reflect the most recent data and extend the budget period
Flexibility	Less flexible; does not adapt to changes in business environment once set	More flexible; adapts to changes by incorporating new information as it becomes available
Adaptability to Change	Limited adaptability; requires a complete overhaul for mid-cycle changes	High adaptability; allows for adjustments to be made on an ongoing basis based on actual performance and market conditions
Forecast Accuracy	Potentially less accurate over time as it is based on assumptions made at the beginning of the period	More accurate due to frequent revisions that reflect current business conditions and performance
Strategic Planning	Focuses on a single fixed period, which may limit long-term planning	Encourages ongoing strategic planning and forward-looking decision-making due to its continuous nature
Resource Allocation	Resources are allocated for the entire period upfront, potentially leading to inefficiencies if conditions change	Allows for dynamic reallocation of resources based on updated priorities and performance
Administrative Effort	Typically involves a large initial effort to create, with less frequent updates	Requires more continuous effort to maintain and update, but can result in better responsiveness to changes

Two Largest Expenses...



Labor Cost Allocation



Labor Cost

Labor Cost Item	Direct	Employer
Wages - Staff	X	
Wages - Physicians	X	
Wages - Overtime	X	
Bonuses - Staff	X	
Bonuses - Physicians	X	
Severance Pay	X	
Employer FICA		X
Employer Medicare		X
Workers' Compensation Insurance		X
Federal Unemployment		X
State Unemployment		X
Vacation Pay		X
Holiday Pay		X
Sick Pay		X
Parking		X
Employer Provided Health Insurance		X
Employer Provided Life Insurance		X
Employer Provided 401 K Contributions		X
Employer Provided IRA Contributions		X
Employer Provided Pensions & Retirement		X

KPI's Needed For Budgeting



Revenue per Encounter



Encounters per Day



Days per Year the Provider Works

1. Revenue per Encounter



Encounter Revenue / Office Encounters

\$500,000 / 4,000
\$125.00 Per Visit

2. Encounters per Day



Total Encounters / Provider Days

4,000 / 200
20 Encounters Per Day

Revenue Per Encounter

By Provider:

- 1. Number of office visits
- 2. Total revenue generated

Run for an entire 12-month period to pick up seasonal variations.

	Patients Seen	Estimated Revenue Generated	Revenue Per Encounter
Provider 1	1,751	\$ 216,000	\$ 123.36
Provider 2	3,600	\$ 422,100	\$ 117.25
Provider 3	1,875	\$ 228,600	\$ 121.92
Provider 4 (Owner)	4,500	\$ 530,550	\$ 117.90

Estimate Future Revenue?

How Do I Use This Information To Estimate Future Revenue?

Now that you have the revenue per encounter by month, you will estimate the number of days each provider will work along with the number of patients they will see each day for a monthly total. This will calculate the expected revenue per **month** to be used in your practice budget.

For employed physicians, this method can also be used to validate the numbers used during your contract negotiations.

What Does Revenue Per Encounter Tell Me?

Revenue per encounter is an excellent barometer of your financial health. There are many things that influence the revenue per encounter and consequently allow you to see the impact of things such as:



- Are your claims being processed timely?
- Are your claims being paid properly?
- Are you being paid fairly?
- Is your payor mix excellent, fair or poor?
- Are you following proper CPT coding guidelines?

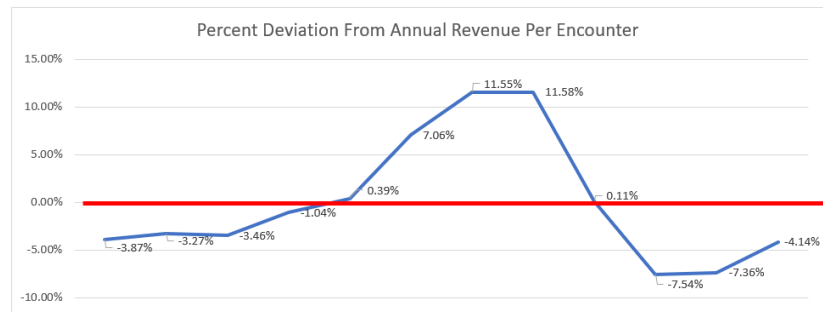
3. Days per Year



- Count weeks & week / year
- Count actual days by month

Revenue Per Encounter

January	-3.87%
February	-3.27%
March	-3.46%
April	-1.04%
May	0.39%
June	7.06%
July	11.55%
August	11.58%
September	0.11%
October	-7.54%
November	-7.36%
December	-4.14%



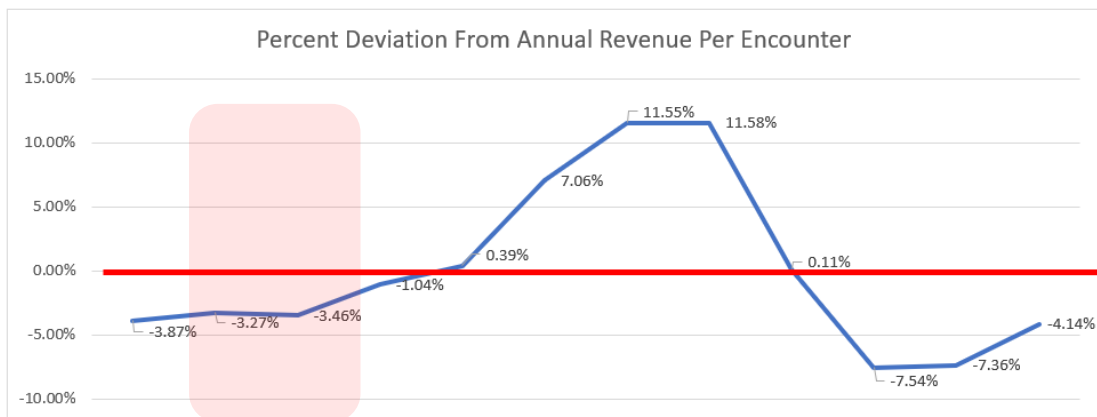
Comparison of individual monthly revenue per encounter versus annual aggregated total.

n=598 private practice Pediatricians (2019)
2,147,130 Appointments

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Revenue Per Encounter

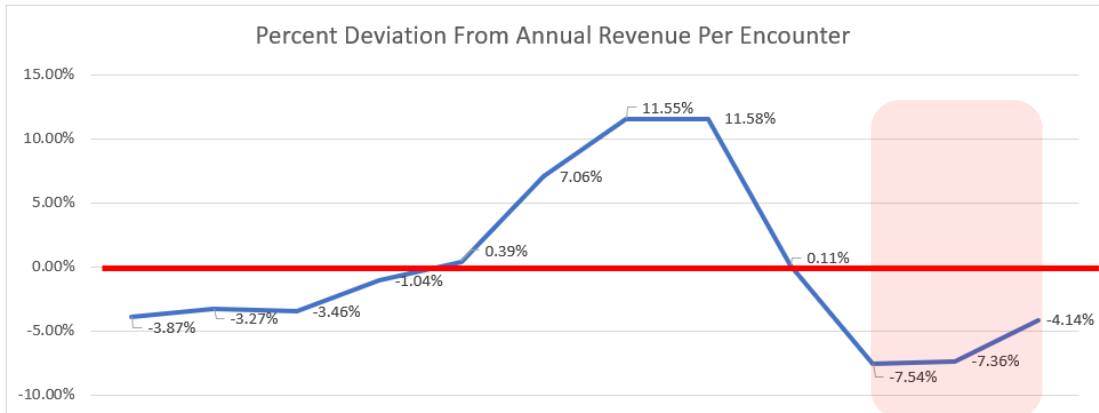


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Revenue Per Encounter

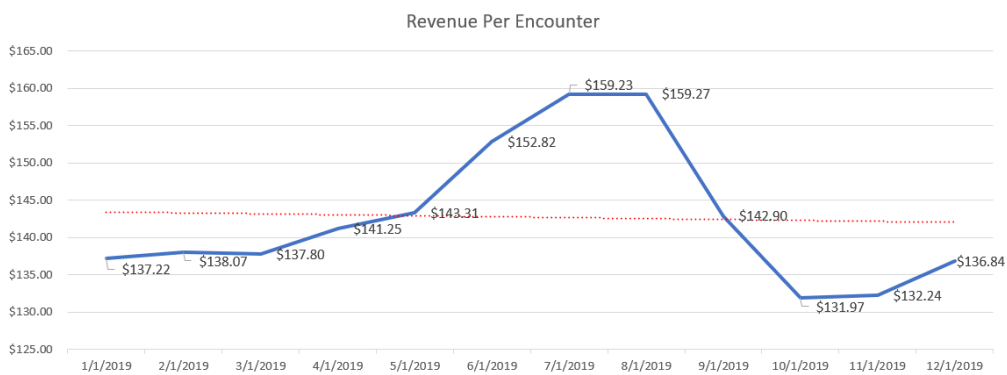


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Revenue Per Encounter

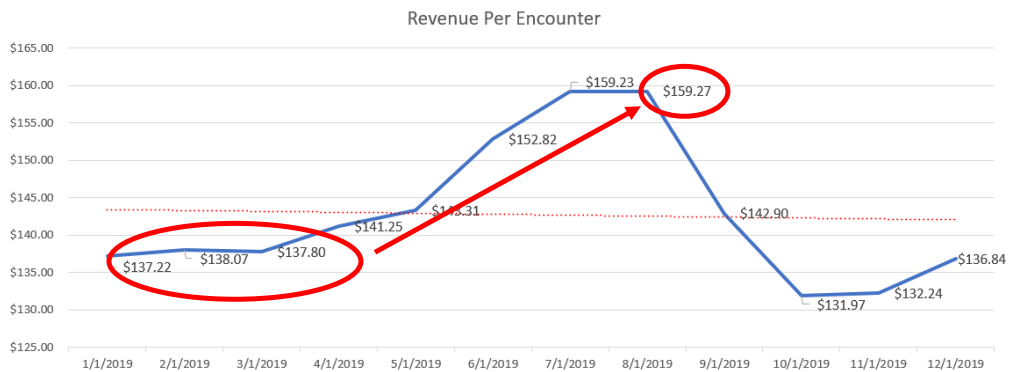


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Revenue Per Encounter



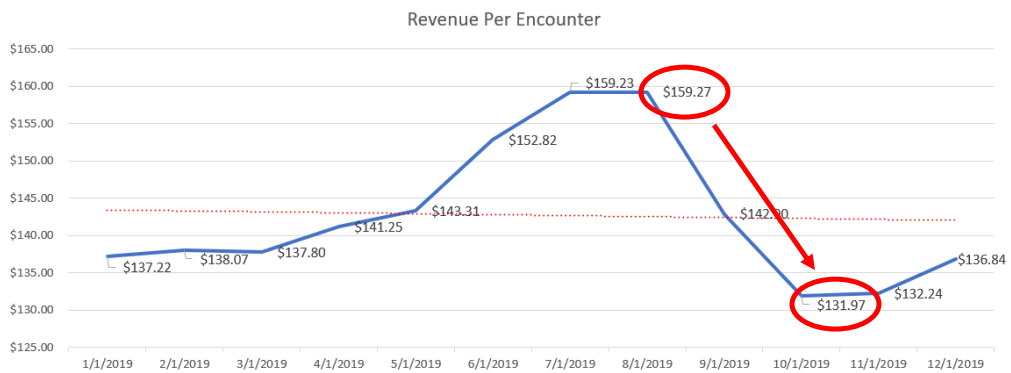
~15.60% increase in Revenue Per Encounter (Q1-Oct)

n=598 private practice Pediatricians (2019)
2,147,130 Appointments

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Revenue Per Encounter



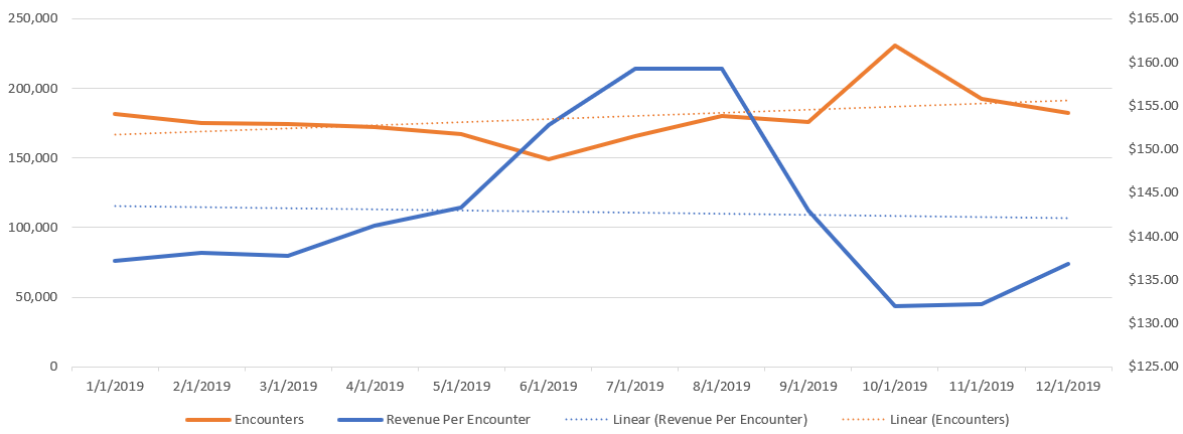
17.14% drop in Revenue Per Encounter (Aug-Oct)

n=598 private practice Pediatricians (2019)
2,147,130 Appointments

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Number of Visits & Revenue Per Encounter

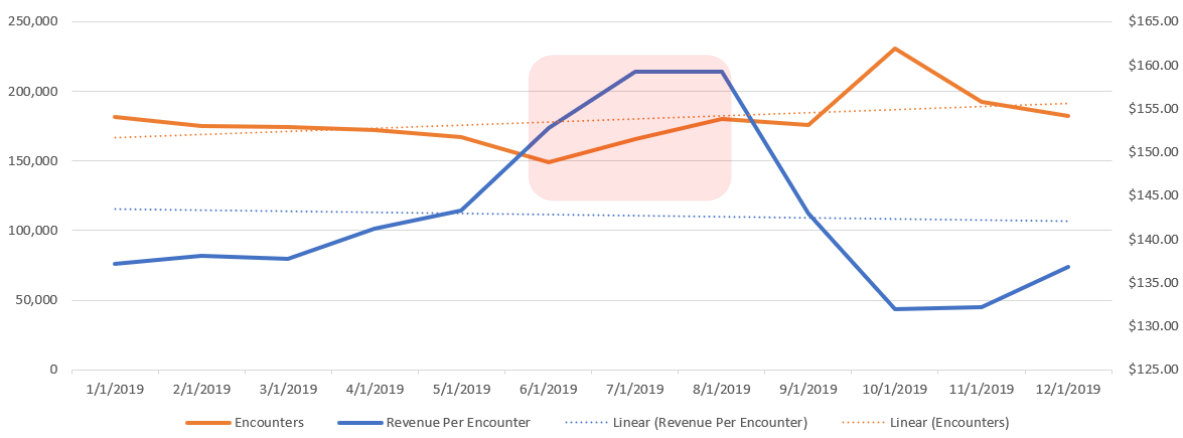


n=598 private practice Pediatricians (2019)
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Number of Visits & Revenue Per Encounter

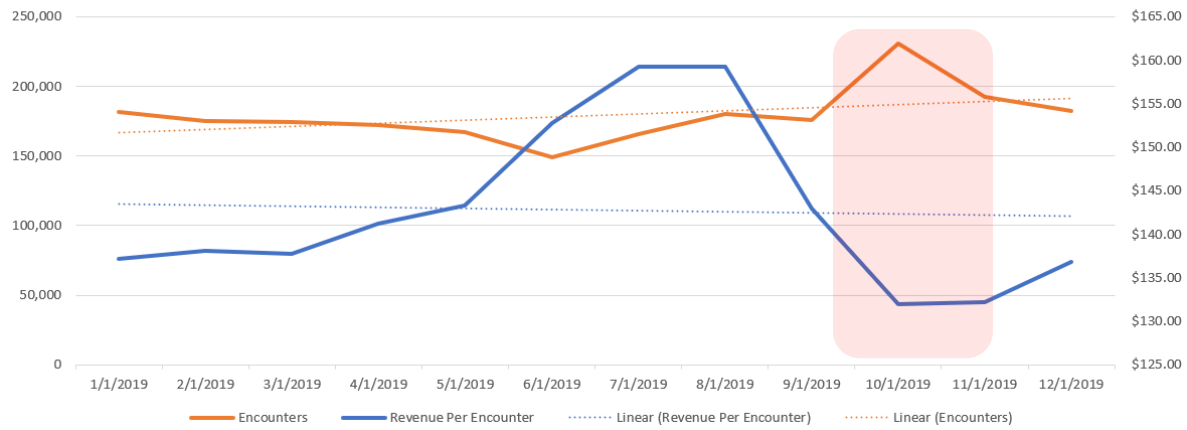


n=598 private practice Pediatricians (2019)
2,147,130 Appointments

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Number of Visits & Revenue Per Encounter



n=598 private practice Pediatricians (2019)
2,147,130 Appointments

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Cash Flow Considerations

1. Summer Check Up Vaccines
 - Due August/September
2. Flu Vaccine Invoices
 - Due November/December
3. Credit card payments delay cash outlay 30 days
4. Provider Bonuses
 - Q3 bonuses are usually the strongest
 - Q4 can usually see no increase (possible decrease)

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Let's Make A Budget...

1. Estimate Revenue
2. Estimate Operating Costs
3. Estimate Provider Costs
4. Estimate/Plan Capital Expenses
5. Review (Make Sure You Can Do It)

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Estimate Revenue

		January	February	March	April	May	June	July	August	September	October	November	December	Total	
2															
3	Provider 1														
4	Number of Encounters	<i>Estimate</i>	351	393	319	239	242	472	212	336	312	296	301	315	3,788
5	Revenue Per Encounter	<i>Historic</i>	\$ 186.45	\$ 188.22	\$ 160.64	\$ 187.94	\$ 178.45	\$ 207.96	\$ 216.59	\$ 215.20	\$ 234.79	\$ 207.95	\$ 211.40	\$ 181.80	
6	Provider 1 FFS Revenue	<i>A X B</i>	\$ 65,446	\$ 73,969	\$ 51,244	\$ 44,917	\$ 43,186	\$ 98,156	\$ 45,917	\$ 72,307	\$ 73,253	\$ 61,554	\$ 63,630	\$ 57,266	\$ 750,845
7	Provider 2														
8	Number of Encounters	<i>Estimate</i>	286	357	229	232	146	393	269	291	272	259	250	283	3,267
9	Revenue Per Encounter	<i>Historic</i>	\$ 187.95	\$ 166.48	\$ 162.83	\$ 198.98	\$ 187.19	\$ 212.67	\$ 221.00	\$ 215.66	\$ 200.28	\$ 208.39	\$ 173.73	\$ 170.74	
10	Provider 2 FFS Revenue	<i>D X E</i>	\$ 53,755	\$ 59,433	\$ 37,289	\$ 46,163	\$ 27,329	\$ 83,579	\$ 59,448	\$ 62,758	\$ 54,476	\$ 53,973	\$ 43,433	\$ 48,318	\$ 629,953
11	Provider 3														
12	Number of Encounters	<i>Estimate</i>	226	343	214	205	215	361	252	200	231	252	234	238	2,971
13	Revenue Per Encounter	<i>Historic</i>	\$ 206.74	\$ 154.07	\$ 177.13	\$ 176.22	\$ 159.20	\$ 191.67	\$ 196.55	\$ 196.88	\$ 199.71	\$ 210.57	\$ 205.76	\$ 199.57	
14	Provider 3 FFS Revenue	<i>G X H</i>	\$ 46,723	\$ 52,847	\$ 37,907	\$ 36,124	\$ 34,227	\$ 69,195	\$ 49,531	\$ 39,376	\$ 46,134	\$ 53,065	\$ 48,148	\$ 47,498	\$ 560,774
15	Nurse/Shot/Flu Visits														
16	Number of Nurse/Shot/Flu Encounters	<i>Estimate</i>	136	98	65	30	53	114	76	111	275	520	433	171	2,082
17	Revenue Per Nurse/Shot/Flu Visit	<i>Historic</i>	\$ 69.82	\$ 82.03	\$ 83.66	\$ 123.61	\$ 71.44	\$ 99.46	\$ 144.81	\$ 126.43	\$ 55.30	\$ 52.13	\$ 50.76	\$ 64.05	
18	Nurse/Shot/Flu Revenue	<i>J X K</i>	\$ 9,495	\$ 8,039	\$ 5,438	\$ 3,708	\$ 3,786	\$ 11,339	\$ 11,005	\$ 14,033	\$ 15,206	\$ 27,107	\$ 21,978	\$ 10,952	\$ 142,087
19															
20	Practice Total FFS Revenue	<i>C + F + I + L</i>	\$175,419	\$194,287	\$131,877	\$130,913	\$108,528	\$262,268	\$165,902	\$188,474	\$189,069	\$195,698	\$177,189	\$164,034	\$2,083,660
21															
22	Incentive/Quality Payments	<i>Estimate</i>	\$ 4,750	\$ 5,200	\$ 3,600	\$ 4,850	\$ 4,900	\$ 3,750	\$ 4,200	\$ 6,500	\$ 5,250	\$ 4,500	\$ 5,150	\$ 6,120	\$ 58,770
23															
24	Capitation Payments														
25	Lives	<i>Estimate</i>	255	235	225	260	275	250	235	240	260	225	235	245	
26	Rate	<i>Historic</i>	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	
27	Total Capitation Revenue	<i>O X P</i>	\$ 3,825	\$ 3,525	\$ 3,375	\$ 3,900	\$ 4,125	\$ 3,750	\$ 3,525	\$ 3,600	\$ 3,900	\$ 3,375	\$ 3,525	\$ 3,675	\$ 44,100
28															
29	Total Budgeted Revenue	<i>M + N + Q</i>	\$183,994	\$203,012	\$138,852	\$139,663	\$117,553	\$269,768	\$173,627	\$198,574	\$198,219	\$203,573	\$185,864	\$173,829	\$2,186,530

Estimate Operating Costs

Step 2: Estimate Operating Expenses

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Salaries-Administration	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 75,000
Salaries-Billing	\$ 10,400	\$ 10,400	\$ 10,400	\$ 10,400	\$ 10,400	\$ 10,400	\$ 10,400	\$ 10,400	\$ 10,400	\$ 10,400	\$ 10,400	\$ 10,400	\$ 124,800
Salaries-Clinical Support (Nurses & MA's)	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 280,800
Salaries- Receptionists	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 62,400
Salaries-Other	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000
Support Staff 401K	\$ 1,388	\$ 1,388	\$ 1,388	\$ 1,388	\$ 1,388	\$ 1,388	\$ 1,388	\$ 1,388	\$ 1,388	\$ 1,388	\$ 1,388	\$ 1,388	\$ 16,650
Support Staff Per Diem	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Support Staff Bonuses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500	\$ 7,500
Payroll Taxes	\$ 3,573	\$ 3,573	\$ 3,573	\$ 3,573	\$ 3,573	\$ 3,573	\$ 3,573	\$ 3,573	\$ 3,573	\$ 3,573	\$ 3,573	\$ 4,135	\$ 43,436
Support Staff Insurance - Medical	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 66,000
Support Staff Insurance - Dental	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 15,180
Support Staff Insurance - Life & ADD	\$ 495	\$ 495	\$ 495	\$ 495	\$ 495	\$ 495	\$ 495	\$ 495	\$ 495	\$ 495	\$ 495	\$ 495	\$ 5,940
Support Staff Insurance - STD	\$ 1,485	\$ 1,485	\$ 1,485	\$ 1,485	\$ 1,485	\$ 1,485	\$ 1,485	\$ 1,485	\$ 1,485	\$ 1,485	\$ 1,485	\$ 1,485	\$ 17,820
Support Staff Insurance - Workers' Compensation	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 18,000
Support Staff Insurance - Vision	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	\$ 15,180
Building and Facilities Rent/Lease	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 102,000
Common Area Maintenance Expense	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 14,400
General Maintenance	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 3,000
Utilities-Water	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 780
Utilities-Electricity	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 5,700
Utilities-Waste Disposal	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 2,220
Property Taxes	\$ 130	\$ 130	\$ 130	\$ 130	\$ 130	\$ 130	\$ 130	\$ 130	\$ 130	\$ 130	\$ 130	\$ 130	\$ 1,560
Housekeeping/Maintenance	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 14,400
Housekeeping/Maintenance- Supplies	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 3,000
Security	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 900



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Estimate Operating Costs

38	Other Professional Services	\$ -	\$ -	\$ 750	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ -	\$ -	\$ -	\$ -	\$ 1,500
39	Answering Services	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 5,700
40	Triage Service	\$ 800	\$ 800	\$ 800	\$ 800	\$ 650	\$ 650	\$ 500	\$ 500	\$ 800	\$ 800	\$ 800	\$ 800	\$ 8,700
41	Biohazardous Waste Removal	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 185	\$ 2,220
42	Payroll Services	\$ 188	\$ 188	\$ 188	\$ 188	\$ 188	\$ 188	\$ 188	\$ 188	\$ 188	\$ 188	\$ 188	\$ 188	\$ 2,250
43	Educational Materials (Patient)	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 1,500
44	Bank and Credit Card Processing Fees	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 18,000
45	Employee Meals and Meetings	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 3,000
46	Employee Relations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 3,000
47	Marketing	\$ 395	\$ 395	\$ 395	\$ 395	\$ 395	\$ 395	\$ 395	\$ 395	\$ 395	\$ 395	\$ 395	\$ 395	\$ 4,740
48	Charitable Donations	\$ 250	\$ -	\$ 250	\$ -	\$ 250	\$ -	\$ 250	\$ -	\$ 250	\$ -	\$ 250	\$ -	\$ 2,750
49	Business/General Liability Insurance	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ 5,000
50	Professional Liability Insurance	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 52,500
51	Information Technology - EMR Expense	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 30,600
52	Information Technology - Remote Support	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
53	Information Technology - Software Subscriptions	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 2,100
54	Information Technology - Software Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
55	Information Technology - Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
56	Information Technology - Website	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 5,700
57	Telephone - Data Lines	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 5,700
58	Telephone - Voice Lines	\$ 365	\$ 365	\$ 365	\$ 365	\$ 365	\$ 365	\$ 365	\$ 365	\$ 365	\$ 365	\$ 365	\$ 365	\$ 4,380
59	Telephone - Cell Phones	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 2,100
60	Medical Equipment - Repairs and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
61	Vaccines and Injectables	\$ 30,000	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 35,000	\$ 40,000	\$ 45,000	\$ 50,000	\$ 60,000	\$ 370,000
62	Medical Supplies	\$ 375	\$ 250	\$ 250	\$ 188	\$ 188	\$ 250	\$ 250	\$ 438	\$ 500	\$ 563	\$ 625	\$ 750	\$ 4,625
63	Laboratory Supplies	\$ 1,500	\$ 1,000	\$ 1,000	\$ 750	\$ 750	\$ 1,000	\$ 1,000	\$ 1,750	\$ 2,000	\$ 2,250	\$ 2,500	\$ 3,000	\$ 18,500
64	Laboratory Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
65		\$ 124,283	\$ 113,883	\$ 113,883	\$ 106,070	\$ 106,170	\$ 111,233	\$ 111,333	\$ 131,770	\$ 132,883	\$ 137,945	\$ 145,508	\$ 164,195	\$ 1,499,156

Estimate Provider Costs

Step 3: Estimate Provider Expenses													
	January	February	March	April	May	June	July	August	September	October	November	December	Total
3	Employed Physician Salary	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 150,000
4	Employed Physician Payroll Taxes	\$ 938	\$ 938	\$ 938	\$ 938	\$ 938	\$ 938	\$ 938	\$ 938	\$ 938	\$ 938	\$ 938	\$ 11,250
5	Employed Physician Insurance - Medical	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 10,500
6	Employed Physician Insurance - Dental	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 1,380
7	Employed Physician Insurance - Life & ADD	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 900
8	Employed Physician Insurance - STD	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 1,620
9	Employed Physician Insurance - Long Term Disability	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	Employed Physician Insurance - Long Term Care	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	Employed Physician Insurance - Vision	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 1,380
12	Employed Physician 401K	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000
13	Employed Physician Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14	Employed Physician Bonuses	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 24,000
15	Employed Physician Other benefits	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 9,000
16	Employed Physician Professional Development- Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17	Employed Physician Professional Development- Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	Extender (NP/PA) Provider Salary	\$ 7,083	\$ 7,083	\$ 7,083	\$ 7,083	\$ 7,083	\$ 7,083	\$ 7,083	\$ 7,083	\$ 7,083	\$ 7,083	\$ 7,083	\$ 85,000
19	Extender (NP/PA) Provider Payroll Taxes	\$ 531	\$ 531	\$ 531	\$ 531	\$ 531	\$ 531	\$ 531	\$ 531	\$ 531	\$ 531	\$ 531	\$ 6,375
20	Extender (NP/PA) Provider Insurance - Medical	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 10,500
21	Extender (NP/PA) Provider Insurance - Dental	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 1,380
22	Extender (NP/PA) Provider Insurance - Life & ADD	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 900
23	Extender (NP/PA) Provider Insurance - STD	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 1,620
24	Extender (NP/PA) Provider Insurance - Long Term Disability	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25	Extender (NP/PA) Provider Insurance - Long Term Care	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
26	Extender (NP/PA) Provider Insurance - Vision	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 1,380
27	Extender (NP/PA) Provider 401K	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 6,000
28	Extender (NP/PA) Provider Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Estimate Provider Costs

29	Extender (NP/PA) Provider Bonuses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30	Extender (NP/PA) Provider Other benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
31	Extender (NP/PA) Professional Development- Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
32	Extender (NP/PA) Professional Development- Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
33	Physician Contractor / Locum Tenans Compensation	\$ -	\$ -	\$ -	\$ 1,750	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,250
34	Owner Salary	\$ 14,583	\$ 14,583	\$ 14,583	\$ 14,583	\$ 14,583	\$ 14,583	\$ 14,583	\$ 14,583	\$ 14,583	\$ 14,583	\$ 14,583	\$ 14,583	\$ 14,583	\$ 14,583	\$ 175,000
35	Owner Payroll Taxes	\$ 1,094	\$ 1,094	\$ 1,094	\$ 1,094	\$ 1,094	\$ 1,094	\$ 1,094	\$ 1,094	\$ 1,094	\$ 1,094	\$ 1,094	\$ 1,094	\$ 1,094	\$ 1,094	\$ 13,125
36	Owner Insurance - Medical	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 10,500
37	Owner Insurance - Dental	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 1,380
38	Owner Insurance - Life & ADD	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 900
39	Owner Insurance - STD	\$ 265	\$ 265	\$ 265	\$ 265	\$ 265	\$ 265	\$ 265	\$ 265	\$ 265	\$ 265	\$ 265	\$ 265	\$ 265	\$ 265	\$ 3,180
40	Owner Insurance - Long Term Disability	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
41	Owner Insurance - Long Term Care	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
42	Owner Insurance - Vision	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 1,380
43	Owner Insurance - Buy/Sell	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
44	Owner 401K	\$ 4,667	\$ 4,667	\$ 4,667	\$ 4,667	\$ 4,667	\$ 4,667	\$ 4,667	\$ 4,667	\$ 4,667	\$ 4,667	\$ 4,667	\$ 4,667	\$ 4,667	\$ 4,667	\$ 56,000
45	Owner Professional Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
46	Owner Professional Development- Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
47	Owner Professional Development- Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
48	Owner Auto-Lease	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 10,500
49	Owner Cell Phone Services	\$ 165	\$ 165	\$ 165	\$ 165	\$ 165	\$ 165	\$ 165	\$ 165	\$ 165	\$ 165	\$ 165	\$ 165	\$ 165	\$ 165	\$ 1,980
50	Owner Other benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
51		\$ 50,761	\$ 50,761	\$ 50,761	\$ 50,761	\$ 52,511	\$ 53,261	\$ 50,761	\$ 50,761	\$ 50,761	\$ 50,761	\$ 50,761	\$ 50,761	\$ 50,761	\$ 50,761	\$ 613,380

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Estimate / Plan Capital Expenses

1	Step 4: Estimate Capital Expenses													
2														
3		January	February	March	April	May	June	July	August	September	October	November	December	Total
4	Office Equipment Purchases	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500
5	Office Furniture Purchases	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500
6	Information System Equipment	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500
7	Laboratory Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500
8	Medical Equipment Purchases	\$ -	\$ -	\$ 850	\$ -	\$ -	\$ -	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ 2,050
9		\$ 2,500	\$ 1,500	\$ 850	\$ -	\$ 1,500	\$ 1,500	\$ 850	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ 16,900

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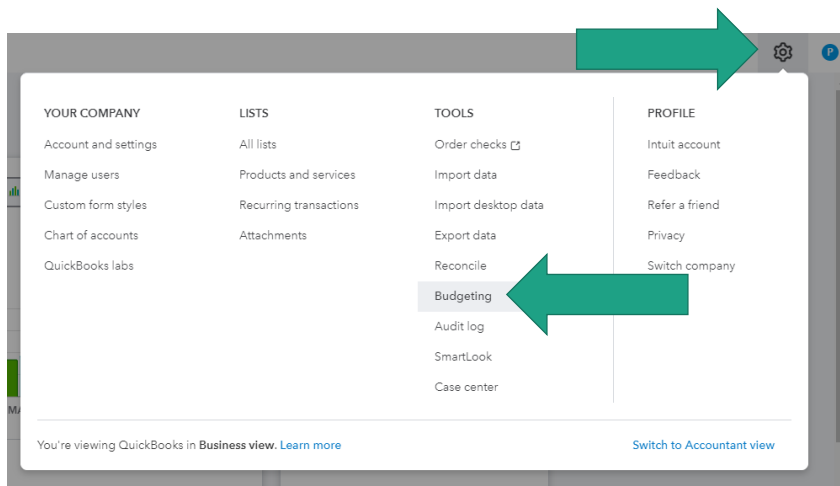




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QuickBooks To Track Budgets

The screenshot shows the QuickBooks dashboard interface. On the left is a dark sidebar with the QuickBooks logo and a '+ New' button. Below the sidebar is a list of navigation items: Dashboard, Transactions, Expenses, Sales, Projects, Payroll, Reports, Taxes, Mileage, Accounting, My Accountant, Capital, Apps, Cash Flow, and Time Tracking. The main content area features a large illustration of a person at a computer with a calendar and a bar chart. Below the illustration, the text reads 'Add your first budget' followed by a subtext: 'Budgets make growing your business easier. Just pre-fill with your data, add your targets, and start towards your goal.' A prominent green 'Add budget' button is centered below the text. At the top right of the dashboard, there are icons for Help, search, notifications, and settings.

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QuickBooks To Track Budgets

The screenshot displays the 'New Budget' form in QuickBooks. The form includes fields for Name, Fiscal Year (set to FY2020), Interval (set to Monthly), Pre-fill data? (set to No), and Subdivide by (set to Don't subdivide). Below the form is a preview table with columns for months (JAN to DEC) and a TOTAL column. The table lists various account categories under 'INCOME' and 'REFUNDS'. A large, semi-transparent watermark reading 'BUDGET PREVIEW' is overlaid on the table.

ACCOUNTS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
INCOME													
4000 Professional Fees													
Insurance ETF													
Credit Cards													
OTC Deposits													
Mail Deposits (Combined)													
EFT Recoupment													
Deposit TBD													
Incentive Checks													
Sale of Products													
Other Medical Revenue													
Rebates													
Total Other Medical Revenue													
Uncategorized Income													
Total 4000 Professional Fees													
4500 Refunds													

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QuickBooks To Track Budgets

New Budget

Name *

Fiscal Year

Interval

Pre-fill data?

Subdivide by

ACCOUNTS	MAR	APR	MAY	JUN
INCOME				
4000 Professional Fees				
Insurance ETF				
Credit Cards				

QuickBooks To Track Budgets

New Budget

Name *

Fiscal Year

Interval

Pre-fill data?

Subdivide by

ACCOUNTS	JAN	FEB	APR	MAY	JUN
INCOME					
4000 Professional Fees					

QuickBooks To Track Budgets

New Budget

Name * Fiscal Year Interval Pre-fill data? Subdivide by

ACCOUNTS	JAN	FEB	MAR	APR	MAY	JUN
INCOME						
4000 Professional Fees						

QuickBooks To Track Budgets

New Budget

Name * Fiscal Year Interval Pre-fill data? Subdivide by

ACCOUNTS	JAN	FEB	MAR	APR	MAY
INCOME					
4000 Professional Fees					



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<p>Provider Margin Reviews</p> <p>Wednesday October 9, 2024</p>	<p>Employed Provider Bonus Models</p> <p>Wednesday, October 16, 2024</p>	<p>Split The Pot</p> <p>Wednesday, October 23, 2024</p>





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