Staffing 101

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Learning Objectives

• Explain the benefits and drawbacks of staffing to external benchmarks
• Discuss ways to motivate better employee performance

Agenda

• Right sizing
• Morale/culture
• Recruitment
• Termination

Support Staff per FTE Physician

• Family Practice: 3.48
• Internal Medicine: 3.74
• OB/GYN: 3.53
• Pediatrics: 3.45

Support Staff per FTE Physician

1. More staff (within reason) = More $$$
2. Busy physicians need (and use) more staff

Median Total Medical Revenue after Operating Cost, per FTE Physician

<table>
<thead>
<tr>
<th>Support Staff per FTE Physician</th>
<th>Multi-specialty</th>
<th>Family Medicine</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5-2.4 FTE Staff per FTE Physician</td>
<td>$209,147</td>
<td>$181,674</td>
</tr>
<tr>
<td>2.5-3.4 FTE Staff per FTE Physician</td>
<td>$230,907</td>
<td>$170,996</td>
</tr>
<tr>
<td>3.5-4.4 FTE Staff per FTE Physician</td>
<td>$259,450</td>
<td>$194,646</td>
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Support Staff per FTE Physician


Support Staff per FTE Physician

Using Staffing Benchmarks Wisely

• Most practices are understaffed.
• Busy practices may warrant more staff and slower practices fewer.
• Keep an eye on the revenue side of the equation and your own goals.
• Every staff person needs to be working well.

Right-sizing With What You’ve Got

• Staffing by demand
• Study the process, not just the personality
• Look to eliminate steps.
  – Create and use a “what to stop doing” list
• Match staff members to tasks.
• Be willing to make drastic changes in people or tasks.

Morale and Culture

• Physician leadership
• Staff responsibility
• Mentorship
• Shared mission
• Incentive plans (Montessori vs. bribery)
• Emphasis on hiring right

Sample Incentive Plan

Revenue share
• Set goals for gross revenue
• 12% of any revenue over goal goes back to staff
  – ½ divided equally
  – ½ divided based on confidential staff evaluations of one another

Patient satisfaction
• Every staff person gets $50 if, on patient satisfaction surveys done every 2 to 3 months, all patients say they would recommend the practice to others.

Source: 2006 Physicians Practice’s Practice of the Year Award. Application from winner: Family Medical Specialists of Texas

Troublemaker: The Boss of You

• Thinks no one else can do the job as well as he can
• Misplaced sense of authority
• In pain because things aren’t done his way
• Unwilling to change

Troublemaker: Whatever You Say

• Rolls along
• Says “Yes” to everything (but secretly resentful)
• May use passive-aggression to sabotage
• Unwilling to change
Troublemaker: Halfway In

- Must be pulled along
- May buy in, may not
- Needs constant attention

Recruitment for Culture

- Look for a light in the candidate’s eyes.
- Commit to what you need and don’t cheat yourself.

Recruitment for Culture

Interviews
- Set a structure and stick to it.
- Let the applicant talk.
- Take notes and review them afterwards.
- Use a weighted scale for evaluation.

Recruitment

Weighted Evaluation Scale

<table>
<thead>
<tr>
<th>Candidate One</th>
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</thead>
<tbody>
<tr>
<td>Hiring Criteria</td>
</tr>
<tr>
<td>Knowledge of Pediatric coding</td>
</tr>
<tr>
<td>Customer service experience</td>
</tr>
<tr>
<td>Familiarity with billing software</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Starting at Work

- Set very detailed expectations.
  - Civility
  - Prompt attendance
  - Attire
  - Phone etiquette
  - Chain of command — how to get help/answers.
  - Performance judgment criteria
  - Policies on coffee, breaks, gossip, etc.
- Conduct a formal orientation, including staff introduction and physician welcome.

Reviews

- Discuss at two weeks, 30 days, 90 days
  - Is the job matching the description we gave you?
  - What are we doing well?
  - Anything from your old job that we should be doing?
  - Anything making you unhappy or uncomfortable?
- Zero-tolerance policy
Termination

- One bad apple ruins the whole bushel
- Set her free

Conclusion

- Have the right number of staff
- Have those staff working optimally

Contact

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