



**CRITICAL ACCESS HOSPITAL**  
FINANCIAL AND OPERATIONAL VIRTUAL  
CONFERENCE

June 2024



# LEADERSHIP'S IMPACT ON CLINIC PERFORMANCE

How Outpatient Clinic Managers Make the Difference

# AGENDA

Traits of effective practice management

Typical manager selection process in rural markets

Opportunity loss if organizations do not develop their practice leaders

Why and how organizational focus and education impacts practice leaders



# BEST PRACTICE: COMPETENCIES/TRAITS OF A PRACTICE MANAGER

## Staffing

- Recruitment, interviewing, onboarding, orientation, training, retention, engagement, teambuilding

## Throughput/Volume

- Workflow analysis, time studies, productivity benchmarking, resource allocation, process standardization

## Front Office Operations

- Scheduling templates & management, registration, eligibility, referral management, prior authorizations, patient experience

## Revenue Cycle

- Point of Service collections (copays), denial management, billing/coding reporting and analysis

## Compliance

- Compliance with accreditation standards (e.g., Joint Commission), HIPAA, regulatory audits, policy and procedure review and implementation

## Metric Management

- Dashboard development, budgeting and forecasting, cost control and expense reduction, financial performance analysis and reporting

## Quality

- Metrics and benchmarking, QI initiatives, patient satisfaction, patient education,

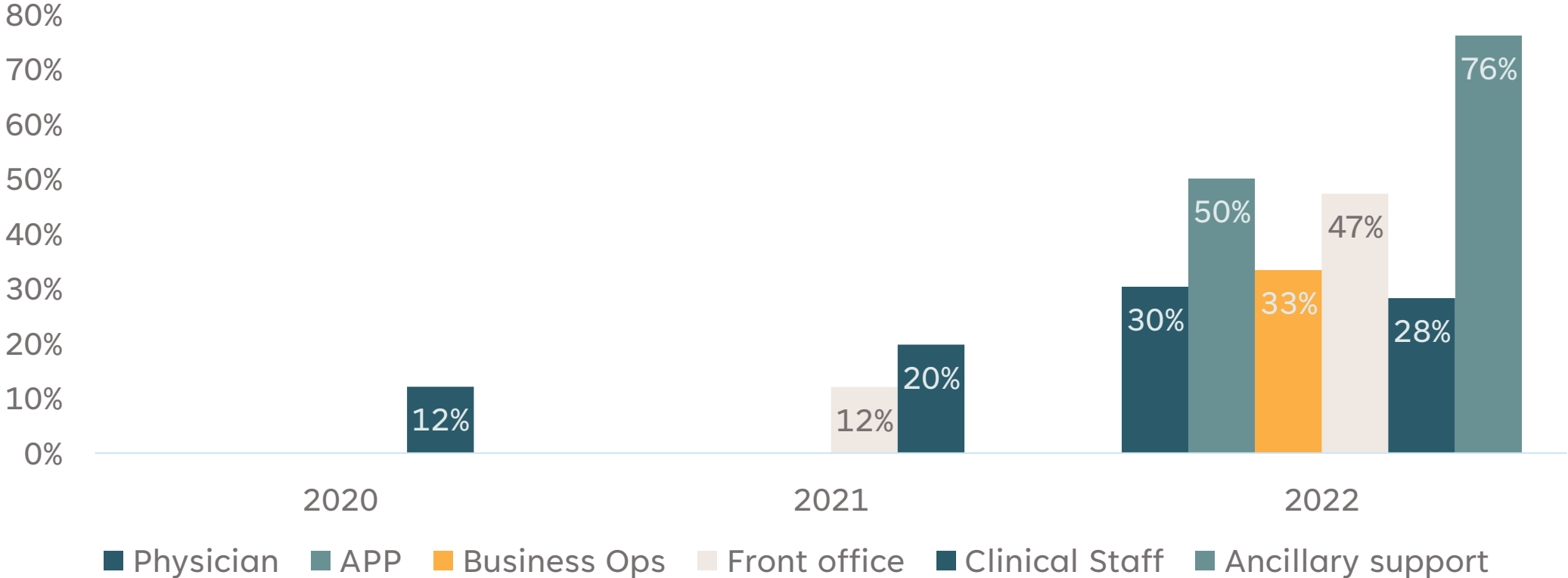
## Leadership

- Change management planning and execution, leadership development and coaching, conflict resolution



# STAFFING TURNOVER CAN REDUCE YOUR PRACTICE MANAGER'S EFFECTIVENESS

Family Medicine  
Staff Turnover Trend



Source: MGMA 2023 Report Based on 2022 Data  
Turnover Data for Family Medicine Trending - Median

# LEADERSHIP SKILLS



Personal drive



Pride & ownership



Relationship builder



Ability to motivate and/or engage others



Problem solving



Consistency



Reliability



Taskmaster



# POLLING QUESTION

What level of formal leadership training exists for new and existing managers, directors, etc. in your organization?

- a) Informal on-the-job training
- b) Mentorship program
- c) Leadership classes
- d) None



# CURRENT STATE: RURAL MARKETS



Difficult to find Practice Managers with adequate experience and training



Promoted from within the practice based on longevity, loyalty, clinical knowledge, etc.





# POLLING QUESTION

Historically, have you been satisfied with your clinic manager's ability to establish strong clinic operations?

- a) Very much
- b) Somewhat
- c) Very little
- d) Unsatisfied

# THE COST OF DOING NOTHING!

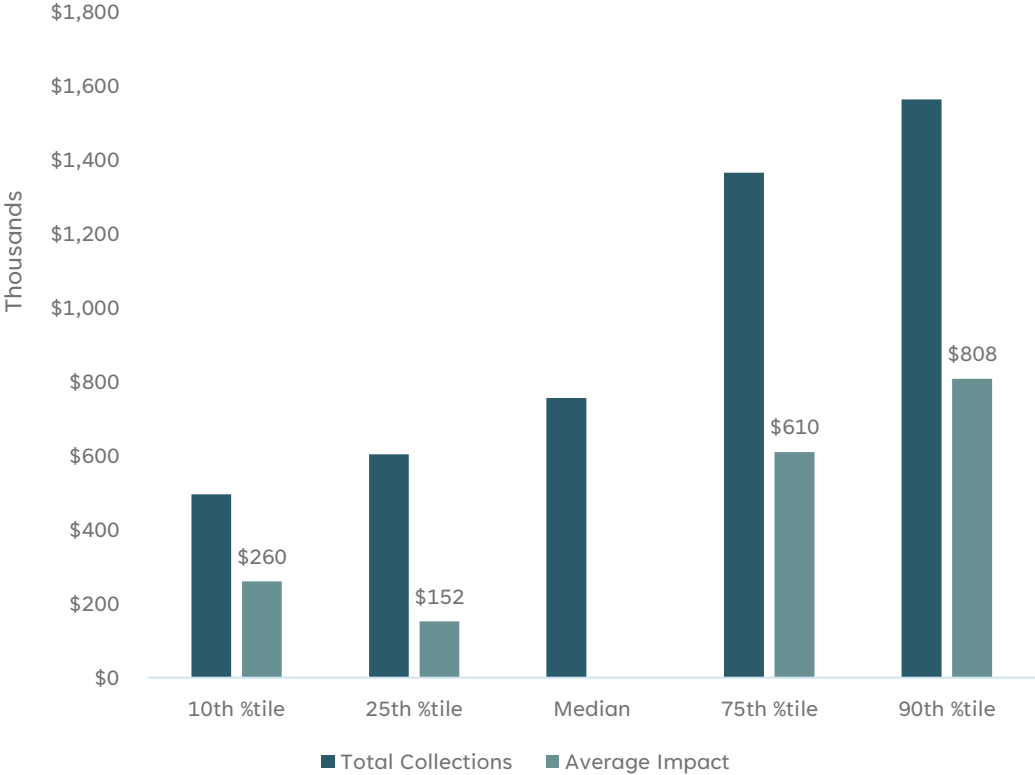
- Workflow inefficiencies
- Accountability gaps & inconsistency
- Low morale/engagement – leader, providers, staff
- Decreased patient satisfaction
- Inefficient resource allocation
- Inability to manage change



# THE COST OF DOING NOTHING! CONT.



Annual Clinic Collection Potential Impact (\$000's)



Source: MGMA Cost and Revenue 2023 Report Based on 2022 Data  
Charges & Revenue per FTE Provider for FM – RHC Practice



# THE COST OF DOING NOTHING! CONT.

- Important strategic opportunity
- Primary care is changing
- Value-based care's home base is primary care
- Designed to focus on quality, provider performance, and patient experience
- Aims to hold providers more accountable
- Healthcare disruptors abound



# POLLING QUESTION

To survive, do clinic providers need to begin the transition from providing healthcare to ensuring health?

- a) Yes
- b) No
- c) Somewhat



## THE NEXT TEN YEARS

# Managing Health

Managing Cost

Actionable  
data

Quality

Care  
Coordination

Access



## TAKEAWAYS

### Benefits of Developing Clinic Leaders

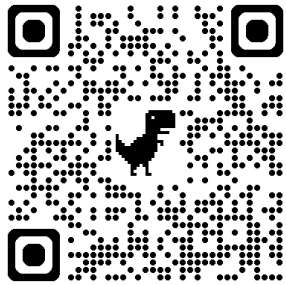
- Establish future priorities and direction
- Identify & address deficits
- Lead progress with the changes required for long-term success





**COMMITTED TO INCREASING THE IMPACT OF RURAL AND COMMUNITY HEALTHCARE.**

Our team of rural and community healthcare experts support the leadership of hospitals, health systems with a rural footprint, and the groups and clinics that form an essential care network across the 97% of the US that is defined as rural.



**Shad Ritchie**  
[sritchie@stroudwater.com](mailto:sritchie@stroudwater.com)  
(T) 207-800-1277  
(M) 704-305-0023



**Julie Georgoff**  
[jgeorgoff@stroudwater.com](mailto:jgeorgoff@stroudwater.com)  
(T) 207-221-8273  
(M) 419-205-7713







# APPENDIX

# FUTURE OF HEALTH INSURANCE



Rise of VBC



Growth of APM



Increasing use  
of tech



Need for greater  
transparency



# FINANCIAL SKILLS IDENTIFIED

- Budgeting
- Expense management
- Charge entry
- Revenue cycle
- Coding
- Insurance
- VBC
- Price transparency
- Point of service collections
- Efficiency
- Utilize data to drive decisions
- Patient, staff & provider financial conversations



# THE WORD ON THE STREET - FINANCIAL SKILLS

## Understanding finance and revenue cycle

- “Is extremely important”
- “Includes a learning curve”

## Key to managing stakeholders

- Both physicians and staff must understand the appropriate components
- Different level of understanding than management
- Understanding can contribute tremendously to the operations of the clinic

