



Thank you for submitting your Certified Ophthalmic Executive (COE) Exam application for consideration as a COE Non-Administrator candidate. **An administrator is defined as an individual who spends at least 80% of the scope of his/her work in a practice management/administrator capacity within an ophthalmic setting that provides patient care.**

The COE Non-Administrator category applies to those individuals **in an ophthalmic practice management setting who do not meet the definition of administrator above.**

All COE Exam candidates must have **demonstrated experience** in each of the six exam domains referenced below. Non-Administrator applicants must also complete the checklist below and include it with their submission of the COE application, a current job description, and a letter of recommendation from the practice administrator or physician stating why the applicant qualifies to sit for the COE exam. **It is important to note that candidates do not need to have experience in each of the bulleted areas but must have some demonstrated experience in each of the six exam domains.**

All COE Non-Administrator candidate applications will be reviewed by the members of the National Board for the Certification of Ophthalmic Executives (NBCOE), the body overseeing the COE certification. Based upon their review, additional documentation may be requested.

Description	<i>Please check applicable experience</i>
<b>Domain I: Basic Ophthalmic Knowledge – 10%</b>	
<b>Subdomain 1: Basic ophthalmic terminology</b>	
a. Abbreviations	
b. Common ophthalmic diagnoses	
<b>Subdomain 2: Basic ophthalmic anatomy</b>	
<b>Subdomain 3: Common ophthalmic instruments/equipment</b>	
<b>Subdomain 4: Basic pharmacology</b>	
<b>Subdomain 5: Common ophthalmic patient services</b>	
c. Common optical services	
d. Common clinical processes/procedures	
e. Common major and minor surgical procedures	
<b>Subdomain 6: Standard ophthalmic practice triage</b>	
<b>Domain II: Financial Management – 22%</b>	
<b>Task 1: Evaluate financial statements to assess the financial health of the practice.</b>	
<b>Knowledge of:</b>	
a. Financial/accounting terminology (balance sheets, income statements, accrual vs. cash basis, etc.)	
b. Generally accepted accounting principles	
c. Industry benchmarks (cash flow, efficiency, productivity, overhead)	
d. Corporate structures and tax implications	

Description	<i>Please check applicable experience</i>
e. Practice valuation methods	
f. Compensation formulas (employee and physician)	
g. Accounts receivable	
h. Accounts payable	
i. Payroll taxes	
j. Budget preparation	
k. Budget analysis (forecasted vs. actual)	
<b>Task 2: Conduct feasibility analyses to assess return on investment.</b>	
<b>Knowledge of:</b>	
a. Generally accepted accounting principles	
b. Fixed and variable costs	
c. Feasibility analysis methods (break-even, economic, etc.)	
<b>Task 3: Evaluate payer contract language and fee schedules to determine practice participation.</b>	
<b>Knowledge of:</b>	
a. Basic contract terminology and principles	
b. Fee schedule comparisons	
c. Coverage policies (local coverage determinations, national coverage determinations, etc.)	
d. Payer types	
e. Utilization patterns	
<b>Task 4: Evaluate vendor contracts to manage practice needs, overhead expenses, and revenues.</b>	
<b>Knowledge of:</b>	
a. Generally accepted accounting principles	
b. Basic contract terminology and principles	
c. Industry benchmarks (cash flow, efficiency, productivity, overhead)	
d. Negotiation techniques	
e. Request for proposal components	
<b>Task 5: Establish accounting and financial controls to protect practice assets and minimize liability.</b>	
<b>Knowledge of:</b>	
a. Generally accepted accounting principles	
b. Industry benchmarks (cash flow, efficiency, productivity, overhead)	
c. Audit trails (checks and balances)	
d. Internal controls protocols	

<b>Domain III: Operations – 22%</b>	
<b>Task 1: Coordinate the development, implementation, and monitoring of the strategic plan to maximize practice potential.</b>	
<b>Knowledge of:</b>	
a. Components of the strategic planning process (mission, vision, values, goals, etc.)	
b. Strategic planning techniques (e.g., Strengths Weaknesses Opportunities & Threats [SWOT])	
c. Market research techniques (focus groups, surveys, etc.)	
d. Project management principles	
<b>Task 2: Develop and monitor management reports to evaluate the operational efficiency of the practice.</b>	
<b>Knowledge of:</b>	
a. Report types (inventory, productivity, utilization, etc.)	
b. Industry benchmarks (cash flow, efficiency, productivity, overhead)	
<b>Task 3: Develop and implement operational directives, policies, procedures, and training protocols to optimize practice performance and ensure quality of care.</b>	
<b>Knowledge of:</b>	
a. Satisfaction surveys (employee, patient)	
b. Industry benchmarks (cash flow, efficiency, productivity, overhead)	
c. Standards of care	
d. Fee schedules (usual customary and reasonable charges [UCR], relative value units [RVU])	
e. Preferred Practice Patterns	
f. Available training resources	
g. Design and delivery of training and development programs	
<b>Task 4: Manage practice real estate, facilities, equipment, and supplies to provide safe, efficient, and high-quality care.</b>	
<b>Knowledge of:</b>	
a. Service contracts	
b. Inventory control	
c. General maintenance and enhancements (leasehold/capital improvements)	
d. Lease structure	
<b>Task 5: Develop and manage ancillary service lines (optical, Ambulatory Surgery Center, refractive, real estate, elective, etc.) to align with the strategic plan.</b>	
<b>Knowledge of:</b>	
a. Industry benchmarks (cash flow, efficiency, productivity, overhead)	
b. Feasibility analysis methods (break-even, cost-benefit, etc.)	
c. Regulations and guidelines	
d. Alternative and/or elective services	
e. Marketing strategies (internal and external)	

<b>Task 6: Determine staffing needs to ensure practice productivity and efficiency.</b>	
<b>Knowledge of:</b>	
a. Industry benchmarks (efficiency, productivity, overhead)	
b. Needs assessment	
<b>Task 7: Develop and implement marketing plans to support and enhance business lines.</b>	
<b>Knowledge of:</b>	
a. Industry benchmarks (cash flow, efficiency, productivity, overhead)	
b. Marketing terminology	
c. Marketing strategies (internal and external)	
d. Regulatory guidelines for advertising and promotion	
e. Lead tracking	
f. Return on investment	
<b>Domain IV: Information Technology Management – 12%</b>	
<b>Task 1: Implement and manage information systems to meet technology needs and comply with regulatory requirements and/or guidelines.</b>	
<b>Knowledge of:</b>	
a. Applicable laws, regulations, and guidelines (e.g., “meaningful use”)	
b. Basic network infrastructure (cloud-based vs. on-site servers, wired vs. wireless network, etc.)	
c. Basic hardware components (servers, workstations, etc.)	
d. Electronic health record systems	
e. Practice management systems	
f. Electronic billing technology	
g. Document storage and retention	
h. Image management	
i. Ophthalmic equipment interfacing	
<b>Task 2: Perform information technology risk analyses to ensure the confidentiality, integrity, and availability of practice data.</b>	
<b>Knowledge of:</b>	
a. Network security	
b. Storage solutions	
c. Security risk analysis	
d. Disaster recovery plan	
<b>Domain V: Human Resources – 18%</b>	
<b>Task 1: Develop and modify personnel policies to establish expectations for professional conduct.</b>	
<b>Knowledge of:</b>	
a. Applicable laws, regulations, and guidelines	
b. Personnel policy components (workplace conduct, attire, social media, etc.)	

<b>Task 2: Educate, coach, reward, and/or discipline staff to ensure compliance with personnel policies.</b>	
<b>Knowledge of:</b>	
a. Applicable laws, regulations, and guidelines	
b. Reward/discipline techniques (including proper documentation)	
c. Educational/coaching strategies	
<b>Task 3: Develop and oversee programs to provide fair and competitive compensation packages.</b>	
<b>Knowledge of:</b>	
a. Applicable laws, regulations, and guidelines	
b. Industry benchmarks (cash flow, efficiency, productivity, overhead)	
c. Benefits package components (health insurance, retirement, etc.)	
d. Salary administration (cost-of-living raise, merit-based raise, bonus)	
e. Employment classifications (exempt/non-exempt, contract, locum tenens, etc.)	
f. Employee incentive programs (monetary and non-monetary)	
<b>Task 4: Recruit, retain, and terminate staff to meet organizational staffing needs.</b>	
<b>Knowledge of:</b>	
a. Applicable laws, regulations, and guidelines	
b. Talent acquisition strategies	
c. Job description components	
d. Employee retention strategies	
e. At-will vs. right-to-work states	
<b>Task 5: Conduct evaluations to enhance employee and practice performance.</b>	
<b>Knowledge of:</b>	
a. Types and purposes of performance reviews	
b. Tools for assessing employee performance	
c. Evaluation strategies (timing, context)	

Description <i>Domain VI: Risk Management &amp; Regulatory Compliance – 16%</i>	<i>Please check applicable experience</i>
<b>Task 1: Develop programs to ensure compliance with governmental regulations and guidelines.</b>	
<b>Knowledge of:</b>	
a. U.S. Office of Inspector General Compliance Program components	
b. Provider Self-disclosure Protocol	
c. OSHA	
d. FMLA	
e. HIPAA/HITECH	
f. ADA	
g. Wage and labor laws (e.g., FLSA, EEOC)	
h. Insurance regulations (e.g., ERISA, COBRA, Affordable Care Act)	
i. False Claims Act	
j. Title VII (Civil Rights Act)	
k. Stark and anti-kickback statutes	
l. Anti-trust statutes	
m. Coding and documentation	
n. Billing (covered, non-covered)	
o. Co-management	
p. Audit protocols	
q. Applicable laws, regulations, and guidelines	
<b>Task 2: Mitigate legal liability (regulatory and negligence) to minimize financial losses.</b>	
<b>Knowledge of:</b>	
a. Applicable laws, regulations, and guidelines	
b. General business liability insurance (property, regulatory, cyber, etc.)	
c. Medical malpractice insurance	
d. Workers' compensation insurance	
e. Quality assurance programs	

I certify that the above information is true and correct to the best of my knowledge.

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Signature

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Printed Name

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Date