

Márcia R.F. Campiolo

# Medical Office Management

Developing and Managing Systems  
with High Quality Customer Service



Springer

# Preface

The book *Medical Office Management: Developing and Managing Systems with High Quality Customer Service* from Marcia Campiolo is a unique approach that fills a real need in medical literature.

There is a growing awareness of the need to implement a professional management in healthcare facilities, from small clinics up to large hospitals. However, there is a real lack of knowledge in this area from healthcare professionals, and this is a real area of concern for many doctors.

This work comes to stimulate and guide physicians of any specialty to improve the ways for managing their practices, enabling further development of their staff.

Providing a service with excellence in quality and maximum concern for helping the patient represents the true foundation of the medical profession. However, customer experience with humanized healthcare is fundamental for professional growth.

This is my great pleasure to support and recommend this excellent work, which I consider to be a true statutory duty to stimulate all players in the medical field.

Rio de Janeiro, Brazil

Renato Ambrósio Jr.

# Preface

A good medicine practice has always been supported by medical knowledge, which is acquired through years dedicated to the course and the specialization we later choose.

In the last few years, we have seen the growth in the number of professionals in different medical fields, making this an extremely competitive career.

Associated to that we have had great technological advancement in all fields of medicine, leading doctors past the point of no return, where huge amounts of constant investment are necessary for a quality medical practice with positive results.

When I finished medical school and, later on, my specialization in ophthalmology, I always emphasized medical knowledge, without great care for the organization and functionality of my office. The impulse in this area was only possible after my wife Márcia Campiolo managed my clinic.

At first I paid no mind to the “little, but constant, changes” introduced by her and even had some difficulty accepting some of her management procedures. But after some time I surrendered to the results obtained, especially with the clinic’s functionality, staff efficiency, rationalization, and better management of my time, as well as the visible development of our clinic.

The results are easily seen: a well-prepared staff to present a humanized and professional service; physical structure ready to offer comfort, convenience, and well-being; a cautious and thorough financial administration; and an objective and efficient service cycle. With all this structure functioning harmonically, investing in technology and in my professional training and improvement, especially, completes the cogwheels that move the clinic.

Today, I am fully convinced that professional success is a process of multiple correlations between good medical formation and efficient office management, always looking for effective quality in medical services and professional, humanized, and ethical treatment.

This book portrays a portion of our day to day routine, which makes practicing medicine with ethics and quality an even more delightful exercise.

Londrina, Paraná, Brazil

Francisco Eugênio Campiolo

# Author's Biography

**Márcia R.F. Campiolo** is a Brazilian psychologist specialized in human resources administration and works in the field of management of health services. She is a consultant and lecturer in several medical events and congresses in Brazil. Also, she is the manager of a medical service, where she daily deals with matters related to this field.

Her exclusive dedication to the field of health services management started in 1996; since then she makes use of her vast experience to adapt and develop works that involve team development, as well as organization and professionalization of work cycles inside doctor's offices, clinics, and hospitals.

She is the editor of the *Ophthalmology Management*, of the Brazilian Society of Administration in Ophthalmology, of which she also is, for the second time consecutively, administrative director.

She is columnist for the human resources magazine *Revista Doc—gestão em saúde (Doc Magazine—Health Management)* and also of the magazine *Gestão em Oftalmologia (Management in Ophthalmology)*.

She is author of the two books *Medical Office Management* and *Doctor's Agenda: Beyond the Trivial*.

# Contents

<b>1</b>	<b>Introduction.....</b>	<b>1</b>
<b>2</b>	<b>The World Today: Understanding How the Client Arrived to the Current Profile .....</b>	<b>3</b>
	Historical Retrospective .....	3
	Understanding History .....	9
	References.....	11
<b>3</b>	<b>The Doctor's Office Clients .....</b>	<b>13</b>
	Patient or Client?.....	14
	The Client Today.....	17
	Who Is the Client? .....	18
	The Client Market .....	20
	The Client of the Information Age.....	24
	Client Expectations .....	25
	The Unsatisfied Client.....	27
	Suggestion Box/Computerized Totem/Feedback Poll .....	28
	Conflict Management.....	29
	References.....	32
<b>4</b>	<b>Ensuring Customer Loyalty: The Challenge of a Long-Lasting and Stable Relationship .....</b>	<b>35</b>
	Understanding the Creation of Loyalty.....	35
	Relationship Programs with Clients of Medical Practices.....	37
	References.....	40
<b>5</b>	<b>Selecting New Members for the Clinic's Staff: The Search for New Talents .....</b>	<b>41</b>
	The Selective Process.....	41
	Recruiting.....	43
	Internal Recruitment .....	43

Employee Referral .....	44
Curriculum Database .....	44
Job Announcements .....	44
Recruitment Agencies .....	44
Technical Course Schools .....	45
Class Association .....	45
Websites of Professional Placement .....	45
Professional Relationship Websites .....	45
Screening: Initial Assessment .....	46
Candidate Selection .....	47
Before the Interview.....	49
Precautions To Have During an Interview .....	50
Taking Notes During an Interview .....	51
Place of the Interview .....	51
Active Listening.....	51
What to Observe During an Interview .....	52
Ethical Aspects of the Interview .....	53
Steps of the Interview .....	53
Warm-Up.....	53
Investigation .....	54
Closing .....	56
Is Previous Experience Important? .....	57
The Time to Fire an Employee.....	58
References.....	59
<b>6 The Preparation of the Clinic's Staff .....</b>	<b>61</b>
Client's Perspective.....	61
Teamwork.....	63
Developing of Competences and	
Continued Education.....	65
Customer Service .....	69
Tools for the Work in the Staff's	
Continued Education.....	70
Presenting the New Employee .....	70
External Events .....	71
Benchmarking .....	72
Scholarships .....	73
Multifunctionality .....	74
Courses/Internal Lectures .....	74
Constructive Feedback .....	74
The Mistake as a Source of Learning .....	74
Individual Interviews .....	75
Conditions for the Utilization of the New	
Knowledge and Skills Developed .....	75
Meetings.....	76

Acquiring of Knowledge.....	77
Evaluating the Work in the Clinic.....	77
Sharing and Applying Knowledge .....	77
Dantotsu .....	78
Motivation for Work.....	78
Green Behavior: The Socioresponsibility in Focus .....	81
References.....	84
<b>7 Basic Areas of Customer Service in Medical Clinics.....</b>	<b>85</b>
The Tripod of Customer Service.....	85
Telephone: The Magic of the Words .....	86
Scheduling Techniques .....	96
Vocabulary .....	97
Time Options.....	98
Interest for the Client .....	99
Confirmation of Appointments .....	99
Urgency and Emergencies.....	100
Tips.....	100
Front Desk.....	101
References.....	103
<b>8 The Process of Communicating with the Client.....</b>	<b>105</b>
Communication Channels .....	106
Verbal .....	106
Nonverbal .....	108
Symbolic .....	110
Unraveling Communication .....	110
The Impact of Words in the Relationship with the Client.....	115
Positive Language .....	118
Feedback .....	119
Listening to Others.....	120
References.....	121
<b>9 Managing the Client's Time Perception.....</b>	<b>123</b>
Waiting Time.....	123
Waiting Room: Maintenance and Organization .....	125
Contamination.....	125
Ambience .....	126
Amenities .....	127
Magazines .....	129
Ambient Sound .....	132
Television .....	133
Other Amenities Offered to Clients .....	134
References.....	135

<b>10 Professional Image and Client Perception.....</b>	137
Building a Professional Image .....	137
Appearance Care .....	139
Makeup .....	141
Fingernails.....	141
Hair .....	141
Accessories .....	142
Dress Code .....	142
General Care .....	142
Professional Ethics in Teamwork.....	143
References.....	145
<b>11 Pearls of Wisdom in Customer Service:</b>	
<b>Real-Life Stories.....</b>	147
The Clients Are Always Surprising .....	147
Embarrassing Reception .....	149
Impulsive Answer .....	149
Pleasing Within Possible.....	150
Professional Blindness .....	150
A Matter of Name .....	150
Doctor-Client Communication.....	150
Personality That Astounds .....	151
Professionalism? .....	152
Professional Ethics? .....	152
Teamwork.....	152
Misunderstood Words .....	153
Anxiety.....	153
Special Request.....	153
Professional Secrecy .....	154
Politically Incorrect.....	154
Privacy in the Reception .....	155
Robotization in Service.....	155
Image.....	156
Multiple Inadequation .....	156
Exemplary Posture .....	157
Inappropriate Smile.....	157
References.....	157
<b>Index.....</b>	159