

Hiring Administrative Leaders



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Healthcare Management - What is it?

A 2017 study published in the *International Journal of Health Policy and Management* defines Healthcare Management as:

“The process of achieving healthcare objectives through human, financial, and technical resources - including strategic and operational management activities such as supply chain management, human resources management, performance management and improvement, financial management, and governance, without which resources cannot be effectively deployed to maximize health outcomes.” (p. 555)

In other words: a massive undertaking

Who an Administrator is to You

- Educator

- The end of your medical education won't be the end of your learning
- IJHPM 2017: “Physicians typically lack previous management-related training, mentorship, and professional development that would prepare them for these roles.” (p. 555)

- Unique Counterpart

- Study dyad leadership model

- Partner in shouldering the administrative burden within the healthcare system

- Both executives and physicians have high burnout rates in part due to administrative burden

Position Overview

Responsible for the success of the overall organization, including its long-term direction and daily operations. Ensures the practice runs efficiently, effectively, and delivers distinctive clinical quality and patient satisfaction results. Establishes, communicates and ensures the achievement of organizational and departmental missions, goals, and objectives in concert with the Board of Directors. Provides leadership and direction in the planning, implementation, and evaluation of activities, and is responsible for leading and managing a broad array of services and programs. Responsible for the strategic, operational, and financial direction and performance of the Group and is also one of the company's primary representative to the public.



What to Look For

- Character
- Leadership
- Skills Competence
- Knowledge
- Education

Character First: Leader vs. Just a Boss

- Bosses command; leader influence
- Bosses explain; leaders inspire
- Bosses discipline; leaders mentor
- Bosses delegate tasks; leaders delegate authority
- Bosses are above the team; leaders are part of the team

Leadership Qualities

- ▶ Always seeks win/win solutions, is persuasive and convincing, fair and impartial
- ▶ Sets high standards
- ▶ Establishes a clear focus and direction
- ▶ Tackles tough issues
- ▶ Thinks strategically
- ▶ Able to change, builds advantageous coalitions, fosters team spirit, and has an interest in learning and growing professionally
- ▶ Is actively involved in corporate performance and growth of a team-oriented culture
- ▶ Possesses demonstrated and practical ability in conflict resolution

Skills Competencies

- ▶ Visionary, able to offer strategic alternatives and initiatives that would advance the business and wealth of the practice and its shareholders
- ▶ Knowledgeable about business; ideal candidate will have an MBA and experience in acquisition, mergers, or working with venture capital firms
- ▶ Governance, board management, and past work that provides sound foundation in understanding operating agreements, shareholder buy-ins/outs, and management of process
- ▶ Experience managing a large, high revenue producing group practice - physician owned preferred, but would accept hospital employed enterprise management, surgery center operations/management is a plus
- ▶ Strong financial background with deep understanding of physician revenue cycle operations and performance metrics, and risk contracting or clinical integrated contracting
- ▶ Conflict management skills with proven ability to work with diverse personalities within a highly-specialized physician organization
- ▶ Networking and relationship development skills - ability to build consensus and forge new relationships outside of Group on behalf of the practice
- ▶ Proven people management skills with ability to motivate and drive optimum performance from management, staff, and technical and clinical personnel

Multi-disciplinary Knowledge Base

- ▶ Insurance, tax, human resource and anti-trust attorney
- ▶ Certified public accountant with expertise in corporate, partnership, and personal tax & pension mngmnt
- ▶ Social worker
- ▶ Psychologist
- ▶ Trained negotiator experienced with third-party payors and employee management
- ▶ Financial planner/investment counselor
- ▶ Health and safety inspector with expertise in OSHA law
- ▶ Clinical knowledge of a physician
- ▶ Architect
- ▶ Computer technician
- ▶ Local area network administrator
- ▶ Recruiter
- ▶ Procurement and supply manager
- ▶ Human resources/Personnel manager
- ▶ Chief financial officer
- ▶ Maintenance and building manager
- ▶ Telephone technician
- ▶ Collector/Bookkeeper
- ▶ Lobbyist

Preparation for Hiring - Group Pulse

- What Vision/Mission do you want a candidate to get a hold of?
- Main goals of the practice
- Primary challenges of the group
- What culture do you want to keep going/change/set?
- What do you want accomplished?
 - *What is your job, How to accomplish is theirs*

Sell the Attributes of Your Practice

Group has been serving Western Montana for over 60 years with comprehensive Orthopaedic Care. Consists of 14 physicians and 11 PA-Cs representing general orthopedics, hand and microvascular surgery, foot and ankle surgery, total joint replacement, sports medicine, and spine surgery. The group is physician-owned and physician-run. The practice enjoys an outstanding reputation among the community and primary care referral sources. We have our own in-house PT, MRI, digital x-ray, Surgery Center, orthopedic urgent care, DXA, Ultrasound, and DME and Wellness Programs. While our talented team has a strong reputation for excellence and we work hard, we also place a high respect and value on life outside of work.

Named as #8 of the top 100 cities to live in the United States, Missoula, Montana offers unparalleled quality of life. Known as the "Garden City" for its dense trees and lush green landscape, Missoula is nestled in the heart of the northern Rockies in western Montana. Missoula county is a community of approximately 120,000 residents, Missoula lies in a mountain forest setting where five valleys converge.

Culture is important to our group and for eight years now we have been named by Becker's as one of 150 Great Places to Work in Healthcare which is a national award and we are the only physician group and ASC to receive this in Montana! Our group has also been named in the top 10 greatest employers in the region for the last three years. We are where you want to be!



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Preparation for Hiring - Candidate Expectations

- Job description/expectations
- Create or update organizational chart
- CEO Authority / Role of the Board
- Delineation of duties with other leadership position
- Interview questions (training on what cannot be asked)
- Reference check questions and who will handle
- Training plan
- Salary and benefits package

Locating and Interviewing Candidates

- Use a headhunter or handle internally?
- If internal where to post? (AAOE, MGMA, Indeed)
- Pre-screening process (telephone/Zoom/background check, drug screen, personality profile)
- Will there be a Search Committee, or will the whole Board be involved?
- Budget for search (recruiter, posting of position, interview costs, moving expenses)

Summary

- “Great vision without great people is irrelevant.” *Jim Collins*
- Identify the organizations needs and type of candidate to best suit these needs
- Hiring a good administrator is as important as hiring a good physician
- By taking care to identify and recruit the best then giving them the tools and autonomy to do the job, you will make your organization better

References

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