

DEPUTY EBOOK

The Practice Manager's Guide to

# Increasing Efficiency Across Multiple Locations



Ten years ago, your clinic had one location. Your team was scrappy, using manual reporting and scheduling because you only cared about one thing: providing quality care.

You hired an office manager to help organize some of your processes. Last year, you opened your third clinic, and thankfully, you're attracting a lot of patients.

But two of your practitioners need to go to all three locations, and your operations are slowing them down. Everything, while organized, is manual. And it's taking a toll on how your team is attending to the patients.

## **This ebook is for anyone looking to increase efficiency across multiple locations.**

Get it right, and you can see a big benefit to your revenue. Get it wrong, and you can risk closing a location. And worse, impact the quality of your patient care.

From metrics to scheduling options and building patient loyalty, you'll learn what today's healthcare owners and managers truly need to grow your practice.

### **GET TIPS TO**

**01** —————

**Continue to scale  
your practice**

**02** —————

**Automate tedious tasks  
and create a central  
source of truth**

**03** —————

**Grow your brand with  
smart tradeoffs**

## Track the right metrics

Metrics sound so...businessy. But they're important for any practice manager or clinic owner who wants to keep their practice running.

And when you manage multiple locations, there's never a quiet moment. So how do you find the time to track metrics — and what are even the right metrics to track?

Take a cue from LaTouche Pediatrics, which has been around since 1971. With three locations and 18 providers, LaTouche serves patients from birth to 22 years of age.

**"We're not able to help patients if we're not able to run a business," says Chad Jensen, Office Manager at LaTouche Pediatrics. "So, we think about patient flow. We measure how many patients each provider sees and we try to keep that at a certain level!"**

But as a healthcare business, your metrics can also include things that relate to the industry.

"On the healthcare side, we look at immunization rates and some other evidence-based type benchmarks for pediatrics on whether we're doing those certain things," says Chad.



If your business isn't a typical clinic, like Relief Services for Veterinary Practitioners, your metrics might look a little different.

"When it comes to metrics, there are three main things that we track," says Taylor Hollingshead, Operations Administrator at RSVP Vet, the veterinary industry's leading staffing agency. If a clinic is in need of either a vet or a tech, they look to RSVP for some relief coverage.

"Those three metrics are the number of shifts we fill, how quickly we fill them, and finally the margin at which we're able to fill them. As a business, our goal is to not only fill every shift that gets requested, but to do it as quickly as possible."

Why is that important?

"We want to make sure that we're tracking how long and how many of those shifts we're getting. And then of course, you want to track your margin so that you're able to see the health of your company," says Taylor. "It's great if we can fill a hundred percent of the shifts that are requested, but if we're at a negative \$2 margin, we're not going to be in business very long."

## Metrics that matter

Every business is different, so you need to find the metrics that matter to your practice. If you're not sure where to start, here are a few that might inspire you.



### Operations

- Patient wait time
- Staff-to-patient ratio
- Staff schedule accuracy



### Finance

- Insurance claims
- Employee pay rate
- Patient costs



### Internal

- Staff turnover rate
- Patient satisfaction rating
- Employee satisfaction rating

## Standardize operations for predictable, repeatable

Your central urgent care clinic is booming. Your staff know where to go, what tools to use, and when they need extra coverage. And your walk-in appointments fill in quickly.

But your other locations fluctuate. Your manual processes aren't talking to each other, your staff aren't sure which location they are working that day, and you can't predict how many appointments you're going to have on any given day.

In 2010, Dan Latham founded [Pulse Medical Staffing](#), a premier medical staffing agency that provides much-needed temporary supplemental staff to all area healthcare services.

While Dan — and his staff — are always on the go, there was one big thing holding them back. A notebook.

Dan tracked everything in that notebook. It contained a list of current employees (which was constantly changing), where they were going, when they were going there, and all the shift changes that occurred every four hours.

"It was definitely cumbersome," says Dan. "I had to remember to take that notebook with me, even into a movie or to dinner, because I always needed access to that information."

Dan's notebook, while technically mobile, had limitations. Because it wasn't digital, making changes was time consuming. And on top of that, he had to do double work to notify staff of...anything and everything.

That's why Dan looked for an automated solution to standardize their operations. "Our workforce management tool has made that easy for me in a way that when I get my clients' needs, we can share them with our team instantly," says Dan. "And then it makes it easy for our clinical staff in the field to be flexible. And that's what we're all about."

It's never too late to improve your processes. The payoff at each of your locations is worth it.

## STREAMLINE YOUR OPERATIONS



- **Automate your manual work.** Give staff **tools** that are simple to use, help them manage their work, and make them feel valued. “Previously, a lot of our manual work was even just in the process of getting people onboarded or in the process of sending out new clinic contracts,” says Taylor Hollingshead. “Up until the last few years, we were still faxing a lot of this stuff. Finally we decided that it was time to kind of start adding some software, some automation, that could allow us to work more efficiently, essentially clear communication.”
- **Double down on reports.** If you’re still tallying numbers by hand, you’re wasting time and leaving room for errors. Invest in the right reporting systems to help you make the best decisions across your locations. Chad Jensen of LaTouche Pediatrics says he likes to automate everything through reports. “We might give 4,000 immunizations a month. And each of those immunizations has to have a serum code and admin code which have to match. And then all the other ones have to be a different code. But there’s a chance that a nurse can add the two first initial admin codes and not have enough secondary admin codes or to serum codes and not enough admin. Our business office used to have to go through 200 vouchers a day and look and make sure and count all those. Now, we use a report that automatically highlights any of those that needed to be done.”
- **Use an online portals.** Many automated systems are incorporating client portals which allow team members access to information and files directly necessary to complete projects or service clients. You can set it up so employees can log in and add input into client records, have access to discussion boards, and add necessary files.

## Schedule your staff smartly

One of the hardest things to do in any small business is scheduling staff. Luckily, technology can help keep your team or teams where they need to be.

Use a [staff scheduling solution](#) that lets you build schedules in minutes. Easily fill shifts based on employee availability, training, and cost. Look for a tool that lets you send schedules to your team via desktop or mobile.

**If you're using clunky software or the dreaded spreadsheet, you're costing your business time and money. Instead of focusing on quality care, you're wasting hours figuring out how to adjust the schedule when staff has last-minute changes.**

"We do staffing fast and furious," says Dan Latham. "When I decided to move beyond my notebook, I looked for software to simplify scheduling. But everything I tried was big, clunky, and slow. It just didn't move as fast as we did."

"Our automated tool makes it easy for me to schedule staff," says Dan. "I've literally done it in the car on my phone. Now, I can get a text message from any one of my client facilities and they can ask for 80 shifts. I can quickly load those into Deputy on my mobile platform, even when I'm travelling."

When it comes to owning a healthcare business, you need to work smart. That means having the right tech to optimize your business growth.

New technologies will improve over time, and adopting them will require a learning curve. Still, you can be confident that getting it right can mean the difference between a busy appointment schedule — or no appointments at all.

## SCHEDULING

### Get your scheduling right — without the hassle

- **Fill empty shifts with the right staff.** If you or another physician prefer to work with a particular person, look for a solution that enables you to create preferred working schedules automatically.
- **Flex with demand.** Your clinic likely has fluctuations in demand, especially during certain seasons. Your staff scheduling solution should be able to help you predict when (and where) you need staff so you always have the right coverage for the best patient care.
- **Go mobile** In healthcare, you can't be tied to your desk. Look for a tool that has a mobile app so you can make changes on the go, wherever you are.

The screenshot displays a web-based scheduling interface for a healthcare facility. The top navigation bar includes tabs for 'Me', 'News Feed', 'Tasks', 'Location', 'People', 'Schedule' (active), 'Timesheets', and 'Reports'. Below the navigation bar, there are filters for 'Northpoint' location, 'Mon, 28 Sept' date, and 'Day by area' view. A toolbar contains icons for 'Auto', 'Copy', 'Stats', 'Export', and a 'Publish 3 shifts' button. The main area is a grid showing staff members and their assigned shifts. The staff members listed are Nadire Ferne, Hannah Gibbs, Cecilio Parvan, Lillie Coleen, Emily Stewart, and David Lee. The shifts are color-coded: green for regular shifts, purple for specific roles, and red for annual leave. A mobile app overlay on the right shows a 'Find replacement' dialog for Leonzio Erwin, with a list of recommended staff members: Valerie Nidia, Yong Citlalli, David Lee, and Lillie Coleen. The bottom of the interface has a '+ Add new employee' button.

	Mon	Tue	Wed	Thu
Nadire Ferne	9:00 - 5:00 Doctor	9:00 - 5:00 Doctor	+	9:00 - 5:00 Doctor
Hannah Gibbs	+	9:00 - 5:00 Nurse	9:00 - 5:00 Nurse	9:00 - 5:00 Nurse
Cecilio Parvan	9:00 - 5:00 Admin	+	9:00 - 5:00 Admin	Annual leave
Lillie Coleen	9:00 - 5:00 Doctor	+	9:00 - 5:00 Doctor	+
Emily Stewart	+	9:00 - 5:00 Nurse	+	9:00 - 5:00 Nurse
David Lee	9:00 - 5:00 Nurse	9:00 - 5:00 Nurse	9:00 - 5:00 Nurse	9:00 - 5:00 Nurse

## Streamline communication

It's the end of summer and kids are heading back to school. Parents are shuttling back and forth between extracurricular activities, and vacations are coming to an end.

But cold and flu season is just around the corner. All of your urgent care locations are busy, and you've asked your staff to rotate between the four locations.

**To ensure the best possible patient care, your team needs to have seamless communication. And for some, that starts with the culture.**

Chad Jensen says that at LaTouche, keeping consistency from location to location is incredibly important. "We have a main office where all the managers work and we also have smaller satellite locations. We make sure that all the staff at the satellite locations have to work at the main location too."

Chad goes on to say that by having staff work in the main office, they organically build a cohesive culture together.

You can't grow your clinic without assessing your communication flows — both are intertwined.

Are your staff preoccupied with manual busy work when they could be providing better patient service? Are there missed calls to your patients? Is there miscommunication between you and your team?

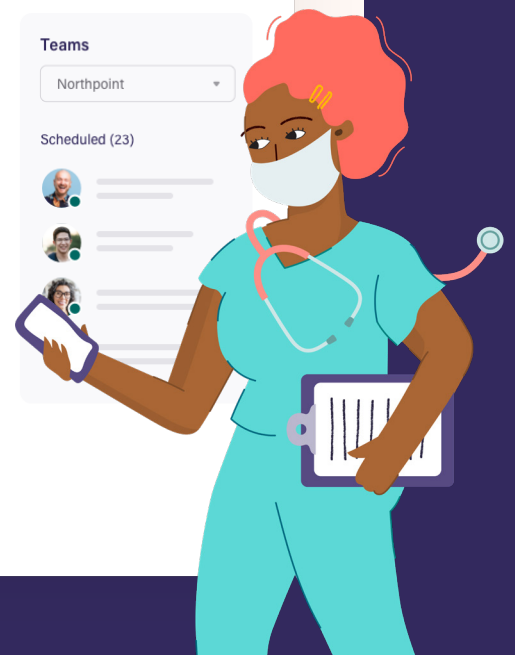
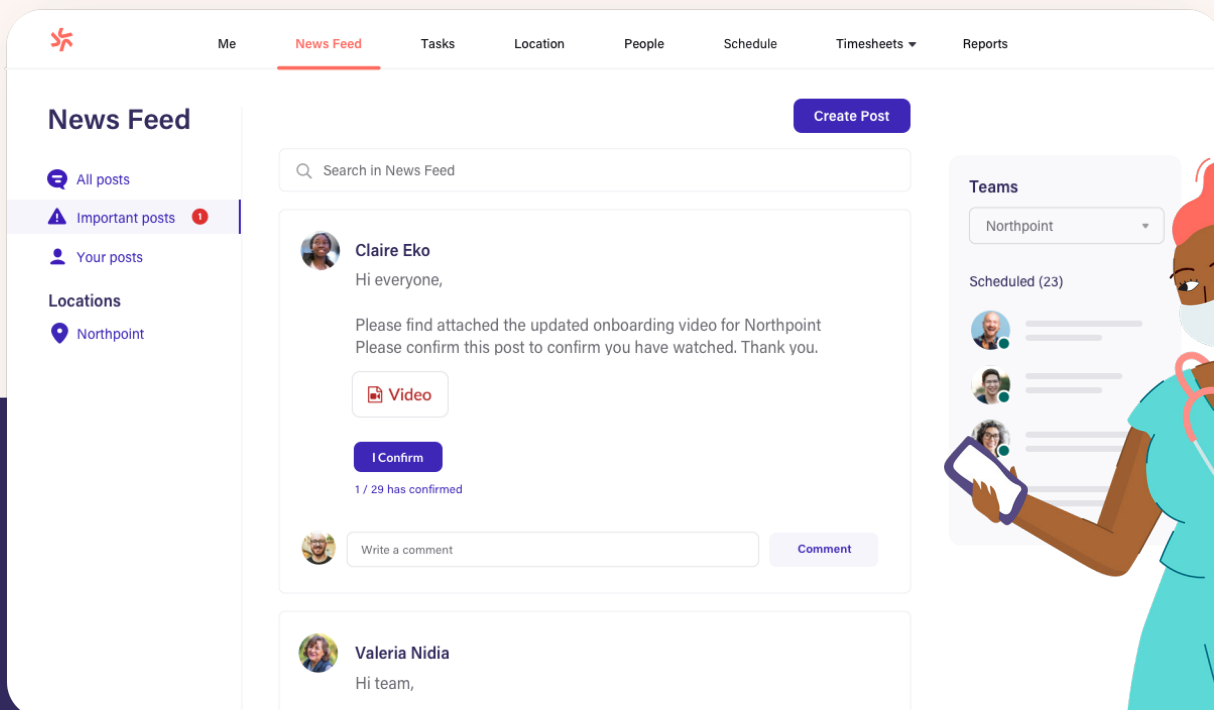
From booking appointments to receiving follow-up treatment, streamlining your communication through technology is key to your success.

CONNECTED



## Ensure flawless communication

- **Make communication easy.** Implement a [central communication tool](#) for your staff so they can receive real-time updates directly on their phone. Emails can easily get lost in the mix, especially when insurance companies are sending in new orders or processes.
- **Streamline payroll and timesheets.** Having issues reporting back to your staff why their payroll is wrong? Skip the drama and ensure timesheets and payroll are correct every time. Use a [simple staff scheduling](#) tool and let your team focus on providing a better patient experience instead of chasing down payroll corrections.
- **Centralize your onboarding.** RSVP Vet can hire 30 to 40 technicians across three states at any given time. They found simple tools, like JazzHR allows them to communicate more clearly throughout the entire hiring process. "And once they've been hired," says Tayler, "we use our staff scheduling tool and documents tool which allow us to send documents and calendar invitations all in one place."



# Build your referral network

Your initial or flagship clinic might be the go-to place for care. But now that you manage multiple locations, it's up to you to ensure each one is just as successful.

If you're like LaTouche Pediatrics, one of the benefits of having multiple locations is that you have more opportunity to provide that quality care. "We're open seven days a week, 8:00 a.m. to 8:00 p.m. Our motto is that we're here when you need us," says Chad. "So we have extended hours and 24/7 nurse triage that we also offer our patients as well. Patients can call us at any time.

**And if you want to continue to grow your brand — and increase efficiency — you need to remember why you do what you do.**

"It's important to find your company's 'why' and find exactly what's going to drive you," says Taylor Hollingshead.

From processes to communication, there are various ways for you to increase efficiency across all of your locations. Make staff scheduling the most efficient part of your practice. To learn how you can simplify your scheduling, [contact Deputy](#) or [visit us](#) to learn more.



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