



Re-Inventing and Re-Opening Your Practice #1 Operations

Presented By:

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Practices will need to change

- The American writer and humorist Mark Twain once said, "Nobody likes change except a wet baby."

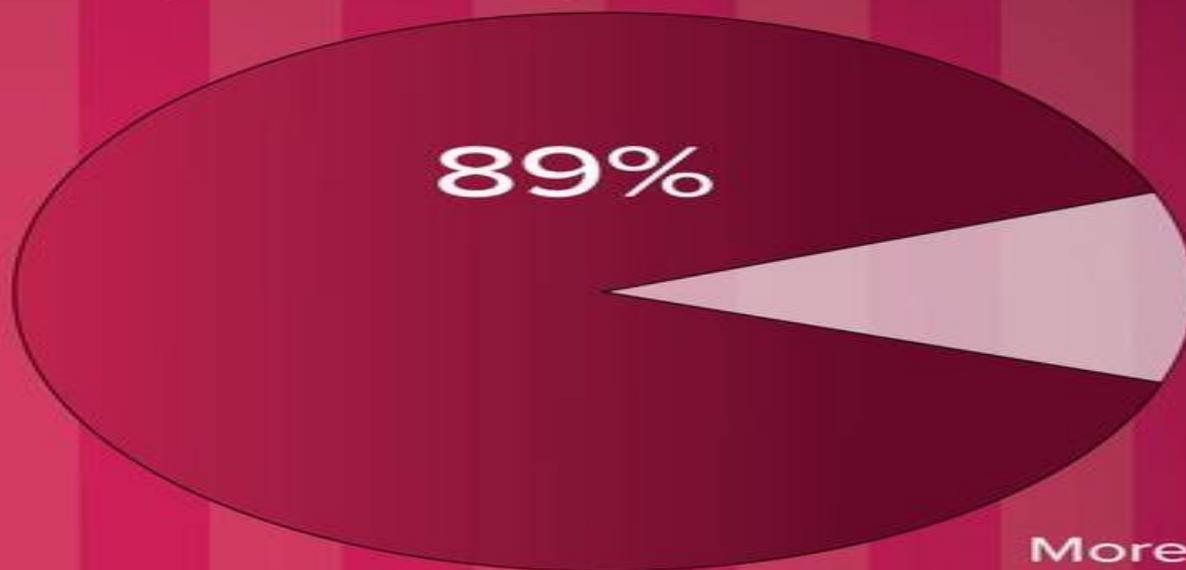


“Those who look only to the past or present are certain to miss the future”

John Fitzgerald Kennedy



% of practices that reopened to patients in person:



More than half of practices (54%) report 100% of providers seeing patients in person.



A checklist for reopening your practice for “non-essential” face-to-face visits

- **Gradual reopening:** Consider opening up just one-third of your time to in-person visits and keep two-thirds as virtual visits for a while. This will allow you to assess how things are going and then gradually and safely expand access.
- **Patient communication:** Let patients know when the practice will reopen and how visits will be different than in the past. Assure them that you are taking all recommended precautions to protect their health and safety.

Jerome Potozkin, MD

<https://www.youtube.com/watch?v=TAacqdBLOQg>



Dear Patients,

Even businesses labeled “essential” are changing how they do business to keep their customers and staff safe.

While we initially closed our doors to assist with flattening the curve in California, we have worked tirelessly over the past several weeks creating new social distancing workflows, following CDC Guidelines and will be reopening our office to our patients:

Monday May 4th, 2020

We're committed to doing everything we can to maintain a safe and healthy practice and have made many changes to ensure the safety of all patients and staff. Please watch Dr. Potozkin's video for important updates regarding our reopening next week.

We are all in this together. We will continue to monitor the COVID-19 situation and will follow guidance from public health officials and government agencies, so we can continue to support our patients and communities as needed.

Stay Healthy,

The Potozkin MD Skincare Center Team

Mail Chimp, Constant Contact, Email or Postcard

- Good time to update your patient list and relational data base.
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Follow CDC, California Dept. of Public Health and CMA Guidelines

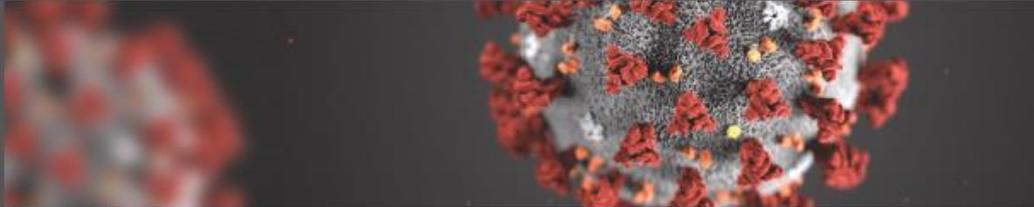
- CDC www.cdc.gov/Covid19

- CDPH

- <https://www.cdph.ca.gov/Programs/CID/DCDC/Pages/COVID-19/ResumingCalifornia%E2%80%99sDeferredandPreventiveHealthCare.aspx>

- CMA “Guidelines for Reopening the HealthCare system”

- Your local medical society



Ten Steps All Workplaces Can Take to Reduce Risk of Exposure to Coronavirus

All workplaces can take the following infection prevention measures to protect workers:

- 1 Encourage workers to stay home if sick.
- 2 Encourage respiratory etiquette, including covering coughs and sneezes.
- 3 Provide a place to wash hands or alcohol-based hand rubs containing at least 60% alcohol.
- 4 Limit worksite access to only essential workers, if possible.
- 5 Establish flexible worksites (e.g., telecommuting) and flexible work hours (e.g., staggered shifts), if feasible.
- 6 Discourage workers from using other workers' phones, desks, or other work tools and equipment.
- 7 Regularly clean and disinfect surfaces, equipment, and other elements of the work environment.
- 8 Use Environmental Protection Agency (EPA)-approved cleaning chemicals with label claims against the coronavirus.
- 9 Follow the manufacturer's instructions for use of all cleaning and disinfection products.
- 10 Encourage workers to report any safety and health concerns.

For more information, visit www.osha.gov/coronavirus or call 1-800-321-OSHA (6742).

Staffing



Review and revise hiring practices and policies:

- Have staffing needs changed?
- Do you need to change benefits or pay to become more competitive?
- Use remote interviewing techniques as much as possible.
ZOOM
- Update onboarding practices.
- If you are recalling only some workers that were laid-off or furloughed, ensure your practices for determining who to recall do not discriminate against any group of employees.

Staffing



- **Communicate frequently and as transparently as possible with employees:**
 - Provide expected timelines for recalling/rehiring employees.
 - Provide returning employees with recall or offer letters.

Staffing



Review and revise leave policies:

- Know how the FFCRA affects your previous policies and practices.
- Consider implementing PTO/vacation rollovers, grace periods, and revise guidelines for usage
- If vacation is forfeited if not used by year end.
- Consider implementing or revising bereavement leave policies.
- Ensure that all employees have access to and an understanding of all leave policies that may apply to them.

Staffing



- **Develop a plan to operate if absenteeism spikes or if another shelter-in-place or stay at home order occurs in the future:**
 - Implement a plan to continue essential business functions.
 - Implement flexible work schedules and leave policies.
 - Cross-train employees on performing essential business functions.

Scheduling



- Staff need scripts on what to say to patients
 - Screening and what to expect when coming to the office
 - Ask appropriate questions regarding self or mandated quarantine, travel during the past 14 days to another state or country, their mode of transportation (i.e. personal car, train, plane, etc.), whether they have been exposed to COVID-positive individuals, take their temperature.
 - Document everything - have patients and employees sign an attestation form to indicate the information they provided is accurate to the best of their knowledge.
 - Schedule acute respiratory symptom patients at the end of the day
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A checklist for reopening your practice for “non-essential” face-to-face visits

- **Staff shifts/teams:** If possible, divide staff up into shifts or teams. If one team gets exposed, the other teams will be protected.
- **Scheduling and triage:** Staff who schedule patients should evaluate the necessity of a face-to-face visit. Priority given to patients who need complex chronic care management and patients with illness.
- **Physical distancing:** Staff and patients should practice physical distancing, staying at least six feet from one another unless closer contact is required for patient care.

A checklist for reopening your practice for “non-essential” face-to-face visits

- **Screening:** Consider greeting patients outside for these checks or use triage stations.

- **Common areas:**
 - The staff break room, patient waiting room, and other common areas where individuals are in close proximity should all stay closed if possible.

 - Consider escorting patients directly to an exam room upon arrival or have them wait in their cars or in triage stations until called in for their appointment.

Patients wait in car or outside before entering

- Signs outside with phone or text number
 - Staff can hand restaurant beeper/pager
 - Must be handed to patient with gloves and disinfected after each patient
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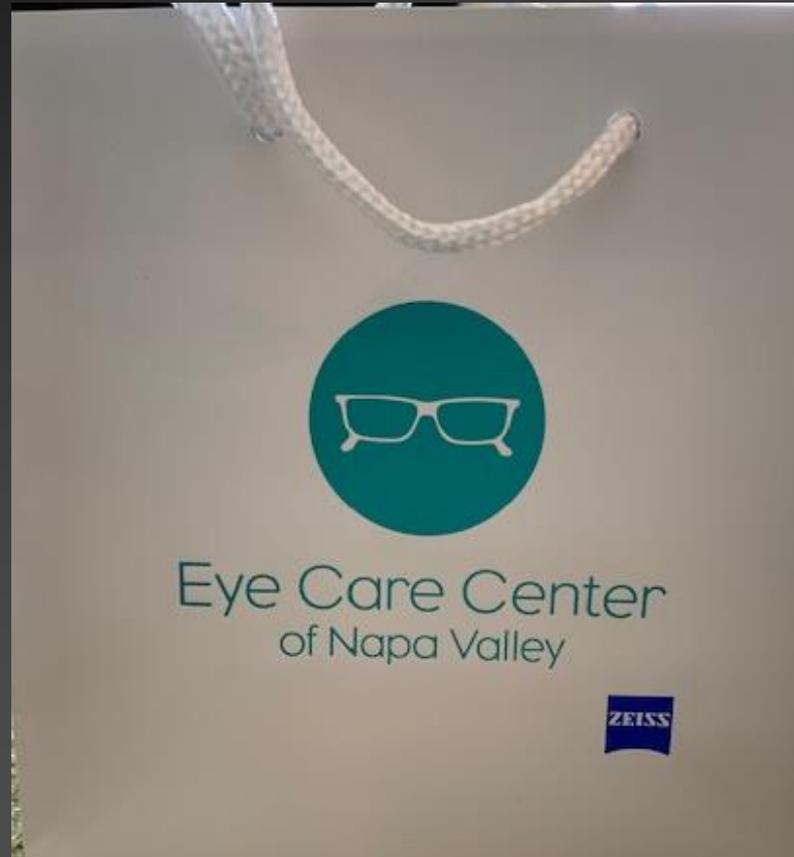
Restaurant beepers/pagers



20 Restaurant Coaster Pager Wireless Calling System



Delivery out to the car on a tray
Pt picks up by the bag handles



Give patients masks with your practice name and logo when they walk in to wear inside the practice and free advertising out in the community



Consider Senior Hours

- Just like the grocery store
 - Senior hours for practice appointments
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Small reception area



Reception seating

- The reception area may one have one patient at a time or turn around chairs or take out.
 - Or replace with plastic chairs for easy disinfection
 - No magazines, toys, pens, clipboards, sign in sheets
 - Single use tissues throughout
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Patients

- Enter and exit by separate doors if possible



Provide Patient Education

- General Handwashing
 - Masks
 - Pre and post procedure instructions in writing and what to have at home for recuperation
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After Patients are Assessed



- Provide at-home care instructions to patients with respiratory symptoms. Consider telehealth options for follow up.
 - Notify your health department of patients with COVID-19 symptoms.
 - After patients leave, clean frequently touched surfaces using EPA-registered disinfectants—counters, beds, seating.
 - Find signs for your clinic and infection prevention guidelines: www.cdc.gov/COVID19
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Leading in Difficult Times

March 24, 2020

CEO Hugh Coppen Leadership

www.tasimba.com

- **Be calm and be clear**
 - One of the most important tasks of the leader when everything looks bleak and unpredictable is to remain composed and focused. People want and need calm and stability. They want leaders to be very clear in what they say and do, and to be practical, realistic and true to their values. Most of all they want leaders to have a rock-steady hand on the helm because that's what dampens fear and creates a much-needed feeling of confidence.
 - See prior ACCMA webinar “Managing under COVID-19” for full advice from Hugh Coppen
 - Recognize your staff are fearful to come back and take care of them emotionally
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Taking Employees Temperature

By Allen Smith, J.D.

April 30, 2020 SHRM.org

- The Equal Employment Opportunity Commission (EEOC) gave employers the green light to take employees' temperatures to try and ward off the spread of the coronavirus in guidance updated March 18, 2020
 - "Generally, measuring an employee's body temperature is a medical examination," the EEOC stated. The Americans with Disabilities Act (ADA) prohibits medical examinations unless they are job-related and consistent with business necessity.
 - Centers for Disease Control and Prevention (CDC) and state and local health authorities have acknowledged community spread of COVID-19, the respiratory illness caused by the coronavirus, and have issued related precautions, "employers may measure employees' body temperature. However, employers should be aware that some people with COVID-19 do not have a fever," the agency stated. And some people with a fever do not have COVID-19.
 - April 8 guidance, the U.S. Centers for Diseases Control and Prevention (CDC) said, "Employers should measure the employee's temperature and assess symptoms prior to them starting work. Ideally, temperature checks should happen before the individual enters the facility."
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Taking Employees Temperature

By Allen Smith, J.D.

April 30, 2020 SHRM.org

- If employers want to take workers' temperatures, they should pay employees sent home for high temperatures to limit any legal risk, if they can afford to do so.
 - Employers also should consider what they'd do if employees refuse to have their temperatures taken. Would employers send these workers home without pay?
 - The temperature reading should be kept confidential and the person administering the temperature check should be trained on the procedure.
 - Use Infrared no touch thermometers
 - 6 feet distancing plus PPE
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SCRUBS



- Consider having employees change into scrubs at practice
 - Change out when leaving work
 - Don't want employees to stop at grocery store – people afraid of COVID – negative image for the practice
 - Commercial high temp laundry
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Staff

- Keep lists of patient contacts with staff in case of infection
 - Limit staff passing in hallway less than 6 feet apart
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Staffing

- Evaluate your staffing needs carefully
 - Plot out scheduling and when doctor is seeing patients esp. MAs
 - Utilize MGMA, Specialty society benchmarks - Lean Staffing
 - Cross Training essential
 - Consider changing work week via 2/3 vote and 2/3 work e.g. 4 – 10 hour days, e.g. MAs and stagger
 - Anonymous vote, employer cannot force to work
 - Has to be reported to Labor Board.
-

Assign COVID Practice Director

- Practice is supposed to have OSHA Director for Blood Borne Pathogens
 - Could be same individual
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Environment

- HEPA filters and air filtration in the practice
- Automatic doors (also good for ADA)
- UV light sanitation and disinfection wipes



Janitorial service

- Assure proper disinfection cleaning
 - May need to increase cleaning days
 - Staff assigned to disinfect throughout the day
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Hand sanitizers - No touch sensor soap dispensers and waste bins



Budgets – Plan Proactively

- Prepare a budget for rest of 2020
 - Anticipate revenue and expenses
 - See sample budget handout
-

Scrutinize all expenses for reductions

- Staffing, benefits, travel, subscriptions, meals, entertainment
- Contests for staff best ideas to save expenses or increase revenue quarterly prize
- Lean Six Sigma for practice operations

Review office schedule

- Any half days not utilized, consider subleasing to another complimentary physician, NP/PA or behavioral health provider
-

Storage Units – Get rid of old equipment etc. in storage



If storing charts

- Check with malpractice carrier for length of time to retain.
 - Scan records
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Billing and Collection

- Billers the most likely to work from home
 - Insist on collection calls to insurance and patients – work out payment plans
 - Hold billers and billing service accountable by monitoring AR ratios
 - Email Debra for Excel spreadsheet AR ratios calculation
-

Benjamin M Higginbotham
Chief Operating Officer | West Coast Retina

Automate:

- Digital Appointment cards
 - Appointment reminders
 - Patient survey
 - Optical order pickup notification
 - Patient recalls
 - Demographics update request
 - Referral tracking with progress update to the referring provider
-

Evaluate PPO contracts and rates

- Re-negotiate rates
 - You have more time to do this right now
-

PPP - Home Equity or other loans

- Contact CPA for advice on accounting of payroll and loan requirements forgiveness with PPP loans particularly over 200K
- Cash flow needs – consider Home Equity loans
- B of A medical division loans, First Republic, Chase and local community banks

ADP PPP Loan Forgiveness Calculator

<https://www.adp.com/contact-us/customer-service/paycheck-protection-program/ppp-loan-forgiveness-estimator.aspx>

Paycheck Protection Program (PPP) Loan Forgiveness Estimator Tool

If your business has received a Small Business Administration loan through the Paycheck Protection Program (PPP), you might be wondering how much of that loan may be forgivable by the federal government. Many factors determine loan forgiveness and the government is expected to issue additional guidance to determine how certain forgiveness provisions will be calculated. For more information on loan forgiveness visit our [PPP Guide](#) which includes a checklist, FAQs and examples. To estimate how much of your loan may be forgiven use the tool below:

Enter the loan amount you received

\$ Loan Amount



Enter your payroll costs for the covered period

\$ Payroll Costs



Enter your eligible mortgage interest, rent and utility payments during the covered period

\$ Other Costs



Enter average Full-Time Equivalent employees (FTEs) during the covered period

Covered Period FTEs



Enter your average FTEs per month for comparison period*

Comparison FTEs



Enter sum of all employees' decrease in wages greater than 25% during covered period*

\$ Wage Decrease



ESTIMATED AMOUNT OF YOUR PPP LOAN THAT MAY
BE FORGIVEN**:

\$0

Sean Weiss CHC, CEMA, CMCO, CPMA, CPC-P, CMPE, CPC
Partner, Vice President and Chief Compliance Officer
Doctors Management company

- Employers can receive loan forgiveness for an amount equal to the cost of maintaining payroll during the eight week period after the loan was originated. Payroll costs can include payments made on debt obligations (mortgages, rent, utilities) that were incurred before February 15, 2020.
- *Payroll costs do not include:*
 - the compensation of an individual employee in excess of an annual salary of \$100,000, as prorated for the 8 weeks after the loan is originated
 - taxes imposed or withheld by the Internal Revenue Code during the 8 weeks after the loan is originated
 - an employee whose principal place of residence is outside of the United States
 - qualified sick leave wages for which a credit is allowed under the Families First Coronavirus Response Act
 - qualified family leave wages for which a credit is allowed the Families First Coronavirus Response Act.

Sean Weiss CHC, CEMA, CMCO, CPMA, CPC-P, CMPE, CPC
Partner, Vice President and Chief Compliance Officer
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- The law is intended to encourage employers to bring employees back on payroll once they receive the loan.
 - The amount of loan forgiveness you are eligible for depends on the average number of full-time employees you have on payroll during the 8 weeks after you receive the loan compared to the average number of full time employees you have on payroll between February 15, 2019 to June 30, 2019 OR January 1, 2020 to February 29, 2020.
 - You get to pick the time period to which you would like to have your current employee count compared.
-

Sean Weiss CHC, CEMA, CMCO, CPMA, CPC-P, CMPE, CPC
Partner, Vice President and Chief Compliance Officer
Doctors Management company

■ **Do I have to bring everyone back at once?**

- No. You can bring the number of people on that makes sense once you start back up and keep others on unemployment. The law gives you until the end of your 8 week forgiveness window. So, if by the end of the eight weeks you bring back 8 of 8 of your employees, that will satisfy that part of the forgiveness equation.

■ **Do I Have to bring back the same employees?**

- No. HOWEVER, we would like to caution that there are job protections in the Act. If an employee can not return or refuses to return, you can hire someone else and that would count towards your forgiveness amounts. If your office is under a mandatory closure order, full or in part, and most, if not all of your employees, are on unemployment and cannot work from home, then it might make sense for you to hold off on getting the loan until it looks like you will be able to reopen to the public.
 - The amount of loan forgiveness you are eligible for will also be reduced by the amount that you reduce any employee's wages in excess of 25%. This part of the law does not consider any employee that made wages or salary at an annualized rate of pay in an amount more than \$100,000 during any single pay period during 2019. To determine whether an employee's wages were reduced, the DOL may compare the employee's wages during the 8 week period after loan origination with the most recent full quarter during which the employee was employed before the loan was originated. At the time we write this, we are not sure how this will be validated.

IMPORTANT: Your loan forgiveness will not be affected if you reduce staff or wages between 2/15/20 and 4/26/20 if you eliminate the reduction in staff or wages by 6/30/20.

Malpractice Carrier

- Contact your insurance agent or medical professional liability carrier to confirm that coverage has been reinstated at the desired level if you have requested adjustments in your professional liability coverage during the crisis.
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Merging practices

- Consider merging with other physicians
 - Save on staff and rent costs
 - Or office expense sharing arrangement
-

Consider starting own practice

- Some doctors are considering leaving a group with high expenses and several locations
 - Smaller office, less staff with telemedicine
-

Retiring early or closing the practice

- Cannot just quit, abandonment issues
 - Notice requirements to patients, payors
 - Email Debra for article written on “Closing Your Practice”
-

Take care of yourself

- So you can take care of your patients and staff
 - Embrace healthy eating habits, behaviors and don't forget to exercise
-

Questions?

Contact

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