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?

• 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

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 harmonious relationships 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 leadership and accountability
- Demonstrate effective change management skills to ensure effective patient care and safety, as well as improve practice performance
- Understand and effectively manage expectations
- Uphold and advocate ethical standards and decision-making
- Seek out and incorporate the views of stakeholders for decisions that affect the quality of care, work environment, organization, and 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
- Lay the foundation
- Manage the overload of information and stress generated from diverse situations to support sound decision-making
- Implement planning: methods and tools, including project management, process improvement, and systems thinking
- Inspire others toward a shared vision
- Provide effective communication linkages within the organization and to its external environment

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
- Lay the foundation
- 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
- 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

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

Core Traits Of A Medical Practice Executive

- 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?

- Wise
- Integrity
- Ethical
- Fair
- Tenacious
- Leader
- Follower
- Facilitator
- Mediator
- Consensus Builder
- Organizer
- Ability to Communicate
  - Orally
  - Written
  - Spirit
- Counselor
- Financially Skillful
- Ability to Handle Multiple Tasks
- Compassionate
- Humble
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

• 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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