Financial Disclosure

We have the following financial interests or relationships to disclose:

BSM Consulting – C

BSM Consulting provides practice management solutions to specialty care providers.

Agenda

- The Problem
- How do we stop blame?
- How do we improve our culture?
- Resources
- It starts with me!
Common Physician Problems

- Shrinking Profit Margins
- Lack of a Strategic Plan
- Staff Management
- Governance Issues
- Patient Care
- Too Busy / Not Busy Enough

Common Administrator Problems

- Lack of Owner Support
- Financial Management
- ICD-10, MU, etc.
- Staff Morale
- Human Resources
- Time Management

Common Staff Problems

- Lack of training
- Compensation concerns
- Low morale
- Career advancement
- Relationship with managers and administration
Problems Affect Morale

- Overbooked Schedule
  - Long hours
  - High wait times
  - Unhappy doctors
  - EHR impact

- Staff Management Relationships
  - Gossip/favoritism
  - Managers inaccessible
  - Lack of corrective action

- Work Balance
  - Job description clarity
  - Lack of team meetings
  - Department friction

- Lack of Training
  - Poor new hire training
  - Employee resentment
  - Career development?

We Blame Each Other

WHO IS ACCOUNTABLE?
How Do We Stop Blame?
- Bring the team together
- Outline blame issues
- Define expectations
- Hold staff accountable

How Do We Improve Our Culture?
- Be consistent with staff
- Be Patient
- Insist on correct behavior
- Eliminate naysayers
- Celebrate the good

We don’t have a silver bullet...
But we do have a resource.

*QBQ!* and *Flipping the Switch*

- Practice-wide initiative
- Quick reads
- Challenge readers to practice personal accountability by asking better questions and thinking differently about the way we interact with others and serve our customers.

**Premise Behind Philosophy**

An IQ is an Incorrect Question, which tends to begin with outwardly-focused words like...

- WHY – Victim or Entitlement Thinking
- WHEN – Procrastination
- WHO – Blame

IQs are typically the opposite of personal accountability.

**What is QBQ?**

A tool that allows us to practice personal accountability by making better choices

- QBQs force us to get rid of victim and blame thinking by simply asking better questions
- Forces us to remember “I can only change me!”
Personal Accountability: Stopping the Blame Game
Presented by Elizabeth Holloway & Andrew Maller

IQ vs. QBQ
- Why aren’t my staff more motivated?
- Who made the mistake?
- When will I have time to get this done?
- How can I be a more effective manager?
- How can I proactively communicate to management on the needs of my team?
- What can I do to be more productive each day?

Implementing QBQ
- Owner Administration buy-In
- Purchase resources
- Mix of self-study and group discussion

Start to ask better questions – QBQ! (lead by example)
It starts with me!

Real-Life Refractions
Before QBQ
- Which tech messed up this refraction?
- Why won’t they provide me better training on refractions?
- Why can’t the front desk stop scheduling refractions at the end of the day?

After QBQ
- What can I do to complete this patient’s workup?
- What can I do to get better and faster at refractions?
- What can I do to improve the scheduling of refractions at our office?
What can I do to improve the culture at my practice?

Summary

- Stop blame before it starts.
- Ask better questions.
- Insist on change.
- It starts with me!

Thank you for attending!

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