Journey to Excellence
How Advanced Administrators and Managers: Attain Organizational Success

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- Tracy Kenniff is a practice Administrator for the Eye & LASIK Center and has no financial interest in the subject matter of the presentation.
- Joe Casper is a consultant for Visual Clinic, LLC and acknowledges a financial interest in the subject matter.

Success Factors – Attaining Organizational Success
- Focus on the “Job to be Done”
- Engaged Physicians and Leadership Mandate
- Business Planning - Deliberate vs. Emergent Strategies
- Develop Yourself and Your People
- Difficult Business Discussions
What is the “Job to be Done”
Healing Patients

“The simplicity of what patients value is surprising …”

Focus: Exceptional Patient Care

They want to see their doctor without having to wait a long time, and then have a good communication experience.

Reduced Patient Wait Times
Improved, Patient-Focused Communication

Patient Review Research

73% Of Consumers Form An Opinion By Reading 1–6 Reviews

Only 13% Of Consumers Will Consider Using A Business That Has A 1- Or 2-Star Rating
Engaged Physicians/Leadership Mandate

- Physicians must be engaged
- Effective meetings focused on review and action
- Provide the administrator the mandate to execute

Time Bomb:

Income Distribution Model – Physicians

Aligning All Stakeholders

Business Planning

Sailboat Business Planning Exercise

TRADEWINDS
- Branding/Marketing of physician/practice
- Community outreach to develop new patient referrals
- Internal medicine/Optometry Referrals
- Align with other ophthalmologists
- Training of clinical staff
- Visual Clinic – Expand Capacity

STORMS
- Staff not following required compliance guidelines
- New ophthalmology group garnering OD patient referrals
- Fixed local referral patterns
- Insurance requirements
- Meaningful Use 2
- Continuous patient shift to higher co-pays and deductibles
- Insurance plans
- Decreasing reimbursement
- Patient consolidation and continued utilization/documentation reviews

SAILS
- New optometrist
- Excellent patient-focused medical and surgical eye care
- Premium Cataract IOL outcomes. Offer laser vision correction.
- Modern pleasant professional offices
- Accept most insurance and vision plans
- Staff has patient knowledge
- Excellent optician. Advanced contact lens fitting.

ANCHORS
- Patient base eroded since acquisition.
- Staff under-utilized and not engaged. Not following compliance protocols.
- Lack of qualified technical assistance.
- Physician schedule capped at 42 patients. Surgical volume and outside referrals off. Booking into 8 weeks out.
- Staffing inconsistent: Out, arriving late, or not engaged. Lack of communication. Unwilling to travel.
- Insurance verification and referral completion

Business Planning

Sailboat Business Planning Exercise

Resource Allocation Decisions

Deliberate and Emergent Strategies

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Insurance verification and referral completion
Developing Your People

Hiring Better
Investing in Your Team/Yourself
Choose the Right Yardstick

Administrator Success Factors

- Leadership Skills
- Business Acumen / Discipline
- Communication Skills
- Consensus Builder / Problem Solver

Hiring Stronger Team Members

- Who do I need on my team to “Get the Job Done”?
- What behavioral attributes should they possess?
- Who should be working someplace else?
- What training do I require of all team members?

Training: A Luxury or Necessity?

- The annual training expenditure per employee increased to $1,280 per employee\(^1\)
- 31.5 hours of training per year, +/- 4 days per year
- Top performers produce 5 to 10 times more than the average worker

RESULT:

- 24% higher gross profit
- 218% greater revenue per employee\(^1\)
- Employee turnover costs 25% to 200% of employee’s annual salary.

\(^{1}\) American Society for Training and Development Industry Report
**Employee Turnover Costs**

- Average Turnover Rate: 15%
- Average Turnover Cost: 25%

<table>
<thead>
<tr>
<th>Total Staff Employed in Practice</th>
<th>40</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 15% Turnover Rate, Employee Turnover per Year</td>
<td>6</td>
</tr>
<tr>
<td>Average Salary and Benefits per Employee</td>
<td>$45,000</td>
</tr>
<tr>
<td>At 25% Turnover Cost, Cost per Employee</td>
<td>$11,250</td>
</tr>
<tr>
<td>Total Turnover Cost per Year</td>
<td>$67,500</td>
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</tbody>
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Source: University of Wisconsin study, Center for Community and Economic Development

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**Choose the Right Yardstick**

How will you ultimately be judged as a leader and a person?

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**When Do They Happen?**

- Sometimes without warning.
- Conversations with Coworkers and/or Physicians. Discussion may shift without warning.
- Planned meeting regarding an issue. You anticipate a difference of opinion.
- Poor performance
- Vendor selection
- Termination
- Physician productivity

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**Difficult Business Decisions**

- Discussing the Elephant in the Room
- Saying “No”
- Knowing what You are not good at
Why So Difficult?

- There is no diplomatic way to throw a hand grenade.
- These conversations are charged with emotion.

The Three Internal Components

1. What Happened?
   - Right/Wrong, Blame, Intent=Impact
2. Feelings?
   - Avoid feelings or express them poorly
3. Identity Issues?
   - Get knocked off balance by identity issues

Come Down Your Ladder

Explore Each Other’s Reasoning

Your Need to Know Their Story

Take Them Up Your Ladder

- Explain Your Story - Advocate
- Sharing How You See It
- The Data You Focus on
- Your Conclusions
- Your Interpretations
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THANK YOU

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