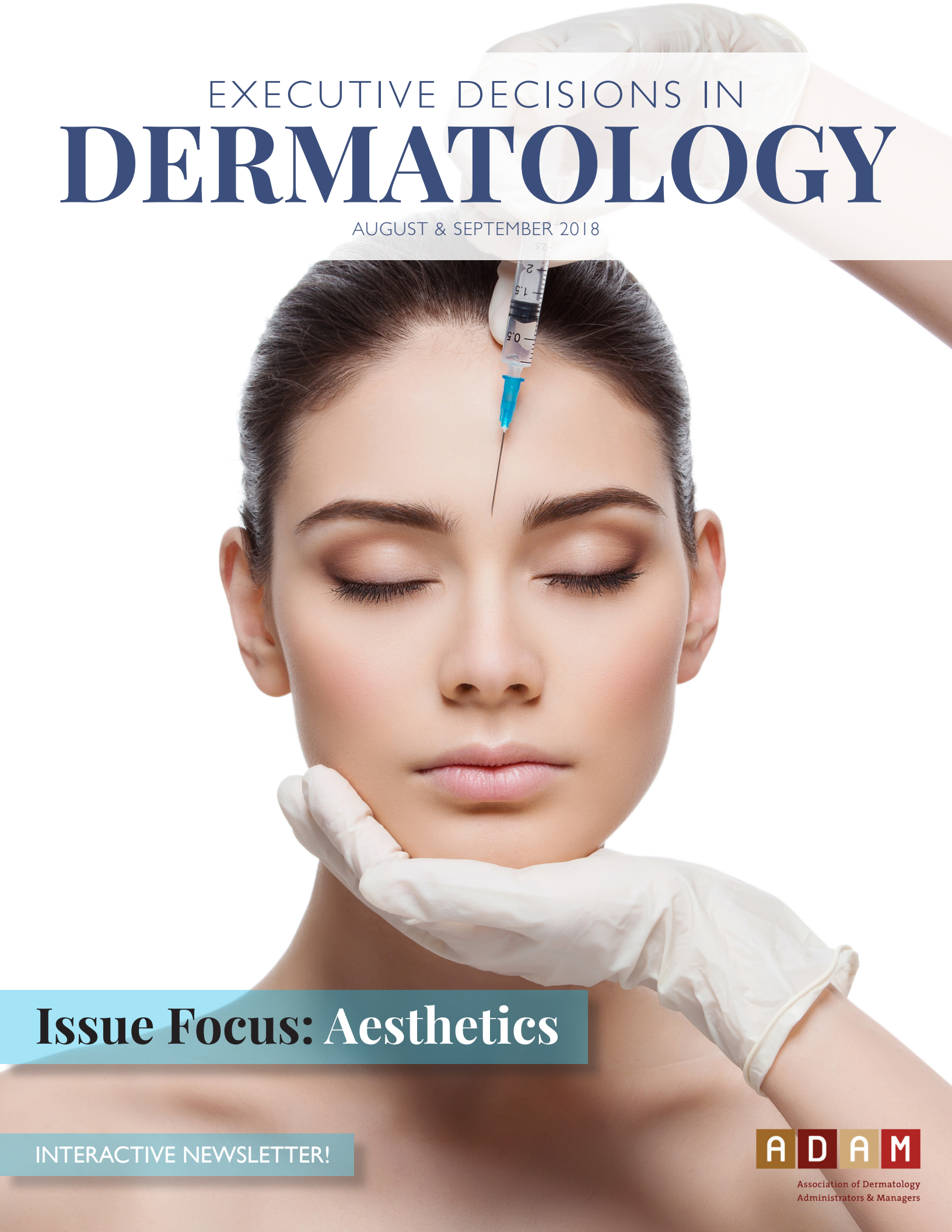


A close-up photograph of a woman's face. She has her eyes closed and a neutral expression. A syringe with a blue plunger is positioned vertically on her forehead, with the needle tip just above her eyebrows. A gloved hand is visible at the top of the frame, holding the syringe. Another gloved hand is visible at the bottom, supporting her chin. The background is plain white.

EXECUTIVE DECISIONS IN DERMATOLOGY

AUGUST & SEPTEMBER 2018

Issue Focus: Aesthetics

INTERACTIVE NEWSLETTER!



Association of Dermatology
Administrators & Managers



EXECUTIVE DECISIONS IN DERMATOLOGY

AUGUST & SEPTEMBER 2018

inside

Interactive newsletter

Executive Decisions in Dermatology is interactive, getting you to the information you need more efficiently. Navigate the newsletter with ease. Use the Home Icon to bring you back to the table of contents and click all URLs to go to the featured website.

Page 8 | Elevating to Elite

- | | | | |
|-----------|---|-----------|---|
| 3 | ADAM President's Corner
President Tony Davis | 14 | New Product Selection & Management
Esther L. Sanchez |
| 4 | The Marketing Approach to Aesthetic Services
Dean Kanellopoulos | 16 | Get Fit: Cross-training Your Team for a Healthy Practice
Marie Czenko, MA |
| 6 | Trending Treatments and Aesthetic Procedures
Alisha Rose Merlo | 20 | What Makes Content King?
Brent Cavender |
| 8 | Elevating to Elite:
How to Become a Leading Aesthetics Practice
Noelle Masini | 22 | Federal Fodder
SAMI Advocacy and Practice Affairs Team |
| 10 | Board Member Interview
Gabi Brockelsby | 23 | Ask the Lawyer:
Staffing an Aesthetic Practice
Q&A with Michael J. Sacopulos, JD,
Medical Risk Institute |
| 12 | In-Office Dispensing:
Cosmeceuticals and More
William Philip Werschler, MD | | |

Executive Decisions in Dermatology is a bimonthly publication of the **Association of Dermatology Administrators & Managers (ADAM)**. ADAM is the only national organization dedicated to dermatology administrative professionals. ADAM offers its members exclusive access to educational opportunities and resources needed to help their practices grow. Our 650 members include administrators, practice managers, attorneys, accountants and physicians in private, group and academic practice.

To join ADAM or for more information, please visit our website at ada-m.org, call 866.480.3573, email ADAMinfo@samiworks.net, fax 800.671.3763 or write Association of Dermatology Administrators & Managers, 5550 Meadowbrook Drive, Suite 210, Rolling Meadows, IL 60008.



2018-2019 ADAM OFFICERS AND BOARD OF DIRECTORS

ADAM OFFICERS

Tony Davis

President

Dermatology Specialists, P.A.
Edina, MN

Janice Smith

President Elect

Pinnacle Dermatology
Crawfordsville, IN

Shannon Page, CMA

Secretary / Treasurer

Feeding Hills, MA

Gabi Brockelsby

Immediate Past President

Murfreesboro Dermatology Clinics, PLC
Murfreesboro, TN

ADAM BOARD MEMBERS

Michele Blum

Front Range Dermatology Associates
Greeley, CO

Elizabeth Edwards, MS

University of Texas Southwestern Medical Center
Dallas, TX

Nicole Holoman

MacInnis Dermatology
Leesburg, FL

Bill Kenney, MHA

Dermatology Consultants, P.A.
Saint Paul, MN

Virginia King-Barker

Duke University
Durham, NC

Sarah Nielson, CPC, CPPM

Center for Dermatology & Plastic Surgery
Scottsdale, AZ

George Smaistrila, Jr.,

FHFMA, CMPE, CPC

Bellaire Dermatology Associates
Bellaire, TX

Wendy Stoehr

Advanced Dermatology & Skin Surgery
Spokane Valley, WA



President's Corner

Welcome to the aesthetics issue of *Executive Decisions in Dermatology*. As summer is in full swing, so are ADAM committees who are hard at work continuously improving ADAM initiatives and member benefits.

Communications Committee:

The Communications Committee works tirelessly to develop this newsletter on a bi-monthly basis. Upcoming issues will focus on marketing (October / November), operations (December / January) and patient relations (February / March). The committee is also involved in the new ADAM website development, rebranding of the ADAM logo and ADAM's new weekly e-newsletter – ADAM Intel. If you have an interest in writing an article for *Executive Decisions in Dermatology* or ADAM Intel, please email **ADAM's Executive Director**.

Education Committee:

Our Education Committee is busy working on improving the MyADAM member benefits area of the website including forms and templates, links to other useful information, and the resource library and toolbox. Right now, the main focus of the committee is finding new webinars for you to enjoy. If there are webinar topics you need ADAM to focus on, please submit them via this [link](#). The committee is also helping with social media engagement and answering your questions on our [LinkedIn group](#).

Membership Committee:

The Membership Committee has a full plate this year. Their first assignment? Find practices that are not members of ADAM, but should be. If you know a practice in your area that should be a member of ADAM, send its name, address and any contact information you have to koster@samiworks.net. The committee is also working on: A snapshot of how ADAM can save your practice money; a membership survey; student and resident recruitment; affinity program evaluation; the development of mentorship and networking opportunities (example: new website community, LinkedIn / social media liaison, etc.); and developing the member section of the new ADAM website.

As you can see, our committees are active, and we are always looking for new members. If you want to be **involved with a committee**, we welcome you.

Enjoy summer!

Best,

Tony Davis, ADAM President





AESTHETIC SERVICES



The Marketing Approach to AESTHETIC SERVICES

*By Dean Kanellopoulos, Business Development
& Practice Experience Manager at Revision Skincare®*

As the medical aesthetic consumer grows savvier and more discerning, it is vital that marketing, merchandising and overall consumer engagement in the practice continues to evolve with current trends and patient preferences. A strategic marketing approach that leverages the physician-to-patient relationship can enhance desired results, improve patient loyalty, increase referrals and drive overall business growth.

There is a continued rise in patients investing in high-dollar treatments and procedures. This opens the door for brands to educate patients on how aesthetic wellness complements their respective treatments. For example, brands and partnering physicians can work together to educate patients on a custom regimen that will complement and enhance the results of the procedures performed, featuring products the physician personally recommends. The trusted relationship between the patient and provider increases the chance the patient will invest in the prescribed regimen, while the relevant, curated selection of products prevents regression and ultimately drives desired results.

The patient's experience begins the moment he or she enters the practice, which is an opportunity for physicians to offer a "roadmap" to successful results, starting with visual cues. Product display units, marketing visuals and informational, easy-to-comprehend reading materials are essential to complement retail initiatives. Consider taking a themed approach with these visual techniques within your practice – from merchandising skin care products to theming areas or treatment rooms within the practice by area of concern (e.g. "Anti-Pigmentation," "Loss of Volume" or "Lines and Wrinkles"). This will trigger an instant emotional connection between your visual scheme and the patients' personal skin or aesthetic concerns. These powerful, visual techniques can lead to an increase in product sales by 200-300%.

Regimen building is another way to offer a themed experience for patients, focusing on specific plans to achieve optimal results. Each practice should showcase curated regimens that align with common skin care concerns, feature provider favorites and are designed to complement aesthetic treatments. This multi-faceted, customizable approach is an essential element for all strategic marketing plans as it helps patients understand that consistent use of multiple products will target aging through multiple pathways.

All strategic marketing initiatives should be designed to enhance a patient's complete experience both in and out of the practice. Visual cues at every touchpoint combined with one-on-one interaction offering education on skin care concerns will contribute to an emotional bond with patients and the long-term success of the practice. ■

We are Revision Skincare®.

And we believe you can't take shortcuts to healthy, beautiful skin. That's why we own every moment of a product's life until it reaches you. We go to great lengths to craft and recraft all of our formulations to perfection – but even then we don't stop. We're obsessed with skincare and relentless in our pursuit of delivering results.

Let's grow young together.™



revisionskincare.com



TRENDING TREATMENTS AND AESTHETIC PROCEDURES - What's HOT & How to Set Your Practice Up for SUCCESS!



Alisha Rose Merlo has over 18 years of experience in the medical aesthetic space. She has worked for leading organizations such as Obagi Medical Products and Medicis Aesthetics where she spent 10 years of her career. Alisha is an ADAM presenter, a frequent speaker at medical conferences and has published numerous articles on practice management and marketing.

By Alisha Rose Merlo, Director of Professional Relations at colorescience

According to the **2017 ASDS Survey on Dermatologic Procedures**, over eight million cosmetic treatments were performed by dermatologists in 2017. This includes laser / light / energy-based procedures, injectable neuromodulators, soft-tissue fillers, chemical peels, body sculpting, vein treatments and other rejuvenation treatments.

A majority of the 18 percent year over year growth can be attributed to greater consumer awareness. Try scrolling through your Instagram feed without seeing live demos, before and after photos and patient and practice videos promoting the latest and greatest procedures. The surge in the number of millennials flocking to dermatology offices to maintain selfie perfection has opened the flood gates to a new patient demographic.

So What Treatments Are Trending Now?

Microneedling has gained not only patient popularity but physician confidence. Looking back just five years ago, this non-surgical treatment to rejuvenate the skin, improve scarring, skin texture, pore size, brown spots, stretch marks and pigment issues was looked at with skepticism. Today, it is a regular on the cosmetic treatment menu. With the recent Food and Drug Administration (FDA) clearance of the first microneedling device on the market, we can expect more devices to follow and the interest to continue to grow.

Another popular trend is combination technologies. Devices that combine radiofrequency with microneedling or intense pulsed light with fractional resurfacing allow dermatology practices to have the power and efficacy of individual modalities in a single device. Injectable neuromodulators and soft tissue fillers will continue to dominate, and we can expect new players within the injectable categories in the next 24 months.

The quest for youth and beauty is not limited to above the neck. Another procedure growing in popularity would have been considered taboo a few short years ago. Nonsurgical feminine rejuvenation using energy-based technologies is one of the fastest growing in-office procedures. Almost all the major device companies have added this treatment to their product portfolio.

The popularity of body contouring continues, growing three times since 2012. We can expect to see these numbers rise with devices that utilize new energy sources such as high intensity focused electromagnetic energy and injectable fat reduction therapy.



With all these exciting treatment options, how do you launch them into your practice with success? Gone are the days of, "If you build it, they will come." Competition for cosmetic patients is on the rise. The best way to set your practice up for success is to have a game plan.

Four Tips to Include in Your Playbook

1. Do Your Diligence. Depending on where you fall on the adoption curve – early adopter, mainstream or late – you should always overlook hype for science. Treatment and product efficacy and safety should be established. After that, assess the profitability. How many patients do you need to treat before you start to see profitability? Do the math, it will help you prepare and plan.

2. Company Support. Though the product, treatment or device may be extremely exciting, and you are ready bring it into your practice, be sure that your chosen product's manufacturer passes a few basic checks and balances.

- Do they provide comprehensive training?
- Do they offer marketing support?
- What are the current reviews and opinions of your peers and patients?
- Is there a patient loyalty program available?
- What's their innovation pipeline? Innovation keeps companies thriving.

Dermatologist Elizabeth Grieshaber, MD, of Terezakis & Grieshaber Dermatology says, "The most important thing I consider when bringing on a brand is the science behind the product. The next thing I consider is support for office and office staff."

3. Train Your Team. Role-based staff training is essential to the success of any product or procedure. Each team members' role in your practice has a different touch point in your patient experiences. Be sure to provide them with the training that is most meaningful to their type of patient interactions.

"Partner with the key players and influencers in the office and create excitement and buy-in," recommends Joy Norman, Aesthetic Manager for California Skin Institute.

"Knowledge is power — educate all staff repeatedly and engage often. The top must-do for successful launch: Research; provider buy-in; create excitement; and launch events and marketing."

4. Establish a Marketing Plan.

Your plan should map out the strategy and tactics your practice utilizes to create awareness, capture interest and convert patients to try the new procedure, product or treatment.

"Be prepared to be found," says Natasha Mohr, Brand Manager for LovelySkin. "Based on your individual practice marketing strategy, consider all your elected outreach avenues to get the word out that your team is bringing something new into the practice and is prepared to help and serve with this exciting new product! These avenues may include: In-office materials, clinic website content and search, online search streams (both paid and organic), radio, television, newspaper or magazine ads (consider local, regional or national based on your practice), billboards, email, newsletters, social media and advertising."

Offer a Unique Patient Experience

Though you may be the first in your area to offer a new procedure, you will not be the last. These trends spread quickly, and the companies

LOOKS LIKE NOTHING. PROTECTS FROM EVERYTHING.



UV & POLLUTION
Provides a 47% boost in free radical protection from UV and pollution exposure



BLUE (HEV) LIGHT
Protects against 93% of blue light



INFRARED RADIATION
Helps minimize damage caused by infrared radiation



CHEMICAL-FREE
Totally mineral, totally invisible, totally chemical-free active ingredients

SUNFORGETTABLE® TOTAL PROTECTION™ BRUSH-ON SHIELD

Total protection in one convenient, on-the-go application—alone or over makeup.

+ Powered by EnviroScreen™
+ All mineral SPF 50
+ 80 minutes water/sweat resistant
+ Ideal for reapplication

+ Total Protection™ with EnviroScreen™ also available in Face Shield SPF 50 and Body Shield SPF 50



For more information contact us at professional@colorescience.com

colorescience®
BEAUTIFUL HEALTHY SKIN

that sell the equipment are effective at reaching as many practices as possible. It is key to create exceptional, unique patient experiences that they may not get elsewhere.

"The Colorescience Finishing Touch protocol has been the M.V.P. in our office," said dermatologist Kafele Hodari, MD, of Rejuvenate in Chico, California. "Any irritation, redness or blemishes post non-ablative procedure can be easily and immediately addressed with this simple and effective application process."

Remember, the way patients look and feel when they leave your office after a treatment is the most powerful marketing tool for your practice, so consider the positive impression that can be made by having them leave confident and protected.

Every year new devices, treatments and products come to market. Properly evaluating the science, safety and profitability along with establishing strong training and marketing plans to create unique patient experiences will set you, your team and your patients up for success. ■



ELEVATING TO ELITE: How to Become a Leading Aesthetics Practice



*By Noelle Masini, Director of Operations for
Dr. Amy Wechsler Dermatology in New York City*

Exactly how does a cutting-edge aesthetic practice set itself apart from the others? By making the unwavering commitment to provide the best (of everything) to its patients. From hiring motivated staff to cultivating an atmosphere, it is about an overall attention to detail that keeps them ahead of the pack. If you are looking to elevate your practice, incorporating the following steps could take it to the next level.

Maintain an Aesthetically Pleasing Environment. Patients equate the condition of the office with the type of service they are going to receive. The practice should be clean, set at a pleasant temperature and clutter-free. Items like current magazines, fresh flowers and simple refreshments can convey a positive subliminal message. Assess your





office with honesty: Does it need a fresh coat of paint? New waiting room chairs? Is it laden with cardboard boxes and stacks of paper? The last thing your hard-won patient should say is that the office looks shabby.

Hire the Best People (You Can Afford).

Employee payroll is often the greatest cost, and it can be tempting to hire labor at the lowest rate to improve the bottom line. However, viewing staff as an investment in the business – rather than an expense – can justify higher rates of pay. In a competitive market, customer service sets your brand apart from the others. Knowing what you can afford to pay your employees is the first step. Utilizing websites like *Glassdoor.com*, geographical market rate data is accessible for specific positions. Next, assess what you can afford by looking at your Profit and Loss Statement. Try to keep non-provider wages around 18-20 percent of total revenue. Source candidates with aesthetic experience but, more importantly, ones who treat patients with kindness and professionalism. When you find the right one, don't hesitate to offer a salary that is on the high side of competitive. Additional monetary compensation can be dangled via product

and other sales-related goals. This promotes an achievement-based environment and – if structured properly – teamwork. Win-win!

Prioritize the Capture of New Patients.

You have spent countless dollars just to get the phone to ring. Investing your money in marketing, search engine optimization (SEO), social media and online appointment services deducts from the bottom line. Cash pay treatments are a great revenue source. Therefore, capturing these patients is vital for business, and capturing requires training. Staff should be able to credential the treatment, provider and practice effectively all during the first contact with a prospective patient. Create a binder that includes all elective services and their results. Include a pricing guide and scripts for frequently asked questions like treatment time, post-procedure downtime and pricing. New patients will feel confident in their decision to be treated at your office.

Set Pricing with Confidence and

Transparency. As more practitioners increasingly provide aesthetic services – and websites like Groupon and Gilt are used as marketing tools for MedSpas – treatment costs can be all over

the map. Know the practice brand and set pricing accordingly. Are you an experienced provider with consistently great results? Do not hesitate to price appropriately high for the local market. Additionally, be clear when speaking to patients about pricing whether on the phone or during consultations. Nothing infuriates patients like unexpected charges.

Keep Abreast of New Devices, Treatments and Products.

The aesthetics field is evolving at record pace, and everyday there's something new being introduced to the market. Journals, magazines and vendor sales representatives are invaluable resources for keeping "in the know." Request samples, ask for in-office demonstrations and go to trainings when available. Discussing the newest aesthetic trends with patients is a great way to pique interest.

Incorporating a couple or all of the above can make a significant difference. If you only have the budget for one change, paint or decorate the office. It will energize the space and enhance the overall look. Whatever changes are made, patients are sure to notice and will appreciate the effort. ■

Board Member INTERVIEW

Gabi Brockelsby

Administrator
Murfreesboro Dermatology Clinics, PLC



Can you describe the practice you lead?

Murfreesboro Dermatology Clinic has 11 practitioners and seven locations spread through the Middle Tennessee area. Three of those seven locations have dedicated aesthetics centers and most others offer limited aesthetic services.

What do you find are the most challenging aesthetics issues and requirements as you run your practice?

Aesthetics requires a tremendous amount of time, energy, creativity, focus and patience. One must constantly work to attract new clients to the practice while retaining the loyalty of existing clients and balancing the needs of creative but financially driven employees in an ever-evolving industry.

Are there any specific tools or processes you have incorporated recently to support aesthetics needs?

Being slightly outside of the Nashville metropolitan area, we try to stay current with aesthetic procedures that meet the skills of our employees and incorporate newer trends without sacrificing our general practice principals. We stand solidly behind the services we offer and the science behind each and every one of them. To meet these needs, we frequently seek partnerships with our vendors to introduce new, affordable products and services to both the metropolitan Nashville population and the very rural population of southern Tennessee. We also have developed disease treatment modalities – such as effective partnerships between our medical practice and our aesthetic services – in areas such as acne, rosacea and melasma to mention a few.

How do you measure or evaluate the success of aesthetics efforts?

While the obvious measure of success is in monetary return, we also look at client sourcing: Are our clients referring others to the practice? Are our employees referring clients to the practice? Is our marketing working? Is our social media interactive? Is our marketing tiered to meet the needs of the various communities? What is driving the calls to the office? What keywords are driving people to our website? And, last but by no means least: How successful do the employees feel at the end of the day, month, quarter and year?

What method of evaluation has proven to be most successful for you?

I'm a numbers geek. I love pulling data and slicing and dicing it. It's what works for me. I love to review the numbers and tie them back to the various efforts so I can truly evaluate the return on our investments.

What do you see as the ideal skill set necessary in managing a dermatology practice?

I don't think there's any single skill set to be successful. I have always tried to surround myself with people who are better than I am in their specialized field. I strongly believe in hiring for personality over medical-specific skills for positions where a happy voice and smiling face are of higher importance to the patient walking in the door or calling on the phone. There are so many things that I have needed to develop within myself: the ability to admit when I'm wrong, the ability to laugh at myself, the fortitude to defuse tense situations with / between employees or clients or both, becoming the cheerleader for employees to strive to improve and the still-developing sense of when to walk away from a bad situation. And a good dose of common sense does not hurt!



How were you able to acquire those skills over your career?

While I went through the traditional path of obtaining a college education, I did not start my career in medicine. But since joining my current practice I have been blessed with a supportive boss who insisted I take advantage of educational opportunities in both ADAM and the Medical Group Management Association (MGMA). He has encouraged me to advocate on behalf of dermatology and to step into leadership roles even though it takes time away from my daily functions at the practice.

What do you see as the challenges in managing aesthetics efforts within your practice and do you have any key initiatives supporting these changes in your practice?

The keenest challenge in aesthetics is to recognize you cannot have everything so you have to define what you will have – what you are. Every decision then must fall into that decision tree, whether it involves hiring a receptionist or aesthetician, planning the layout of the space, generating an ad campaign, bringing in a product or adding equipment. Since we have multiple locations, it requires research and planning to bring products, services and staff to satellite locations where the market is much smaller.

PRESERVE & PROTECT

PHYSICIAN FOCUS • PATIENT HEALTH • PRACTICE PROFITABILITY

Every SRS Health solution is designed to help you keep your dermatology practice as healthy as your patients.



SRS is the only dermatology-specific healthcare IT vendor to offer:

- **PDMP checking at the point of care** within the prescription workflow
- **Proactive personalized regulatory support** in achieving your dermatology-specific goals
- **Plus, a tightly integrated end-to-end episodic care solution** for high-performance practices

We take care of the business of medicine so you can focus on what matters most—your patients.



END-TO-END INTEGRATED SOLUTIONS SUITE

EHR • PM • RCM • TRANSCRIPTION • PATIENT PORTAL • OUTCOMES

www.srs-health.com | info@srs-health.com | 800.288.8369

When did you first become involved with ADAM?

I joined ADAM in January of 2001 and became Chair of the Communications Committee in 2002. Afterwards, I maintained my membership and was a member of various committees, some years more than others. That's the great thing about an organization like ADAM: You give when you can. I then joined the Board of Directors in 2012 and served as President from 2015 to 2018.

Can you describe the opportunities ADAM has provided you both as a member as well as a Board Member?

I don't think I've ever done anything as rewarding as serving as ADAM's President. To hear from members that I have provided inspiration and have served as a role model – well, there are no words.

What aesthetics advice would you offer managers in the field?

Educate yourself. Spend time not only with your sales reps but also with your aestheticians, your injectors and your laser technicians. Learn about what they do so you can recognize their challenges and work with them in partnership to develop a stronger aesthetics service. ■





In-Office Dispensing: Cosmeceuticals and More



William Philip Werschler, MD, is the founding member of Spokane Dermatology Clinic and Werschler Aesthetics in Washington. Dr. Werschler is an internationally recognized expert in both medical and cosmetic dermatology / aesthetic surgery. As such, he has been honored to serve as an FDA investigator for clinical trials throughout his career. Dr. Werschler is especially proud of his selection as one of the original Botox FDA investigators, where the pivotal clinical trial for FDA approval of Botox Cosmetic was performed in his office. Learn more at werschleraesthetics.com.

*By William Philip Werschler, MD, Founding Member of
Spokane Dermatology Clinic and Werschler Aesthetics*

Successful patient outcomes are dictated by access to the correct treatments. Physicians are trained to consider safety and efficacy first; however, in today's climate, cost must be considered as well. A recent study in JAMA Dermatology concluded that when patients do not pick up their prescriptions, out of pocket costs are the main reason why. So, what are we to do...offer less effective treatments that may have better reimbursement coverage? Stick to OTC remedies? Certainly not! I am here to tell you that there is a better solution, one that I have implemented myself - physician dispensing.

Providing patients with appropriate, affordable solutions at the point of care is progressive and responsive. I have found that this not only improves compliance, but it also increases patient satisfaction. A treatment regimen that starts with the strength of an Rx and then is maintained with therapeutic and cosmetic skin care products is the key to creating and sustaining a life-long healthy skin care patient. At this point you may be thinking that this sounds great, but what about all the bureaucratic challenges that will be involved?

There are consulting companies that can assist you through the compliance issues and can make integrating dispensing into your practice relatively seamless and easy. I use a company named Prescriber's Choice. When it comes to prescription medications, you want to ensure that you adhere to the appropriate state Board of Medicine and Board of Pharmacy regulations. These companies can assist with everything from formulary development to appropriate labeling and record-keeping requirements specific for your state.

Another huge benefit of consulting companies is their affiliation with an FDA Registered 503B facility, which enables your physicians to personalize and customize medications and better tailor patients' treatment regimens. I have personally created six different and unique formulations that



do what commercially available formulations could not and have grown to carrying 42 medications.

Neither you nor your patients want to engage in conversations about ever-changing insurance coverage, different costs at different pharmacies or unpredictable out-of-pocket expenses. Physician dispensing allows your practice to take control. It enables physicians to practice in a manner that they feel is best for their patients and to regulate the amount that each patient ultimately pays.

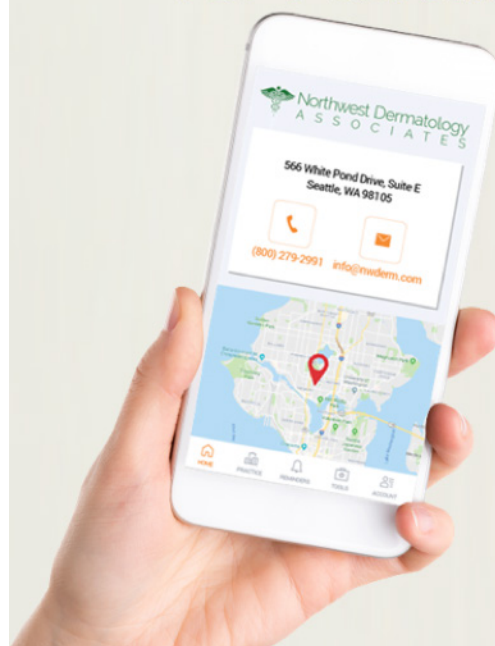
Although this may seem like a throwback to the days of yesteryear when physicians made house calls and carried a black bag filled with medications, it is the exact opposite. It is a sleek and innovative response to the current landscape of prescription coverage. In fact, research studies have documented that close to 80% of patients prefer to receive their prescriptions from their physician. Furthermore, by adding a therapeutic and cosmetic skin care line, you can once again control the quality of the products and the prices that your patients ultimately pay. I have been prescribing and dispensing in-office since 2015, and I assure you that it makes a world of difference to both my patients and my practice.

The freedom to practice liberated from prior authorizations, concerns of medication adherence and lash back from disgruntled patients. An additional benefit is the ability to monetize your practice with little or no additional costs or drain on practice resources. Patients look to their dermatologists for clinical expertise; they are more than happy to pay reasonable prices for the convenience of access and efficacy.

When implemented properly, even at affordable prices, physician dispensing has the potential to become both a positive revenue source and a patient benefit. Look to add dispensing of prescription and cosmetic skin care to your practice. Your practice will experience greater satisfaction, achieve greater patient adherence and drive profitability. ■



Create Your Mobile App for Patient Education



No Cost



Customizable

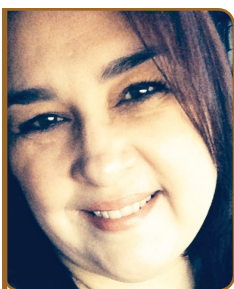


Personalized Trusted Content

Get Started Now



New Product SELECTION



Esther L. Sanchez is the Practice Administrator at Skin Associates of South Florida, P.A. and is a member of ADAM's Communications Committee.

*By Esther L. Sanchez, Practice Administrator
at Skin Associates of South Florida, P.A.*

Looking to expand your practice? Want to add skin care products to provide your patients a much-needed service while increasing revenue? Yes...but don't know where to begin?

A great place to start is your own staff. Your providers and staff are the ones who know your patients and are who patients turn to for guidance. Staff can share which products interest patients and / or which products they've asked about.

Do Your Research and Get Your Providers Involved! Read articles from dermatologic magazines, look at online reviews and reach out to the skin care companies of interest. Once you've done some research, you're ready to meet with one of their representatives to get more detailed information, such as pricing. Bear in mind that providers may want to review dermatologic journals on your product choice to know the science behind the product. Remember, patients will follow your provider's advice, but providers need to feel confident about their recommendation.

Know Your Patients. Why do your patients choose your practice? Knowing your patient demographic is also important in identifying which patients to target first. For example, is a major part of your patient base treated for atopic dermatitis? Acne? Are your patients younger or older? Do you have patients who would be interested in anti-aging products or cosmetic vs. medical products? Start with one or two of your patients' main concerns and go from there; no need to go overboard! Price point is also an important consideration when choosing products. Can your patients afford the products your practice is considering to bring onboard? There are beneficial products at all price points, so make sure to diversify in this area. Since every patient is different in the amount they are willing to spend, consider starting with products in the lower to mid-range price before over-investing in multiple high-end products.



Ask for Product Samples. Once you have decided on a product, get samples from the vendors. The companies are almost always willing to do this, but if they won't, reconsider your purchase. You need your staff to know and understand the product to sell it. If you have staff with the same concerns, have them try it out and get their feedback. If they like the product, they will be more encouraged to recommend it to patients and feel excited about it. If they don't like the product, you will have invaluable information before making a significant investment. Either way, it's a win for the practice.

Management of Multiple Products. More is not always better. By starting with a couple products that treat the same concern, your staff, and providers, will feel more confident in educating patients. Patients and staff alike can get overwhelmed if there are too many product choices. Be selective in your choices; your patients will appreciate knowing your practice is careful in introducing products.

Training Your Staff. Almost all skin care companies offer training for your entire staff. It's in their best interest! Companies have representatives to either give a presentation or, at a minimum, go over the highlights of their product in your practice. Take advantage

of this free training, because it will help your providers and staff get the self-assurance they need and understand what patients can expect from using the product. It's the perfect time to address any concerns your practice may have about which patients would benefit from this particular product, how to apply the product, how to use the product with other prescribed products and how to use it in conjunction with certain procedures.

Maintain Inventory. There are several ways to maintain inventory. If your practice management software does not include an inventory system, well-known accounting software, such as QuickBooks, have point of service systems that include inventory management that keep track of sales and inventory. If your practice is not ready to invest in a software system, there are free examples of inventory spreadsheets on the Internet that could work for your practice. It is crucial to start your inventory system with the first batch of products purchased to avoid any shrinkage and ensure your patient service levels are adequate.

Promotion. Start by promoting your skin care products in-house. Place displays in areas with patient access and, if you have the space, create a display area for your skin care products

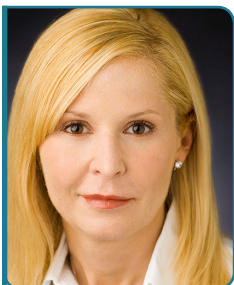
to invite patient questions. Have your providers or clinical staff introduce the subject of skin care products to patients when they feel it would be suitable. Get small samples from the skin care companies, or create your own, to give your patients if they express interest but are not persuaded about purchasing yet. You can also announce your new product through your social media channels, website and blog! Skin care product companies will be able to provide you with images and the proper wording to help you promote your product. While you're at it, send an e-blast to your patients. If your practice management software doesn't have the ability to send e-blasts, enlist online services such as Constant Contact or MailChimp to get you started.

Change is intimidating, but when you do your research and get your providers and staff on board, they will feel more confident talking to patients about the products you offer. Skin care is a very important part of any dermatology practice. Once you overcome the small hurdles associated with starting up, the entire practice – especially the patients – will benefit! ■





GET FIT: CROSS-TRAINING YOUR TEAM FOR A HEALTHY PRACTICE



Marie Czenko, MA, is a management consultant with the Allergan Practice Consulting Group of Allergan, PLC. With more than 20 years of training experience, she consults with medical aesthetic practices in the areas of financial analysis, practice valuations, practice management issues, internal and external marketing, leadership training and team building, sales training, compensation methodology and cosmetic practice development. She can be reached at Czenko_Marie@allergan.com.

*By Marie Czenko, MA, Management Consultant
at Allergan Practice Consulting Group*

Cross-training is a dominant trend in today's fitness world. It involves taking on a sport or exercise program outside of one's usual routine with the goal of improving overall athletic performance. Cross-training employees in a medical practice – whether the team is large or small – can be equally tied to increasing overall performance and gaining a competitive edge. From clinical to administrative support, multiple tasks need to be completed daily. Cross-training staff can ensure practice teams are properly equipped and prepared to meet all everyday needs, no matter what manpower challenges it might face.



In the aesthetic and medical office, cross-training can help staff accomplish three important practice goals:

Preparedness: Helps ensure nothing disrupts the patient experience, impact service or upset workflow.

Teamwork: Inspires everyone to appreciate the roles and functions of other team members.

Opportunity: Allows for objective input on new processes or tasks from those with experience and insight.

Whether leading a practice of two or 200, proactive physicians must acutely understand that their strategy for competitive success needs to include a well-trained, proficient team. Cross-training staff is one way to ensure staff is prepared. However, it takes commitment, time and effort, requiring tactical planning, scheduling, development, continued feedback and adjustment. It also requires that the physician and team be agile and clearly see the benefits of cross-training in daily workflow, patient experience and opportunities for continued improvement.

Getting Started

To undertake a cross-training challenge, it is important that everyone acknowledge that, at least in theory, you already do a certain amount of cross-training — that there is always an individual who can “cover” for someone who is absent or pitch-in when needed. To truly use cross-training to advance your competitive edge, however, remember the two additional goals of cross-training: Teamwork to better appreciate the contributions of others and the opportunity to create cross-functional teams for special projects and new developments.

Getting started on a formal cross-training initiative requires organization:

- **Build an organizational chart.** Clearly define the chain of authority, lines of communication and core departments of your practice (see sidebar below).
- **Define each role.** Do not target each individual staff member. Rather, focus on each role in the practice, based on the organizational chart. Ultimately, you want to build a list of tasks per function. Ask your team to create a bulleted list of daily, weekly, monthly, quarterly and annual task lists for the function they fill.
- **Combine the organizational chart and task assignments.** Connect the task assignments to key organizational areas and to the individuals who currently have “ownership” or participate on that functional team.
- **Schedule training time.** Build a realistic calendar of formal training time per function and per individual. Two half-days per month are usually sufficient for seasoned team members. One day per week or smaller daily increments is optimal for those who are two years or less in a role.
- **Seek input.** Obtaining insight and information from both the trainee and trainer is essential to determine what works best and what is further needed to feel proficient. Core fundamentals in didactic or online learning help provide a foundation and support best practices. Observational and hands-on learning are essential to see and practice skills in action.

- **Conduct QI checks.** Make sure there are protocols for feedback on improvement in workflow, team morale, patient experience and for reporting on progress of special projects or innovation.
- **Update processes.** Your cross-training needs may change as the business evolves. Task lists must be reviewed and updated regularly (annually, at least). Organizational charts must be updated with new hires. Re-organization, added locations, or major changes (i.e., a new partnership) require reviewing the cross-training plan and each component for the best possible progress and balance.
- **Set a timeline and establish goals.** Having a firm understanding of your primary cross-training goals prior to delegating to your team is essential. For example, is your goal:
 - Improved patient experience?
 - Growing practice revenue?
 - Planning for a new location in 3-5 years?
 - Adding a new provider?

Whatever your goals may be, the reality is that your practice will feel the pinch and so will your patients if you do not have a cross-training plan when a member of your team is absent without notice or for a prolonged time.

Cross-Training by Teams

Who needs to be cross-trained is a question with a simple response: everyone. A basic plan for getting started is to train by service team. Whether your practice is medical or aesthetic or a combination, each team needs to understand the scope of your services.

ORGANIZATIONAL MAPPING

Intimately understanding your practice organization is critical to building an effective cross-training program. Mapping the hierarchy of your practice is an important first step to cross-training. Generally, organizational planning in a medical practice is like most traditional business organizations: a top down approach with the owner at the top of the ladder. Newer theories in business organization model the business as a spoke-and-hub, with the owner at the center of the organization. No matter what model your practice chooses or its size, a simple organizational map is key to understanding the chain of authority, determining the lines of communication and defining the core business areas. All of the core functional areas of the organization

need to be defined and assigned in order to keep your practice fit and organized. Your organizational chart should include:

- Owner or partners.
- **Front office:** Reception, patient services, marketing.
- **Provider support:** Patient care coordinators, medical assistants, aestheticians and nurses in a supporting role.
- **Clinicians:** Staff physicians, certified physician assistants, nurse practitioners, cosmetic providers / injectors.
- **Practice management / back office:** Billing, accounting, information technology (IT), human resources (HR).



- **Front office:** Reception, patient service and marketing all need to understand and support each other's functions. In smaller practices, these roles may be combined, while in larger practices, one may not replace the other. In all practices, however, they need to understand, interface and integrate with one another. The front line is your reception staff; everyone on the team should spend at least a half day per month answering phones and greeting patients. This keeps the team grounded in the basic communication that begins and sets the tone for the entire patient experience. Staff should be trained to understand the nuances and needs of both medical and cosmetic patients and their inquiries.
- **Back office:** Billing, accounting, IT and HR may be all one point person or several. A cross-trained team affords more problem-solving and support in areas where discrepancies can be data- or technology-driven. For security reasons, and if someone other than the physician-owner is managing the bank, it is essential to have two authorizations on an account and two individuals carefully monitoring AR / AP. For flexibility reasons and time / cash flow savings, it is recommended to have more than one person trained on daily closings, reporting and submitting billing to third-party payers. IT is most commonly managing third parties; however, back-ups, security, and maintenance all need scheduling and accountability. HR is a sensitive topic with many legal intricacies that vary by state. Typically, the physician owner and practice manager constitute the HR team, although it may sometimes include an outside advisor or agency. Regardless, while these staff members may not work directly with patients, it is vital your practice is customer centric.
- **Clinic support staff:** Medical and surgical assistants, in-clinic medical scribes, support nurses and PAs and aestheticians are all integral parts to keeping the clinic flowing and patient records accurate. While the training and scope of capabilities may vary

greatly by individual and role, the common core is understanding what each function offers and how to make the patient experience fluid and thoughtful. There are numerous touch points and many personalities the patient may or may not connect with, but you never know exactly when each touch point will take place. The bottom line is that if you are looking to shave five minutes off patient appointments, turn rooms more quickly, free up provider time for actual treatment or to simply enhance the clinical experience for your patients, this is the team that directly interacts with patients and can act to make change. In a clinic that handles both medical and cosmetic needs, support staff should be trained to credential all providers and procedures. If for example a cosmetic inquiry happens during a medical visit, taking a moment to credential the cosmetic providers, procedures and providing an opportunity to schedule a cosmetic consultation takes only a few moments and is key to conversion, even though you may not address both issues in the same visit.

- **Providers:** A surgeon / physician, PA, CNP, cosmetic RN and aesthetician are all providers, yet training, scope of practice and accountability varies significantly. In this case, cross-training involves careful consideration of scope of practice, patient safety and outcomes, and time value for the provider. In some cases, providers and clinical support staff may cross-train for things like pre- and post-ops and for assisting providers. Obviously, there must be a clear chain of command for patient complications or concerns. Any new treatments, technologies and protocols need to be cross-trained across many areas: The front office for information and education; the clinical support team for in-clinic and patient support; and the provider team for those who will offer treatment or refer the patient to a provider in the office.

Looking to Improve

There is never a wrong time to engage your team and get started on initiating a cross-training program. Successful teams are always looking to improve. In addition to continuing education and personal development, effective teams view cross-training as a vital element of a high-performing practice. While getting a cross-training program off the ground may be a challenge, it is important to remember that one of the basic program goals is to build a multi-functional team that can deal with disruption and tackle special projects. ■



Upcoming ADAM Webinars

Time Management

Today's workplace is overflowing with information, distractions and interruptions. Utilizing high impact time management skills can ensure that you are concentrating your energy on tasks that produce the greatest possible benefit. Effective time management promotes lifestyle balance and reduces stress. Participants will analyze their current time management practices and construct an action plan to enhance their productivity.

- Tuesday, Aug. 7 at Noon EST
- Paul Avram, MA, LCPC

Stress Management 101

Stress is a mental state resulting from demanding circumstances that shows itself both emotionally and physically. You will learn how to keep a positive attitude, understand the physical impact of stress, recognize the importance of refreshing yourself daily and continually find creative ways to plan and manage the inevitable stress we experience every day.

- Thursday, Aug. 23 at Noon EST
- Paul Avram, MA, LCPC

To register, *click here.*



or purchase your ADAM Access Pass to view ALL of the ADAM recorded webinars through 2018.

PLANNER & CALENDAR						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2			
	6	7	8	9		
	13	14	15	16		
	20	21	22	23		
	27	28	29	30		

Get CONNECTED!

Join the digital conversation on **LinkedIn, Facebook** and **Twitter**! Connect with ADAM and fellow members by engaging with ADAM's social media channels.

@ADAMHQ

ADAMHQ
@ADAMHQ
All we need is you - Volunteer Committee today!
mailchi.mp/ce335c6f43e2/v...

ADAM Members Group

@ADAMMembers

Association of Dermatology Administrators and Managers
June 2 - 10
Preventing and Addressing Sexual Harassment: What Every Employer Needs to Know - June 12; 12 - 1 p.m. EST
2017 Tax Cuts and Jobs Act: What Physicians and Practice Administrators Need to Know - June 19; 12 - 1 p.m. EST
To register: <https://customer91072d5b.portal.membersuite.com/.../BrowseEve...>

Upcoming ADAM Webinars

In addition to ADAM's public LinkedIn Page, ADAM members get exclusive access to the private ADAM LinkedIn Group! In order to join the group, visit the group page **here** and click the "Ask to Join" button. This will send ADAM Headquarters a request to add you. Once membership is confirmed, staff will accept your request. LinkedIn will send you an email confirming your access to the private member-only group; just click the link provided.

To share a post with all members, simply type in the box at the top of the group page that reads, "start a conversation with your group." Once you have completed your comment, hit post. This will allow all members in the group to read and respond to your comment.

To visit the group page in the future, click the "My Groups" tab from the top navigation bar and select ADAM. Be part of the conversation today!





WHAT Makes Content KING?



As a co-founder of MetaMed Marketing, Brent Cavender heads up business development and is chief educator and advocate to practice professionals. In this role, Brent provides site assessments, shares insights for more effective medical marketing and supports clients with custom solutions maximizing marketing return on investment for every practice's unique circumstances.

By Brent Cavender, Co-Founder of MetaMed Marketing

With so much buzz around content marketing these days, practice professionals likely have a few questions about the subject: **“Why content marketing? What’s the big deal? What’s the long-term strategy?”**

For answers, first consider the word “marketing.” If we push past classic textbook definitions of the term (such as the four Ps of product, place, price, promotion) to focus instead on marketing’s primary objective, we would likely conclude that it comes down to generating inquiries. The intent is to create and grow interest in services or products, and that interest is manifested in inquiries. Sure, marketers will talk about brand impression and messaging across various channels to maximize mind share. Practices will strive to perfect a mix of products, services, pricing and performance to satisfy their local market of potential patients. But all of this is generally done in the pursuit of reaching more new patients, providing more services, earning repeat visitors and receiving positive referrals.



Stepping back, one might even say that marketing is about long-term relationships. Effective marketing forms and nourishes connections; and from that perspective, we can appreciate the vital role content plays in contemporary marketing.

Whether it's billboards, broadcasting, point-of-purchase displays or digital marketing (social media, websites, pay-per-click advertising, etc.), content is the vital currency of communication. Regardless of the medium (text, audio, video, imagery, coding), prospective patients consume content to learn about and evaluate a practice's menu of services, merits and team relative to other local competitors. Productive consumption of content leads to connection between patients and practices. Patients cannot become aware, informed, educated, enlightened, engaged or inspired by a practice to act if they are not first exposed to content for processing.

Putting content at the center of communication is nothing new, so why is content so hyper-relevant in today's digital marketing efforts? It's about targeting. Practices may have the right message conveyed eloquently by credentialed professionals in an engaging format, but if that message isn't driven correctly through the right channels to be seen by specifically targeted potential patients, it will have zero impact. Fortunately, we live in a magical time of "Internet everywhere," which includes use of powerful research tools: Search engines. Through search, medical practices can be discovered and vetted by the right potential patients at any time from anywhere when content is effectively deployed. That's the power of content marketing.

If search engines are the doorway through which practices can receive targeted potential patients, content is the key for opening that door. For every search query — like "Dermatology Los Alamitos" — search engines rank the worthiness and relevancy of the content on millions of web pages already read and indexed for later retrieval. Organizations and their web pages earn a ranking relative to competitors based on how well their content impresses search engines for a particular search

query. But search engines can only judge forms of content that are decipherable, for which they can allocate some appropriate rating system (algorithms). For the computer code of search engines, this is predominantly text-based content. Search engines cannot appreciate the vibrancy, humor, or subtleties of videos, imagery or design, but they can read and decipher the first level intent of prose. Therefore, they reward social content, reviews and web pages that have sufficient and properly structured text that best answers searchers' questions. To a lesser degree, search engines also monitor and reward web pages that demonstrate strong visitor engagement through other types of content, but text is the king of content for an initial search engine review.

If text-based content is predominantly for acquiring the right patient visitors through search engines, why are other forms of content even relevant? The need for other forms of engaging and interactive content comes about because we're humans and not computers. While text-based content may play the key role in attracting search engines — with the added benefit of supporting credentialing the practice by educating and informing — it doesn't necessarily move patients down the path to inquiries, especially in a competitive environment.

Effective digital marketing drives potential patients to practices' web properties — but then those same pages must impress, enlighten and engage patients for them to reach out. This is all occurring in a dynamic marketplace where competitors are constantly raising their bar to publish their own mix of vibrant and informative new content. Without a full spectrum of well-crafted content that motivates patients to act, website visitors (potential patients) that are uninspired will quickly switch to other websites in a single click.

Properly crafted text-based content earns patient awareness and attention through search results so that the entire breadth of rich and engaging site content may be readily consumed, leading to real connections with real patients — and ultimately, real inquiries and services. ■

Server-free EMR & PM

A Better Way to Run Your Practice

Low Cost • Secure Data • Superior Performance

[LEARN MORE](#)

A New Level of Freedom





Federal Fodder

U.S. Dept. of Health and Human Services Mulling Changes to HIPAA

By SAMI Advocacy and Practice Affairs Team

Nearly everyone is familiar with the stack of forms that patients must fill out before being seen by the medical staff. However, there is some consideration in Washington, DC as to the value the Health Insurance Portability and Accountability Act (HIPAA) disclosure forms provide to the patient and the practice.

As part of the Department of Health and Human Services' semiannual regulatory agenda, the Office of Civil Rights (OCR) is considering several proposals related to HIPAA. Roger Severino, Director of OCR, said, "When you go to the doctor, you get a big stack of forms...especially when you're going to a practice for the first time. Very few people know what in the world they're signing. Patients just want to see the doctor...and most will sign whatever is put in front of them, not reading closely what it is. We've heard from folks that this is causing a lot of confusion. People are uncertain if signing the acknowledgement of privacy practices is some type of contract or a waiver of privacy rights, or [something] required to be signed in order to be treated."

In addition to looking at the requirements for HIPAA disclosure, the agency may also issue a rule that would allow the agency to distribute a percentage of the penalties collected from HIPAA violation settlements to victims. Additionally, the agency is considering a proposal to allow healthcare providers to make "good faith" disclosures of patient information, without authorization, to a patient's family when the patient is incapacitated.

These proposals are being announced as part of the Trump Administration's deregulatory and regulatory review agenda. The timeline for the proposals being formalized is still to be determined and they are far from becoming official regulations. The next step is for the agency to issue draft language in the Federal Register so the public can offer comments. This is expected to take place in September and November of this year. ■

Disclaimer

The materials presented here are for informational purposes only and not for the purpose of providing legal advice. You should contact your attorney to obtain advice with respect to any particular issue or potential risk.



SOLUTIONS
FOR ASSOCIATION
MANAGEMENT, INC.

The SAMI Advocacy and Practice Affairs Team is dedicated to education and advocacy on behalf of dermatology practice managers and their patients.





Ask the LAWYER

Q&A with Michael J. Sacopulos, JD
Medical Risk Institute

Staffing an Aesthetic Practice

Question: I manage a 6-provider practice in New England. We are considering adding aesthetic services to our practice. What are some of the legal and logistical issues I should be aware of?

Answer: Your question hit my inbox shortly after I read in the Miami Herald about a Florida physician who was not so concerned about the legalities of his aesthetic practice. Dr. Sualeh Ashraf of Winter Haven, Florida, hired Jesse Lopez to perform dermatology aesthetic services. Ms. Lopez, who had no nursing or medical license, was arrested in June 2018 and charged with the unlicensed practice of a healthcare profession. Investigators reportedly saw Ms. Lopez's social media posts of her removing a mole from a patient's neck with a scalpel, performing a laser treatment to a woman's face and injecting a substance into another woman's face with the words "Vampire Lift" under the image. Dr. Ashraf was also arrested and charged with employing an unlicensed nurse.

We would all agree that we do not wish to be in the same position as these individuals from the Sunshine State. You are correct to ask about legal and logistical issues associated with starting an aesthetic practice. Today, let's talk about who in the practice is going to provide the aesthetic services.

Amy Boyer, MBA, a consultant with KarenZupko & Associates and an advisor to aesthetic practices, recommends to first determine the treatments you will offer – injectable fillers and neurotoxins, laser treatments, chemical peels, etc. – because that will dictate the level of license or training required of the provider. Then, develop a job description that details the duties and expectations of the provider.

With a detailed job description in hand, we can begin to determine the necessary legal qualifications for that person. Here, things get difficult. Much is determined by state law and state boards of medicine.

Alex Thiersch, an attorney and founder of The American Medical Spa Association (AmSpa), confirmed this dilemma, saying, "AmSpa was designed in part to help people determine what the legal qualifications are for performing aesthetic procedures. Do you have to be a physician to inject Botox? How much supervision is required for firing a laser? All of this depends upon boards of medicine and sometimes nursing boards in individual states."





Thiersch goes on to state that this is a dynamic area and that boards of medicine and nursing boards sometimes alter their opinions. Even worse, sometimes boards within the same state have differing positions on an issue.

Essentially, you should not try to go at it alone. Have an attorney familiar with your state and this area of law review the job description and give an opinion about the required qualifications to perform the desired services.

Upon obtaining a full understanding of the qualifications necessary to perform that job, you can commence the hiring process. Glenn Morley is a Senior Consultant for BSM Consulting. She is an undisputed national expert consultant for aesthetic practices.

"The most experienced and skilled candidate may not be the best candidate for your position," cautions Morley. "The candidate needs to be a cultural fit with the practice."

Morley is absolutely correct. A candidate who fits with your practices culture is an absolute must. That might seem easier said than done.

Having access to two of the premier aesthetic practice consultants in the United States, I asked each for specific hiring techniques. Here are three suggestions from each of them:

Amy Boyer:

- Do not try to sell your practice during the interview. The interview is to learn about the candidate. The interviewer should be asking questions much more than telling information to the candidate.
- Always check with the state licensing board to verify the candidate really does possess the state licenses or qualifications that he or she claims to have. In most states, this is done through a free and easy search on the licensing board's website.
- Be careful about hiring a provider from a competitor with the idea that he or she will bring a following of patients. This can result in legal issues related to non-compete agreements or patient privacy.

Glenn Morley:

- Ask the candidate to describe how he or she handles an initial patient consultation. The description will tell you a lot about the focus of the candidate.
- Provide the candidate with different patient scenarios. Then ask the candidate for a treatment plan. Was the candidate able to actively listen and translate the information into an appropriate treatment plan? This is a critical skill necessary for the success of the employee and practice.

- Have different members of your staff meet the candidate. It is best not to have the candidate interviewed solely by a physician.

As an attorney, I often see the results of incomplete and rushed decision-making by practices wishing to go into aesthetic medicine. I commend you for your thoughtfulness and preparation, and I hope the tips above are a helpful start to your planning. I wish you great success in developing aesthetic services for your practice! ■

Michael J. Sacopulos is the CEO of Medical Risk Institute (MRI). Medical Risk Institute provides proactive counsel to the healthcare community to identify where liability risks originate, and to reduce or remove these risks. In 2017, Michael was named National Counsel for Sciemus, a Lloyd's of London firm, for its SafeHealth policy. SafeHealth is the first cyber insurance product designed exclusively for healthcare industry. He is a frequent national speaker and has written for Wall Street Journal, Forbes, Bloomberg and many publications for the medical profession. He may be reached at msacopulos@medriskinstitute.com.





FEBRUARY 26-28

★ ★ ★ 2019 ★ ★ ★

27TH ANNUAL MEETING

Omni Shoreham Hotel • Washington, DC





Association of Dermatology
Administrators & Managers

5550 Meadowbrook Drive, Suite 210
Rolling Meadows, IL 60008

phone: 866.480.3573 | fax: 800.671.3763

ADAMinfo@samiworks.net

ada-m.org

MISSION

To serve dermatology practice management
by providing education, best practices,
leadership growth and networking opportunities.

VISION

The trusted resource for advancing
dermatology practice management.