

Building a Practice Administration Team and Designing Your Practice

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Chief Operating Officer



PRACTICE MANAGEMENT



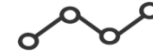
Operational Staff, for
Day to Day activities



Virtual Reception Team



Practice Manager



Financial Oversight &
Reporting



Strategy & Marketing

VIRTUAL RECEPTION



Reception Team
Leader



Team of Remote
Reception Staff



VR Infrastructure



PRACTICE START-UP SERVICE

BILLING SERVICE



Medical Billing



BACK OFFICE MANAGEMENT



Management
Mentoring



Bookkeeping



Payroll



Compliance, Policies &
Procedures



So you want to

practice

surgery?

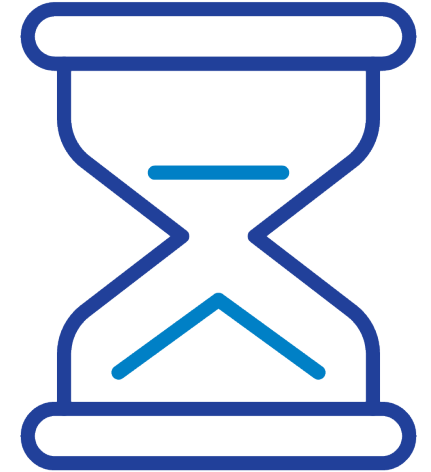
Who is
worried
about being a small
business owner?

Practice Management is...

- ✓ Financial Management
 - ✓ Human Resource Management
 - ✓ Strategy and Planning
 - ✓ Marketing & Community Engagement
 - ✓ Information Management
 - ✓ Risk Management
 - ✓ Governance & Organisational Dynamics
 - ✓ Business Operations
 - ✓ Clinical Operations
-

Building Blocks of Effective Management

- **MANAGEMENT STRUCTURE + PLANNING**
 - Strategy, Budget, Org Chart, Decision Making
- **PERFORMANCE MEASUREMENT**
 - KPIs, Reporting, Pro-active Management
- **HUMAN RESOURCES**
 - End-to-end employee engagement
- **FINANCIAL OVERSIGHT**
 - Handling, Reconciling and Optimising



PLAN

Build your personal and business infrastructure.

Insurance & Governance

Policies & Procedures

Financial Reporting

Financial Handling

Communication Infrastructure

IT infrastructure

Staff





LOCATION



SIZE



PRICE



TECH



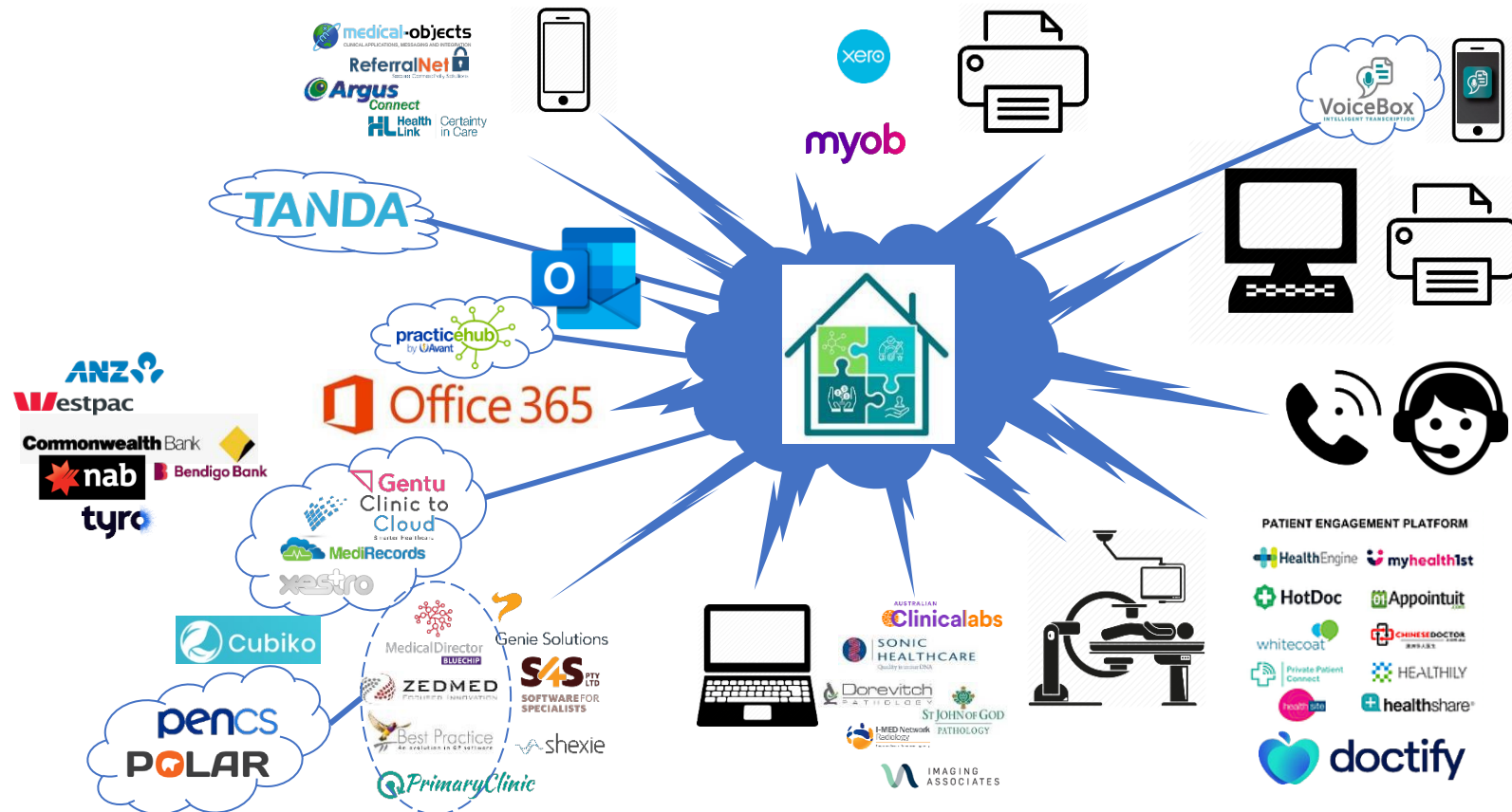
Own – Rent - Share

Solo - Group





Technology in Practice



Budget



Commit to Decision Making Systems





**Systemise your
planning with
structure**

TEAM



SKILL SET



COST



TRAINING



OUTSOURCE

Who are you?



Doctor

Manager

You are ultimately responsible for
management of practice

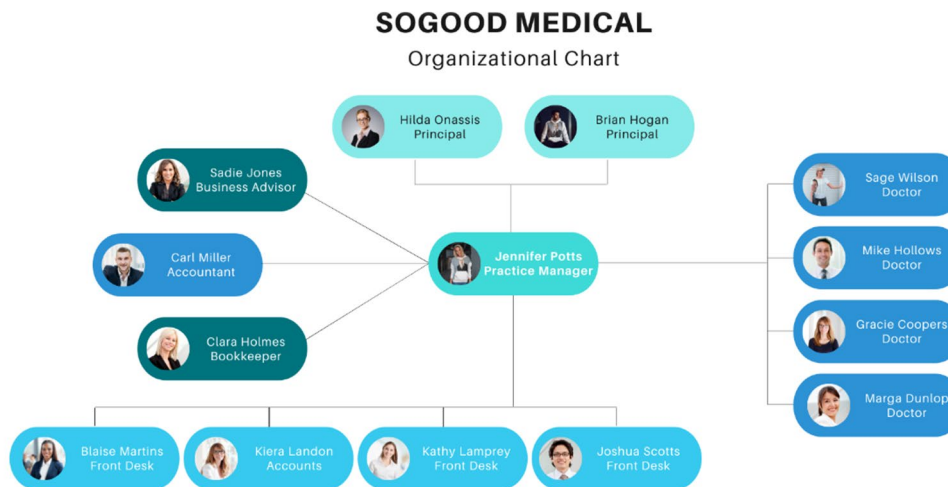
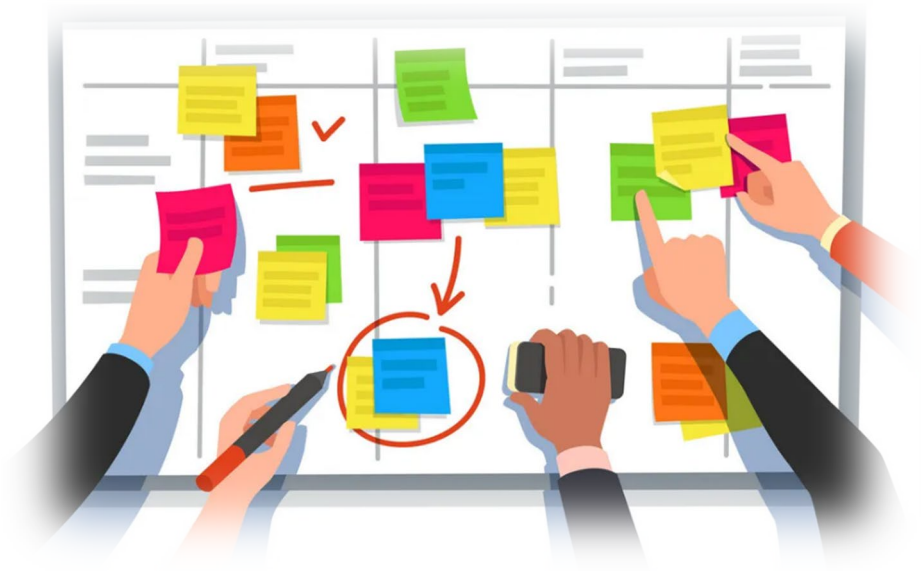


**Support staff are...
whoever you decide**



Designing your team

- What are the tasks you need done in the practice?
- What are the tasks you would like done in the practice?
- Which responsibilities do you want taken care of by which roles?



- Design based on your ideal state

Do you need a Practice Manager?

Do they have:

- ✓ Capabilities to deliver
 - ✓ Business reporting, strategic perspectives, HR rules
- ✓ Industry knowledge
- ✓ Financial literacy
- ✓ IT capabilities and knowledge base
- ✓ Your practice at heart



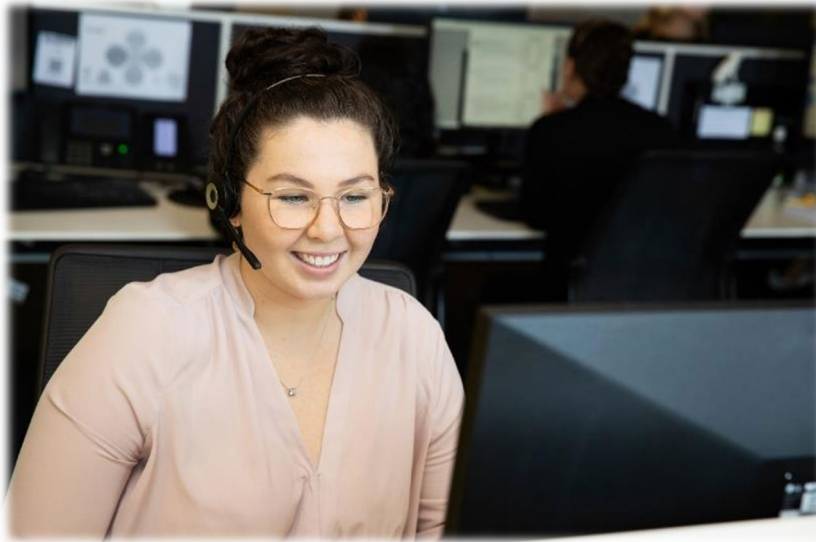
Do you need a Practice Manager?

If you are doing a Practice Manager's role, you don't
need a Practice Manager

You need a good secretary



A Very Good Secretary



Staff Rules

- Quality staff = quality practice
- Even the best staff require *MANAGEMENT*
- Expect staff turnover every 18 months
- You can offload tasks, but not responsibility
- Employment law governs how you can engage staff



Are you going to be an employer?

- Are you legally compliant with obligations as an employer?
 - **Health Professionals and Support Services Award 2010 (Award)**
 - **National Employment Standards (NES)**
- Determine:
 - Casual or Permanent
 - Pay rate
 - Employment conditions
 - PAYG registration & payroll tax



Outsource

As a modern practice you can outsource activities:

- Take pressure of your staff
- Improve the service experience for your patients
- Utilise Expertise that is
 - Scalable
 - Contracted
 - Managed



Cost of Your Staff

\$28 per hour

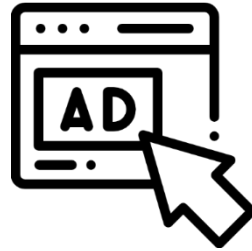
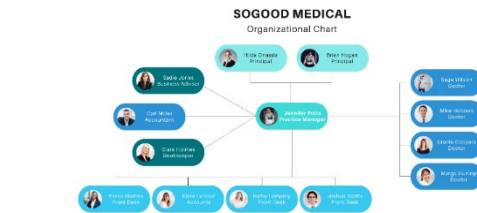
| EMPLOYMENT COSTS | ANNUAL COSTS* |
|--|------------------|
| Wages (\$28 per hour) + annual indexation | \$55328+ |
| Superannuation | \$6090+ |
| Personal Leave Cover (temp \$40 p.hr) | \$3040+ |
| Annual Leave Cover (temp \$40 p.hr) | \$6080+ |
| Public Holidays (11 days p.a. lost productivity) | \$2340+ |
| Long-service Leave | \$960+ |
| Staff training & Supervision | \$4000+ |
| Payroll & Contracts | \$2000+ |
| Professional Development | \$\$\$\$ |
| Advertising | \$400+ |
| Screening & Interviewing | \$2000+ |
| WorkCover | \$100+ |
| Payroll Tax (dependent on practice size) | |
| Total | \$82,338+ |

Finding Staff

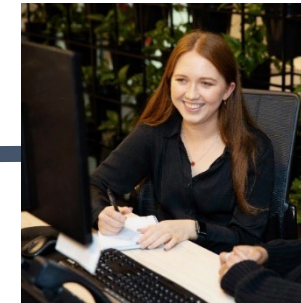
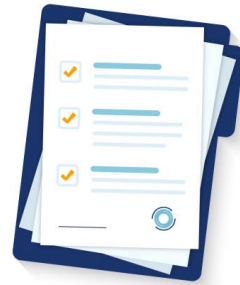
Determine if you have gaps – and how staff can fill them:

1. Look at your **business needs and goals**.
2. Think carefully about the **hours** you'll need them to work.
3. List the **tasks** that you'll need your staff member to perform.
4. **Outline the results** you want for your business from employing new staff.

www.business.vic.gov.au



START



YOUR EMPLOYMENT COSTS

1 FTE / \$28 per hour

Total: \$82,338+

OUTSOURCE COMPARISONS

SURGICAL BILLINGS

| | |
|--------------------------------|---------|
| Full Service 4.92% (of \$150K) | \$7,380 |
|--------------------------------|---------|

VIRTUAL ADMINISTRATION

| | |
|----------------------------|----------|
| 3 Consulting Sessions/week | \$40,768 |
|----------------------------|----------|

| | |
|-------------------------|---------|
| Theatre List Management | \$4,995 |
|-------------------------|---------|

FRONT DESK (part timer)

| | |
|----------------------------|----------|
| 3 Consulting Sessions/week | \$17,472 |
|----------------------------|----------|

BOOKKEEPING & PAYROLL

| | |
|----------|---------|
| Per year | \$3,287 |
|----------|---------|

| | |
|---------------|-----------------|
| Total: | \$73,902 |
|---------------|-----------------|

Outsource

Expertise can be bought (save time, money & hassle)

- ✓ Practice Management
- ✓ Virtual Administration
- ✓ In-Patient Billings
- ✓ Bookkeeping and Payroll



Outsource

Expertise can be bought (save time, money & hassle)

- ✓ Lawyer
- ✓ Accountant
- ✓ IT Provider

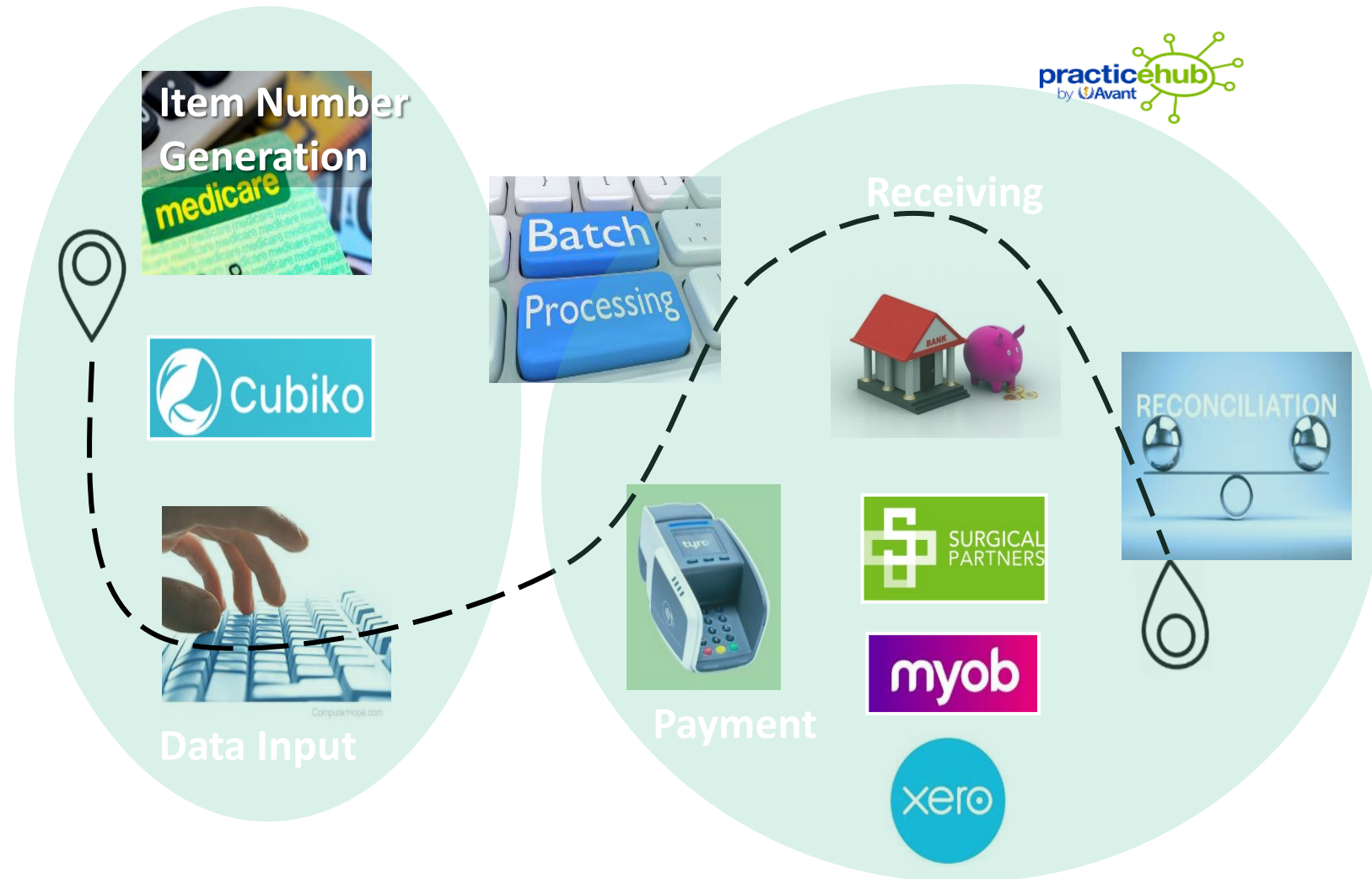


Outsourcing Benefits

- ✓ Reduce overheads and control operating costs
 - ✓ Cost-effective labour
 - ✓ Save time and Increase efficiency
 - ✓ Continuity and Risk Management
 - ✓ Ability to focus on business growth
-

SMART

End to End Oversight



Performance Indicators

- ✓ Trigger Management Conversations
- ✓ Logical Relationship to Performance
- ✓ Straight forward to Measure
- ✓ Action will Impact Outcome



Setting KPI → Benchmarks

Financial

- Staff Cost
- Doctor Revenue per hour
- Doctor Availability/Waiting List
- Room Occupancy
- Financial position/Budget position



Setting Benchmarks – Patient Workflows

Patient experience

- Doctor performance (patient feedback)
- Patient booking methods

Telephone vs Online

Metric: cost of administration vs. technology



Setting Benchmarks – Internal Processes

Staff Performance

- Activities compared to Position Description
- Metric: team competency

Staff Engagement

- Staff feedback
- Metric: management effectiveness, culture, staff turnover



What to do now?



It's your practice

A large, solid blue circle containing the text "Own it." in a white, bold, sans-serif font. The text is positioned slightly to the left of the center of the circle.

Own it.

Seek advice



Thank you

Get in touch with us today

avantpracticesolutions.com.au

1300 469 866

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