

 Mike Delmonico Consulting, LLC ™

Healthcare and Medical Practice Success Essentials™

Introduction to Medical Practice Support Staff Models

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Medical Practice Support Staff Definition

The support staff roles in a medical practice can be defined in part as those positions that operate the day-to-day administrative, clinical, and care management functions of a practice in the support of the office-based care, diagnostics, and therapies delivered by practitioners to patients of the practice.

Medical Practice Support Staff Model Purpose

The medical practice support staff model guides staffing plans and staffing decisions based on the consideration key performance variables, can perform internal and external benchmarking, and can correlate staffing decisions with quality and other performance variable results.

Ideally, the staffing model will be functional within a spreadsheet or database application allowing for staffing decisions based on “What If” scenarios based on key performance variable goals and results.

The well-built staffing model generates organizational consistency and confidence with abilities to forecast accurately and adjust timely.

Key Variables for Defining and Measuring “Right Support Staff Levels”

Patient Demand and Access + Appointment Utilization + Workflow and Documentation Demands + Practitioner Productivity + Patient Safety, Experience, Satisfaction, and Retention + Quality Scores + Practitioner Experience and Retention + Support Staff Experience and Retention + Regulatory, Accreditation, and Licensure Standards + Internal and External Benchmarking + Financial Results

A Simple, 3-Step Support Staff Model with a Few Variables and
Internal Benchmarking Follows on the Next Two Pages

STEP 1. CALCULATE SUPPORT STAFF RATIOS AGAINST KEY PERFORMANCE VARIABLES

REGION	LOCATION	PROVIDER FTE'S	STAFF FTE'S	STAFF / PROVIDER	VISITS	STAFF / 10,000 VISITS	WRVUs	STAFF / 10,000 WRVU'S
NORTH	PRACTICE 1	3.0	6.0	2.0	7,500	8.0	15,000	4.0
NORTH	PRACTICE 2	7.0	16.0	2.3	18,900	8.5	47,250	3.4
NORTH	PRACTICE 3	11.0	20.0	1.8	24,200	8.3	42,350	4.7
SOUTH	PRACTICE 4	4.0	10.0	2.5	9,200	10.9	20,700	4.8
SOUTH	PRACTICE 5	8.0	18.0	2.3	20,000	9.0	42,000	4.3
SOUTH	PRACTICE 6	12.0	26.0	2.2	24,000	10.8	45,600	5.7
EAST	PRACTICE 7	2.0	4.0	2.0	5,000	8.0	9,500	4.2
EAST	PRACTICE 8	6.0	18.0	3.0	16,200	11.1	34,020	5.3
EAST	PRACTICE 9	8.0	14.0	1.8	18,400	7.6	36,800	3.8
WEST	PRACTICE 10	10.0	18.0	1.8	22,000	8.2	41,800	4.3
WEST	PRACTICE 11	15.0	35.0	2.3	37,500	9.3	82,500	4.2
WEST	PRACTICE 12	9.0	18.0	2.0	20,700	8.7	41,400	4.3
	25TH PERCENTILE			2.0		8.1		4.2
	MEDIAN			2.1		8.6		4.3
	75TH PERCENTILE			2.3		9.7		4.7

STEP 2. CALCULATE INTERNAL BENCHMARKS FOR EACH PRACTICE AGAINST KEY PERFORMANCE VARIABLES

REGION	LOCATION	PERCENTILE STAFF / PROVIDER	PERCENTILE STAFF / 10,000 VISITS	PERCENTILE STAFF / 10,000 WRVU'S
NORTH	PRACTICE 1	31%	15%	23%
NORTH	PRACTICE 2	69%	46%	8%
NORTH	PRACTICE 3	23%	38%	69%
SOUTH	PRACTICE 4	85%	85%	77%
SOUTH	PRACTICE 5	62%	62%	46%
SOUTH	PRACTICE 6	54%	77%	92%
EAST	PRACTICE 7	31%	15%	31%
EAST	PRACTICE 8	92%	92%	85%
EAST	PRACTICE 9	8%	8%	15%
WEST	PRACTICE 10	15%	31%	54%
WEST	PRACTICE 11	77%	69%	38%
WEST	PRACTICE 12	31%	54%	62%

STEP 3. CREATE A STAFFING MODEL USING THE MEDIAN INTERNAL BENCHMARK FOR EACH OF THE KEY PERFORMANCE VARIABLES

REGION	LOCATION	ACTUAL PROVIDER FTE'S	ACTUAL STAFF FTE'S	MEDIAN MODEL STAFF / PROVIDER	MEDIAN MODEL STAFF / 10,000 VISITS	MEDIAN MODEL STAFF / 10,000 WRVU'S
NORTH	PRACTICE 1	3.0	6.0	6.3	6.4	6.4
NORTH	PRACTICE 2	7.0	16.0	14.6	16.2	20.3
NORTH	PRACTICE 3	11.0	20.0	22.9	20.8	18.2
SOUTH	PRACTICE 4	4.0	10.0	8.3	7.9	8.9
SOUTH	PRACTICE 5	8.0	18.0	16.7	17.2	18.0
SOUTH	PRACTICE 6	12.0	26.0	25.0	20.6	19.6
EAST	PRACTICE 7	2.0	4.0	4.2	4.3	4.1
EAST	PRACTICE 8	6.0	18.0	12.5	13.9	14.6
EAST	PRACTICE 9	8.0	14.0	16.7	15.8	15.8
WEST	PRACTICE 10	10.0	18.0	20.8	18.9	18.0
WEST	PRACTICE 11	15.0	35.0	31.3	32.2	35.4
WEST	PRACTICE 12	9.0	18.0	18.8	17.8	17.8