

Developing Professional Competence

Yourself and Others

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AGENDA

- *What Is Our Profession?*
- *Defining The Competencies*
- *Self Assessment*
- *Tools For Growth*
- *What About Professional Responsibility*
- *What Is Your Legacy?*



What Is A Profession?

- *Life's Work*
- *A calling requiring specialized knowledge and often long and intensive academic preparation*
- *A principal calling, vocation or employment*



What Is Our Profession?



What Is Our Profession?


- *Medical Practice Executive*
- *Chief Executive Officer*
- *Chief Operating Officer*
- *Administrator*
- *Office Manager*
- *Business Manager*
- *Front Office Person*
- *Owner/Spouse*



What Is Our Profession?

American College of Medical Practice Executives

- *ACMPE is the certification and **standard-setting body** of the Medical Group Management Association (MGMA), the national membership organization for the medical practice management profession.*
- *ACMPE developed the industry-standard **Body of Knowledge** for Medical Practice Management.*
- *Supports and promotes the **personal and professional growth** of health care leaders to advance the profession of medical practice management.*
- *Grants nationally recognized **certification and fellowship** designations to medical practice executives*



What Is Our Profession?

Body of Knowledge for Medical Practice Management

- Roles and Responsibilities of Medical Practice Executives
- The General Competencies
- Specific Knowledge and Skills to Carry Them Out



The Body of Knowledge

Dynamic – NOT Static



Housekeeping Monthly 13 May 1955



The good wife's guide

• Have dinner ready. Plan ahead, even the night before, to have a delicious meal ready on time for his return. This is a way of letting him know that you have been thinking about him and are concerned about his needs. Most men are hungry when they come home and the prospect of a good meal (especially his favorite dish) is part of the warm welcome needed.

• Prepare yourself. Take 15 minutes to rest or wash or be refreshed where he arrives. Touch up your make-up, put a ribbon in your hair and be fresh-looking. He has just been with a lot of work-wear prep!

• Be a little gay and a little more interesting for him. His boring day may need a lift and one of your duties is to provide it.

• Clear away the clutter. Make one last trip through the main part of the house just before your husband arrives.

Housekeeping Monthly 13 May 1955

• Gather up schoolbooks, toys, paper etc and then run a dustcloth over the tables.

• Over the cooler months of the year you should prepare and light a fire for him to arrive by. Your husband will feel he has reached a sense of ease and order, and it will give you a lift too. After all, clearing for his comfort will provide you with immediate personal satisfaction.

• Prepare the children. Take a few minutes to wash the children's hands and faces (if they are small), comb their hair and, if necessary, change their clothes. They are little treasures and he would like to see them clean and neat. Behave as usual. At the time of his arrival, eliminate all noise of the weather, dryer or vacuum. Try to encourage the children to be quiet.

• Be happy to see him.

• Greet him with a warm smile and show sincerity in your desire to please him.

• Listen to him. You may have a dozen important things to tell him, but the moment of his arrival is not the time. Let him talk first – remember, his topics of conversation are more important than yours.

• Make the evening his. Never complain if he comes home late or about his clothes, or other signs of misadventure, unless you, indeed, are in conditions of strain and pressure and his very real need to be at home and relax.

• Your goal: Try to make sure your home is a place of peace, order and tranquility where your husband can retire himself at body and spirit.

• Don't greet him with complaints and problems.

• Don't complain if he's late home, fatigued or even if he misses out all night. Count this as minor compared to what he might have gone through that day.

• Make him comfortable. Have him lean back in a comfortable chair or have him lie down in the bedroom. Have a cool or warm drink ready for him.

• Arrange his pillow and offer to take off his shoes. Speak in a low, soothing and pleasant voice.

• Don't ask him questions about his actions or question his judgment or energy. Remember, he is the master of the house and as such will always exercise his will with fairness and tribulation. You have no right to question him.

• A good wife always knows her place.

What Is Our Profession?

Who Else, But You?



Defining The Competencies

Four General Competencies

- Professionalism
- Leadership
- Communication Skills
- Critical Thinking Skills



Defining The Competencies

Professionalism

A commitment to achieving professional standards that enhance personal and organizational integrity and contribute to the profession.

- Commit to competence, integrity, altruism and promotion of the **public good**
- Commit to **self-assessment** and **continuous learning**
- Support **collegial relationships** with peers through **networking, information-sharing and mentoring**
- Participate in and encourage **service** and **volunteer** activities to support the **development of colleagues, staff and the community**
- Demonstrate and promote **cultural sensitivity**
- Demonstrate **knowledge of the health care system** and the environment in which it operates




Defining The Competencies

Leadership

Collaborating with and supporting the practice's physician leadership to provide strategic direction to the organization.

- Uphold and advocate **ethical** standards and decision-making
- Foster **teamwork** between clinical and administrative staff
- Understand effective techniques for **working with boards and governance structures**
- Focus on **implementation** of organizational strategy
- **Inspire others** toward a **shared vision**
- Support **innovation** and **creativity**
- Demonstrate effective **change management** skills to ensure effective **patient care and safety**, as well as improve **practice performance**
- Understand and effectively **manage expectations**



Defining The Competencies

Communication Skills

The skills necessary to elicit multiple points of view from internal and external sources, facilitate constructive interaction and present clearly and concisely.

- **Write clearly and effectively**
- **Speak clearly and effectively** before individuals and groups in formal and informal settings
- Develop effective **interpersonal skills**
- Seek out and incorporate the **views of stakeholders** for decisions that affect the **quality of care, work environment and business stability** of the organization
- **Listen and respond** effectively to the ideas and thoughts of others
- Recognize and use **non-verbal forms of communication**
- Demonstrate effective **negotiation and facilitation skills**
- Support and promote effective **conflict resolution**
- Provide effective communication **linkages** within the organization and to its external environment




Defining The Competencies

Critical Thinking Skills

A systematic, logical approach to problem-solving, decision-making and the development and administration of systems to address day-to-day issues and the long-term improvement needs of the practice.


- **Collect and analyze data** from internal and external sources relevant to each situation
- Demonstrate the ability to **discriminate between important and superfluous** aspects of situations to support sound decision-making
- **Ask the right questions** when making decisions
- **Understand cause-and-effect** relationships
- **Learn from mistakes**
- **Manage the overload of information and stress** generated from diverse situations that occur in the practice and in your personal life
- **Implement planning** methods and tools, including project management, process improvement and systems thinking



Domains


Major Areas of Responsibilities

- Business Operations
- Financial Management
- Human Resource Management
- Information Management
- Organizational Governance
- Patient Care Systems
- Quality Management
- Risk Management



Defining The Competencies

- You've carefully thought out all the angles.
- You've done it a thousand times.
- It comes naturally to you.
- You know what you're doing, it's what you've been trained to do your whole life.
- Nothing could possibly go wrong...
.....right ?




Core Traits Of A Medical Practice Executive

<ul style="list-style-type: none"> • Wise • Integrity • Ethical • Fair • Tenacious • Leader • Follower • Facilitator • Mediator • Consensus Builder 	<ul style="list-style-type: none"> • Organizer • Ability to Communicate <ul style="list-style-type: none"> - Orally - Written - Spirit • Counselor • Financially Skillful • Ability to Handle Multiple Tasks • Compassionate • Humble
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**Seeking
The Perfect
Medical Practice Administrator**


Do You Qualify?



Self Assessment

Why Is Self Assessment Important?

- Are you given constructive input from your physicians?
- What are your daily goals and objectives?
- Where do you sit in the organization?
- Are your physicians committed to your professional growth?




Self Assessment

ACMPE Knowledge Assessment

- 175 multiple-choice questions
- Correct answers and a self-scoring key to calculate your strength in each domain
- Five sample essay questions
- Essay exam sample grading form

- \$95 for members
- \$135 for others



Self Assessment

Other Assessment Tools


- ACMPE Personal Inventory
- Performance Appraisals
- 360° Performance Appraisals
- Personality Classifications
- Family and Friends
- Consultants
- Seminars
- Spiritual Advice
- Assessing Yourself Against Personal Goals



Self Assessment

**Assess All Of Your Life
Balance**

- Personal Wellbeing
- Work
- Family
- Friends
- Spiritual
- Community
- Responsibility To Your Profession



Tools For Growth

**What Tools Should You Be Using For Your
Professional Growth?**



Tools For Growth

**AMERICAN COLLEGE OF MEDICAL PRACTICE
EXECUTIVES**

MEDICAL GROUP MANAGEMENT ASSOCIATION

MGMA SPECIALITY ASSEMBLIES

State MGMA

Local Chapter MGMA



Tools For Growth

- **Networking**
- **MGMA Educational Programs**
- **College and University Programs**
- **Seminars**
- **Periodicals**
- **Publications**
- **Consultants**
- **Mentors**



Professional Responsibility

- **Must Insure That You Are Competent**
- **Obligation To Give Back To The Profession**
 - Membership In All Levels of MGMA and ACMPE
 - Participate
 - Offer To Contribute
 - Mentor Others
- **Tout The Attributes Of The Profession**
 - Colleagues
 - Physicians
 - Community



What Is Your Legacy?

- **Are You The Best Manager You Can Be?**
- **Do You Lead Change For The Betterment Of Your Practice?**
- **Have You Impacted The Delivery Of Health Care In Your Community?**
- **Do Others Look To You For Leadership In Medical Practice Management?**
- **Have You Mentored Others To Be The Best They Can Be?**
- **Are You A Friend On Which Other Managers Can Rely?**



Developing Professional Competence

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