



PRACTICE SIZE
1-5 physicians

Persona:
Small Practice Pat

The Small Practice Physician is a full time physician and full time CEO. This creates a very demanding yet personally rewarding profession. If she does not work, the practice does not make money. Her vision is to build a practice that provides outstanding patient care, employment for skilled staff, and becomes a financially lucrative business. Unplanned financial challenges, a never ending to-do list, imposed rules and regulations, and unrealistic demands from patients, staff, and payors make the job miserable at times. With limited resources and energy, she chooses to ignore or postpone tasks that aren’t critical at the moment. She is tenacious, not willing to give up, and hopeful things will become easier in the future. Her life is her job and her job is her life.

BUSINESS MOTIVATIONS

Independence, financial success for both herself and the practice, solid reputation with patients and fellow doctors, personal pride and being seen as successful/respected. Happiness of patients is paramount.

JOB RESPONSIBILITIES

Primary responsibility is patient care but also the operational management and financial health of the practice. Specific functional areas include: practice viability, financial health, compliance, taking care of staff, and making payroll. Also responsible for staying on top of regulatory issues and compliance.

NEEDS & WANTS:

- Spend more time with patients – less time on administrative work
- Immediate help – tell her what to do to fix the urgent issue
- Focus on things that can make money or save money; Maintain financial success
- More family/personal time

BUSINESS MOTIVATORS:

- Cautiously optimistic about future. Cool and collected on the outside, with an undercurrent of fear, frustration, and stress on the inside
- Considers her life work to be a calling and feels her work significantly contributes to society
- Running the business is what she HAS to do, patient care is what she LOVES to do
- Wants to stay in control; may be overwhelmed and overworked
- Dislikes government imposed rules, regulations, and red tape
- Pride and a need to maintain the status quo propels her onward

VALUES & GOALS:

- Office management and HR expertise
- Stay on target with certifications, trends, etc.
- Help in promoting and marketing his practice
- Resources and assistance on demand
- “How-To Guide” to tell her what to do to effectively run the practice
- Access to business tools and expertise
- Help getting paid

CHALLENGES & PAIN POINTS:

- Limited time to spend with patients
- Staff limitations (business knowledge, experience, HR problems, legal, etc.)
- Regulatory compliance, HR, and payment issues
- Lack of resources and money to invest into the practice
- Keeping up with changes in technology and the medical industry overall
- Attaining a positive work-life balance



Physicians Caring for Texans



PRACTICE SIZE
6+ physicians

Persona: **Dr. Decision Maker**

While the Decision Maker Physician may see patients, the health and success of the practice is a top priority. She readily accepts the higher level of responsibility and associated risks. Her focus is on practice growth and moving the practice forward. Her vision is to build a financially lucrative business with a strong reputation. Her strong sense of duty to the practice, her staff, and patients keeps her looking for ways to further build and promote the practice. She has shared financial authority and fiscal responsibility but ultimately, the “buck stops” with her. She oversees the business and financial affairs of the practice but relies heavily on staff.

BUSINESS MOTIVATIONS

Financial success for both herself and the practice. Fear of failure and competition.

JOB RESPONSIBILITIES

The “buck stops here” regarding operational management and financial health of the practice. The ultimate decision maker who pays the bills, hires the staff, and runs the practice. She is responsible for practice operations, the long term vision and reputation of the practice, marketing and promotion of the practice, and ultimately determining the culture of the organization.

NEEDS & WANTS:

- Wants to be informed (i.e., market analysis, practice data, advertising, etc.)
- Competent trusted staff/physician partners to carry out the day-to-day logistics of managing the practice and seeing patients
- Focus on practice success, gaining larger market share, and maintaining financial stability
- Community visibility

BUSINESS MOTIVATORS:

- Financial success for himself and the practice
- Fear of failure and competition
- Strong ego fuels desire to lead and succeed
- Higher awareness of greater good for practice (wants to be a good steward/caretaker of practice)
- Responsibility for compliance and deadlines
- Healthy outcomes for patients

VALUES & GOALS:

- Knowledgeable staff, committed physician partners, trusted advisors, and expertise
- Healthy patients/good clinical outcomes
- Moving practice forward – via clinical innovation, practice growth, advancement in knowledge
- Personal and practice financial success
- Personal and practice reputation/status/position

CHALLENGES & PAIN POINTS:

- Clinical oversight, management, and productivity of physicians
- Keeping up with regulatory compliance, technology needs, insurance hassles, medical liability, and constant change
- Time constraints and office politic
- Maintaining patient satisfaction and practice reputation
- Managing debt, overhead, and expenses



Persona:
**Stanley Staff
Physician**

The Staff Physician sees patients full time and is willing to give up decision-making ability to focus on patient care. Values getting out “unscathed” at the end of the day and “leaving work at work.” A typical day is booked solid, fast-paced, and has frequent interruption. His strong sense of duty to his patients keeps him moving forward. He has responsibility for all administrative duties related to patient care including record keeping/documentation, frequent phone calls, patient follow up, and supervising his clinical team. Ultimately, he is accountable for patient paperwork, care, and outcomes. However, he feels some sense of security that he doesn’t have all the additional practice responsibilities. He is risk averse and that is the reason he is in this practice setting and role.

PRACTICE SIZE
6+ physicians

**BUSINESS
MOTIVATIONS**

Less stress/hassle/
convenience; healthy
patient outcomes; and
control over personal time.

JOB RESPONSIBILITIES

The staff physician’s main responsibility is patient care and serving as the leader of the health care team providing that care. Other duties related to the care of his patients include managing his clinical staff, documentation, meeting practice quotas, compliance, and following practice policies and procedures. The long term vision is for their own personal life goals, healthy finances, and increased clinical knowledge.

**NEEDS &
WANTS:**

- Stability, a predictable schedule, and good work/life balance
- Wants to be removed from administrative hassles so he can spend more time with patients and provide great patient care
- Supportive leadership/staff
- Steady patient flow and clinical information, tools, and equipment to do the job well
- To be fairly compensated

**BUSINESS
MOTIVATORS:**

- Healthy patient outcomes
- Patient satisfaction and physician rankings
- Can leave work at work
- Less stress and hassles because not burdened with practice management responsibilities
- Aversion to risk
- Personal time is his/her own

**VALUES &
GOALS:**

- Patient-physician relationship
- Work/life balance, personal time, and getting off work at 5 pm
- Income growth, good benefits package, and ability to pay off debts
- Support from company/ practice and being protected by employer from hassles that take away from patient care

**CHALLENGES &
PAIN POINTS:**

- Little control over decision making
- Administrative hassles and bureaucratic practice politics
- Unrealistic productivity goals and out-of-date technology
- Call coverage
- Physician rankings
- Unrealistic patient expectations



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