

# How to Find the Right Practice Manager

Michael R. Heifferon PhD, MBA

CEO/Administrator

Precision SurgiCenter



# Establish the foundation of the practice

- Governance structure
- Mission
- Vision
- Values
- Strategic Goals

# Successful physician groups can:

- Define why they formed the business
- Where they want to go in the future (short and long term)
- An agreed upon Mission and Vision to assist with day-to-day decisions and practice direction

# Prepared candidates will:

- Inquire if these fundamental components are present
- Information reviewed during the interview process

# Physician Leadership

- Key to a practice's success
- Selecting a top-quality non-physician Manager or Administrator is vitally important.
- Job description developed
- Key candidate attributes include:
  - Previous work history
  - Education
  - Interpersonal skills
  - Management style
  - Utilization of business metrics

# Type of Leadership

- Office Manager
- Practice Administrator

# Typical Manager's Role

- Setting up and maintaining office systems
- Oversight of scheduling patients
- Oversight of billing and collection
- Managing front and back office staff
- Analyzing and presenting financial data
- Monitoring internal and external customer satisfaction
- Enhancing patient office flow
- Human Resources

# Office Manager

- They lead non-physician employees in a small practice typically four (4) physicians or less.
- Often most responsible staffers promoted from within.
- Authority is often restricted to managing the day-to-day employees and overseeing the business systems.
- Typically, reports to the physician owner.



# Administrator

- Mid to high level business professional
- Often, an MBA or similar degree
- Larger physicians practice
- Often oversees
  - Strategic planning
  - Marketing
  - Contract negotiations
  - Credentialing of physicians  
and or facilities

# The Search

- Strategically-placed classified ads
- Advertising nationally in professional societies
- State organizations post job opportunities
- Professional recruiter
- Social media recruiting (LinkedIn)

# The Recruitment Process

- Defined timetable
- Develop a recruitment committee
- Divide and complete
  - Physicians to review resumes, check references, schedule interviews
  - Recommend final 2-3 candidates for partners/owners to make the final decision

# Key Values for a Office Manager/Administrator

- Pay
- Preparation
- Conscientious
- Qualifications
- Qualities

# Pay

- Office Manager:
  - Based upon years of experience and education
- Administrator:
  - Based upon years of experience and education
    - Suggest at least 5-8 years of experience

# Conscientious

- Self discipline
- Organized
- Think before acting
- Like to achieve
- Demonstrates character

# Qualifications

- Bachelor's or Master's degree in healthcare administration
- Membership to National and State Organizations

# Qualities

- Person you can trust
- Look for ethical character with leadership traits
- Your own “intuition” response
- Feeling that bodes well for working together in the future
- Knowledge of software solution (EMR) since many practices are moving from a paper format to keep track of records to an electronic format
- Successful practices consistently hire competent people and then let them manage properly



# The Recruitment Process Update

- Timetable prepared to keep physicians and staff up to date:
  - Search begin time
  - Who is overseeing the search
  - Projected start date

# Selection of potential Candidates

## Process

- Initial review
  - Potential candidates recognized (top 5)
  - Schedule phone interviews
  - Check a minimum of 2-3 references
  - Compile notes and comments
- Second interview
  - Review references
  - Narrow down candidates to 2 or 3
  - Second round phone interviews
  - Selection of final two candidates for site interviews

# The Interview Process

- Interview schedule developed for each individual final candidate. Information distributed to all involved parties:
  - Partners
  - Staff
  - Candidate
- Select one person to be the point person for the visit and oversee it
- Each partner interviewer scheduled one on one with candidate for a minimum of 30-45 minutes

# The Interview Process continued

- Management and key staff for 30 minutes
- If possible, schedule a dinner with the candidate for social interaction
- Follow-up with all involved parties to get a overall feel of how the candidate would fit with the group
- All final candidates should be given an approximate timeline of the selection process
- Schedule a final selection meeting to decide who is the best candidate

# Final selection

- Once decided, contact candidate ASAP.
- If you are slow in following through, you may lose the candidate
- Strong managers and or administrator often have many employment options
- Written offer submitted to the candidate including:
  - Compensation
  - Benefits
  - Starting date
  - Allow up to 48-72 hours to decide

# Final selection continued

- If first candidate declines, decide as a group to move on to the second candidate or reconsider the candidates on the short list

# Maintain communication with the candidate during the transition process

- Key physician assigned to keep in touch
- Keep new leader informed of any new changes or decisions

# Welcome to our practice

- First week new Administrators or Manager should meet all physicians, key staff and off site facilities and contacts
- Schedule weekly meetings with a designated physician for a minimum of two months
- Schedule formal three, six and twelve month evaluations with the new leader



# Thank you

For further information you can reach me at  
[michaelh@precisionsurgicenter.com](mailto:michaelh@precisionsurgicenter.com)

