

MEDICAL OFFICE MANAGEMENT

LEGAL Insurance **ETHICAL**
Staffing **TEAMWORK** Education
Communication **LEADERSHIP** Physicians **Records**

MEDICAL OFFICE MANAGEMENT

QUALITY Interviews **COLLECTIONS** Marketing **RISK**
Payroll **CONTRACTS** Policies
Patients **HIPAA**
GOALS Billing

SECOND EDITION

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To every administrative and clinical staff member who ever reported to me as a medical office manager. I have learned much from my teams and would not be a successful manager without being surrounded by amazing people.

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The Development of This Book

As someone who has spent over 25 years in medical office management, I have seen many changes to the way medicine is practiced and the way medical offices are managed. While developing this book it has been my goal to present it in an easy-to-understand format, which will be beneficial for both the new medical office manager or the student who intends to pursue medical office management and to the established manager who may be looking for tips and insights to make his or her job easier.

This book contains information that addresses the specific needs of the medical office manager, from hiring and retaining the right personnel to researching, developing, and marketing new product lines. A thorough review of the competing titles showed numerous areas where they were lacking. With information included on the development of staffing models, proper coding techniques, and tips for coaching and mentoring of staff, this book is robust in all areas of the medical office manager's job.

New to This Edition

- Updated material regarding the Patient Protection and Affordable Care Act.
- Tips on continuing education for medical office managers and efficient use of social media.
- The importance of maintaining high staff satisfaction levels.
- Expanded information on performing employee evaluations.
- The use of kiosks for patient check-in.
- Updated material on healthcare reform in the United States.
- Reimbursement to healthcare providers based on patient outcomes.
- Accountable Care Organizations and reimbursement.
- The importance of healthcare risk management.

Organization of the Book

This book is presented in a way that provides the reader with a natural flow of information, ranging from why a person might choose to work in the field of medical office management to how to actually perform the job. The book presents a unique approach to teaching medical office management and includes specific procedures and techniques that have proven effective in the management of the medical office. The Registered Medical Assistant (RMA) Task List and the Occupational Analysis of the CMA (AAMA) (see Appendices E and F, respectively) make this book a useful tool for medical office management in medical assisting programs.

This book is divided into 17 chapters that include the latest information on the design and management of the medical office. From developing the skills needed to succeed as a medical office manager to attracting and keeping the best staff, this book can be used as a how-to guide by both a professional medical office manager or a student pursuing medical office management. At the same time, an experienced office manager might use it as a guide for perfecting the art of managing the medical office.

Chapter 1 contains information on today's healthcare environment. This chapter outlines the type of practice settings a manager may encounter and includes information on the traits of the medical office manager.

Chapter 2 contains information on the duties of the medical office manager, including conducting staff meetings, coaching, and motivating employees to higher performance, and dealing with suppliers and service contracts.

Chapter 3 addresses types of communication in the medical office, including both verbal and nonverbal communication. This chapter includes information on written communication, including the components of writing a business letter.

Chapter 4 discusses the steps for managing the front office in a medical clinic. The use of telephones, including features of various telephone systems, and the greeting of patients in the front office are covered in this chapter.

Chapter 5 goes into detail of appointment scheduling and the process of triaging and screening callers to the medical office.

Chapter 6 includes information on the management of medical records in the medical office. This chapter contains current information on the use of electronic medical records, as well as the use of paper records, for those offices that are not yet using an electronic system for medical records management.

Chapter 7 contains in-depth information on the legal and ethical issues involved in managing the medical office. This chapter outlines the process of maintaining professional files for physicians and the legal obligations associated with mandatory reporting in healthcare.

Chapter 8 describes the steps to successfully managing the personnel in the medical office. This chapter contains information on how to perform a staffing model profile as well as advertising for, interviewing, and hiring the right candidate for a particular job.

Chapter 9 contains important information on the regulatory requirements of the medical office manager, including recently passed legislation, such as the Red Flags Rule.

Chapter 10 details the use of computers in the medical office, including the design of training programs for new employees.

Chapter 11 outlines the use and creation of office policies and procedures in the medical office, including policies that apply to the administrative as well as clinical areas of the office. (Appendix B includes a sample policy and procedure manual.)

Chapter 12 addresses the function of accounting and payroll in the medical office. This chapter has great detail on the use of various IRS forms as well as details on managing accounts payable.

Chapter 13 describes the function of billing and collecting in the medical office. From creating a fee schedule to managing the accounts receivables, this chapter provides a lot of detail for the management of finances in the medical office.

Chapter 14 has current information on health insurance and the processing of medical claims.

Chapter 15 contains information on the use of procedural and diagnostic coding in the medical office.

Chapter 16 outlines the use of quality improvement and risk management programs in the medical office, an important area to concentrate on in order to reduce patient and employee injuries and increase patient satisfaction.

Chapter 17 describes the function of marketing in the medical office, including details on creating a robust website and the use of social media in advertising.

Unique Features of the Book

- **Learning Objectives:** Specific learning objectives appear at the beginning of each chapter, stating what will be achieved upon successful completion of the chapter.
- **Key Terminology:** Key term definitions appear in the margins where the terms are first introduced. Key terms are also defined in the comprehensive glossary.
- **Chapter Outline:** A list of major chapter topics appears at the beginning of each chapter to highlight key areas of study.

- **Case Studies:** A thought-provoking case study is presented at the beginning of each chapter, and case-specific questions appear at the end of each chapter. Answers to the case study questions are provided in Appendix D.
- **Introduction:** The introduction presents the main concepts discussed in each chapter.
- **Critical Thinking Questions:** Critical thinking questions are interspersed throughout the chapter. Students must rely on the content in the chapter and their own critical thinking skills to answer the questions.
- **Photos and Illustrations:** These support the textual material presented and reinforce key concepts.
- **Informational Tables:** These tables appear throughout the book and summarize pertinent information for the reader. They provide students with visuals and comparisons to reinforce the lesson.
- **Chapter Summary:** The chapter summary is a brief restatement of key points in the chapter.
- **Chapter Review Questions:** End-of-chapter questions are provided in multiple-choice, true/false, and matching format and are designed to help reinforce learning. The review questions measure the students' understanding of the material presented in the chapter and are available for use by the student or by the instructor as an outcomes assessment.
- **Chapter Resources:** A list of related books and websites appears at the end of each chapter. In addition, Appendix A lists valuable Internet resources for healthcare professionals.
- **Appendices:** Many useful appendices appear at the end of the book, including Internet websites for healthcare professionals, a sample medical office policy and procedure manual, guidelines for documenting in the medical record to ensure proper coding, answers to chapter case study questions, the Registered Medical Assisting (RMA) Task List, the Occupational Analysis of the CMA (AAMA), and medical terminology word parts.

The Learning Package

THE STUDENT PACKAGE

- Textbook
- Student Resources (www.pearsonhighered.com/healthprofessionsresources)

THE INSTRUCTIONAL PACKAGE

To access supplementary materials online, instructors need to request an instructor access code. Go to www.pearsonhighered.com/irc to register for an instructor access code. Within 48 hours of registering, you will receive a confirming e-mail including an instructor access code. Once you have received your code, locate your book in the online catalog and click on the instructor resources button on the left side of the catalog product page. Select a supplement, and a login page will appear. Once you have logged in, you can access instructor material for all Pearson textbooks. If you have any difficulties accessing the site or downloading a supplement, please contact customer service at <http://support.pearson.com/getsupport>

This book has the following instructor's resources.

- Instructor's manual with lesson plans
- PowerPoint™ lecture slides
- TestGen™

About the Author

Christine Malone, MHA, MBA, CMPE, CPHRM, FACHE, EdD, studied management practice and theory at Henry Cogswell College, receiving her Bachelor of Science in Professional Management. She continued her education at the University of Washington, obtaining her Master of Science in Health Administration (MHA). Christine then went on to complete her MBA at Northcentral University, and her Doctorate in Applied Leadership (EdD) at City University of Seattle.

Christine has over 25 years of experience in the healthcare field, having spent time working as a dental assistant, medical receptionist, X-ray technician, medical clinic director for both primary and specialty care, director of hospital services, and as a consultant to healthcare providers, focusing on strategic management, efficient office flow, and human resource management. Since 2004, Christine has been teaching within the Health Professions Department at Everett Community College in Washington State. There she teaches Medical Office Management, Computer Applications in the Medical Office, Medical Practice Finances, Intercultural Communication in Healthcare, Healthcare Risk Management, and Medical Law and Ethics. Christine is the author of *Administrative Medical Assisting: Foundations and Practice* and the coauthor of *Comprehensive Medical Assisting: Foundations and Practice*.

In 2006, Christine researched and developed a certificate program in Healthcare Risk Management. This series of three courses is offered via distance learning and provides the student who successfully completes the three courses with a Certificate in Healthcare Risk Management. In 2013, Christine began working with City University of Seattle, designing a Bachelor of Science and a Master of Science in Healthcare Administration program. These programs are taught via distance learning to students from all over the United States.

Christine was elected to the Snohomish County Charter Review Commission, a one-year position during 2005–2006. She has served as the chair of the Young Careerists Group within the Business and Professional Women's Association of Greater Everett, is a member of the Northwest Partnership for Palliative Care, and is active in volunteer work with Planned Parenthood of the Northwest. Christine serves as a Volunteer Professional Mentor with the University of Washington MHA program as well as with the American College of Healthcare Executives.

Christine has achieved certifications in numerous professional groups, including the American College of Healthcare Executives, the American Society for Healthcare Risk Management, and the American College of Medical Practice Executives. She is also a member of many other professional associations, including the Washington State Healthcare Executive Forum, the Medical Group Management Association, the Healthcare Quality Association, the American Association of Healthcare Administrative Management, the Health Care Administrators Association, and the Healthcare Financial Management Association. Christine has been the guest speaker at various events on healthcare issues and in continuing education meetings across the country and has received her certification as a Certified Professional Instructor, certification in vocational teaching, and pediatric palliative care training.

Christine lives with her two youngest children in Marysville, Washington. In 1999, her third child, Ian, was injured due to medical negligence during his birth. Ian lived four and a half years before succumbing to his injuries in 2004. This was the genesis of Christine's work toward improving patient safety in healthcare. Her input has been sought by legislative committees, editorial boards, and many policymakers. A nationally recognized healthcare reform advocate, Christine has appeared on the *Today Show*, *NBC Nightly News*, *ABC Nightly News*, the CBC's *The National*, in *The New York Times*, *The Los Angeles Times*, and on *Salon.com*.

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