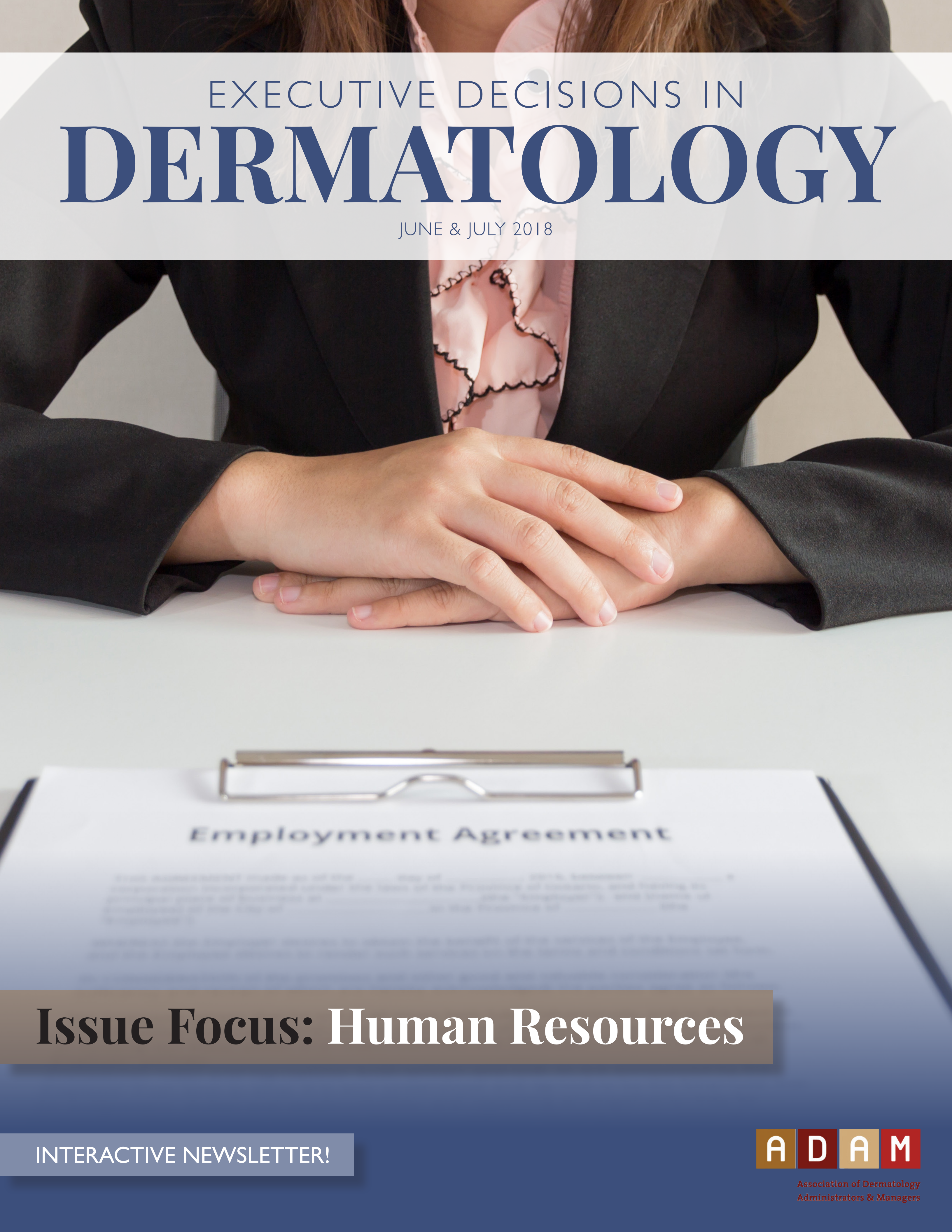
EXECUTIVE DECISIONS IN

DERMATOLOGY

JUNE & JULY 2018



Issue Focus: Human Resources

INTERACTIVE NEWSLETTER!

ADAM
Association of Dermatology Administrators & Managers

EXECUTIVE DECISIONS IN
DERMATOLOGY
JUNE & JULY 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.

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.***

ADAM
Association of Dermatology Administrators & Managers

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President's Corner

The ADAM Board of Directors and committees are developing new and exciting things right now, which will benefit our members. **Change and improvements are on the way!**

New ADAM Mission and Vision:

I am pleased to announce ADAM has a new mission and vision statement. The Board participated in a strategic planning session in February and recently approved the following statement:

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

ADAM VISION:
The trusted resource for advancing dermatology practice management.

2019 Annual Meeting: Engaging educational sessions are coming your way in 2019! The 2019 ADAM Annual Meeting will be held at the Omni Shoreham Hotel in Washington, DC. This hotel is situated on 11 lush acres and just steps away from the National Zoo.

Our 2019 Program Chairs, Wendy Stoehr and Jessica Pape, are working diligently to prepare a great program for all members to enjoy.

New Website and Database Being Developed: We are working with an outside vendor and developing a brand new website and database. This is the first step in better communication with our members. We look forward to more interactive use of our site in the future. Stay tuned for more information on this project.

Testimonials: If you would like to give a testimonial regarding why you joined ADAM and what the organization has meant to you, please **click here**. We want to include these under the "Join Now" section of our new website.

Benchmarking Survey: Kudos to the Benchmarking Committee! As I write this, the Benchmarking Survey is out for members and non-members to complete. We are hoping for a great response.

Webinars – What Would You Like to See? Keeping up with the latest training in many areas is imperative to our success as administrators and managers. The Education Committee would like your input on new webinars. Please send your suggestions to *koster@samiworks.net*.

Membership Growth and Your Involvement: The most effective way to grow the ADAM membership is through word of mouth. If you know someone who should be involved in ADAM, please send the individual's name and contact information to *adaminfo@samiworks.net*.

ADAM will continue to bring you new and improved programs and services. We look forward to your input and active participation.

Best,

Tony Davis, *ADAM President*

Best Hiring Practices to Set You and Your Employees Up for SUCCESS

Hiring a new employee can be a daunting task. It's an important decision that can have a significant positive or negative impact on your business. It is also a costly one. Various sources estimate the financial impact is anywhere from nine months to three years' worth of the position's salary in recruiting costs, lost productivity, training and other aspects of the hiring process. Creating and implementing a consistent hiring process that includes best hiring practices will ensure your resources are used efficiently and reduce liability.

Identify and define the need.

Whether you've recently identified a gap in your workforce or you're replacing a terminated employee, start by creating a job description. If you already have one, ensure it is accurate and updated. A job description should define the position and include job duties, as well as required skills and knowledge. Involve the reporting manager in the process from the beginning.

Consider:

- Duties and responsibilities: What will this employee be required to do on a daily basis?
- Requirements: Which qualifications, education, certifications or attributes are required and which are preferred?
- Compensation: Determine the compensation and understand how it compares in the marketplace.
- Culture: What type of environment will the candidate experience? What attributes will work well inside your company culture?

Recruit

Establish an interview process. When you organize the process, you are sending a clear message that you value the time of everyone involved.

Consider:

- Who the candidates will meet during each stage of the interview process.
- How many interviews will most likely occur.
- Who will make the final hiring decision.
- Establish which tests, if any, candidates will undergo. Remember, it is unlawful to use tests that are not related to the skills, knowledge, aptitude or characteristics essential for the job.
- Develop a list of questions you will ask candidates consistently. While an individual's experience may lead the conversation down different paths, you will find it easier to compare candidates when they answer the same questions. Develop **interactive and telling interview questions**. Avoid **illegal or inappropriate interview questions**, particularly referring to race, color, sex, religion, national origin, birthplace, age, disability or marital / family status. Making a hiring decision based on this information is illegal.
- Institute a rating system that will allow you to measure candidates' strengths and weaknesses within various criteria. This will help assign a value to each candidate worth discussing when it comes time to make a decision.
- The target date for a hiring decision.

Determine the screening criteria. What qualifications are necessary to warrant an interview? Use the job description to develop your screening criteria. It will be different for each unique position. For example, you may require a different level of communication from a sales representative than you would from a data entry clerk.

Consider:

- Past experience
- Personality traits
- Communication skills
- Technological skills
- Physical labor requirements
- Geographic location
- Education and certifications

Advertise the opportunity. Once you have the process and screening criteria nailed down, it's time to advertise. In addition to online and print resources, utilize internal employees to advertise the opportunity. **Studies show numerous benefits to hiring an internally referred candidate** over one found on a job site, which is why **70 percent of companies offer between $1,000 and $5,000 in cash incentives.**

Review the applications. As the resumes come in, begin the screening process. Use your criteria to assess which candidates warrant a phone screening. Then, use the phone screening results to determine who you will schedule for a face-to-face interview.

Conduct the interviews. While asking your predetermined questions, document answers to accurately keep track of candidates. With multiple interviews, it can become confusing.

Verify, verify, verify. Starting with your top candidates, verify background information and references. Surveys report that 30-50 percent of applicants either lie or exaggerate on applications and resumes. Verify any information pertinent to the job duties including employment dates, titles and degree or certification completion.

Select

Now it's time to select your final candidate. With the aid of your rating system and interview notes, you can conduct an informative dialog with the other decision makers involved in the process. Consider identifying the top two or three candidates, as it's possible your top pick may decline your offer.

Once you've had a candidate formally accept the position, follow up with all other candidates. No one likes to be left hanging. If you were impressed by other candidates, keep their resumes on file. Don't hesitate to let them know you've done so.

Onboard

To set your employee up for success, create a seamless onboarding process. Announce the new hire before his or her arrival, so all employees can welcome him or her on the start date. Get the new employee's work space ready before arrival with all of the equipment and supplies he or she will need. If your company has swag, set it in the new hire's work space with a note welcoming him or her to the team. Follow up with a stellar training program, and you're setting yourself up for a successful tenure with your newest addition!

TANDEM HR
Exceptional Workplaces. Exceptional People.

The HR experts at Tandem HR contributed to this article. Tandem HR is an IRS certified professional employer organization (CPEO) providing custom, high-touch human resource solutions to small and mid-size businesses. Our HR experts allow executives to focus on growing their business while we manage the administrative aspects of human resources like payroll processing, benefits administration, compliance, risk management, employee relations and much more. Learn more about how Tandem HR can have a significant impact on your business at TandemHR.com or 630.928.0510.

FULL STEAM AHEAD: 8 Ways to Onboard Staff Successfully

Kim Blackwell is a senior management consultant with the Allergan Practice Consulting Group. She is based in Kirkland, Wash. She can be contacted at *blackwell_kim@allergan.com*.

By Kim Blackwell

Staff is one of the largest practice expenses. Studies on the cost of employee turnover vary greatly. According to a Society for Human Resource Management study, every time a business replaces a salaried employee, it costs on average six to nine months of that position's annual salary. For instance, an office manager making $50,000 a year will cost a practice $30,000 to $40,000 in recruiting and training expenses. Due to the cost, onboarding should be a critical component in the ongoing effort to manage a healthy practice.

Success Tips

Before hiring a new employee, practice leaders should take ample time to outline exactly how they will onboard the new staff member. There is much more involved in a comprehensive onboarding plan beyond the basic office tour and a quick overview of the employee handbook. A practice's onboarding goal is to reduce the potential for employee turnover and make sure its good reputation remains intact. Here are seven tips to assist practices in making their onboarding efforts a success.

Start the onboarding process in advance. To ensure the onboarding process goes smoothly, action needs to be taken prior to a new employee starting work. Place the mission, vision, and values of the practice on the clinic's website. This will allow potential candidates to learn about the practice before submitting a resume. It also allows those interviewing for the job opening to be better prepared. Once a hire is made, make sure he or she knows the start time, where to park, and who to ask for once at the practice.

Inform the entire staff via email of the new hire's first day. Prior to the new hire starting, send an email to the staff that highlights where the new employee is from, marital status, number of children, pets, hobbies, education, and experience. Make sure the email has some personal and professional background on the newbie to help staff build rapport with their new coworker. A harmonious relationship can be quickly established through mutual experiences and interests.

Ensure the tools and resources the new staff member needs for the job are readily available. For the new employee to hit the ground running, make sure the equipment he or she needs, e.g., computer, phone, email, is set up before the first day. Also, include a plan on informing the new hire of practice procedures. For example, if the new hire needs supplies, who should be contacted? If the employee has computer problems, what is the proper channel to obtain assistance?

Assign an orientation leader. As soon as the new employee enters the practice on the first day of work, be sure to have someone greet and show the newcomer around the office, introducing staff members during the tour. Make sure the orientation leader is warm, welcoming, and has a positive outlook regarding the company. Even consider having this person provide the new employee with a small welcome gift such as a company T-shirt, coffee mug, padfolio, etc.

Review the "how I want to be managed" document with the new hire. By asking the employee this question upfront, it ensures a much better chance of getting started on the right foot. It allows you to understand the new hire's stress triggers and what motivates them. This is a great time to let new hires know how their performance will be measured. Also, this is a perfect opportunity to share the goals of the organization and how his / her contribution is important to the practice achieving its goals.

Provide a calendar that highlights what the new hire will be doing daily/weekly/monthly/quarterly. Give the hire a 90-day plan on day one. The plan should highlight the responsibilities and duties of the new employee. Also, this would be a great time to introduce the hire to a mentor and provide a "shadowing" checklist and timeline, noting the skills you want the newbie to observe when shadowing the other staff member. If the newcomer is a provider, you should set expectations for his or her schedule, including days and hours to work per week and month.

Hold the new hire accountable for reporting activities back at the end of the day/week. This will allow you to know what was accomplished by the new hire. It can also help identify what duties the newcomer is struggling with — and may need further training on — and is excelling at with ease. Make it known that you are not a mind reader, and you hire capable people who understand how to assess areas of improvement and ask for help.

Do something fun. Try to schedule a team building exercise/event in the employee's fi rst few weeks. Maybe consider hosting a lunch or happy hour where everyone has to present a few fun facts about themselves along with the new hire. Insights/Colors training has proven to serve as an ice breaker that helps the new hire integrate more quickly by learning his or her coworkers favored communication style. Whatever activity is selected, the goal is to make the new hire feel part of the team.

Happy Employees

Your new hire is going to get oriented whether you plan for it or not. If you fail to properly plan, you can likely expect to spend additional time and money finding yet another "new hire." Remember, happy employees are more likely to be retained and take better care of customers. Aren't those reasons enough to get onboard? ■

Developing a **PROPER $ALARY STRUCTURE** in Today's Dermatology Practice

By George E. Smaistrla, Jr., FHFMA, CMPE, CPC, of Bellaire Dermatology Associates in Bellaire, Texas

In a normal physician practice, we all have a variety of positions that we use to staff our clinics. Each position may be a functional role with distinctly unique responsibilities, while other positions may represent a cross-spectrum of roles with overlapping responsibilities. The key to controlling this very important expense line item is to identify a salary structure to accompany each position.

There are many factors to consider when developing a salary structure. A good salary structure will include:

- Job descriptions for each position which clearly enumerates the requirements and responsibilities for the position.
- A mechanism to evaluate each position as to its importance and value to the company with considerations for internal pay equity.
- A review of your practice's competitive posture considering other medical practices, hospital physician networks and other such corporate entities.
- A fixed salary range for like positions within your practice with defined tools for salary increases.

The job description is the basic building block that starts to define the salary structure. Each job description should include the hours to be worked, to whom the position reports and physical and educational requirements while outlining essential responsibilities that the position must complete. A job description should never consider a specific individual, but rather the needs of the practice. There are numerous ways to prepare these job descriptions – but the best rule of thumb is to have at least 75 percent of the responsibilities detailed and easily understood by the employee. Then, the job description can be acknowledged by signature of the employee and easily tied to a performance evaluation. The Society for Human Resource Management has an **excellent "how to" for job descriptions**.

Reviewing the impact of competitors to your practice is relatively easy. This can often be accomplished by watching how other practices are recruiting candidates and talking with key players at the company. At my practice, I have set up alerts on key sites like Indeed, LinkedIn and ZipRecruiters for positions that we routinely recruit. I use these ads to cross-check pay amounts and responsibilities to ensure we stay in line with what others are doing. Key questions here should be:

1. Do you need to pay higher than market rate to retain current employees?
2. Do you need to pay more to attract better candidates?
3. Should you pay less because that's all you can afford?

Identifying each position as to its importance and value to company is far more difficult and sometimes highly political. In a very active cosmetic practice, there is often a big push to hire a high-paid staff member to assist the provider because of the high cash value of ticket. The correct approach should be to identify what traits are needed in the position and what cost these traits may demand. A good cosmetic "closer" might warrant more money but if you can't prove the value, rethink the importance of the position.

With each of these factors, a salary range should be established to bring consistency to the pay amongst the employees. Salary range is the spectrum of pay for the position and generally has a minimum pay rate, a maximum pay rate and a series of mid-range opportunities for pay increases for employees. Pay rates and salary ranges are also set up to recognize the level of education, knowledge, skill and experience needed to perform each job. The salary range demonstrates the interrelationships of the jobs utilized by an employer.

The salary range is also determined by market pay rates, established through payroll studies, for people doing similar work in similar industries in the same region of the country. These studies are often done by local or state medical associations or payroll processing firms like ADP or Paychex where access to large blocks of employers is readily available. Many websites like **Salary.com** use the information from these organizations to present the data online to candidates and employers alike.

But with your membership in ADAM, another ready source of information is available to you in the Financial Benchmarking and Salary Survey. The Benchmarking Report asks a variety of questions concerning the employees of your practice with specific questions like years of experience, minimum and maximum pay rate and other pertinent facts about the job position itself. Each year, ADAM tries to capture the financial aspects of each practice which includes staffing levels. Every other year, we ask our members to report on the specifics of each position, and we try to present the data by geographic regions.

This year, our Benchmarking Survey is digging deeper into the Mohs surgical aspects of our practices as it also explores the use of scribes in our office. These specific questions haven't been detailed in the past. We hope this new information will continue to expand the usefulness of the Benchmarking report.

As an active participant in both the process of development of this survey and presentation of the findings, I combine all of these sources in our annual review of our positions and their salary ranges. This annual review starts with a thorough review of the job descriptions. We then analyze our staffing patterns and salary ranges against the ADAM Benchmarking Report, our local medical association and online resources. This annual review allows us to create a better budget for expected increases and begin to plan for new positions that other practices have found useful. We have found it is very important to focus on perhaps the greatest expense many practices have today: Its staff. ■

LEADERSHIP: Training and Development

Don is a member of ADAM's Education Committee, which obtains data on member needs and emerging trends to create multimedia educational programs and products, including but not limited to, webinars, meetings and online educational resources.

By Don Glazier, MPH, FACHE, Administrator at Oregon Health & Science University Department of Dermatology

As a young professional in the 1980s, one of my favorite management reads was *The One Minute Manager* by Ken Blanchard. In 2015, he did a remake with *The New One Minute Manager*. One minute goals, one minute praising and one minute redirects. I would encourage you to pick it up; it's a quick read with a powerful message about achieving results through people.

The medical field is constantly evolving and innovating with new technology, new regulations and new health plans. Couple that with employee turnover and training becomes paramount to delivering outstanding service to our patients.

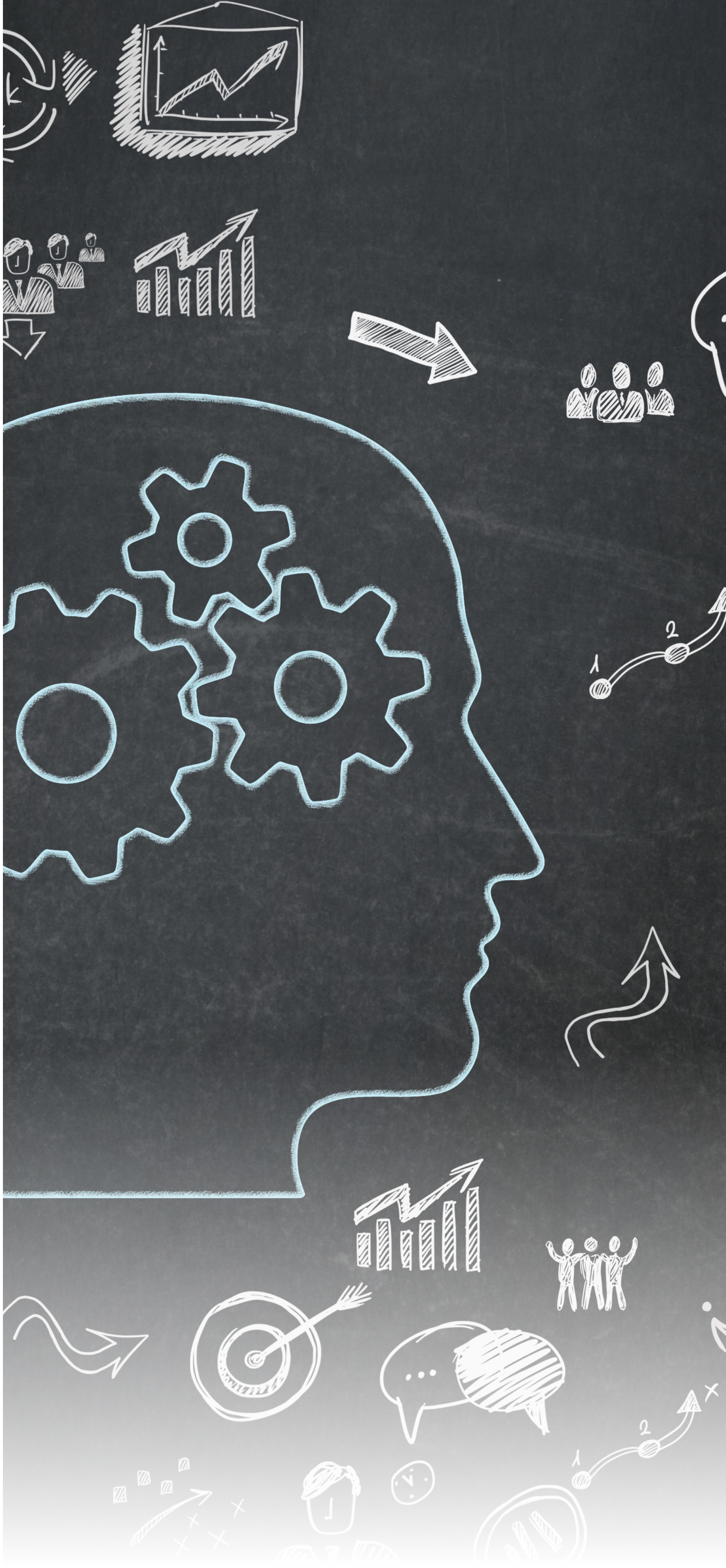
"Standard work" is the Lean Management concept of developing a routine set of tasks that, when followed, generates consistent quality results. This concept works well across the dermatology practice. A great tool we have used is OneNote. This Microsoft Office program allows us to document the standard work of almost any role. As new staff are hired, the expectations of the roles are clearly laid out and reviewed as part of their orientation and training. Since it can be accessed by everyone, it becomes a great reference for all as a refresher and reminder. When processes need to change, it can be easily updated and notices can be sent out to review again.

When employees need to be redirected, it is easy to point them to the standard behavior or work on which they need to focus.

One other point on training is the importance of creating a culture of learning and improving, which helps make training feel like a normal part of the practice. One way to do this is with regular staff meetings where a training component is on the agenda. The minutes of the meeting are posted on OneNote for all staff to see. Also, consider delegating the training topic to a rising star staff member.

Retaining good employees takes leadership that sees people as the most important asset. The most common reason people leave their jobs is because they don't feel valued. One of the phrases in *The One Minute Manager* is "catch people doing things right." I have found genuinely praising people when they are excelling reinforces good behavior, makes them feel valued and pushes me to be more observant. As a manager, it is important to know the professional goals of your employees. One of the key roles of a leader is to know and utilize employees' skills and strength. Even if your practice is small, be creative in finding ways to tap into and develop potential stars. If you don't have room for a supervisor, create a "lead" worker role. Invest time and resources into coaching and formal courses on management for those who show leadership potential. Create special projects for those who show ambition and drive.

Training and development take time and commitment, but if you follow the principles of *The One Minute Manager* it will take less time than you think. You will be amazed at the positive changes in your team and the positive results of your practice. ■



Board Member

INTERVIEW

Nichole Holoman

Practice Manager
MacInnis Dermatology

Can you describe the practice you lead?

Currently I lead a team of 26 with four providers and three office locations. We provide dermatology care ranging from skin examinations to Mohs surgery and cosmetic procedures.

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

As we have been rapidly growing our practice, HR requirements have been on my radar, so that I stay compliant. My biggest challenge has been employee engagement and attendance issues. People tend to feel anxiety with change.

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

There are a few tools that I have been using to help support our HR needs. I updated our time off and attendance policy and instituted a new payroll time and attendance system for better tracking. In addition, my new project is the creation of a balance scorecard to measure our organizational value. The balance score card has three main components: Quality, service and cost. As a part of service, I measure employee satisfaction. This has been instrumental in directing me how I can achieve a higher rate of retention and employee satisfaction while elevating the quality of our staff members. In addition, I attend free seminars conducted by my payroll company, network with my colleagues and bring questions to the ADAM community to stay abreast with HR regulations.

How do you measure or evaluate the success of human resources efforts?

There are several measures I use to evaluate our HR efforts, which include an employee satisfaction survey. I have equated a numerical value to it, allowing me to see what scores need to be increased first and to benchmark my efforts. Additionally, I measure retention and attendance.

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

Our employee survey has provided an improved change in tone in the office, which is almost tangible. I cannot say for certain what tools have been most successful because they are in their infancy, but I do see better attendance due to our new policy and reward system for attendance. More data will need to be collected.

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

A quote comes to mind, "Be ruthless with time and gracious with people." That quote resonates with me when I think of HR. Being flexible with the people who push your organization further is necessary, especially during times of growth. Having emotional intelligence as the leader or manager of a dermatology practice is essential because you have to be a jack-of-all-trades and figure out a way to make it work for everyone.

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

Over time, through experience, I have gained theses skills; I have stumbled, fallen and made many mistakes and took those experiences and learned from them. I have been fortunate to work in an environment that was understanding of my skill level and experience as long as I had the integrity to be transparent and forthcoming in situations that did not work out the way they should have. Another important component to this was going back to school to get my Master's degree in Health Administration. This exposed me to other skills that I may not have otherwise known. Lastly, networking with colleagues, classmates and the ADAM community provides great insight to the skills they utilize to solve their issues.

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

The main challenge is managing people through the change and growth of our organization, which can easily be derailed. A key initiative is to be supportive to my supervisors, keeping constant open communication on how I can meet their needs and recruit them to be our champions through this time of growth. Additionally, being transparent with the staff and communicating what is going on, so they feel included and can prepare for change. One way I try to accomplish this is through a monthly newsletter and consistent staff meetings. Historically, I have seen many practices notify their staff of changes on the day it happens. People tend to feel disrespected when they are not informed, leading your staff to be against the change or growth, no longer on your team.

When did you first become involved with ADAM?

I first joined ADAM in 2012, and it has become a great resource for me.

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

ADAM has provided me an invaluable resource to a community of professionals that have offered me support and guidance. As a Board member, I have to think more critically about what we provide to our membership, which transfers to my life as leader of my organization.

What human resource advice would you offer managers in the field?

Remember the word human in HR; employees are your best tool to a successful organization. Invest in your staff and give them the tools to succeed. If you support them, they will support you back through anything. Network with your peers; ask them what they are doing in certain situations. This can give you a different perspective and even a solution to a problem you may be facing. Do not be afraid to fail — this was hard for me. Give yourself a pass because you are only human too, even though at times you feel you have to be super human. ■

MyADAM:
A Digital Resource for Dermatology Practice Administrators

The **ADAM Resource Center** offers an expansive list of resources to help members' dermatology practices succeed. These valuable tools range from practical how-to information to real-time data on topical issues such as legislation.

The Resource Center's library organizes dozens of articles and recorded webinars on hot topics such as aesthetics, human resources and marketing. It also provides members with a wide variety of forms ranging from checklists to job description templates and consent forms.

ADAM's Career Center is the premier resource for those seeking careers within a dermatology practice and is complimentary to members. Whether looking for new opportunities or a place to list job openings, the ADAM Career Center is a versatile digital tool for either situation.

As an ADAM member, you are part of a strong network that lets you tap into best practices and learn from other leaders in dermatology practice management. Take advantage of all your ADAM member benefits by visiting *MyADAM* today! ■

Deb has been transforming medical care delivery since her career began. She's established rural health clinics, grown multi-specialty physician practices and facilitated countless strategy sessions that have helped clients achieve a sustainable competitive advantage. Deb's great love is to pass this knowledge along via public speaking with humor, practical reality and a commitment to provide resources that transform how care is delivered. As a past board chair of MGMA, she understands the complexity of the healthcare system and knows how to work in it without making it more complicated. Her strengths lie in strategic planning, governance, and leadership coaching. Learn more about V2V Management Solutions at *v2vms.com*.

TRANSFORMATIONAL PERFORMANCE REVIEWS: **Don't Look Back, You're Not Going That Way**

By Debra Wiggs, FACMPE, Co-Founder at V2V Management Solutions

I have a confession. I hate performance reviews. From my perspective, the traditional annual review is just a checklist. Several years ago, in struggling against a process that I felt didn't help grow my people – professionally or personally – I came to believe that it's about the tool.

trans-for-ma-tion-ist

/ˌtran(t)sfərˈmāSH(ə)nist/:

One who brings about a thorough or dramatic change.

So, I asked myself, "Deb, are you using a tool that improves the performance of your staff or just validates past behavior?" If I were to change the tool, what would that look like?

First and foremost, performance is about the future. Those who know me, know that I'm apt to say, "**Don't look back, you're not going that way.**" Most performance tools are based on historical expectations that the employee cannot change. It's setting the employee up for future success that **truly** matters. Most don't think about how to measure **competency** or the capabilities of your team.

Measuring Competency…a More Effective Model

The current grading scale, "meets-or-exceeds-expectations," must evolve, as the complex work we perform in healthcare has also evolved. What if we changed the scale to levels that begin at "beginner," and progress to "expert?" While searching for a new system, I came upon the **Dreyfus model of skill acquisition**, and it's been my go-to staff development tool ever since.

Let's say, for example, you have a LPN who is ready for her annual review. She may be expert at her clinical care skills but she is still struggling with her EHR interface. With this new tool, you can recognize her clinical care skills. You help her create a plan to progress, in the year ahead, from either a beginner or advanced beginner in technology to the next level of proficiency.

With this philosophy, my experience has been to measure people on their ability for growth and development, not just on what they've done in the past year. Nobody is ever an expert in anything. So, what is the tool you use to help develop your people? Give your team ownership of their own professional and personal growth.

Create a Performance Forecast

One of my pet peeves is to belabor the past. As a leader, helping your team to embrace opportunity challenges you to let go of historical assumptions and behaviors. In this **transformation** of healthcare, what preserved you in the past might actually drown you in the future. Don't spend too much time measuring past performance; instead, focus on future expectations. Identify your team competencies and where their strengths lie.

As **Marcus Buckingham** says, "The best leaders know that a person will learn and grow the most where she is already strong." As you consider team performance, how does it inform you? Does it align with the goals and the values of your medical practice? Checking off tasks is something that should be done all the time; addressing weaknesses affecting one's ability to perform should be addressed in the moment, as they happen, not in the annual review long afterwards.

So, blow that idea up of the traditional performance review. Consider moving toward a new model, of creating a performance forecast. Instead of asking: "How do I critique something that was just completed?" Become a transformational leader, asking, "How do I move something forward?" Reframe that performance rating to ensure that in the year ahead, your staff understands how their work impacts the success of the organization and how to accomplish complex work without making it complicated. Collaborate with your confidants, colleagues and direct reports, look forward and create a future-focused vision for success. You will get there, for sure.

Over time, I've developed a reference tool when creating annual performance forecasts with my team members. If you would like a copy, email me at *dwiggs@v2vms.com*. ■

Federal Fodder

Qualified Clinical Data Registries: the right choice for your practice?

By SAMI Advocacy and Practice Affairs Team

With MACRA now in effect, clinicians have several options on how they report their quality data—one of which is via a Qualified Clinical Data Registry (QCDR). A QCDR is a CMS-approved reporting mechanism that collects medical and / or clinical data for the purpose of patient and disease tracking to foster improvement in care. They also complete the collection and submission of quality measure data on behalf of eligible professionals (EPs). Any clinicians who already reported the Quality Payment Program (QPP) data to these registries automatically fulfill the MIPS reporting requirements. So how can your practice benefit from a QCDR?

QCDRs support different quality measures such as Improvement Activities (IA) and Advancing Care Information (ACI), and they directly submit to CMS. Required data is gathered in a QCDR and can be utilized for the required ongoing practice assessments and improvements, comparative analysis reports and clinical decision-making. QCDRs also provide feedback to providers at least four times a year.

If a QCDR sounds like something that may benefit your practice, here are some helpful tips on picking the best one for your practice:

- Utilize the CMS QCDR listing to see what is available.
- Choose a QCDR that aligns with dermatology (QCDRs can be specialty-specific).
- Make sure the QCDR addresses all the performance categories that your practice needs to fulfill reporting requirements.

Although 150 registries are available, they are not created equal: 31 are sponsored by a medical society; 88 support eCQMS; 40 do not report ACI; and 20 are not reporting on IA. The **QPP website** provides information on utilizing a QCDR in individual or group practices and the **CMS website** offers a list of QCDRs (listed under "Vendors"). The American Medical Association (AMA) has **also provided a webinar on choosing QCDR**.

New Medicare Card Mailing Strategy

The Centers for Medicare & Medicaid Services (CMS) is required to remove Social Security Numbers (SSNs) from all Medicare cards by April 2019. A new, unique Medicare Number is replacing the SSN-based Health Insurance Claim Number (HICN) on each new Medicare card. CMS began mailing new Medicare cards in April to all people with Medicare on a flow basis, based on geographic location and other factors.

These mailings will follow the sequence outlined below. Additional details on timing will be available as the mailings progress. People with Medicare can get more information about the mailings and sign up for emails about the status of card mailings in their area on *Medicare.gov/NewCard*.

New Medicare Card Mailing Waves

WAVE	STATES INCLUDED	CARDS MAILING
Newly Eligible People with Medicare	All - Nationwide	April 2018 - ongoing
1	Delaware, District of Columbia, Maryland, Pennsylvania, Virgina, West Virginia	Beginning May 2018
2	Alaska, American Samoa, California, Guam, Hawaii, Northern Mariana Islands, Oregon	Beginning May 2018
3	Arkansas, Illinois, Indiana, Iowa, Kansas, Minnesota, Nebraska, North Dakota, Oklahoma, South Dakota, Wisconsin	After June 2018
4	Connecticut, Maine, Massachusettes, New Hampshire, New Jersey, New York, Rhode Island, Vermont	After June 2018
5	Alabama, Florida, Georgia, North Carolina, South Carolina	After June 2018
6	Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Texas, Utah, Washington, Wyoming	After June 2018
7	Kentucky, Louisiana, Michigan, Mississippi, Missouri, Ohio, Puerto Rico, Tennessee, Virgin Islands	After June 2018

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

Sexual Harassment DEFINED

Philip is the Director of HR Services at DoctorsManagement, LLC. Philip earned an undergraduate degree in prelaw from Pennsylvania State University and a Masters Degree in health planning and administration from the University of Tennessee. He blends his extensive experience in human resources management with a passion for helping physicians and practice managers implement the best practices of HR management. Contact him at 800.635.4040 or *info@drmgmt.com*.

By Philip L. Dickey, MPH, PHR, SHRM-CP, Director of HR Services / Partner at DoctorsManagement, LLC

Sexual harassment accusations are just about everywhere on media today! We see high-profile individuals in many professions under scrutiny and some losing their jobs. The Me Too movement is a nationwide effort against sexual harassment and assault, which spread virally in October 2017 as a hashtag (#MeToo) used on social media to help demonstrate its widespread prevalence, especially in the workplace. Whether it is an employer, school or government, it is paramount to strive to prevent sexual harassment and address it when brought to light.

Employers must be committed to providing a professional work environment. In keeping with this commitment, they must strive to maintain a policy prohibiting unlawful harassment. This includes sexual harassment and any conduct that has the purpose or effect of interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment based upon a person's protected status. This includes race, color, religion, sex, national origin, age, disability, veteran status, genetic information, marital status, sexual orientation, gender identification or expression, or other protected group status as provided by law. The policy should apply to all employees – including supervisory and non-supervisory employees – and conduct between male / female, female / male and members of the same sex. It should prohibit harassment in any form including verbal, visual and physical harassment. This includes, but is not limited to, means of communication like email, text messages, faxes, handouts and voicemail.

Sexual harassment is a behavior that undermines the integrity of the employment relationship. All employees must be allowed to work in an environment free from unsolicited and unwelcome sexual overtures, sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature. Sexual harassment does not refer to occasional compliments that the employee remains comfortable in receiving. It refers to unwelcome behavior as described under the hostile work environment below.

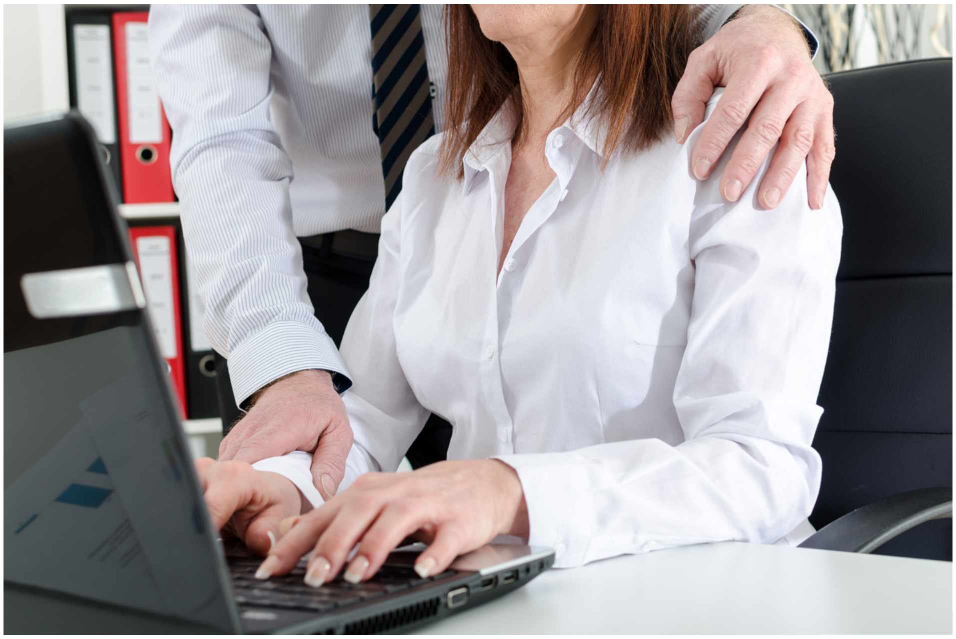
Generally, two categories of sexual harassment exist. The first, "**quid pro quo**" (translated as "something for something") may be defined as an exchange of sexual favors for improvement in an employee's working condition and / or compensation. The second category, "**hostile work environment**," can be described as unwelcome conduct that has the purpose or effect of creating an intimidating, hostile or offensive work environment or unreasonably interfering with an individual's work performance.

Examples of sexual harassment include, but is not limited to, offensive or unwelcome physical contact, lewd or sexually suggestive comments, sexual propositions, sexually oriented teasing or kidding, jokes of a sexual nature, or any display of sexually explicit pictures, photos, cartoons, books, magazines, greeting cards, or other objects. **What one employee considers funny, interesting, unique or amusing may be offensive to another employee.**

All employees must respect the rights of one another and shall refrain from any behavior or conduct toward any other employee that could be interpreted as sexual harassment.

Any employee or supervisor who believes they have been harassed and / or intimidated by a co-worker, supervisor or any other person has the responsibility to promptly report the facts of the incident or incidents and the names of the individuals involved to management. An employee should not have to complain to the offending person — contact another manager or physician whom he or she would feel comfortable. Employees are encouraged to report harassment to management before it becomes severe or pervasive. All concerns brought to management's attention should be kept confidential as far as is possible and practical. Any investigation may include interviewing the individual charged and / or witnesses. No employee should purposely provide or make an untrue statement of fact regarding a complaint of harassment or in an investigation. Retaliation against anyone who complains of harassment or who participates in an investigation should be strictly prohibited.

An employer's aim should be to investigate all incidents and have prompt resolutions with appropriate management personnel involved. If the employer determines that harassment did occur, appropriate disciplinary action must be taken against the offending employee, up to and including termination. If the individual who harassed the employee is not employed by the company, it should take corrective action to the extent practical and possible. However, if the investigation determines that the complaint is not bona fide and that the employee has willfully given false information regarding the complaint, disciplinary action may be considered against the individual who filed the complaint and gave false information. Such matters may need the assistance of an experienced attorney in discrimination.



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

Calling Out Those Who Call In

Question: I manage a 60-employee practice. Most of our staff members are honest and hardworking, but I have my doubts about several employees. One employee repeatedly asked for time off with vague reasons. May I inquire further into her "need" for time off?

Answer: Your question arrived about the time I came across the story of Mr. Timothy Oravec. Mr. Oravec worked for the U.S. Department of Housing and Urban Development in New York. In 2013, he claimed to have cancer. He quickly used up his paid time off getting healthcare. Coworkers stepped up and donated their sick days to Oravec. After a prolonged period, Mr. Oravec declared himself a "cancer survivor."

But the story of Oravec's illness does not end there. In April of 2018, he was arrested for defrauding his employer and coworkers. Criminal charges allege Oravec faked having cancer to get paid time off. The criminal charges further allege Oravec prepared and submitted fictitious letters from medical providers to substantiate his diagnosis of cancer. The alleged scheme resulted in Oravec receiving over $24,000 in salary for days off of work. The charges are serious and could result in a 20-year prison sentence and a fine of up to $250,000.

I admit to being fascinated by Oravec's story. His LinkedIn profile has "20 Things to Remember and Do (if you want to stay successful)" that Oravec posted presumably in the middle of his "cancer treatment" in 2015. My favorite on the list is number two, "Be Selfless." If the criminal allegations are true, Mr. Oravec is a real piece of work. It's hard to imagine this level of chutzpah.

Your question (and Oravec's behavior) raises legal issues for employers. How far can you go when investigating an employee for taking advantage of your practice's leave policy? "Regular and predictable attendance is an essential function of nearly every job," says Peter Yelkovac, an attorney with deep labor law experience. "Employers typically have sick leave or time off policies that grant an employee a certain number of allowable excused days per year. These policies commonly require the employee to bring an excuse from the employee's healthcare provider that authorizes the employee to return to work." Yelkovac goes on to say that this sort of policy often states that if the employee exceeds the number of sick days under the policy, action can be taken against the employee

for "excessive absenteeism." But Yelkovac cautions, "When the employee has a serious condition that requires extensive time off work, whether intermittent or otherwise, certain federal laws may effect the employer's ability to discipline or fire a particular employee for excessive absenteeism."

Two federal laws come into play when an employee has a serious health condition that effects the ability to return to work after exhausting the allowable number of sick days under the employer's policy. Compliance with these laws is not optional.

The first law is the Family Medical Leave Act (FMLA). FMLA may entitle the employee to additional time off, typically unpaid, in excess of days granted under the employer's own policy. Not all employers are covered by FMLA, and not all employees are eligible for leave under FMLA. For instance, many small practices are not covered by FMLA due to the number of employees they have hired. A new or part-time employee often is not eligible for time off under FMLA. "Therefore, an employer should always contact legal counsel to determine the applicability of FMLA to a particular case," cautions Yelkovac.

The second law that comes into play here is the Americans with Disability Act (ADA). "When an employee has a serious or chronic physical or mental condition that substantially limits one or more major life activities, such as performance of central work duties, ADA may require the employer to reasonably accommodate the employee so that the employee can perform the essential functions of the job," says Yelkovac. Importantly, a few federal courts in various states have interpreted ADA as requiring an employer to extend an employees sick leave on an unpaid basis if the employer requires a reasonably defined period of time to return to work. Yelkovac says that those courts have basically said that additional sick leave may be a reasonable accommodation in certain situations. ADA also addresses what questions may be asked of an employee's healthcare provider in such instances. "The employee simply cannot claim that additional sick leave is needed; rather the employer can demand proof, but only in accordance to what is known as the Interactive Process under ADA," explains Yelkovac. Each case is somewhat fact specific, and the law can be interpreted somewhat differently by different federal district courts. This all means that should you have real suspicions about an employee faking his or her illness, you should contact a counsel to develop a compliant game plan on how to proceed.

Here are the steps that I think your practice should take:

1. Make sure that you have a current sick leave or time off policy in place and that employees are informed about the policy.
2. Make sure the policy is evenly applied to all employees.
3. When receiving medical information about employees to justify time off, make sure to keep that information as confidential as possible.
4. If you believe that an employee is lying about this or her medical condition, you will be faced with several federal laws with which to comply. Make sure that your internal documentation is as good as possible.
5. Finally, before taking any adverse action to the employee, consult with a labor law attorney.

Thank you for your question and much luck in dealing with your possibly malingering employee. ■

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.

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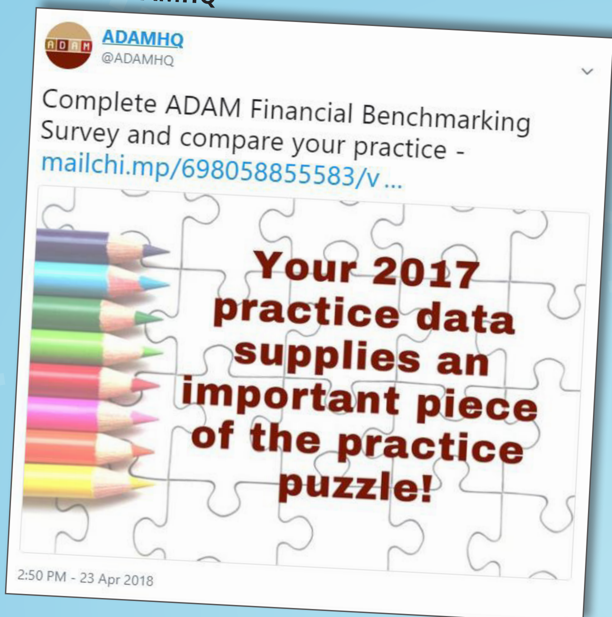

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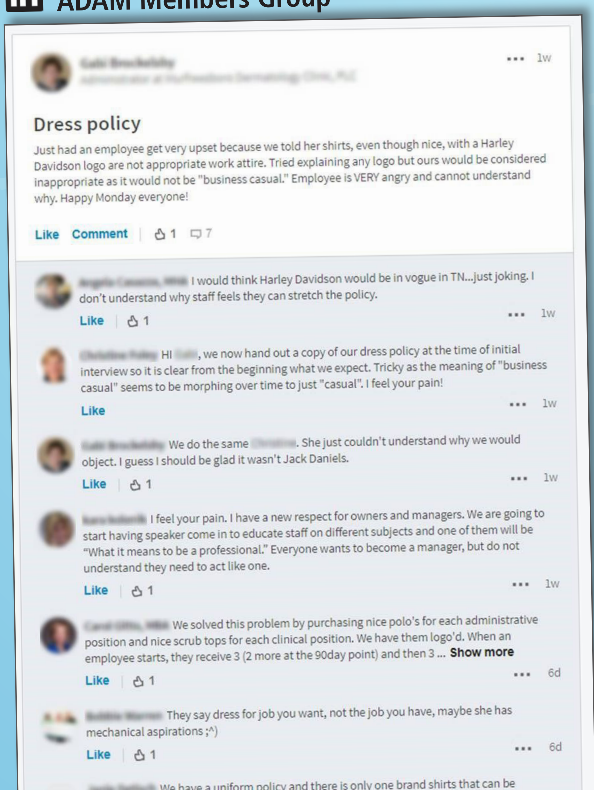

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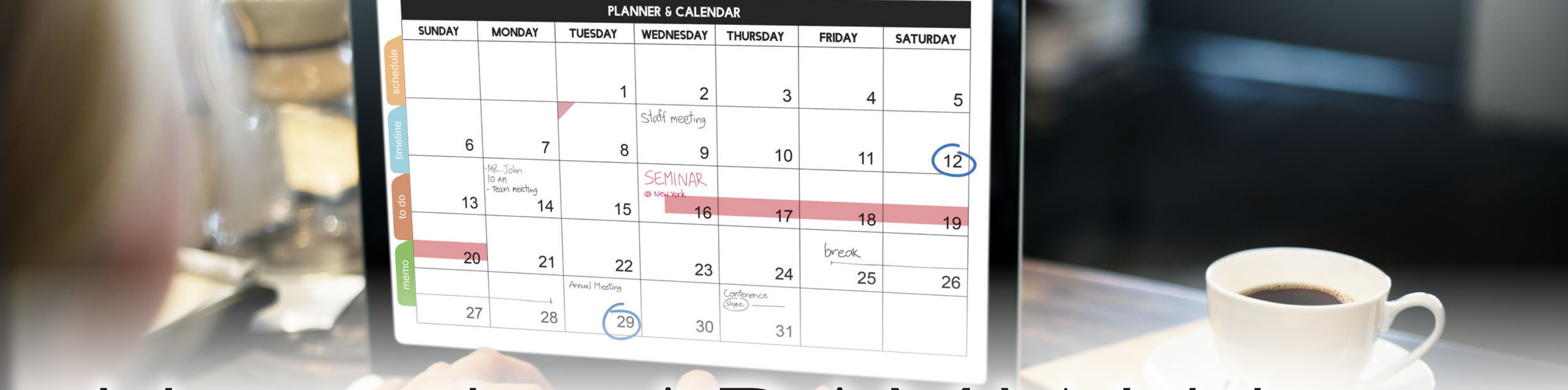

Upcoming ADAM Webinars

Preventing and Addressing Sexual Harassment: What Every Employer Needs to Know

Workplace harassment can also have serious legal and business ramifications for your practices. Review the definition of unlawful sexual harassment, relevant workplace laws, anti-harassment policies and prevention, investigation of complaints and remedial measures.

- Tuesday, June 12 at Noon EST
- Allison L. Feldstein and Lindsey Kennedy, Saul Ewing Arnstein & Lehr

2017 Tax Cuts and Jobs Act: What Physicians and Practice Administrators Need to Know

OJM Group Principal Carole Foos, CPA, discusses the impact of the new tax laws on individuals and physician owners of dermatology practices, and presents tax planning strategies for 2018 and beyond.

- Tuesday, June 19 at Noon EST
- Carole Foos, CPA, OJM Group

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