



UPSKILL YOUR DENTAL CAREER

Practice Manager

POSITION OVERVIEW

AND KPI'S



A NOTE FROM THE AUTHOR

WELCOME TO ASPIRE2D'S RESOURCE:
PRACTICE MANAGER'S ROLE OVERVIEW AND
KPI'S

Congratulations on pursuing new skills and knowledge with Aspire To Dental!

My name is Renata Emilianowicz and I am a qualified dental practice manager with 30 years of hands-on clinical, front desk and admin experience in private dental practices in Melbourne, Australia.

In 2012 I founded Fledgling Dental Services, practice management consulting, and began sharing my management knowledge and front desk expertise with dentists and their teams, improving their practices and enhancing their skills. In 2020, Fledgling made the pivot to Aspire2d to meet the needs of the dental team; namely the assistants, front desk and managers who want to learn and develop professionally through continuing education.

My resources, coaching and short courses aim to provide you with the knowledge, skills and tools to become confident, proactive, effective and skillful. Dental life can be challenging and the more knowledge and skills you take up, the more successful, valuable and sought-after you become!

I hope you enjoy the workbook and that it brings you closer to your own dreams. Remember as you move forward, that you are investing in yourself and business and that is awesome!

Well done to you!

Renata Emilianowicz

Renata Emilianowicz
Founder of Aspire2d.com.au

Practice Manager

ROLE OVERVIEW

MAIN OBJECTIVES

This position is responsible for the overall management of the day to day operations of the dental practice, to include but not limited to patient flow, goal attainment, staff training and daily operations of practice and staff. The Practice Manager assists in the implementation and development of practice objectives and goals and makes all decisions with the purpose in mind. Acts as the liaison between the dentist and the employees of the practice. Work closely with practice management consultant to achieve objectives. Also be required to assist with general front desk duties.

PREFERRED EXPERIENCE AND QUALIFICATIONS

- Customer-facing and reception experience
- Administrative, business and management experience
- Private dental, medical or in other healthcare setting experience
- Certified Dental Assistant advantageous
- Certificate or Diploma in Management or Business Administration
- Computer literate and proficient
- Dental patient management software
- Accounting and payroll software
- Social media, marketing and practice promotion
- Business development

RESPONSIBLE TO: PRACTICE PRINCIPAL

1. Team Member Responsibilities:

- Be an excellent example to team
- Uphold the Vision and nurture Culture
- Follow the policies, procedures and systems of the practice
- Positive impact on the goals and objectives of the practice
- Organise and participate in regular staff meetings and training
- Work effectively with business owners and third parties as part of the management team

2. Qualities and Attributes:

- Professional image
- People management skills
- Business acumen
- Leadership skills
- Accuracy, eye for detail
- Handle pressure and stress
- Teamwork, maintain collaborative relationships
- Initiative, take action when required
- Prioritise, sense of urgency and speed where required
- Tact and diplomacy
- Empathetic
- Flexible and co-operative
- Great work ethic and positive attitude
- Self-motivated and enthusiastic
- Effective communicator
- Manage conflict quickly and effectively

RESPONSIBILITIES

1. Practice Plans

- a. General Practice goals and objectives
- b. Operational plans – Goals and Actions
- c. Marketing Plan and strategies
- d. Human resources
- e. Financial management (Targets, actual) and projection
- f. Patient communication
- g. Staff communication

2. Patient Organisation

- a. Satisfy needs of patients – recognise and fulfill individual needs
- b. Systems to identify and record needs and satisfaction
- c. Identify factors which influence, i.e. image, environment

3. Staffing

- a. Manage staff as a valuable resource of the practice
- b. Seek out and encourage experienced, skilled, competent and positive staff
- c. Implement appropriate management procedures and systems covering the wide area of activities within the practice
- d. Define job roles and activities, formulate job descriptions
- e. Provide training, education to ensure success
- f. Effective communication methods and policies

4. Financial Performance

- a. Achieve financial success/stability
- b. Provide sound financial management
- c. Use various reports and statements to plan and control, set targets and budgets
- d. Plan for future development and progress

5. Systems

- a. Design, implementation and review is key to control
- b. Every activity performed within the practice is set out with instructional guidelines
- c. Develop practice policy and procedure manual
- d. Success is achieved when negative consequences are avoided and control is maintained over outcomes

6. Practice Promotion

- a. Define practice promotional strategies which reflect the image, level of care and service and philosophy
- b. Assess and raise practice image
- c. Patients communications (various means)
- d. Retaining existing and attracting new patients
- e. Information on services, how patient needs are met
- f. Broader practice image (community)

GENERAL TASKS

1. Staffing

- a. Rosters and staffing
- b. Arranging locum/temp staff
- c. Recruitment, interviewing and selection
- d. New staff induction and training
- e. Job evaluations and appraisals
- f. Counseling, feedback to staff
- g. Maintain employee records
- h. Uniforms
- i. Training and education
- j. Growth and development opportunities

2. Wages

- a. Timesheets
- b. Liaise with bookkeeper
- c. Generate pay slips
- d. Calculate employee dentists wages
- e. Wage payments
- f. Super payments
- g. Wage increase reviews

3. Expenses

- a. Reconciling invoices with statements
- b. Bill payments
- c. Control – budgets and reviews

4. Legal Compliance and Risk Assessment

- a. Policy and procedure manual
- b. Work Cover, Insurances
- c. Human Resource Manual Update
- d. Infection Control Guidelines and Standards
- e. Accreditations
- f. Industrial relations

5. Marketing and Promotion

- a. Internal and external marketing strategies
- b. Research advertising and marketing opportunities
- c. Liaise with marketing consultants
- d. Maintain social media platforms

6. Accounting

- a. Financial analysis
- b. Profit and loss Report analysis
- c. Organize BAS

7. Practice Production

- a. Determine practice financial goals
- b. Daily, weekly, monthly production goals
- c. Projected production figures
- d. Analysis of treatment acceptance
- e. Dentist and team training

8. Front Desk Duties

- a. As defined by the Front Desk Job description

Practice Manager

KEY PERFORMANCE INDICATORS

THE PURPOSE OF KPIS

A KPI is a performance measurement that helps us understand how our practice is performing by gauging the effectiveness of various functions and processes in achieving our goals. Having the right KPIs is essential to help us understand if we are travelling on the right path towards our goals.

THE ROLE OF PM AND KPIS

As the Practice Manager your role is to ensure the practice and employees are meeting their objectives in order for the business to achieve it's overall goals. Your role is to lead and manage the team to this effect. You work closely with the business owner to develop realistic, relevant and clear performance goals; producing plans with strategies and targets which you effectively communicate to the team. You also collaborate with the team on the strategies and how best to implement, action and review them for optimal results.

PRACTICE KPIS

The objectives of the KPIS is to create a business that is **healthy, efficient, resilient and experiences growth**.

KPIs are based on these four key business perspectives:

- **Financial** – our financial goals
- **Client** – what our patients (customers) expect from us
- **Internal** – quality of products, services and processes to satisfy our clients
- **People** – how we successfully develop, grow and improve employees, team culture and retention

REVIEWING KPIS

The majority of KPIs are reviewed on a monthly basis to evaluate the results and make adjustments to future activities (if necessary) in order to meet ongoing objectives.

Performance KPIs, such as the one for the practice manager, are reviewed on a quarterly or half-yearly basis with the business owner. These KPIs are used to measure the effectiveness of the practice manager to manage and lead, their ability to put into place processes and systems to assist the team to achieve the overall goals.

FINANCIAL KPIs

1. **Total practice production** (dollar value, production goal) - the total of all treatment and services invoiced and performed at the usual fee.
2. **Total adjusted practice production** (dollar value, adjusted production goal) - the total practice production less adjustments and reduced fees.
3. **Total practice collections** (dollar value, collection goal) - the total of all payments for treatment and services invoiced
4. **Collection effectiveness rate** (percentage, 98%) - the total practice collections in relation to the adjusted practice production.
5. **Accounts receivable** (dollar value, debtor goal) - the total of all unpaid invoices
6. **Accounts receivable over 30 days** (percentage) - the amount of debt owing for 30 days or more
7. **Accounts collection efficiency rate** (percentage) - the amount of unpaid invoices collected in relation to the total amount
8. **Net profit** (dollar value) - the total profit after total expenses paid
9. **Operating expenses** (percentage, 60%) - the total operational expenses not including owner's compensation.

NEW PATIENT KPIs

1. **Total new patients** (number, NP goal) - the total of adult new patients presenting for invoiced treatment.
2. **Total new patient comprehensive exam** (number, 011 goal) - the total of ANP who have completed an invoiced 011.
3. **New patient satisfaction** (rating, 5/excellent) - the average satisfaction rating of new patients after their first visit.
4. **Lead conversion** (percentage, 90%) - the total of potential client queries converted to a paying appointment.
5. **Marketing ROI** (ratio, 4:1) - the total cost of marketing to new patients in relation to the invoice value from new patients derived.

HUMAN RESOURCES KPIs

1. **Employment satisfaction** (rating 5/excellent) - the average overall satisfaction of employees
2. **Leadership satisfaction** (rating 5/excellent) - the average rating of team satisfaction with the PM
3. **Employee turnover rate** (percentage, 5%) - the number of departed employees in relation to the total number of employees
4. **Training and knowledge** (rating, 5/excellent) - the effectiveness of training and education provided to employees
5. **Induction process** (percentage, 100%) - the number of new employees who have received the full induction including related HR materials.

KPIS AND INDUSTRY STANDARDS



PRACTICE PAYMENT POLICY

- Documented policy, systems and procedures
- Communicated to patients verbally and in writing
- Payment on day in full via card or cash



ADMINISTRATION FEE

- Documented policy, systems and procedures
- Booking fee \$50 Saturday and evening appointments
- Reservation fee for appointments over 60 mins \$125 per 30 mins
- Cancel short notice and Fail to attend fees



INVOICING

- Documented policy, systems and procedures
- Invoice at time of treatment
- Invoice for lab involved treatment (preps) at first appointment



SOLID FINANCIAL ARRANGEMENTS

- Documented policy, systems and procedures
- Third party finance options for treatment plans over \$500
- Formal, documented plans only
- Finance duration 1-6 months for general treatment
- Ortho finance for 12 months



DISCOUNTS

- Documented policy, systems and procedures
- Staff and family courtesy 20% plus lab fee
- Elderly pensioner courtesy 10%
- Treatment plan over 1k paid upfront 5%
- Promotional discounts as designated by offer



DEBTS

- No debt policy
- Documented policy, systems and procedures
- Debt recovery protocol - 28 days
- Treatment suspended until debt is recovered
- Solid financial arrangements for future treatment per policy



INDUSTRY STANDARDS AND KPIS

- Daily collection rate (receipts) 98% of invoices
- Daily production goal 100% (break even 90%)

Practice Manager

KNOWLEDGE DEMONSTRATION

Tell me about Dr's Vision for this practice.
What are they striving to achieve?
What is your role in that?

How does a PM work effectively with the employer?
How will you maintain a healthy relationship?

Tell me about the Culture of this practice.
As PM, how will you nurture and protect it?

What are the financial objectives?
What is your role in achieving profitability and growth?

What sort of plans are required to manage, develop and grow the business?

How will ensure patient needs are met?
How will you measure patient satisfaction?
Which aspects affect patient retention?

What are the priorities in managing the staff?
How will you measure employee satisfaction?

Systems and protocols are critical to effective operations.
What processes will you implement to ensure this is achieved?

What are your plans for practice promotion and marketing?
How will you measure your success?

What are your daily and weekly tasks as PM?

What system do you use to manage your priorities and time management?

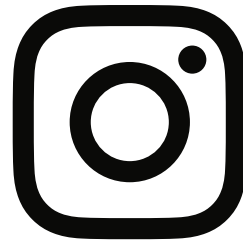
As PM, what will be your first tasks and objectives?

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