

# TRAVERSE CITY EYE

## Position Description

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|------------------------------------------------------------|------------------------------------------------|
| <b>Position:</b> Practice Administrator                    | <b>Department:</b> Administration              |
| <b>Reports to:</b> Managing Partner and Board of Directors | <b>FLSA Status:</b> Exempt                     |
| <b>Prepared Date:</b> April, 2019                          | <b>Review and Revision Date:</b> December 2024 |

### Overview:

Traverse City Eye, a leading regional provider of surgical eye care services, seeks senior manager to refine current operations and lead the organization into the future. Strong leadership, financial management, planning and communication skills essential. Applicants should have experience managing a comparable multi-doctor/multi-location organization. Competitive base salary, benefits, and performance bonus. Under the general direction and counsel of Board of Directors, the Practice Manager is responsible for daily practice operations and profit/loss accountability for the practice. The Practice Manager is responsible for the direct supervision of all personnel/departments within the practice. The Practice Manager is responsible for payroll and bookkeeping functions and meets or exceeds the requirements of the annual operating strategic plan and budget. In addition, the Practice Manager is responsible for providing the necessary leadership for new revenue and expansion opportunities for the practice. The Practice Manager serves as a liaison between the practice and any outside outsourced projects such as billing and collections. Please e-mail, fax or mail a resume and cover letter, outlining your experience and requirements, to: (include practice address/ e-mail address)

### MINIMUM JOB REQUIREMENTS

#### Education and Experience

- Bachelor of Science in Business Administration, Health Sciences or related field preferred
- Five years of progressive experience in medical management in a top tier facility with profit/loss accountability
- Working knowledge of bookkeeping abilities and experience with general accounting software
- Working knowledge of coding, billing and compliance programs
- Experience with EMR software and accounting software including quickbooks
- Must be fully proficient in the use and operation of Microsoft Office
- Maintain a working knowledge of the latest business and legislative issues as they relate to ophthalmology and business management
- Maintain a working knowledge of ICD-10 and CPT codes for ophthalmology.
- Demonstrate a working knowledge of state, federal, Medicare and Medicaid rules and regulations along with respective reimbursement systems
- Ability to interpret practice financial statements, analysis reports, business and marketing plans
- Comprehension of 401K regulations and Safe Harbor laws
- Benefits administration for staff
- Maintain current and updated knowledge of HIPAA/OSHA regulations
- Strong working knowledge of medical terminology, anatomy, disease and treatment within the ophthalmic specialty
- Excellent communication skills, proper grammar, and business writing ability
- Proficient computer skills (i.e., practice software, electronic medical records, accounting software,

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spreadsheets, etc.)

- Demonstrate organizational skills and the ability to successfully delegate and handle multiple projects
- Competent in problem solving and decision-making
- Team oriented
- Leadership abilities with strong motivational skills
- Exceptional business-like interpersonal skills
- Maintains proper personal professional appearance and demeanor
- Ability to plan and coordinate special events and educational programs
- Possesses a caring, patient and friendly attitude
- Understanding of medical practice operations and optimization of them
- Fiscal management
- Human resource practices
- Budgeting/finance processes
- Strategic business planning
- Organizational planning
- Optical services
- MACRA/MIPS

### **Core Values and Skills Inventory:**

- Honesty: A willingness to commit to telling the truth in all circumstances, irrespective of personal consequences.
- Communication: The ability to communicate directly and clearly, in writing and verbally.
- Leadership: A demonstrated ability to build and lead a staff team, and to actively mentor and coach not only departmental leaders but providers.
- Career Commitment: This is necessary because this is a complex and growing practice in a competitive market, and because it is realistic to expect that the practice team gauges leadership, at least in part, on the basis of the raw time committed by the administrator to the company.
- Product Knowledge: An intimate understanding of the various services provided by the practice, their prices, and their profit dynamics.
- Financial Acumen: Sufficient to evaluate, plan and manage to agreed budgets and defined profit targets.
- Sweating the Details: An extreme attention to operational detail and smooth daily operations is obliged in a complex and changing environment where inattention is costly.
- A Planning-Oriented and Big-Picture Management Style: The ability to not only look at the minute details of the business, but to step back and see the long-term opportunities for the practice, and to prioritize in a business plan the intermediate tactics required to seize these opportunities.
- Flexibility: Because the final development endpoint of the practice has yet to be decided, the administrator must be flexible in his or her career development goals.

### **Core Duties**

- Broad Charter: Work with the practice owner, associate providers and senior staff managers to manage an economically successful, cohesive, high quality eye care practice in the regional market. Memorialize, refine and polish operations that are still catching up with growth to date.

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- **Financial and Performance Analysis and Forecasting:** Coordinates, with the support of external practice accounting resources, the preparation of monthly financial statements and volume performance summary reports. Interprets these statistics verbally and in writing for monthly meetings with the managing partner. Participates in the preparation of various forward-looking pro-forma forecasts of anticipated practice performance. Responsible for assuring that an appropriate cost-benefit analysis is conducted for all new projects, policies, procedure pricing and other initiatives.
- **Operations Oversight:** Using SOPs, training modules, checklists and other accountability documents, along with ongoing process mapping and auditing...and working through mid-level staff...assures that daily operations are smooth, efficient, "non-sticky" and flowing.
- **Profitability Review and Enhancement:** Develops, with each manager and doctor, individual volume performance and/or profitability and/or cost-center goals and means of achieving these goals. Coaches doctors on where they stand compared to their revenue and volume goals. Intervenes briskly if volumes or profits lag, or if expenses accelerate beyond agreed levels.
- **Cash Flow Review and Optimization:** Has the duty to deeply understand the myriad steps that must be followed to optimize the revenue yield from each patient encounter. Although obviously not a billing department expert, develops competency to "key operator" status on the patient accounts system, and has the ability to post charges, track open accounts and run the main query reports.
- **Benchmarks Review:** Memorizes the several dozen normative performance benchmarks for the practice, and knows when these are outside of normal limits. Generates monthly or quarterly performance graphs, and reviews with managers and owners.
- **"Management by Walking Around":** Rather than just sitting behind a desk, spends significant time each week visiting all areas of the practice to check in with staff, observe operations, say hello to patients and generally inspect the "machine."
- **Committee Positions:** Chair of the Practice Management Committee composed of doctors and selected senior staff, which manages day-to-day operations. In some instances a participant, and other instances a leader, in various standing and special committee and task force efforts.
- **Ongoing Market Assessment:** Maintains an ongoing understanding of the practice's sources of patients: alumni, referring professionals, direct-to-consumer marketing communications and third-party payers in the region.
- **Planning and Development:** Participates in the preparation (and at least annual review) of the practice's strategic and business operations plan; leads the revision process for each subsequent edition.
- **Recruitment:** Involved in all provider and staff recruitment activities. Responsible, with the managing partner, for the final approval of all lay staff hires.
- **Supervisory Authority:** Directly supervises, evaluates and rewards/reprimands the work product of all supervisory staff in the practice. In consultation with the managing partner, has termination authority over all lay staff. Works to establish and revise as necessary an organization chart containing all staff members, their roles and reporting lines in this multi-service, multi-location, regional practice.

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- **Practice Project and Action Monitoring:** Supervises the maintenance, with not less than monthly revisions, of a comprehensive "action grid" summarizing all key practice activities and projects, those responsible for their completion and agreed deadlines. Assures that all responsible parties are meeting their deadlines. In consultation with the managing partner, has authority to reward and reprimand practice managers for their performance in meeting agreed goals and objectives.
- **Spending Authority:** Has complete on-budget spending authority; subject to review and oversight, has off-budget discretionary spending authority up to the limit of \$1000 total impact before consulting with the managing partner. This spending authority will be subject to ongoing adjustment based on performance and practice circumstances.
- **Operations Documentation:** Coordinates the preparation, maintenance and periodic revisions of a practice operations manual, containing sections for each area of the practice. Participates in the periodic review of the practice's staff policy manual.
- **Clinical and Business Practices Oversight:** Coordinates with the managing partner and outside advisory resources to conduct risk management. In consultation with the managing partner has the ability to investigate, recommend, and carry out upon the managing partner approval the suspension or revision any clinical or business practices believed to be inappropriate. Human resource development and management skills with a thorough knowledge of state and federal employment laws and regulations

### **POSITION RESPONSIBILITIES**

- **Practice Operations**
  - Consistently and effectively supervises all personnel/departments to ensure maximum operational efficiency to meet daily, weekly and monthly standards, benchmarks and financial goals as defined by Board of Directors
  - Assists with the preparation of an annual business plan and budget and ensures the requirements of the business plan and practice budget are being executed in a timely and efficient manner
  - Meets or exceeds the fiscal requirements of the practice budget and ensures practice profitability as defined by Board of Directors
  - Meets or exceeds minimum practice benchmarks for overhead, collections, efficiency and overall productivity as defined by Board of Directors
  - Works with the outside billing company to ensure the proper collection of patient and insurance accounts receivables for the practice as defined by practice benchmark standards
- **Human Resource Management**
  - Determines appropriate office organizational structure and staffing levels; develops job descriptions, compensation systems, performance appraisal procedures, and other human resource programs and policies
  - Properly supervises, supports and implements the practice pay for performance program
  - Under the direction and approval of Board of Directors, responsible for the recruitment, hiring, evaluation and termination of all to provide for effective office operations
  - Orient, train, and supervise personnel in direct reporting relationships and provide for proper orientation, training and supervision of those in indirect reporting relationships

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- Continuously observe and monitor the practice environment and ensure positive employee morale through effective and equitable staff management and follow-through
- Develop and monitor an effective communication system between offices that ensures accurate flow of information that results in office standardization
- Responsible for the administration of the practice payroll and all payroll related documentation, responsibilities, and required activities
- Provides training, education and developmental programs for management and the support staff on an ongoing basis
- General Management
  - Organize a bi-weekly physicians' meeting. Set agenda, record minutes, oversee follow-up on related items in a timely and efficient manner
  - Conducts all payroll and associated reconciliation functions for the practice.
  - Assists with MACRA/MIPS reporting for the practice
  - Properly follows up on all verbal and email requests from Board of Directors within 72 hours of receipt of such requests when possible
  - Conduct staff meetings as needed and keep associates informed of practice policy and decisions
  - Monitor work of non-medical professionals, such as attorneys, accountants, outside billing companies and consultants, reviewing and approving services provided in accordance with the requests of Board of Directors
  - Participate in the design of practice policy and procedures, and monitor for effectiveness and compliance
- Management Team
  - Develop, implement and monitor inter-departmental projects with the department managers in order to enhance customer service
  - Serve as an active member of the management team
- Daily/Monthly Reporting
  - Maintain proper financial and clinical reporting for the practice as per the requirements of Board of Directors and outside advisors
- Professional and Personal Development/Goals and Objectives
  - Exhibits professional demeanor with a positive enthusiastic attitude at all times while representing the practice
  - Establishes and maintains rapport with payer representatives
  - Maintains current knowledge of healthcare administrative, financial, legal, and managed care
  - Maintains certification, where applicable, and continues to improve skills
  - Sets goals and objectives for professional growth. Reviews and revises goals and objectives on an ongoing basis
  - Provides input on how to improve customer service, decrease costs and increase revenues for the practice
- Customer Service
  - Supports the practice core values and mission statement to develop, enhance, and promote quality customer service through team effort

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- Exhibits flexibility, sensitivity, and respect while maintaining an effective working relationship with all team members
- Special Projects
  - Implement special projects as assigned by Board of Directors in a timely manner
- Maintains practice confidentiality, follows HIPAA/OSHA guidelines and follows the rules and regulations of the practice as documented in the practice employee handbook
- Assumes other duties as assigned

**PHYSICAL REQUIREMENTS:**

- Hearing: Adequate to perform job duties in person and over the telephone
- Speaking: Must be able to communicate clearly in person and over the telephone
- Vision: Visual acuity adequate to perform job duties, including reading information from printed sources and computer screens
- Other: Requires occasional lifting and carrying items weighing up to 20 pounds unassisted.
- Requires frequent sitting for long periods of time. Extensive use of a computer, keyboard, mouse and monitor. Occasional bending, reaching, standing, walking, squatting and sitting, with some moderate lifting, pushing and pulling exerted throughout a regular work shift. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**OTHER:**

This job description is intended only to describe the general nature and level of work performed and the employment agreement for the Practice Manager will need to be adhered to at all times. The Practice Manager must be able to travel to various satellite locations as needed for meetings and to provide supervision of practice personnel. When driving on company business, maintenance of a valid Michigan driver's license and satisfactory driving record is required. It is not intended nor should it be interpreted as an exhaustive list of all duties, skills and responsibilities. The Practice Manager will perform the duties listed in this job description as well as any other assigned by Board of Directors. Extended daily hours along with night and possible weekend work might be required.

I have read and understand the job description provided to me by **TRAVERSE CITY EYE**. I further understand that nothing in this job description alters the at-will nature of my employment with **TRAVERSE CITY EYE**. **I have also read and understand Traverse City Eye policies regarding harassment/discrimination.**

**TRAVERSE CITY EYE:**

Personnel file of:

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Alicia Eby, M.D.

\_\_\_\_\_  
Date

