

## How to Hire the Best Administrator for Your Practice

Weily Soong, MD

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## Defining the Practice Needs

- Practice size
  - Small practices might want an office manager
  - Larger practices might want an administrator
- Goals and strategic planning
- Billing and collections
- Authority and decision making
- Transitioning and growth

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## Duties of Office Manager

- Office Manager
  - Skilled in the daily details of running a practice
  - Knowledgeable of billing and collection procedures
  - Experience in managing account receivables
  - Working with insurance companies on claims denials, pre-authorizations, and fee schedules
  - Knowledgeable in coding
  - Experience in managing office personnel
  - Able to serve as back-up personnel when the office is very busy
  - Usually does not have financial decision making authority and cannot sign checks and negotiate contracts

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### Duties of an Administrator

- Able to operate on an executive level with decision making authority
- Skilled in strategic planning to assist in long-term goals
- Financially accountable to physicians and able to handle complex financial deals
- Knowledgeable of legal and human resource issues
- Familiar with the insurance environment and communicate with insurance providers
- Familiar with marketing activities
- Knowledgeable with day-to-day operations but does not do the day-to-day operations

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### Basic Areas of Duties

- Operations
- Facilities
- Basic human resource duties
- Technology and machines
- Staff and provider scheduling
- Ordering and expense management
- Billing, claims, and account receivables
- Day-to-Day operations involvement
- Credentialing and licenses (providers and business)
- Crisis management
- Customer service
- Understanding of the clinical aspects

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### Advanced Areas of Duties

- Accounting
- Legal
- Advanced human resource duties
- Insurance negotiations
- Marketing
- Practice and physician governance
- Benchmarking productivity
- Strategic planning
- Benefits: Retirement and insurances
- Influencing practice culture and leadership training
- Staying current in healthcare and in allergy
- Everything else not listed above! "Fulfilling all other duties as assigned."

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### Nice List of Specific Duties

- "What Does a Medical Practice Manager Do?"
  - By Mary Pat Whaley
  - <http://managemypractice.com/what-does-a-medical-practice-manager-do/>

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### How to Hire the Best Administrator for your Practice

Cheryl Bernstein, RN, BSN, CCRC  
Director: Bernstein Clinical Research Center, LLC  
Cincinnati, Ohio

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### Objectives

**Understand the hiring process:**  
(interviewing, background checks, personality testing)

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### Determine Your Needs

- Review the **job description** and determine what type of person best fulfills the practice administrator's responsibilities for your practice
- Education, work experience, technical skills, reputation/honesty
- Strong work ethic, self directed, self motivated
- Salary

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### Recruitment: Attract Attention

- Describe the position, provide **overview** of responsibilities
- Educational level and experience desired, highlight strengths of a successful candidate
- Provide information about your company and expertise and why it is a great place to work
- Use **positive** key words:
  - “Advancement opportunities”
  - “Competitive salary and benefit package”
  - “Professional development”
  - “Join our team”

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### Recruitment Search: Advertise

- Career Builders
- Zip Recruiters
- LinkedIn
- Monster.com
- SnagAJob.com
- Indeed

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### Recruitment Search: Advertise

- Facebook posting
- Practice web site
- **Digital advertising**
- **Content marketing:** articles describing your practice and work environment, creates a buzz and interest
- Professional organizations:
  - **MGMA** (Medical Group Management Association)
  - Referrals from other professionals
- Employment agency: "Head hunters"

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### Interview Candidate

- Review **resumes** for organization, structure, work history, grammar, and qualifications.
- Phone interview: initial contact
- **In-person interview:** completes an application, sign the background check form and provide work related references, not friends or neighbors
- Candidate should arrive early, dressed professionally, demonstrate knowledge regarding the practice and position
- 2<sup>nd</sup> and 3<sup>rd</sup> interview – Interview with other key team members, and invite the candidate to observe the office and speak with the staff

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### Interview: Ask Open-ended Questions: Watch Body Language

- What work experiences have you had that prepares you to be successful in this position?
- Can you tell me about a recent situation where you had to share bad news with someone? How did you handle it?
- Where do you see yourself in five years?
- Describe your general approach to problem-solving?
- Describe how you would handle difficult employees; (late to work, sometimes disruptive in meetings)

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Interview: Ask Open-ended Questions:  
Watch Body Language

- How do you typically prepare for meetings?
- Ask specific technical questions needed for the position (if appropriate have other professionals [accountant] interview the candidate)
- Describe your strengths and professional successes
- Describe your weaknesses and your plan for personal improvement
- Describe your management approach
- Describe how you would motivate employees

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Achiever Pre-Employment Assessment

This Position

Mental Aptitudes			
		1 2 3 4 5 6 7 8 9	
MENTAL ACUITY	Slow Learn	[.....]	Fast Learn
BUSINESS TERMS	Uninformed	[.....]	Knowledgeable
MEMORY RECALL	Unaware	[.....]	Aware
VOCABULARY	Limited	[.....]	Strong
NUMERICAL PERCEPTION	Imprecise	[.....]	Accurate
MECHANICAL INTEREST	Indifferent	[.....]	Interested
Personality Dimensions			
		1 2 3 4 5 6 7 8 9	
ENERGY	Restless	[.....]	Calm
FLEXIBILITY	Flexible	[.....]	Rigid
ORGANIZATION	Disorganized	[.....]	Planful
COMMUNICATION	Reserved	[.....]	Interactive
EMOTIONAL DEV.	Impatient	[.....]	Tolerant
ASSERTIVENESS	Cooperative	[.....]	Assertive
COMPETITIVENESS	Team Player	[.....]	Individualist
MENTAL TOUGHNESS	Sensitive	[.....]	Tough
QUESTIONING PROBING	Trusting	[.....]	Skeptical
MOTIVATION	Security	[.....]	Recognition
Validity Scales			
		1 2 3 4 5 6 7 8 9	
DISTORTION	Frank Answer	[.....]	Exaggerates
EQUIVOCATION	Choose Alternative	[.....]	Choose Middle

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MGMA Management Compensation Survey: 2014 report based on 2013 Data

- 1, 605 groups and 13,993 Managers
- Years of experience = higher salary
- Compensation for executive management depends on level of education

MGMA Management Compensation Survey

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MGMA Management Compensation Survey: 2014 report based on 2013 Data

- Compensation varies among geographic regions (Eastern, Midwest, Southern, Western)
- Compensation for executive management depends on level of education: **PhD = 44% more salary**
- Compensation higher for multi-specialty groups vs single-specialty for all manager levels except MD's
- Executive Management: \$138,053 to \$161,983
- Senior Management: \$90,652 to \$108,514
- General Management: \$57,376 to \$75,480

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Orientation

- Provide SOP's and office policy manual
- Allow new practice manager to provide input regarding orientation requirements and needs
- Introduce the new manager to staff and allow for positive interaction
- Provide frequent assessment and feedback to the new manager

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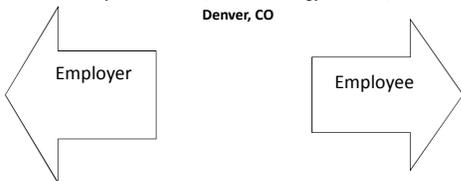
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Administrator-  
What is the Formula for  
Success?

John Milewski, MSHA, FACMPE  
Chief Operation Officer, Colorado Allergy & Asthma, P.C.  
Denver, CO




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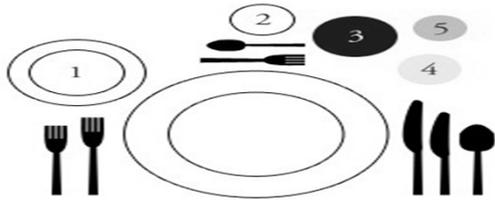
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### Set the Table



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What is the job description?



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What is your profile for this position?



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Develop a Recruitment Committee – Who is doing what?

Too many chefs will spoil the broth.



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Be prepared before, or you will be opening a can of worms!

Vision,  
Mission purpose,  
Values, goals and  
governance structure.

You are also selling yourself.



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### Leadership Qualities:

- Past success @ leadership
- Mental toughness
- Mental agility
- Integrity and loyalty
- Leaders value failure
- Leaders understand when to delegate



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## Leadership Qualities:

- Communication skills
- Endurance
- Nurturing style
- A love of learning
- A dislike for gossip
- An open-door policy



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## Leadership Qualities:

- Time management
- Sub Servant – Leadership
- Integrity and loyalty
- Endurance
- Emotional IQ



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## What are their hobbies?

Passion outside of work...



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*How does an individual work on their professional development?*



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- Professional Association of Health Care Office Management – -PAHCOM-
- Medical Group Management Association – Fellowship – -MGMA-
- Local Accredited University
- American College Health Care Executives - ACHCE –
- Others



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Engaged: Fellowship with MGMA?

1. Body of Knowledge –
  2. Operations Management
    - Financial management
    - Human Resource Management
    - Risk and Compliance Mgmt.
- Organizational Governance  
Patient – Centered Care



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## Steps for Fellowship?

1. Written test
2. Written case study
3. Presentations



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## How can an Administrator Influence Culture?

- 1<sup>st</sup> they need to Assess
- Identify
- Act in a strategic manner.
- It's a team!



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What is the Governance Structure of the organization?  
How do the powers interact?



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# Happiness – Turnover – Keys to making it work?



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## Conclusion

What is the secret to hiring a successful Administrator?

Understand what you are looking for

Job Description

Connection

Leadership

Do they see it as a job or a career?



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