



Hiring Smart(er)

For Young Plastic Surgeons

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Presented by:

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KZA Disclaimer

This manual is not intended to provide legal advice to physicians and their staffs. If you have specific questions regarding the permissibility of your billing or other practices, we recommend that you consult legal counsel directly for assistance in evaluating any legal, regulatory or compliance issues regarding these matters. In the event that you choose to consult with outside legal counsel, KZA is available to work with such counsel, as appropriate, to meet your needs.

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Karen Zupko President and Speaker

Educating and advising board certified plastic surgeons about the business side of their practices has been a passion of Karen's for more than two decades.

She is known as an entertaining, energetic and informative speaker who is like a "shot of B12 to the brain!" Her keen sense of humor keeps people's attention.

Karen has participated in ASPS and ASAPS meetings for more than 20 years—and she looks forward to at least another 10 years! She launched the first coding and reimbursement workshops for ASPS in 1985 and her firm continues to make those presentations. Other members of the plastic surgery community, such as the Plastic Surgery Administrators Association and The American Society of Plastic Surgery Assistants, regularly invite Karen as an annual meeting speaker.



Her extensive experience allows Karen to take a 360 degree view of aesthetic plastic surgery practices. Understanding the specialty-specific nuances concerning personnel hiring and training, accounting, fee setting and quoting, computer systems and operations, as well as marketing allows her analyses to be 360° in scope. Described as having a "practical, non-cookie cutter approach" Karen customizes solutions that are right for the surgeon's personality, the practice culture and the geographic area.

Look for Karen's articles in plastic surgery publications. She serves on the editorial board of the Journal of Medical Practice Management. Karen also serves as a program consultant to Care Credit.

Internationally, Karen has been a featured speaker in programs for plastic surgeons in France, Germany, Argentina, England and Canada.

Prior to launching Karen Zupko & Associates, Inc. in 1985, Karen directed the AMA's Department of Practice Management where she established a national reputation as an authority on practice management and marketing.

When not actively engaged in advising surgeons, Karen celebrates regularly with friends, attends theater, cheers for Kansas basketball, skis fast, bicycles enthusiastically and participates on several medical charitable and arts organization boards in Chicago.

Contact at info@karenzupko.com

Job Description

You know best what you do on a day to day basis. That's why we're asking you to describe your job to us! List all the jobs you do, in order of importance. Quantify your responsibilities in the columns indicated as Daily, Weekly, or Monthly. Details are important! Please provide us as much information as possible.

Name: _____

Position: _____

Volume & Frequency				Job Element Descriptors
D	W	M	#	

Sample Practice Manager Job Description

Position: Practice Manager

Responsible To: Managing Partner

Job Summary: Responsible for the supervision of all operational, reimbursement, and information systems, as well as practice finances, marketing, and related clinical and patient services.

Education and Training:

- Undergraduate college degree required
- Graduate degree in business or health care administration a plus
- Working knowledge of standard accounting principles, and budget development
- Working knowledge of medical office software and information systems
- Experience in an upscale or luxury medical, retail, service environment

Qualifications and Experience:

- At least five years of work experience in a medical office, hospital or multimillion dollar business unit
- Proven managerial success in analyzing financial management reports
- Proven success in managing a staff of at least ten
- Proven track record of developing and monitoring marketing and strategic plans
(In a practice that is non-participating, delete the following three items.)
- Proven knowledge of CPT and ICD 9 CM coding, and chart documentation requirements
- Working knowledge of managed care contractual arrangements
- Thorough understanding of the insurance billing process

Characteristics:

- Neat, professional appearance
- Articulate, both verbally and in writing
- Able to handle staff questions, problems, and resolve staff conflicts
- Comfortable performing quantitative and analytical duties

Responsibilities include, but are not limited to, the following:

Financial

- Oversees performance of collecting and posting monies for aesthetic services, billing, receivables, and collection functions—and the basic operational aspects of each
- Is capable of performing a full analysis of the fee schedule annually
- Can communicate effectively with accountant and bank representatives on behalf of the practice; is knowledgeable about the transactions
- Analyzes and presents financial reports to the physicians monthly—explains the specific financial impact of each
- Develops and revises an annual practice budget—and is responsible for adhering to it
- Oversees the maintenance of a detailed chart of accounts, and the general ledger system, may do accounts payables on the computer
- Monitors the profitability of each office or cost center (ASC, spa)
- Performs cost/benefit analyses for all capital expenditures and lease or buy decisions
- Prepares packaged pricing breakouts for frequently performed procedures

Sample Practice Manager Job Description

Marketing

- Maintains detailed knowledge about the market: i.e., demographics, changing payor mix, consolidation, competition from other aesthetic specialties
- Develops and maintains relationships with key hospital or ASC management
- Develops and maintains relationships with spas, dermatologists and other referring specialists
- Implements patient satisfaction survey—presents results quarterly
- Directs development of, or outsources, creation of marketing materials, including brochures, website, and e-newsletter

General Administration

- Negotiates all contracts with outside vendors and service contractors
- Administers the pension and profit sharing plan and income distribution formula
- Coordinates physician recruitment process
- Meets with physician group monthly
- Reviews and recommends personnel policies and benefits modifications to physicians annually
- Responsible for overall supervision of all staff and office sites
- Ensures implementation of performance and salary review system for personnel
- Coordinates weekend retreat strategic planning sessions for the entire physician group annually

Typical Physical Demands: Position requires prolonged sitting, some bending, stooping and stretching. Good eye-hand coordination and manual dexterity sufficient to operate a keyboard, photocopier, telephone, calculator and other office equipment is also required. Employee must have normal range of hearing and eye sight to record, prepare and communicate appropriate reports.

Typical Working Conditions: Normal office environment. Occasional evening or weekend work.

Staff Gap Analysis: What Are My Staffing Needs?

Often, when looking for a new employee, physicians look to promote their existing staff. The thinking goes something like *“Well, Julie has been here for five years, so she can manage the staff.”*

The problem is that Julie, the bookkeeper who has never supervised staff and has no training in supervision or made hire/fire decisions, is now responsible for seven employees and 2.5 million in revenues. It’s a recipe for disaster.

Before appointing a staff member to a new position, consider these questions to identify gaps (shortages) in staffing and skill levels.

Question	Response
1. What will or should this staff member do in their new position?	
2. What is the biggest area of need for this position?	
3. Does the promotee have the ability to meet this need?	
4. What level of responsibility does this position require?	
5. What level of education is required to fulfill the technical job requirements? What level of education is required to take on additional decision-making, patient counseling or management tasks?	
6. What skill sets are needed to successfully carry out this position? If the position is filled, does the incumbent possess the necessary skills?	
7. What specialized knowledge base is required to successfully perform the duties of this position?	
8. What do you want to pay? Do you have flexibility to transfer some higher-level responsibilities to another staff member if you do not have budget to offer a competitive salary to a more-experienced or better educated candidate?	

Hiring a Practice Manager or Administrator

A great staff calls for a great leader. As your practice grows and your business becomes more complex, you and your physician partners will no doubt come to rely more and more on a full-time skilled manager to oversee and lead your staff.

Just how much of a manager you need really depends on your practice. Below are tips on choosing the right leader for your staff and practice circumstances.

Three Genre of Managers—One “Size” Does Not Fit All

Generally, there are three genres of physician practice managers. These three types of managers have different backgrounds, different skill sets, and different roles within the practice. They are referred to by any number of job titles, depending on practice preference:

- Office Manager
- Practice Manager
- Practice Administrator or Executive Director

Review the **General Differences between Managers** chart on the next page to understand the differences among the three.

As you can see, the education, career track, and responsibility levels for each manager type are very different. ***Be clear which manager type you are about to hire and why.*** Recruiting an Office Manager and giving him/her too much autonomy can yield just as disastrous results as hiring an Administrator from whom you require Board approval for every little decision. And since compensation varies by tens of thousands of dollars, be sure you understand the type of manager you need—before making a hiring mistake.

Once you understand the difference between an Office Manager, Practice Manager and Administrator, review your practice to determine which of the three best suits your group.

What Level of Management Do You Need?

	Office Manager	Practice Manager	Administrator
Level of Authority	An Office Manager rarely initiates; he/she responds to physician directives .	A Practice Manager is an initiator of projects and ideas generated by him/her and the physician team. Physicians participate in the process.	An Administrator is a business leader who directs a team of capable managers . Physicians set policy but do little day-to-day supervision.
Number of Full Time Physicians	Approximately 1 to 3	Approximately 2 to 8	Approximately 4 to 8
Number of Physician Extenders	0	Often 1 or more	Often 2 or more
Types of Business Units	Typically, office practice only	Office practice; maybe ancillaries such as x-ray, product sales; maybe surgery suite	Office practice; ancillaries such as surgery suite and spa joint ventures
Number of Full Time Staff	Approximately 3 -10	Approximately 10+	Approximately 20+
Annual Practice Revenue	Up to \$1 million	Approximately \$1 million to \$4 million	\$4 million or more
Number of Practice Sites	1 primary site	1 primary site, 1-2 satellites	1 primary site, multiple satellites, other facilities (ASCs)
Proportion of Aesthetic Surgery Performed and Associated Marketing Needs	Less than 50% with few marketing outreach efforts	50% or more with some Web expertise or other marketing. Expect competent use of customer relationship management software.	50% or more with major, coordinated advertising, marketing campaigns and special events. Sophisticated use of software, including report analysis.

*The “Evaluating Your Managerial Needs” grid is based on information gleaned from hundreds of plastic surgery practices. However, each practice does have its own set of circumstances. Be sure your group uses the chart as a guide only: not as a definitive answer to your management needs.

General Differences between “Managers”

	Office Manager	Practice Manager	Administrator
Education	High school degreed, at least some college or a technical degree—sometimes college degreed	College degreed, often holds a master’s degree in business or related field	College degreed, and master’s degreed in business or health-related field
Career Track	Has held staff positions (usually in billing and/or bookkeeping) in physician practices for many years; many times is a loyal, long-term employee who can be trusted with confidential issues	Has previous experience managing physician group practices, or working in the physician relations department at a hospital, may have some experience in other businesses	Has worked for multiple health care organizations—insurance plan, hospital—in addition to a large physician practice, may have held VP-level positions
Level of Managerial Power	Liaison between physician(s) and staff—physician(s) is/are real decision-maker(s) No hire/fire authority; limited disciplinary authority	Empowered decision-maker; works with physicians and incorporates their input before implementation; physicians still lead strategic discussions; obtains board approval for capital expenditures	Serves as initiator. Empowered, autonomous decision-maker; physicians delegate all but policy and strategic decisions, though the Administrator leads these discussions; obtains Board approval for capital expenditures
Areas of expertise	Billing/collections, daily practice operations, personnel issues (vacation schedules, conflict resolution), staff training, bookkeeping	Daily operations, finance, marketing, managed care contracting, information systems, personnel management (hiring, disciplining, performance appraisals)	Finance, marketing, managed care contracting and development of ancillary services, managing relationships with external organizations such as the hospital and payors, experience working with a Board

Salary range is dependent on your region and market. Generally, the more experience and education the candidate has, and the greater the need for independent decision-making, the higher the salary. We work with plastic surgery practices to design compensation plans that take salary, bonus, health insurance, other insurance, time off, complimentary treatments, and retirement savings plans into account.

So how do you know which type of manager is right for you? Unfortunately, it’s not an exact science—determining the type of manager your practice needs is not a “black or white” decision. Each practice is unique and has a unique set of needs that must be addressed.

Take into account:

- In other industries, what type of person would be hired to manage a \$2 million, \$5 million, etc., business unit?
- How much time is the physician team willing to spend on administrative issues?
- How much authority and decision-making are the physicians willing to relinquish?
- Given the management savvy we’ve determined our practice needs, can our business really afford to “promote” a loyal employee into the position rather than recruiting a more experienced outside candidate?

Recruitment Resources

HealthECareers - www.healthcareers.com

Interesting Fact: anything posted through Medical Group Management Association is posted here. We have found several Healthcare Administrators through this site.

Phone: 888-884-8242

Fees vary.

LinkedIn - www.linkedin.com

Interesting Fact: Many of the best candidates come by way of referral. LinkedIn makes this easier than ever. Be sure to use LinkedIn to let your network know the type of person you are looking to hire. Also, job postings area available.

We know offices in Houston who have had great success hiring managers this way.

Phone: 1-855-655-5653

Fees vary.

Craigslist - www.craigslist.org

Interesting Fact: This is by far the cheapest recruitment solution. In certain locations advertisement is even free.

We often find medical assistants and clerical workers through this route.

No phone number available.

Sometimes free, but fees vary depending on locality.

Indeed - www.indeed.com

Interesting Fact: As of March 2014, Indeed reaches over 140 million unique visitors every month and they have 2 million resumes available for you to look through.

Candidates of all types can be found on this site.

No phone number available.

Fees vary.

CareerBuilder - www.careerbuilder.com

Interesting Fact: When you post on CareerBuilder you post on over a 1,000 partners including 140 newspaper sites and portals such as MSN and AOL. They also allow Free screener questions to weed out unqualified candidates.

Candidates of all types can be found on this site.

Phone: 800-891-8880

Fees vary.

Other available resources:

Schools - When looking for an employee a great place to check is local schools that turn out this talent. Often they have an alumni list or newsletter where you can advertise. Each school varies on pricing occasionally you will find a school that will advertise for you for free.

Sales Representatives - They have great networks, often know who is looking for a new opportunity and are usually very observant as to who excels at their job. Also, this network is free!

Structuring Compensation

One way to determine the cost of total compensation is to spell it all out on a chart. This is also useful in communicating the value of benefits to your existing employees. The following work sheet will help you determine the value of your total compensation package.

Employee Compensation Summary

Compensation	Value of Benefit
Base salary	
Bonuses Earned	
Hours per week worked	
Days per week worked	
Vacation days earned/used	
Personal days earned/used	
Bonus	
Health insurance premium	
Other insurances: dental, LTC, life	
Pension plan 401(k) (employer contribution to)	
Profit sharing plan (employer contribution to)	
Value of complementary surgery services	
Value of injectables received	
Parking	
Transportation	
Value of aesthetician services	
Value of skin care products discounts	
Education allowance/travel	
Uniform allowance	
Paid parking	
Total Value	

Application for Employment

PLEASE PRINT

PERSONAL

Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Home Phone: (_____) _____

Cell Phone: (_____) _____

Position desired: _____

Salary expectation: _____

Can you perform the essential function of the position for which you are applying?

Yes No

If no, please explain. (If you have questions as to what functions are applicable to the position for which you are applying, please ask the interviewer before you answer this question.)

When would you be available to begin work? _____

Are you legally eligible to be employed in the United States?

Yes No (Proof of eligibility will be required upon employment.)

Are you over the age of 18 years?

Yes No (If no, you may be required to provide authorization to work.)

Have you ever worked under another name?

Yes No If yes, what was it and what was the reason for the change?

Application for Employment

Have you ever been convicted of a felony or a misdemeanor which resulted in imprisonment within the last seven years?

- Yes No

If yes, please explain. (A conviction will not necessarily result in the denial of employment.)

Are you available to work:

- Days Evenings Weekends Full Time

If you cannot work full time, please explain:

Are you presently employed?

- Yes No If presently employed, why are you considering leaving?
-
-

Account for any full month since leaving school (high school or college) that you were not working:

	From	To	Reason
Month/Year			
Month/Year			
Month/Year			

Application for Employment

EDUCATION

	Name and Location of School	Course of Study	No. of Years Completed	Diploma or Degree Received
High School				
College				
Vocational/ Trade School				
Graduate Work				

Have you completed any special courses, seminars and/or training that would enable you to perform the position for which you are applying?

Yes No If yes, please describe:

List academic honors, extracurricular activities, offices held, etc. in high school or college: (Omit any which reflects your race, color, religion, age, sex, sexual orientation, marital status or disabilities.)

Application for Employment

EMPLOYMENT

Start with your present or most recent position.

Name of Employer		Telephone Number ()	
Full Address (including Street, City, State & Zip)		Supervisor's Name and Title	
Dates Employed From Month/Day/Year	To Month/Day/Year	Rate of Pay Beginning	Final
Describe the work performed:			
Name of Employer		Telephone Number ()	
Full Address (including Street, City, State & Zip)		Supervisor's Name and Title	
Dates Employed From Month/Day/Year	To Month/Day/Year	Rate of Pay Beginning	Final
Describe the work performed:			
Name of Employer		Telephone Number ()	
Full Address (including Street, City, State & Zip)		Supervisor's Name and Title	
Dates Employed From Month/Day/Year	To Month/Day/Year	Rate of Pay Beginning	Final
Describe the work performed:			

Application for Employment

PERSONAL REFERENCES

Give three individuals (not relatives or employers)

Name		Occupation
Telephone Number ()	Address (including Street, City, State & Zip)	
Name		Occupation
Telephone Number ()	Address (including Street, City, State & Zip)	
Name		Occupation
Telephone Number ()	Address (including Street, City, State & Zip)	

Applicants will receive consideration for positions, without regard to race, color, religion, age, sex, except where sex is a bona fide occupational qualification, marital status, individuals with disabilities, and equally to disabled veterans and veterans of the Vietnam era.

APPLICANT'S CERTIFICATION: Please read and sign.

I hereby certify that the facts set forth in the above employment application are true and complete to the best of my knowledge and authorize the practice to verify their accuracy and to obtain reference information on my work performance. I hereby release the practice from any/all liability of whatever kind and nature which, at any time, could result from obtaining and having an employment decision based on such information.

This attestation is critically important according to attorneys specializing in labor law. Make sure you have all applicants sign.

I understand that, if employed, falsified statements of any kind or omission of facts called for on this application shall be considered sufficient basis for dismissal.

I understand that should an employment offer be extended to me and accepted that I will fully adhere to the policies, rules and regulations of employment of the practice. However, I further understand that neither policies, rules, regulations of employment or anything said during the interview process shall be deemed to constitute the terms of an implied employment contract. I understand that any employment offered is for an indefinite duration and at will and that either I or the Employer may terminate my employment at and time with or without notice or cause.

Signed: _____

Do not write below this line.

RESULTS:

Employed: Yes No

If yes, Title: _____ Department: _____

Date beginning Employment: _____ Compensation: \$ _____ per _____

Interviewed by: _____ Date: _____

Velvet Crowbar Questions

Avoid “Yes” and “No” questions. Your goal is to see if the applicants can think and express themselves to suit you. Some managers—like me—loathe vague, non-specific marshmallow answers. If this is the person’s style in the interview, what would cause them to change upon being hired?

Do less talking and selling of the job and more listening.

When Interviewing a Manager ask:

1. How would the people who work for you describe your training style?
2. Describe a person who you coached to success and achievement.
3. Tell me about how you supervise projects. (Some candidates will say, that they can’t delegate—they do it all themselves.)
4. How would you assess the effectiveness of the business office?
5. What is your greatest strength as a manager? Weakness?
6. What do you see as effective rewards and recognition for staff?
7. Tell about a time when you had to handle a tough morale problem.
8. Have you ever had to terminate a staff member? Tell me about that. What steps would you take before the fired conversation?
9. What about disciplinary action? Have you succeeded in “turning someone around?”
10. What have you learned from your mistakes in the early days of being a manager?
11. How do you handle employees who gossip?
12. Thinking about staff meetings—what makes them work well?
13. Did you arrange celebrations in your past practices? For what reason?

For Other Employees:

1. What did you like best about school? Least?
2. Are your grades indicative of what you learned? (Obtain transcripts!)
3. If we called the school, what would your teachers say about you?
4. I see that you worked while you were in school—what did you learn on the job that might help you here?
5. Describe your biggest accomplishment at your previous employer.
6. What type of feedback did you receive in your performance reviews?
7. How did you feel about how the last organization was managed? What could have been done to improve the situation?
8. Describe your ideal boss.
9. Did they make any big changes at your last job? How did you adjust to the changes made?
10. What kind of people do you like to work with?

Testing Resources

1. www.totaltesting.com
 - Microsoft Suite
2. Mavis Beacon Typing
 - Assesses speed and accuracy.
 - Includes programs to improve both.
3. www.typingweb.com
www.freetypinggame.net
4. Proception: work style analysis
 - Available through KZA, with instructions.
5. Select for HealthCare (see next page)
 - \$25
6. www.trustedemployees.com
 - For background checks.
 - You need to pre-register for this service.



Select for Healthcare

Do you know the value of a good hire? You're at least aware of the high cost of a bad hire!

Pre-employment testing can improve the quality of selection decisions.

Select is an efficient, cost-effective screening tool that provides you with objective information about a person that you may not see in the interview session. And, it can provide you with an objective comparison between candidates.

What does Select measure?

- Productive Attitude: a positive expectation about people, the company and work-related outcomes.
- Energy: activity level and stamina.
- Frustration Tolerance: emotional resilience.
- Acceptance of Diversity: tolerance of others different from self.
- Integrity/Work Ethic: a work ethic oriented measure of personal integrity.
- Optional versions of SELECT tests measure
 - Math and other abilities
 - Attitudes about or self-reported
 - Drug Use
 - Carelessness about safety
 - Theft

SELECT is a measurement tool developed by professionals in the testing/measurement field to deliver meaningful results.

SELECT runs right from an Internet site. You'll be sent link when you complete your purchase connecting you with an internet site for a candidate to complete. It takes less than 20 minutes for a candidate to complete the questionnaire, and you get quick results.

SELECT is fine tuned to deliver results for specific job functions; for example, Reception, Healthcare, and Customer Service. Reports are \$25.00 each and may be ordered with or without a math aptitude component.