

PCC USERS CONFERENCE June, 2018
Holding Employees Accountable

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Objectives

- ▶ Understanding the Hiring and Firing Process
- ▶ Understanding Employee Evaluations and Compensation
- ▶ Identify Payroll Process and Benefits Administration
- ▶ Employing and Credentialing Physicians and Mid-Level Providers
- ▶ Review of Labor Laws

Hiring

- ▶ Developing a strong job description
 - ▶ Should be as detailed as possible to provide a clear picture of the responsibilities and required skills
- ▶ Recruiting for the position
 - ▶ Internal vs. external postings
 - ▶ What does the ad say?
 - ▶ Evaluate the cost and effectiveness

Hiring

- ▶ Initial Screening
 - ▶ Interviewing can be time consuming
 - ▶ Resume screening
 - ▶ Initial phone screening
 - ▶ Prepare a list of questions and maintain consistency

Hiring

- ▶ Interview questions
 - ▶ Be aware of federal, state and local laws that govern the interview and hiring process
 - ▶ Employers cannot base employment decisions on personal characteristics such as:
 - ▶ Age, Race, Sex, Religion, National Origin, Disability
 - ▶ Ask questions relating to skills and abilities
 - ▶ Engage the candidate in meaningful responses

Hiring

- ▶ Qualities of effective interview questions include:
 - ▶ Open-ended questions
 - ▶ Case-based questions or tests
 - ▶ Behavioral questions

Hiring

- ▶ Examples:
 - ▶ What kind of events cause you stress on the job? Provide an example and explain how you handled the stress
 - ▶ Explain a time when you had a conflict with a co-worker. How did you handle the situation?
 - ▶ On a scale of 1-10 how honest are you? Why do give yourself this score?

Hiring

- Assessment Tests
 - Additional tools to provide insight and information
 - Aptitude or General Intelligence Tests
 - Proficiency Tests
 - Personality and Psychological Tests
- Background Checks, Criminal Checks and References
 - Obtain a signed release from the candidate
- Introductory Period / Probationary Period
 - Evaluate proper fit for the position

Discipline and Termination

- Performance Improvement Plan (PIP)
 - Expectations of performance improvement should be met within a specified timeline
 - If not met, further action is required
- Termination for Cause
 - Must adhere to all labor laws
 - Conduct exit interviews
 - Documentation of the cause of termination
- Reduction in Force
 - Document the process and selection criteria for layoffs
 - Perform an analysis to detect red flags for discrimination

Evaluations

- ▶ Employee Performance Evaluation
 - ▶ Provides managers the opportunity to provide feedback to employees
 - ▶ Tool used to display strengths and weaknesses
 - ▶ Easier and often more beneficial to focus on education or improvement efforts, not compensation
 - ▶ Formal Recognition Plan

Staff Motivation

- Verbal acknowledgements
- Hand written notes
- Small gift certificates
- Listen and value opinions
- Provide opportunities for personal development
- Be honest with and follow through with staff
- Provide mission statement and culture of caring for people

Record Keeping

Record Keeping

- ▶ Each employee should have their own personnel file which includes: signed application, tax filing status, certifications or professional licenses, and employment agreement contracts.
- ▶ Additional files may include: performance reviews, disciplinary actions, background checks, references

Record Keeping

- ▶ Record Keeping
 - ▶ Files that should be locked and kept separate include:
 - ▶ Workers' compensation
 - ▶ OSHA compliance
 - ▶ Family and Medical Leave
 - ▶ Medical Records
 - ▶ I-9 forms

Compensation

- Compensation
 - includes salary, benefits and paid time off
- Achieve perceived equity by employee
 - Identify a pay range for each job classification
 - Benchmark pay scales to other organizations
 - Identify adjustments for years of service, special training, certifications and performance evaluations
 - Figure in benefits to your total compensation package
 - Identify yearly increase policies
 - Confidentiality

Employee Manual/Handbook

- ▶ Must have guidelines in place to follow and protect the company
- ▶ Should include a introduction and vision of the company, general employment information, and specific policies.
- ▶ Should be given at the point of hire and a form signed by employee acknowledging the manual was given and understands its content

Employee Manual/Handbook

- ▶ Sexual harassment news has swept across the country as leading men in Hollywood and politics have been ousted due to a flurry of allegations. Therefore, it's a good time for HR professionals to take a look at their anti-harassment policies and procedures to make sure they're updated
- ▶ Drug-testing policies and practices need reviewed and consider consulting counsel before taking any adverse action following a positive drug test for marijuana in a state in which medical or recreational use is legal

Employee Manual/Handbook

- ▶ Breast-feeding is protected from discrimination under the federal Pregnancy Discrimination Act (PDA) and employers cannot treat requests for breast-feeding accommodations different from other accommodation requests
- ▶ Harassment Training for all management

Recruiting a Provider

- Effective Recruiting
 - Verify a match with the culture of the clinic
 - Timing for new residents
 - Plan ahead for costs of recruiting
 - Also need to sell to the spouse
 - Budget for starting a new practice
 - Clearly state compensation, call schedules, benefits, and working conditions
 - Allow enough time between hire and first day of work ----CREDENTIALING--

Labor Laws

- ▶ Labor Laws
 - ▶ Set standards to govern workers right and protect against discrimination
 - ▶ A manager who oversees human resources should be familiar with federal and state employment laws.

Labor Laws

- ▶ Labor Law examples
 - ▶ Fair Labor Standards Act (FLSA)
 - ▶ Family and Medical Leave Act (FMLA)
 - ▶ Occupational Safety and Health Act (OSHA)
 - ▶ Workers' Compensation Laws
 - ▶ American with Disabilities Act (ADA)
 - ▶ Discrimination and Wrongful Termination
 - ▶ Sexual Harassment
 - ▶ Limited English Proficiency (LEP)

Customer Satisfaction

Marketing

How we portray or "sell"
our services

Business Development

Services we provide, relationships with others, new
developments

Processes

Efficient, effective, quality focus, no errors, good communication, standards,
documentation

Employees and Culture

Right people, good training, respect, integrity, belief in mission

Thank you!!!

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