

JOB DESCRIPTION/PERFORMANCE EVALUATION

Job Title: Clinic Manager I

Approved By:

JOB SUMMARY: An employee with responsibility/accountability for leading and managing a physician clinic. Instrumental in defining the mission, goals, budget and performance standards for the clinic and communicating it to staff. Utilizes knowledge of organization policies, procedures and systems. Uses skills in planning, organizing, delegating, and supervising. Must work effectively with physicians, staff, patients, public and external agencies. Uses skills in gathering and interpreting data in a physician office setting. Must have ability to take initiative and to exercise independent judgment, decision-making and problem solving expertise.

ESSENTIAL FUNCTIONS

- I. Leadership Skills: Leads employees to accomplish all job objectives; inspires confidence and motivation; clearly defines expectations, and maintains personal effectiveness under pressure.
 1. Helps establish/implement goals, objectives, policies, procedures, and systems for the clinic.
 - a. Monitors and controls clinic expenditures within approved budget.
 2. Determines system for intradepartmental functions in keeping with clinic systems and communicates it to staff. Monitors effectiveness.
 3. Provides physician reports and provides consultation as needed.
 4. Demonstrates leadership skills of:
 - a. Critical Thinking
 - b. Conflict Management
 - c. Negotiation and Motivation
 - d. Personnel Development
 5. Fosters the goals of teambuilding with clinic staff.
 6. Demonstrates appropriate delegation and coordination of tasks and duties in the operations of physician clinic, using appropriate organizational/priority setting skills.
 - a. Establishes a system of communication to coordinate activities/functions.
 - b. Assigns responsibility for intradepartmental function.
 - c. Develops the leadership skills of staff through delegation of responsibility.
 - d. Empowers staff to achieve their best professionally and guides them through creative problem solving.
 7. Maintains 97% or better adjusted net collection rate.

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- II. Budget and Supplies: Develops, monitors and analyzes budget and financial information and utilizes all resources in an effective and economical manner.
1. Assists in the development of a clinic budget, utilizing administrative guidelines, appropriate benchmarks, and anticipated scope of services.
 2. Utilizes the purchasing system appropriately.
 - a. Utilizes vendors according to Health System's policy
 - b. Seeks authorization for purchases according to policy.
 3. Demonstrates working knowledge of the practice management system.
 4. Knowledgeable of Medicare, Medicaid, managed care and other third party payor's guidelines; adjusts, in coordination with Physician Group administration, clinic billing procedures accordingly.
 5. Responsible for being up-to-date and knowledgeable with regard to diagnostic and procedure coding, and how it affects reimbursement.
 6. Reviews and updates forms used within the practice. Standardizes when possible.
 7. Reconciles petty cash with cash paid receipts, follows policy with respect to petty cash.
 8. Ensures total accounts receivable at less than 60 days of average monthly charges.
 9. Determines best approach to dealing with managed care plans and over the counter collections for those plans as well as self-pay patients. Complies with contractual terms agreed to by contract.
- III. Legal Issues: Knowledge of legal issues in all aspects of operations to ensure compliance with regulatory agencies and rights of all customers.
1. Maintains a system of confidentiality according to Health System's policies and procedures.
 2. Develops and implements policies and procedures to meet state and federal regulations.
 3. Assures compliance with corporate compliance policies.
- IV. Responsibility/Accountability: Develops standards and provides systems to monitor and evaluate physician office functions and assumes responsibility for designing methods to improve functions.
1. Implements system to document and communicate standards which includes policies, procedures and protocol.
 2. Documents and reports to, Physician Group Director of Specialty/Surgical Care and physicians within cost center:
 - a. Incident (patient, employee, guests, physician) within 24 hours.
 - b. Quality Assessment and Improvement Activities. (As required by Health System)
 - c. Employee competence through performance evaluation (maintains notes regarding performance quarterly to assist with annual evaluation on anniversary date).

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- d. Project Activity (per project as determined).
 - e. Reviews budget variances. (Daily and monthly reviews revenue and expense budget variances and develops an action plan.)
 - £ Issues affecting clinic productivity and effectiveness. (Monitor daily and report if appropriate.)
- V. Working Relationships: Identifies and understands customers of the clinic. Formulates and monitors working relationships which adhere to the customer standards.
- 1. Assists physicians with the development activities associated with building a successful physician practice.
 - 2. Assists Physician Group Director of Specialty/Surgical Care in the implementation of Health System policies and procedures.
 - 3. Identifies and maintains a professional working relationship with all internal and external customers.
 - 4. Routinely interacts with customers to maintain awareness of needs and satisfaction of service provided.
 - 5. Communicates who customers are to staff.
 - 6. Fosters teamwork within clinic, as well as system wide.
 - 7. Administers clinic's patient complaint policy and takes appropriate action.
- VI. Problem Solving/Decision Making: Practices effective problem identification and resolution skills as a method of sound decision making.
- 1. Submits budget analysis quarterly reflecting reasons for variances of >5% which adversely affect the revenues over expenses.
 - 2. Tracks lost or delayed orders for supplies and materials.
 - 3. Accesses data to effectively manage clinic operations by utilizing quality improvement tools.
 - 4. Utilizes policies and good judgment to establish limits in autonomous decision making.
 - 5. Identifies problems which interfere with practice and develops an action plan for resolution. Consults with/reports to physicians and/or Director of Specialty/Surgical Care when appropriate.
- VII. Communication: Determines and demonstrates effective communication methods and defines appropriate lines of authority for the clinic in keeping with administrative structure. Uses all methods of communication to disseminate information to staff in a timely manner.
- 1. Utilizes clinic/Physician Group formal lines of communication to promote problem solving and decision making and to communicate results according to Physician Group communications plan.
 - 2. Functions as a liaison with departments, etc.
 - 3. Conducts regular staff and physician meetings on an as-needed basis.

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- VIII. Technical: Demonstrates appropriate competency in selected skills which are pertinent to areas of responsibility.
1. Reports medical as well as clerical equipment problems and/or arranges for service as needed.
 2. Assures answering machine and/or answering service is activated when appropriate and ensures it is working.
- IX. Environment of Care (Safety/Emergency Situations): Sets and communicates Physician Group clinic standards in keeping with regulatory agencies and Health System policies. Develops and monitors standards to comply with safety, infection control and customer relations standards. Maintains an aesthetic environment for clinic and Health System.
1. To help write, communicate, and enforce the Health System's safety process, which includes department specific plan, emergency preparedness, hazardous materials/waste programs, security management plan, life safety/management (fire plan), equipment management, and utilities management.
 2. Enforces clinic responses to emergencies.
 3. Enforces OSHA standards for clinic.
 4. Enforces Infection Control Standards for clinic.
 5. Maintains a safe, clean, orderly, pleasing environment.
 6. Oversees utilities management.
- X. Teaching Others/Self Development: Complies with the System for ongoing competency maintenance and develops a self-assessment plan to maintain personal competency.
1. Assures Health System's and clinic specific orientation for staff.
 2. Assures Health System's and clinic specific reorientation of staff.
 3. Promotes opportunities for individual continuing education within budget.
 4. Participates in community activities to:
 - a. Identify and communicate community services/resources available to our patients that can utilize and support.
 - b. Identify and communicate unmet healthcare needs; to develop or assist in developing ways to meet those needs.
 - c. To represent in the community and to communicate the mission and goals of the system.
 5. Performs physician orientation
 6. Maintains management competence and knowledge of trends in clinical practice to include changes in industry patient care standards and evaluation of same.
 7. Attends 90% of scheduled clinic manager meetings.

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- XI. Goals: Defines and implements annual physician clinic goals in keeping with the Health System's mission, vision and strategic plan.
1. Operationalizes strategic plan by helping to set clinic goals and objectives.
 2. Evaluates goals at least annually to be sure they are being met.
- XII. Quality: Understands and participates in the Health System's quality process and develops a physician office monitoring system to assure quality.
1. Develops and monitors important aspects of care for service according to the Health System's quality plan. Assures that minutes of staff meetings which document agenda items and discussion of staff concerns with identified action plans and outcomes are kept.
 2. Fosters the values and mission of the Health System to clinic staff.
 3. Will adhere to the standards of voluntary accrediting agencies. (JCAHO)
 4. Follows Performance Improvement plan for Physician Group and initiates PI projects.
- XIII. Staffing: Develops and implements staffing standards for clinic programs with effective, economical use of resources. Monitors staffing and attendance in compliance with standards.
- I. Supervises, hires, transfers, promotes, assigns, rewards, counsels, disciplines and discharges appropriate employees of the clinic according to the policies and procedures of
 2. Develops and monitors clinic standards.
 - a. Proposes options for solving staffing problems that are within acceptable parameters and utilizes appropriate resources.
 - b. Determines priorities of clinic activities based on available resources and commonly accepted standards.
 3. Monitors attendance according to Health System's policy.
- XIV. Research: Identifies needs for research activities and implements a plan.
1. Utilizes internal research systems.
 2. Identifies opportunities through MGMA and health care literature that would benefit clinics and ___
- XV. Project/Specialized Job Knowledge: Identifies and participates in special projects and develops standards and competencies related to implementation.
1. Develops and maintains systems to remind, notify staff of managed care requirements.
 2. Assists in marketing the practice. Performs patient satisfaction surveys.
 3. Assists in recruiting physicians or other providers for the clinic.
 4. Prepares and monitors clinic payroll per policy.
 5. Prepares financial, statistical and analytical reports for review of the physician and/or Director of Specialty/Surgical Care as assigned.
 6. Determines level of knowledge and evaluates performance of personnel in department, demonstrates leadership, budget, policy, procedure and organizational structure knowledge.

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7. Determines knowledge base requirements of clinic staff.
8. Maintains clinical/service knowledge according to Physician Group policy.
9. Sets goals with staff for maintaining and improving performance which includes an action plan, time frame and follow-up action.
10. Has a working knowledge of the Health System's overall operating budget and how a focus on quality can affect the budget.

QUALIFICATIONS

1. High school diploma or equivalent required.
2. Knowledge of standard office machinery including computer systems and applications.
3. Possesses good grammatical and business communication skills.
4. Two years medical office experience preferred. Management experience required.
5. Knowledge required of ICD-9 and CPT coding and how it affects reimbursement from third party payors.
6. Previous medical billing experience in managed care setting preferred.
7. Ability to lift, carry, push and pull up to 50 pounds.

REPORTING RELATIONSHIPS:
Specialty/Surgical Care

Physician Group Director of

OTHER COMMENTS AS APPROPRIATE:

1. This is an exempt position not eligible for paid overtime. May be needed to attend to office needs after regular office hours and on weekends.
2. Clinic must score 1-5 points on the Clinic Management Criteria Form to qualify as a Clinic Manager 1.

CORPORATE COMPLIANCE

The employee agrees to comply with the Corporate Compliance Policy and all laws, rules, regulations and standards of conduct relating to the position, and has a duty to report any suspected violations of the law or the standards of conduct to his or her immediate supervisor, the Compliance Officer or the Chief Executive Officer.

Date:

Employee Signature

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PHYSICAL/MENTAL REQUIREMENTS

In a regular work day, employee must:

Sit 1 hours at a time
Stand _1/4 hours at a time
Walk _1/4 hours at a time
Sit 6 hours during the day
Stand 1 hours during the day
Walk 1 hours during the day

Employee is required: (In terms of a regular workday. "Occasionally" equals 0% to 33%,
"Frequently" 34% to 66%, "Continuously", greater than 67%)

	Not at all	Occasionally	Frequently	Continuously
Bend/Stoop		X		
Squat		X		
Crawl, Distance	X			
Climb, Height		X		
Reach above shoulder level		X		
Kneel, Duration 30 sec.		X		
Balance		X		
Twist		X		

Employee's job requires he/she carry up to:

	Occasionally	Frequently	Continuously
10 tbs.		X	
251bs.	X		
351bs.	X		
50 tbs.			
75 lbs			
>100 tbs.			

Employee's job requires he/she lift up to:

	Occasionally	Frequently	Continuously
10 tbs.		X	
251bs.	X		
351bs.	X		
50 tbs.			
75 lbs			
>100 tbs.			

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Employee's job requires he/she push/pull up to:

	Occasionally	Frequently	Continuously
10 lbs.		X	
25 lbs.	X		
35 lbs.	X		
50 lbs.			
75 lbs.			
>100 lbs.			

6. Employee's job requires:

	YES	NO	Explanation
Working on unprotected heights	—	X	
Being around moving machinery	—	X	
Exposure to marked changes in temperature and humidity		X	
Driving automotive equipment	—	X	
Wearing personal protective equipment	—	X	
Exposure to dust, fumes, and gases	—	X	
Exposure to extreme noise or vibration	—	X	
Repetitive motion	✓	X	
Exposure to body fluids and waste	—	X	
Exposure to radiation	—	X	
Exposure to other hazards		X	

Other Required Abilities :

- Vision: Are there specific vision requirements for the job?
 Yes No
 Explanation: Must be able to read numbers and names. Must be able to distinguish colors and view computer screen.
- Talking: Expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly.
 Yes No
 Explanation: Communicates with staff and patients on phone or in person. Responds to patient's concerns and questions.
- Hearing: Ability to receive information through oral communication, and to make fine discriminations in sound; i.e., making fine adjustments on machine parts, using a telephone.
 Yes No
 Explanation: Vital for communication with other clinic staff and patients directly or via telephone.

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Emotional/Psychological Factors:

Stress: Exposed to stressful situations.

Yes No

Explanation: Must be able to effectively deal with concerns of upset patients or other clinic staff.

Concentration: Must be able to concentrate on work tasks amidst distractions.

Yes No

Explanation: There are many phone and personal interruptions throughout the work day.

Self Control: Must exert self-control.

Yes No

Explanation: Must be able to display control and confidence under stress.

EMPLOYEE COMMENTS:

ACTION RECOMMENDED:

Merit/Step Increase Granted

Merit/Step Increase Denied

Performance Review Only, No Action

Placed on Probation

Probation Completed

Satisfactorily

Termination

If a Terminal Evaluation:

Employee is eligible for re-employment

Employee is not eligible for re-employment

I have no knowledge of any violations of the law or corporate policies or standards of conduct by me or any other employees while I have been employed. If I recall any suspected violations in the future, I will immediately report them to my Director, the Corporate Compliance Officer or Chief Executive Officer.

EMPLOYEE SIGNATURE:

DATE

SUPERVISOR SIGNATURE:

DATE

DEPARTMENT HEAD SIGNATURE:

DATE