Food For Thought

- Everything that gets accomplished in your practice will be accomplished by the people you hire and entrust to get it done.
- If you are not constantly investing in your people, you will never obtain superior quality or results.
- In order to obtain excellence you will need to invest heavily in your people; both time and money.
- The payback of a good HR program is enormous.

Art’s HR Formula

1. Hire only the best people.
2. Set high standards.
3. Train the pants off of everyone.
4. Drive for performance.
5. Overpay everyone who meets or exceeds your work standards.
The HR Process

Set Standards
- Job Description
- Require certification/licensure
- Task List

Hire
- Recruit
- Hire
- Orient

Train
- Set work standards
- Training materials and scripts
- Demonstrate competency

Drive for Performance
- Observe

Evaluate
- Performance Appraisal

Compensate
- Competitive wages
- Give annual increases
- Bonus

Discipline
- Counsel poor performers
- Replace those who don't meet the standards

Repeat
- Repeat
- Repeat
- Repeat
- Repeat
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- Repeat
- Repeat
- Repeat
Job Description

• A job description forces you to summarize the job you want performed.
• It needs to include all the major aspects of the position, including achieving at or above the work standards and working in a manner consistent with the practice's culture.
• Use during the interview. “This is the position we have available. Is this what you have been looking to do?”

Require Certification/Licensure

• “Better training equals better care.”
• All appropriate positions are required to have or obtain certification within 18 months. No exceptions.
• Market this to your patients.

Task Analysis

• Break the job down into its component parts; what does this position need to do specifically?
• Make the list as long as it needs to be; don't leave anything out.
• Let’s create a task analysis for the front desk...
Recruit

- Set a minimum standard for the position and stick to it.
  - IQ
  - Education
  - Credentials
- If you use the same recruiting methods as everyone else you'll get the same results.
  - The newspaper and Craig's list will not get you the top employees.
  - Pay a bonus for referrals.
  - Attend meetings that ophthalmic office personnel.
  - Be the best place to work. Your employees will tell their friends!
  - Consider using a recruiter; they will headhunt.

Recruit

- Use pre-employment testing.
  - IQ
  - Math
  - Reading comprehension
  - Personality profile
  - Background check, including criminal, financial and sexual predator registry
  - Internet/social networking check
  - Reference check
  - Drug screen
- "Kiss lots of toads until you find the prince."
- Never settle for an employee because you are shorthanded.

Recruit

- Prepare for the interview.
  - Write down 10 questions you will ask.
  - Consider allowing the people in the work unit to interview the candidate. Often they are more demanding than you.
  - You are never finished recruiting until you have all the positions filled with top performers and at least two people waiting for positions to open up.
Hire

- Whatever you offer the candidate, write it done and have them sign it.
  - People have short memories when it comes to money and benefits.

Orient

- Don’t just drop an employee into the job, orient and then train them.
  - Don’t let employees learn on real patients...would you want a rookie treating your Mom?
- Create a written orientation program.
  - Mission and values.
  - Create a comprehensive policies and procedures manual.
  - Practice culture.

Set Work Standards

- For each item on the Task Analysis, set a work standard.
  - Quantity
  - Quality
  - Time
- Create a way to measure the task. Usually this is a report of some kind; a statistic.
- Let’s create some work standards for an ophthalmic assistant...
Training Materials

- No one can perform excellently unless they have received excellent training, during which they've been asked to perform excellently.
- Assemble training material for each item on the Task Analysis.
  - 30-60 minute modules
  - Books, monographs, videos, Internet sites, CDs, vendor materials
- Create a training calendar for each employee
- Plan on-the-clock, off-the-floor, company paid for training time for each employee every week
- Terminate employees that do not keep up with the training schedule

Demonstrate Competency

- Assess all of your current employees against the work standards.
- For each training module there needs to be a formal written and a practical examination.
  - At least 10 questions
  - Perform the practical for the person they will be working for; doctor, office manager, etc.
  - Do not let employees perform tasks they have not demonstrated competency for; no exceptions.

Observe

- The problem with medical care is that it is delivered to the patient in a room with the door closed.
- Problems arise and then are corrected later. This is contrary to any TQM model.
- Someone in authority must formally observe each employee for at least one hour every week.
  - Rate their performance against the work standards.
  - File a report in their personnel file.
  - Use the reports at appraisal time.
Performance Appraisal

- Create a specific performance appraisal document for each position.
- Use the Task Analysis as a guide.
- Rate only quality and quantity of performance.
  - The ratings need to be:
    - Objective
    - Quantifiable
    - Verifiable
  - Use the reports you created to rate the employee.
- Rate each employee at least annually.
- A performance review is not a salary review.

Competitive Wages

- If you pay your staff the same as everybody else don’t expect better performance.
- Demand higher performance and pay for it (75th%).
- Never pay for mediocre performance. Once you accept mediocrity you’ll have it for life.
- Create, ‘Pay For Performance’ programs.
  - Set measurable goals and objectives
  - Pay when those goals and objectives are met
- Create bonus programs for everyone in the practice
- Let’s create a Performance and Bonus program now...

Give Annual Increases

- Give salary increases annually. No exceptions.
  - Your employees don’t care that the economy and your practice are down; they have families to feed. BTW, they see the car you drive, where you live and where you take your vacations; they know you are rich and they aren’t.
  - Delaying increases makes employees angry and makes them harder to negotiate with.
Bonuses

- “What's in it for me?”
- You will always get some resistance to change.
- Use bonus programs to drive for performance and reach the goals you’ve set for your practice and patients.
- Develop a way to pay a bonus to each position.
  - Group bonus or individual
  - It is okay to have more than one bonus program in a department
- The bonus should be at least 20% of the employee's wages.

Counsel Poor Performers

“As long as you keep doing, what you've been doing, you'll keep getting, what you're getting.”

- Counsel poor performers quickly.
- Create a written plan for improvement.
  - Be specific; what needs to be accomplished?
  - Set a timeline for the improvement.
- Set a follow up date.

Replace Those Who Don’t Meet the Work Standards

- Please allow me to repeat myself...

“As long as you keep doing, what you've been doing, you'll keep getting, what you're getting.”
Thank You For Your Time and Attention

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