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Dynamics of Physician Practice Management

Abass Ceesay

abass.ceesay@otterbein.edu

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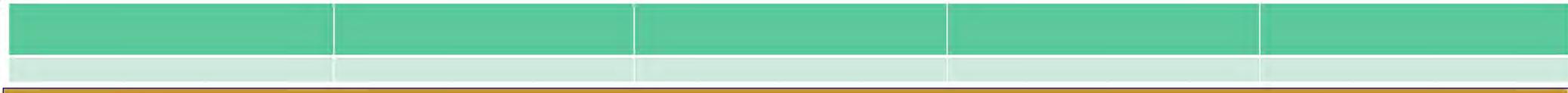
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Dynamics of Physician Practice Management

Abass Ali Ceesay



Practicum Site

Marietta Memorial Health System (MMHS) is a regional health system in Marietta, Ohio. Marietta is bordered with West Virginia; the health system provides comprehensive health care to Ohioan and West Virginians. MMHS has 3 major hospital in Ohio and 1 in West Virginia.

The practicum experience was unique because I was in different location daily and in two states bi-weekly, and that provided a different experience weekly.

Also, the supervisor has a clinical background as an athletic trainer. She move from a clinic role to an administrative role managing 7 clinics.

Practicum Completion Methods

I was doing my practicum in conjunction with taking a Research Design class, and the duration of the practicum was 250 hours.

I was at the practicum site 5 days a week, except some Thursdays when I had class and I must travel to Columbus. The practicum was in five different locations: Department of Neurosurgery-Marietta, Department of Neurosurgery-Belpre, Department of Sports Medicine Wayne St, and Sistersville's Department of Specialty.

I invested most of time in the cancellations and no-show's project, Sistersville's tracking, and direct observation of practice manager (PM) followed by asking relevant questions.

Learning Opportunities

- Cancellation and no-shows' project
- Phone scripts
- Opening of new clinic/facility process
- Sistersville tracking
- Supply needs for each individual clinic.
- Downside and upside for PM with clinical background.
- Advocacy and conflict resolutions

Patient Cancellations and No-shows' Project

- The goal of this project was to find out why cancellations and no-shows' were high.
- This was accomplished by interviewing 6 departments front desk staff and the PM providing the records of cancellations/no-shows (10/2020-02-2021)..
- The findings indicated that: patients feeling better, forgetfulness, lack of reminders, wait time, COVID-19, other illnesses, weather, transportation, and unspecified personal reasons.
- These 5 issues were a problem for all the departments interviewed: wait time, COVID-19, other illnesses, weather, and transportation.
- The outcome of this project resulted in writing a phone scripts for the problems discovered during the project.

Literature causes for cancellations & no-shows': Lacy, Paulman, Reuter, & Lovejoy (2004); Noriss et al. (2014); Mehra et al. (2018); Nasir, Summerfield, Dag, & Oztekin (2020).

- | | |
|--|---|
| <ul style="list-style-type: none"> • Forgetfulness • Wait time • History of no shows/cancellation • Forgetfulness • Transportation issues | <ul style="list-style-type: none"> • Illnesses • Appointments schedule in advance • Patient with history of cancellation |
|--|---|

Mitigation Strategies

Scripts to Mitigate Patients Cancellations and No-shows

- Guidelines for appointment reminders for new patients and established.
- Guidelines for patients who're feeling better.
- Guidelines for agitated patients.
- Guidelines for patients requesting medication refill; front desk and nurse.
- Guidelines for wait listed patients or a new patient.
- Guidelines for weather cancellations.

Literature on Mitigation of Cancellation and No-Shows': Berger et al., (2013); Mabrouh et al., (2020); Mehr et al., (2018); Ber, Cayiril, Yang, & Quek, (2012).

- No-show charge
- Double booking
- Walk-in slots
- Automated reminder calls
- Reminder by call or text
- Designated cancellation line
- Patient centered care

Implications of the Practice Manager with a Clinical Background

- Upsides
 - More understanding to staffs needs and wants.
 - Speaks the providers language.
 - Understands the impacts of administrative decisions on clinic operations.
 - Open door policy.
- Downside
 - Filling-in as clinician when short of staff.
 - Sympathize with clinic staff

Sistersville's Tracking

- I was responsible for tracking the following:
 - Referral information (i.e., referring physician, was it a correct referral, and if internal or external)
 - If patients departed
 - No shows
 - What type of visit (i.e., follow-up or new patient)
 - if the visit generated any surgeries.
- **Note:**
 - the physicians providing services at Sistersville's Department of Specialty are contracted First Settle Orthopedics physicians/PA, and the clinic has been operating for 4 months.
 - basically, the tracking is to ensure clinic operations are going accordingly and gauge the value these providers bring to the MMHS .

Takeaway

- The cancellations and no-shows' project was presented to three departments.
- Although, the Sports Medicine and Neurosurgery departments, were more receptive to the idea of phone scripts and indicated it will helpful, especially to floats and new employees.
- Also, they did made recommendation that were added to the project such as changing the scripts names to guidelines rather than phone scripts.
- However, Department of Neurology were not receptive to the idea of phone script. Most of the veterans indicated that phone script will increase their workload and they've an established communication method with the patient already.
- But they made recommendations for each script to have certain word features that is universal to the entire department.
- Overall, employee input is essentials in getting new ideas implemented.

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