Chapter 25
Medical Practice Management and Human Resources
Lesson 25.1

Types of Managers and Leaders

- Define, spell, and pronounce the terms listed in the vocabulary.
- Explain the importance of management in the medical office.
- Discuss the desirable qualities of a medical office manager.
- List and discuss the three types of leaders.
- Discuss several types of power and whether power is a positive or negative entity.
- Identify several ways in which employees are motivated.
- Explain the difference between intrinsic and extrinsic motivation.
- List several ways to prevent burnout.
Office Manager

- Able to perform all tasks in office
- Good people management skills
Who’s in Charge?

- Size of practice determines number of employees
- Chain of command designates administrative and clinical duties
Qualities of an Effective Manager

- Good judgment & fair
- Has good health
- Ability to organize
- Willing to learn
- Possesses original ideas
- Leadership ability
- Flexible & approachable
- Cares about employees
- Remains calm during crises
- Open to constructive criticism
- Good communication skills
- Good listening skills
Duties of the Medical Office Manager

- Preparing and updating the policies and procedures manuals
- Making sure employees follow the policies and procedures manuals
- Developing job descriptions
- Recruiting new employees
- Performing orientation and training
- Conducting performance and salary reviews
Duties of the Medical Office Manager, cont’d

- Dismissing employees
- Planning staff meetings
- Maintaining staff harmony
- Establishing work flow guidelines
- Ensuring compliance with all federal and state regulations
- Improving office efficiency
Duties of the Medical Office Manager, cont’d

- Supervising the purchase and care of equipment
- Educating patients
- Eliminating time-wasting tasks for the physician
- Marketing the practice
- Performing customer service
The Power of Influence

A successful manager:

- Is interested in and enjoys people
- Helps employees achieve goals
- Give credit to employees’ ideas
The Manager as a Leader

- Leaders nurture others
- Leaders believe in others’ abilities
- Leaders listen well to others
Types of Leaders

- Charismatic: inspire allegiance and devotion from followers
- Transactional: structured and organized
- Transformational: innovative and able to bring about change
Styles of Management

- Democratic: willing to listen, open to opinions
- Autocratic: makes demands and insists on his/her way
- Laissez-faire: easygoing and does not micromanage
Maslow’s Hierarchy of Needs

- Physiologic needs met with lunch breaks, rest times, and days off
- Safety needs are met by having a safe workplace and security through savings, health insurance, and retirement programs
- Social needs met through interactions with co-workers, team work, and office events
- Self-esteem needs met through feeling valued and recognized for good work
- Self-actualization needs met through setting higher goals and working toward them
Factors Leading to Job Dissatisfaction

- Company policy
- Supervision
- Relationship with supervisors
- Work conditions
- Salary
- Relationship with co-workers
Six Factors Leading to Job Satisfaction

- Achievement
- Recognition
- The work product
- Responsibility
- Advancement
- Growth
Three Points Regarding Job Motivation

- Jobs must be satisfying and must motivate employees to grow and reach their full capabilities
- Employees who show greater ability should be given more responsibility
- If the job does not allow employee to use his or her full ability, a different employee who can grow and find motivation in the work should be placed in that position
Leading During Transitions and Change

- Change happens
- Anticipate change
- Monitor change
- Adapt to change quickly
- Move with the change
- Enjoy change
- Be ready to change again quickly and enjoy it again
The Role of Power

- Coercive power
- Granting rewards
- Expert power
- Legitimate power
- Referent power
Abuse of Power and Authority

- Using people as tools
- Relating only to inner circle of decision makers
- Not seeing one’s mistakes
- Seeing things only as black and white
- False humility
- Hiring only “yes” people
The Power of Motivation

- A challenge
- Money
- Praise
- Satisfaction
- Freedom
- Fear
- Family
- Insecurity
- Competition
- Fulfillment
- Integrity
- Honor
- Reputation
- Responsibility
- Prestige
- Needs
- Love
The New Office Manager

- Getting used to a new supervisor can be stressful
- New manager should first observe and slowly make changes
- Hold meetings to gain employee input
- Make employees feel part of team
Creating a Team Atmosphere

- Keep employees “in the loop”
- Improve morale with events including employees’ families
- Communicate well with staff
Five Essential Elements of Teamwork

- Mutual accountability
- Common purpose and performance goals
- Small size
- Common approach
- Complementary skills
Use of Incentives and Employee Recognition

- Incentives give employees reason to perform over and above level expected
- Recognition improves morale and encourages excellent performance
Problem Employees

- Counseling is first step to resolution
- Redirect with patience and understanding
- Establish a set regimen of steps
- Document all warnings and reprimands
Problem Patients

- Complainers
- Angry
- Needy
- Demanding
- Violent

- Nonpaying
- Noncompliant
- Drug seeking
- Reschedulers
Preventing Burnout

- Ask for help
- Devote specific times to introspection or meditation
- Understand what can be changed and what cannot be changed
- Get some exercise
- Organize and prioritize tasks
- List tasks that are displeasing and delegate them to others, if possible
Preventing Burnout, cont’d

- Understand personal limitations
- Take short vacations at least twice a year
- Identify goals and try to perform only tasks that lead to reaching them
- Consider options, including changing jobs
- Personalize work space with pictures and comforting items
- Get a good understanding of a position and the stress involved before accepting it
Keeping the Management Relationship Professional

- Have good rapport with employees without becoming too close
- Difficult to reprimand an employee who is a friend
- Keep relationship professional at all times
- Act as liaison while relaying all important information to physician
Laws Affecting Employment

- Fair Labor Standards Act
- Occupational Safety and Health Act
- Workers’ Compensation
- Family and Medical Leave Act
Laws Affecting Employment, cont’d

- Pregnancy Discrimination Act
- Americans with Disabilities Act
- Age Discrimination Act
Understanding the Needs of the Office

- Ask what qualities physician desires to fill a position
- Keep a file of resumés for when openings occur
- Externs from local medical assisting schools
- List all qualifications and responsibilities in job ads
Lesson 25.2

Responsibilities of Managers

- Discuss what to look for when reviewing resumés and applications.
- Explain why the telephone voice of an applicant is important.
- List and discuss legal and illegal interview questions.
- Identify the follow-up activities the office manager should perform after an interview.
- Explain the importance of mentors for new employees in the medical office.
- Describe how to conduct a performance review for an employee.
- List the various types of staff meetings.
- Explain how to arrange a group meeting.
Reviewing Resumés and Applications

- Divide applications into three stacks (one to call for interviews, one of “maybes,” one of rejected applications)
- Look for gaps in employment history and explanations
- Watch for inconsistencies and oversights
Questions to Answer Before Interviewing

- What personal qualities and abilities must the applicant have?
- What responsibilities are involved with the position?
- What salary range is the physician willing to offer?
- How soon will the position be open?
Reviewing the Final Applications

- Do the applicant’s handwriting and/or grammar meet the office’s standards?
- Has the applicant been employed previously? What duties were performed?
- If previously employed, how long was the applicant in the last position? Why did the applicant leave?
Reviewing the Final Applications, cont’d

• What are the applicant’s skills? Do these meet the requirements for the position as set forth in the office procedures manual?

• Does the applicant seem to accept and enjoy responsibility?

• What is the applicant’s formal education? Is he or she registered or certified? If not, is the applicant interested in taking the examination?

• Is the applicant a member of a professional organization? Does he or she attend meetings?