



Healthcare Leaders Association of Texas

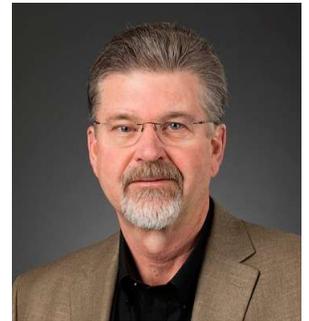
Founded by Healthcare Leaders for Healthcare Leaders in 1973

September 2024



It's The Hard That Makes It Great!

Change...it is a constant in life and, as many of you can attest, healthcare is certainly no exception. In fact, it has been suggested that Continuous Change is the new normal and the ability to navigate through a chronic state of change may set one apart from their peers. Changes can come at us from many different fronts: personal, professional, technological, political, social, corporate, and even something like a pandemic can usher in changes we never saw coming. While the imposition of change on us is inevitable and there is often little, we can do to avoid it, there are some things we can control and that is our reaction and response to change, along with our attitude when faced with it.



Matt Driskill
HLA Texas President

We have certainly experienced a year of change in 2024, along with many of our sister state organizations around the country we disaffiliated with our parent organization of over 30 years. Our organization has been known by several names over the years: Medical Administrators of Texas was the name we were originally founded under, and as of January 2024 we are the Healthcare Leaders Association of Texas (HLATX). We, as your HLATX Board of Directors, continue to work through the process of evolving our organization and separating the affiliation with our former brand after 30 years of partnering with them. Be assured, our focus is for our members and that you continue to receive value from YOUR state association – HLATX! We exist to meet your needs and provide support and resources for your success and that of the healthcare organizations that we serve.

As our Mission Statement so aptly states –
HLATX strongly committed to fulfilling its mission of:

- Fostering the professional development of its members through education and networking opportunities.
- Enhancing the image of medical group practice leaders in the effective delivery of healthcare services.
- Representing the interest of our membership in policy-making activities through advocacy at the state level.

Change is hard! But, if it wasn't hard, anyone could do it and I believe that you, our members are not just anyone! As we continue to find ways to manage the daily changes we face and identify opportunities for improvement – that is what makes what we do great!

J. Matthew Driskill, MBA(HOM), FACMPE

President, Healthcare Leaders Association of Texas
HLA Texas

HLA Texas 2024 Annual Conference Pictures

May 1-3, 2024

Texas State University, San Marcos

**CHANGES IN LATITUDES...
CHANGES IN ATTITUDES**

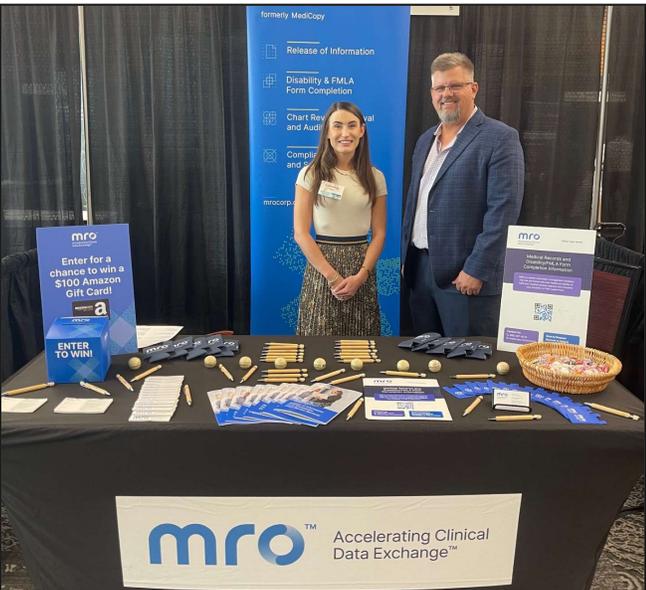
**HEALTHCARE LEADERS ASSOCIATION
OF TEXAS ANNUAL CONFERENCE
MAY 1-3, 2024
TEXAS STATE UNIVERSITY, SAN MARCOS**



HLA Texas 2024 Annual Conference Pictures



HLA Texas 2024 Annual Conference Pictures



Physicians Should Have Income Replacement Insurance.

So Should Your Practice.

As the manager of the practice, have you ever considered what would happen if the primary physician or one of the partners becomes too ill or injured to practice? They may have disability insurance, to help replace their income to pay their personal expenses. But if they can't treat patients, what happens to the revenue of the practice? How would expenses be covered? If the physicians are members of the Texas Medical Association, they have a unique opportunity to help cover the expenses of running the practice - the TMA Member Business Overhead Expense Insurance Plan (BOE) issued by **The Prudential Insurance Company of America**. It's like having disability insurance for your practice.

- **Two plan choices: Benefits up to \$50,000/month up to 12 months or, benefits up to \$35,000/month up to 24 months.** Helps cover expenses such as rent, employee salaries, payroll taxes, utilities, loan payments, property taxes, maintenance services, and more. Even the cost of a locum tenens physician can be covered to help maintain the continuity of the practice.
- **It supports employee retention.** Medical practices rely on a dedicated team of staff to provide quality care and keep operations running smoothly. BOE insurance helps ensure that salaries can be paid even when the primary physician is unable to work, which helps retain skilled and experienced staff members.
- **It keeps the practice focused.** As the manager running the practice, you want the focus to be on providing excellent patient care and keeping the practice running smoothly. BOE insurance helps you to maintain this focus by providing the entire staff with a greater peace of mind when the primary physician can't practice.
- **If there are partners, BOE can help protect their interests.** If one partner becomes unable to work due to illness or injury, their BOE insurance benefits can help cover their share of expenses reducing the stress and relieving the financial burden from the other partners.



A conversation with one of our experienced advisors will help you determine if this coverage can work for your practice. Contact a licensed advisor at **800-880-8181** Monday to Friday from 8:00 AM to 5:00 PM, or call by scanning the QR code with your mobile device. If you prefer, you can visit us online at tmait.org. It will be our privilege to serve you. ▶



SCAN TO CALL

TMA Member Business Overhead Expense plan is issued by The Prudential Insurance Company of America, Newark, NJ. The Booklet-certificate contains all details, including any policy exclusions, limitations and restrictions, which may apply. CA COA #1179, NAIC #68241. Contract Series 83500.

1078267-00001-00

Hire And Keep Good Employees in a Medical Practice

Hiring and retaining good employees is a BIG issue for all medical practices. Why? The obvious reason is that the talent pool of qualified people to work in a medical practice is shrinking. In some areas, the pool of available talent is very small or almost non-existent. This is why it is so important to find good people and when they are hired, to make sure you or your client keeps them. If a practice cannot find and keep good people, it is almost guaranteeing itself problems not only in the present, but surely in the future. This article speaks to the issues of hiring and keeping good people.

Turnover is Costly

We all know the actual and hidden costs to replace an employee. Some costs of unplanned turnover include:

- Departing employees costs (vacation pay and other benefits);
- Advertising for the new position;
- Management interviewing time for new employee;
- Conducting background checks (driving, criminal, etc.);
- The time it takes to train the new employee;
- The new employee's initial low productivity;
- Unbudgeted overtime for staff covering the empty position while it is being replaced;
- Possible low morale of remaining staff and its related impact on productivity – staff becomes overworked and stressed during this time.

Hiring Good People

The following are a few tips on how to hire good people. Many medical practices however do not conduct these extensive activities before hiring a new person.

- Credit check – if bad credit exists, prospective employee could be an embezzlement target, depending of course on the position;
- Driving record – big issue if prospective employee will have to run many errands for the practice;
- Educational record - big red flag if items are not confirmed or have been omitted here;

- Criminal check – the reason for this should be obvious!; and

- Workers' Compensation check – is this the type of person who has in the past filed many claims against his or her employers?

Tip #1: Test basic skills.

Test skills such as attention to detail, grammar, punctuation, numerical skills, etc. Just because an employee presents himself or herself well does not mean they have these basic skills.

Tip #2: Make prospect complete and sign an employee application.

Look for gaps in past employment and is also useful to compare with prospective employee's resume for any differences.

Tip #3 : Use "situational" interviewing questions.

Pick questions that will open up the potential employee in a way that will show how capable he or she is for the position being hired. For example, if the practice is hiring a billing person, ask specific questions about the applicant's knowledge of Medicare billing rules, CPT, modifiers, filing claims electronically, etc. Even better yet, ask situational questions. This means asking a hypothetical and asking the applicant to respond to it. Here is an example for a biller for a surgery practice: Surgical practice bills an office visit on the same day as a procedure. The insurance company would not pay for the office visit. Why?

In addition, the practice may want the applicant to speak with the practice's independent CPA and/or healthcare consultant. This secondary line of interviewing might be able to spot issues the practice's personnel might not have been able to detect.

Tip #4: Job fit testing.

Many tests are available with immediate scoring via Internet testing capability. Your homework must be done first on the position needs to get accurate results though. For an example, go to www.kolbe.com.

Tip #5: Pay fair market salaries.

Don't be cheap – you get what you pay for. Pay current fair market value within the practice's service area for the position being recruiting. It's that simple. In addition, the practice should have a decent employee benefit package, which could include health insurance,

Hire And Keep Good Employees in a Medical Practice, continued

retirement plan, 401k matching, personal leave, and reasonable sick and vacation days.

Keeping Good Employees

Step number one: Treat them well. Now that the practice has filled the position, it must make sure to keep the hired employee for long time. However, as we all know, turnover is a big issue for many medical offices. To begin this process, practices should keep the following management principles in mind:

1. Nothing will drive employees away faster than a boss who is - or even appears to be - unapproachable or disrespectful.
2. Employees want to make a difference. They want to be proud of where they work. They want to succeed.
3. Without someone on the sidelines cheering employees on, enthusiasm soon fades. Productivity generally follows suit.
4. People are motivated by recognition. Anything the practice can do to recognize them will make them work a little harder. It also helps them stay put.
5. Bosses in medical practices should treat people like they want to be treated. If people feel they are needed, wanted and respected, they're going to stay and the practice is going to get their loyalty.
6. Help employees be the best he/she can be on an ongoing basis.

These were just a few simple, daily management ideas to keep good people. However, this is just a start. Here are some more -----

Make Sure the Office is Adequately Staffed

It should be a requirement that all medical practice departments be adequately staffed. However, in the era of declining reimbursement, it seems some medical offices are cutting staff, much to their own detriment. This in almost all cases results in a decline in employee morale. If necessary to keep staff, the medical office should be creative with its human resource. This includes using flex hours, home workers, cross coverage, etc.

Be Appreciative of Staff

People are motivated by recognition. Anything the medical office can do to recognize them will make them work a little harder. Believe it or not, it also helps them stay put. The following are some ideas for employee recognition:

- Personal notes from management for exceptional work.
- Employee outings.
- A verbal "thank you."

Conduct Employee Reviews

Reviews should be annually and periodically at designated times throughout the year. These should be productive, training sessions. Have employees set goals and monitor these goals throughout the year. Employers with good review programs, coupled with ongoing training and mentoring, seem to have the lowest turnover rate among its employee group.

- Reed Tinsley, CPA
www.rtacpa.com

Group Membership

Interested in your colleagues joining HLA Texas?

Medical practices that wish to purchase multiple Active memberships:

After 5 paid \$150 Active memberships, each additional membership from the same group is discounted to \$100.

If your practice is interested in taking advantage of the discounted group membership, please contact our office via email at: admin@hlatexas.com or phone at (205) 981-0011.



Upcoming Members Only Webinar

Healthcare Leaders Association of Texas offers Free Member webinars each month to state chapter members. These webinars are archived on our Webinar Page in the Members Only area for view on demand after the webinar as well.

Tuesday, October 8, 2024 / 12:00 - 1:00pm Central

Behavioral Interviewing - Kerri Burchill, PhD

MEMBER WEBINAR

OCTOBER WEBINAR
BEHAVIORAL INTERVIEWING

PRESENTED BY:
KERRI BURCHILL PHD

08 **OCTOBER**
2024

1:00 PM EASTERN
12:00 PM CENTRAL
11:00 AM MOUNTAIN
10:00 AM PACIFIC

Eligible for 1.0 CE credit

About this Webinar:

Interviewing starts before the job is posted. As leaders it is hard to slow down and think of all the nuances in preparing for the interview. Kerri will explore behavior-based interviewing to arm you with objective insights into your next candidate. This webinar will focus on designing behavior-based questions, what to look for in a candidate's answer and how to set up the interview team to analyze the responses for the best fit.

Meet our Presenter:

Kerri Burchill, PhD helps leaders in messy, dynamic situations slow down to go fast. Leveraging her international work with leaders and her academic studies, Kerri has developed the ASKhole® framework as a tool to help leaders slow down to go fast. She is a leadership and development trainer, provides individual and team coaching and is on the keynote circuit.

Live webinars and our on-demand webinar library are a FREE benefit of HLA Texas Membership. [HLA Texas Members - How to register for this webinar.](#)

SIGN IN to your Member Center on our website www.hlatexas.com using your HLA Texas username/password. **The SIGN IN** button is located on the top left of our webpage.

After you sign in to your Member Center, select the "**Monthly Webinar Series**" button for registration and access to the on-demand webinar library.

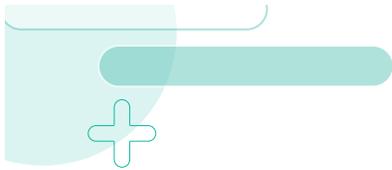
Welcome Texas HLA New Members

Active Members

Dale Greenwood
Centrum Health
Frisco

Amy LittleSun
Plano Orthopedic & Sports Medicine
Plano

Andrea Martinez
New Braunfels ER & Hospital
Seguin



Is your Health Information Management an administrative burden?

Our industry-leading quality can lift that burden.

Sharecare delivers the full picture with the critical data and processes required to manage your population, improve outcomes and help your practice remain competitive and achieve financial success.

- Value-based Care Solutions
- Health Information Management
- Payment Integrity
- Clinical Solutions
- Digital Patient Engagement



For more information visit sharecare.com/solutions/provider

