



Performance, Efficiency, Achievement, Knowledge

10 Keys to Great DON Performance

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- Skills

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- Ability to Delegate
- Ability to Create a Positive Culture in the Facility

What DONs Wish They Had Prior Knowledge In

- Finance
- Human Resources
- Marketing Skills
- Vendor Contract Negotiation Skills

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What Management Looks for in a DON

Education/ Experience

Education

- RN necessary, BSN or MSN is preferred, but not required

Experience

- OR/PACU/Pre-Op experience strongly preferred
- ASC experience preferred
- 5 years as a manager preferred
- Current BLS, ACLS, PALS

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Skills

- Ability to function in all ASC areas preferred: Scrub and circulate in the OR, PreOp, PACU
- Positive attitude
- Strong customer service skills
- Strong communication skills with physicians, patients and staff
- Ability to lead by example
- Ability to delegate

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"Icing on the Cake" Skills

- Basic understanding of finance, *or* interest and willingness to learn
- Knowledge of cost containment: supplies and staffing
- Strong work ethic: willing to work hard as needed, without being a martyr
- Ability to be open to change
- Ability to balance work/home life

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Additional Considerations

- Look for someone who could function in the dual role of DON/Administrator
- Becoming more common in smaller facilities
- Cost savings for the center

For me, the "customer service attitude" and excellent customer service skills trumps experience and education every time.

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What DONs Feel They Need for Success

Goals and Direction

Goals: Must know these to succeed in the role

- Ask your manager what the center's goals are for the current year
 - Financial
 - Clinical
 - Satisfaction: patient and physician
 - Marketing/recruitment

Direction: Success depends on understanding of goals

- Ask questions
- Seek clarification, if unsure
- Obtain needed tools
- Get education and training

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Delegation

Delegation : empowers and engages staff

- Designate staff to lead in the following areas:
 - QA coordinator
 - Infection Control nurse
 - Charge nurse
 - Specialty coordinators for supplies and instruments

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Lead by Example

Be a hands on DON: Work side by side with the staff

- Get out of the office
- Turn over rooms
- Discharge patients

- Being with the staff allows for direct observation of their strengths and weaknesses

- *Do what it takes to make the center successful*

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Create a Positive Work Culture

Positive work culture/Positive attitude starts at the top

- Have fun
 - Laugh
 - Enjoy caring for the patients and their families
 - Enjoy the people you work with
 - SMILE

Communication

- Staff like to know what is going on: good and bad
 - Address issues head on and honestly

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Create a Positive Work Culture

Reward Your Staff

- Buy lunch
- Have themed "potluck days"
- Gift certificates
- Movie tickets
- SAY THANK YOU
- Write positive notes and post on bulletin board and place in their file

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What DONs Wish They Had Prior Knowledge In

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Finance

Basic knowledge must be achieved

- Ability to read an income statement
 - Understanding the difference between accrual and cash accounting
 - How to Control expenses
 - How to perform case costing
 - How to create a budget, both financial and capital
 - How to obtain consignment implants and loaner instrument sets
 - How to perform inventory

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Human Resource Skills

Knowledge and Tools to Manage Employees

- Must learn Federal and state regulations
 - Specific state regulations regarding lunches and breaks
 - FMLA
 - Wage and hour guidelines
 - How to perform useful annual evaluations
 - How to manage the corrective action process
 - What annual items must be reviewed
 - What goes into employee file and proper file maintenance

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How to Market Your Facility

Marketing tips for success:

- Exude confidence in your center and your abilities
- Follow through/ Follow up
- Make office visits face to face with schedulers for Q&A
- Develop the ability to problem solve
- Be available to those center visitors, such as new physicians
- Be clinically astute
- Develop a “talk” to explain ownership structure & goals
- Recruit the right specialties
- Hold Open Houses
- Take it to the people ---new approach --let the patient choose

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Vendor Contracts

Know the Terms of the Agreement

- Length of contract
- Out clause? If so, length of notification
- Cost
 - Payment terms: monthly, quarterly, yearly

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Summary of Top 10 Keys to DON Success

1. **Education/Experience:** meet the job needs
2. **Skills:** meet the job needs
3. **Direction/Goals:** Provided by the DON's management personnel
4. **Delegation:** must learn to delegate
5. **Lead by Example:** must be willing to do what the staff does and more
6. **Culture:** ability to create a positive work culture
7. **Finance:** basic knowledge must be achieved
8. **Human Resource Skills:** have the knowledge/tools to manage employees
9. **Marketing:** Learn to market and bring in new business and retain current physicians
10. **Vendor Contracts:** learn the art of negotiation and what is a good contract

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Thank You!

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