

Rightsizing the Medical Group's Staff: How many is too much, how few is not enough

April 8, 2004 Audio Conference

There is a direct relationship between a practice's staffing model and its ability to achieve optimal practice efficiency and profitability. During this audio conference, you will examine the relationship of staffing levels with practice profitability; determine how clinical and front office staff facilitate patient flow; and use two diverse staffing models to identify the effect on physician productivity and practice efficiency of different configurations in the number of employees, their skill mix, assigned work functions, and work processes.

with **David N. Gans, FACMPE and Deborah L. Walker, FACMPE**

2 – 3:30 p.m., ET ♦ 1 – 2:30 p.m., CT ♦ 12 – 1:30 p.m., MT
11 a.m. – 12:30 p.m., PT ♦ 10 – 11:30 a.m., Alaska ♦ 8-9:30 a.m., Hawaii

Learning Objectives: Following this Audio Conference, you will be able to:

- Recognize the dynamic relationship of staffing on medical group productivity, revenue, overhead, and profit;
- Identify the impact that specific staffing models have on efficiency, productivity, and profit; and
- Examine your model in view of practice-performance opportunities.

PROGRAM OUTLINE

1. Role of staff in the medical practice
2. Concept of staffing deployment models
 - a. Data perspective
 - b. Operations perspective
3. How medical groups staff
 - a. Classifying staff positions for analysis
 - b. Staffing patterns for different medical groups
4. Support staff as the infrastructure and support for physician productivity and practice profitability
5. Relationship of staffing levels to productivity, operational overhead, and practice profitability
 - a. Scatterplot graphs depicting staffing levels and outcomes
 - b. Implications for medical groups
 - c. Predicting the impact of changes in staffing on productivity, efficiency, and profit
6. Staffing deployment models
 - a. Group practice vs. Individual practices co-located
 - b. Number of practice sites
 - c. Facility and design
 - d. Technology
 - e. Skill mix of staff
 - f. Types of duties delegated to staff; multi-tasking
 - g. Extent to which duties are centralized or distributed
 - h. Others

7. Examining the impact of different staffing deployment models on productivity, efficiency, and profit
8. Innovative staffing strategies
 - a. Facility
 - b. Telephone
 - c. Nurse advise unit
 - d. Team nursing
 - e. Patient flow support
 - f. Patient check-in / check-out
 - g. Pre-visit and patient scheduling
 - h. Medical records
 - i. Centralized treatment center
 - j. Accounts receivable and payment posting
 - k. Use of nonphysician providers
9. What is our goal?
 - a. The right number of staff,
 - b. in the right place,
 - c. with the right skills,
 - d. at the right cost,
 - e. with the right behavior,
 - f. with the right rewards,
 - g. with the right outcomes
 - h. no more, no less

TARGET AUDIENCE

Medical practice executives, administrators, billing managers, physicians, nursing professionals, and business accounting professionals will benefit from attending this session. There are no prerequisites for attending this audio conference.

REGISTERING ORGANIZATIONS WILL RECEIVE

- useful outlines and program materials – a permanent reference for your team
- permission to duplicate materials for all participants from your organization
- technical information on a toll-free number to join the conference
- opportunity to participate in Q & A dialogue with the expert faculty and hear from your staff
- opportunity to receive ACMPE, CME, CPE, and nursing credit

CREDIT (for live participation only)

ACMPE Credit: This program is approved to receive a maximum of 1.5 credit hours as assigned by the American College of Medical Practice Executives (ACMPE).

CME Credit: MGMA is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to sponsor continuing medical education (CME) for physicians. MGMA takes responsibility for the content, quality, and scientific integrity of this CME activity. MGMA designates this CME activity for a maximum of 1.5 credit hours in Category 1 of the Physician's Recognition Award of the American Medical Association.

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About the Expert Faculty Presenters:



David N. Gans, FACMPE
Director, Practice Management Resources
Medical Group Management Association

Mr. Gans is the Medical Group Management Association (MGMA) staff expert on medical group practice management. He is an educational program speaker, author of a monthly column in *MGMA Connexion*, and provides technical assistance to the association staff and members in the topic areas of benchmarking, use of survey data, financial management, cost efficiency, physician compensation and productivity, managerial compensation, the Resource Based Relative Value Scale (RBRVS), employee staffing, cost accounting, medical group organization, and emergency preparedness.

Mr. Gans received his Bachelor of Arts degree in Government from the University of Notre Dame, a Masters of Science degree in Education from the University of Southern California, and a Master of Science in Health Administration degree from the University of Colorado. He is a Fellow in the American College of Medical Practice Executives.



Deborah L. Walker, FACMPE
Senior Consultant,
Medical Practice Dimensions, Inc.

Deborah L. Walker, MBA, FACMPE, works with the MGMA Health Care Consulting Group to provide medical practice operations' expertise to physicians, hospitals, and integrated delivery systems, both academic and private. She has authored numerous publications on medical practice management topics and is a frequent speaker at national health care forums.

Deborah has over 22 years' experience in health care, both as a health care and management consultant (1994-present) and as a medical practice administrator (1979-1994). As a senior health care administrator in the University of California System, Deborah managed primary care, surgery, and ancillary departments. In that capacity, she managed medical practice operations; designed ambulatory health care facilities, managed professional fee billing operations and information systems, developed marketing strategies, instituted documentation and monitoring to ensure regulatory compliance, and planned and managed clinical teaching and research programs.

Here's What Some of Your Colleagues Are Saying About MGMA's Audio Conferences:

- "Reduces time and expense, offers opportunity for current trends and learning."
- "Excellent – no travel!"
- "This is a very convenient way to obtain information."
- "Very good use of 1.5 hours – prefer this to attending (a) meeting."
- "Well organized, great content!"
- "Excellent – I enjoy these teleconferences because they are economical, (have) great content, and help keep us up-to-date in issues facing our practices."
- "This is a great opportunity to have so many people participating in one conference at a much lower cost."

MEDICAL GROUP MANAGEMENT ASSOCIATION

Audio Conference Registration Form



Rightsizing the Medical Group's Staff: How many is too much, how few is not enough (au04p) – ACC Member Registration

Name _____
 Title _____ Company _____
 Street Address _____
 City _____ State _____ ZIP _____
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*E-mail address is required in order to provide you with course materials.

Live participation


Program Code	Program Date	Program Title	Registration Deadline	ACC Member	Nonmember	Total Price
au04p	April 8, 2004	Rightsizing the Medical Group's Staff: How many is too much, how few is not enough	April 6, 2004	\$189	\$239	

Audiocassette and Materials Package

Item Number	Program Title	Approx. Date of Shipment	ACC Member	Nonmember	Total Price
6133	Rightsizing the Medical Group's Staff: How many is too much, how few is not enough	April 22, 2004	\$189	\$239	

CD and Materials Package


Item Number	Program Title	Approx. Date of Shipment	ACC Member	Nonmember	Total Price
6134	Rightsizing the Medical Group's Staff: How many is too much, how few is not enough	April 22, 2004	\$199	\$249	



FAX
 Fax this form and credit card information to:
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 (Credit card orders only)

For live participation, all orders must be received by April 6, 2004. Payment must accompany this registration form.


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 Please charge my: VISA MasterCard AMEX
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If you do not receive your course materials for the live presentation by April 7, 2004, please call toll-free 877.ASK.MGMA (275.6462), ext. 888.



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Cancellation of pre-registration must be postmarked no later than five days prior to the program and is subject to a \$35 processing fee. No partial or full refund or credit will be made after this date for failure to participate. Cancellations **must** be received in writing.

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Medical Group Management Association