

## Introduction

### Introduction:

Orthopedic surgeons play a pivotal role in providing specialized care to patients, and while clinical expertise is paramount, proficiency in business and practice management skills is equally essential. This research poster delves into the imperative task of addressing business and practice management knowledge deficiencies within orthopedic residency training programs. By emphasizing the significance of these skills and referencing identified deficiencies, this introduction sets the stage for proposing solutions through curriculum enhancement.

### The Importance of Business and Practice Management Skills:

Orthopedic surgeons, beyond their clinical expertise, require a robust understanding of business and practice management. This extends to skills in financial management, leadership, patient care quality, marketing, and regulatory compliance. Such skills are integral for surgeons not only to navigate the complexities of the healthcare system but also to successfully establish and manage their own practices.

### Reference to Identified Deficiencies:

Current research studies have highlighted deficiencies in the training programs for orthopedic residents. The research aims to propose a curriculum revision that addresses these identified deficiencies in a systematic and structured manner.

## Objectives

- Assessing Financial Management Education:**
  - Objective: Evaluate the effectiveness of financial management education in orthopedic residency programs, focusing on core areas such as Financial Management Fundamentals, Medical Coding and Billing, Medicare and Medicaid in Healthcare, Revenue Cycle Management, and Personal and Practice Finances.
- Exploring Practice Establishment Principles:**
  - Objective: Investigate the coverage of practice establishment principles in orthopedic residency programs, with a focus on entry into medical practice, business operations, and contract negotiations.
- Evaluating Patient-Centric Training:**
  - Objective: Assess the emphasis on patient care and quality assurance in orthopedic residency programs, including the integration of quality assurance, risk management, and medical record management training. Explore instances of patient care quality improvement initiatives led by residents.
- Analyzing Marketing and Regulatory Education:**
  - Objective: Analyze how orthopedic residency programs address marketing and self-promotion skills. Assess the effectiveness of teaching related to regulations and legal responsibilities, discussing current legislation impacting practice.
- Investigating Operational Decision-Making Skills:**
  - Objective: Investigate the training provided in operational decision-making within orthopedic healthcare practices. Assess residents' preparedness in areas such as implant selection, interactions with implant vendors, utilization of mid-level providers, and involvement with physician-owned ancillary services. Identify tools or methods taught to assist in operational decision-making.

## Literature Review

- Research Study (MDedge Surgery):**
  - Overview of 9 general business and practice management skills.
- Research Study (Cureus):**
  - Evaluation of orthopedic resident practice management and health policy education.
  - Resident responses on teaching practice models, finance management, and coding.
  - Current job change statistics for new orthopedic graduates.
- Key Concepts (Becker's Spine):**
  - 25 key concepts for young orthopedic & spine surgeons to build a successful practice.
  - Key areas including contract negotiation, building a patient base, and achieving financial stability.
- Research Study (JBJS):**
  - Importance of practice management education in orthopedic surgical residencies.
  - Core competencies outlined by the Accreditation Council for Graduate Medical Education (ACGME).
- Research Study (Althausen and Lybrand):**
  - Stresses the importance of business knowledge and education for success in orthopedics.
  - Highlights vital practice management skills for governance, contracting, financial management, and ancillary service development.
- Other Subspecialty Research**
  - Research into other specialties, such as obstetrics and gynecology, plastic surgery, general surgery, and urology, acknowledging the widespread recognition of the importance of practice management education.

## Proposed Curriculum

### Proposal for Curriculum Revision:

- Summary of the identified areas for improvement based on research findings.
- Introduction of a mock curriculum structure for a comprehensive practice management program spanning three years.

### Survey Development:

- Outline of the questionnaire structure for orthopedic surgeons heading residency programs.
- Areas covered in the survey include Financial Management, Practice Establishment, Leadership, Patient Care and Quality, Marketing, Regulatory and Legal Compliance, Managed Care and Payers, Operational Decision-Making, Time Management, and General Knowledge.

## Proposed Curriculum Example

Month	Topics Covered	Activities
1-3	<u>Financial management and Practice Establishment</u>	
	1. Financial Management	Lectures, Case Studies
	2. Introduction to Medical Coding and Billing	Workshops, Guest Speakers
	3. Medicare and Medicaid in Healthcare	Interactive Sessions, Group Discussion
4-6	<u>Leadership and Personnel Management</u>	
	4. Leadership in Healthcare	Leadership Workshops
	5. Office Management and Efficiency	Role playing, Time Management
	6. Effective Personnel Management	Case Studies, Guest Speakers
	7. Nursing and Staff Supervision	Clinical Shadowing, Communication Skills
	8. Human Resources in Healthcare	Workshops, Role Playing

## Mock Survey

### Orthopedic Residency Practice Management Training Competency Assessment Form

Please rate your residency program's teaching effectiveness in the following areas on a scale from 1 (Poor) to 5 (Excellent). Provide specific examples or comments where necessary.

- Financial Management:**
  - How well does your program teach financial planning and management to residents? This can include any of the following: Financial Management Fundamentals, Medical Coding and Billing, Medicare and Medicaid in Healthcare, Revenue Cycle Management, Personal and Practice Finances
  - Provide an example of a financial management concept taught within the program
- Practice Establishment:**
  - Rate how comprehensively practice establishment principles are covered. Consider the following as things your residents will encounter: entry into medical practice, business operations, contract negotiations.
  - Describe any practice establishment simulations incorporated in the curriculum
- Leadership and Staff Management:**
  - Evaluate the extent to which leadership skills and staff management are integrated into training.
  - How do you prepare residents for leadership roles in a clinical setting?
- Patient Care and Quality:**
  - Assess how patient care and quality assurance are emphasized in the residency. Please consider how quality assurance, risk management, and medical record management training may impact patient care and quality.
  - Can you share a patient care quality improvement initiative led by residents?
- Marketing and Promotion:**
  - How does the program address the importance of marketing and self-promotion in orthopedic practice?
  - Is there a marketing strategy topic that resonates with the residents?
- Regulatory and Legal Compliance:**
  - Rate the effectiveness of teaching related to healthcare regulations and legal responsibilities.
  - How is current legislation impacting orthopedic practice discussed?
- Managed Care and Payers:**
  - How well are residents prepared to navigate managed care systems and payer relationships?
  - Please detail a case study or scenario used to teach these concepts:
- Operational Decision-Making:**
  - Evaluate the training provided in making operational decisions within a healthcare practice, such as implant selection interactions with implant vendors, utilization of mid-level providers, and involvement with physician-owned ancillary services.
  - What tools or methods are taught to assist in operational decision-making?
- Time Management and General Knowledge:**
  - How effectively does the program teach time management in a high-paced orthopedic environment? This includes time to coding clinical encounters and surgical events.
  - Share an instance where residents demonstrated exceptional time management skills:

### Additional Areas for Feedback:

- Ideas for Future Curriculum Enhancements:** Please list any topics or areas you believe should be included in future residency practice management curriculums:
- Self-Assessment on Practice Management Teaching:** Compared to other programs nationwide, how would you rate your program's practice management education? (Please provide a quartile rating and any additional comments.)

## Conclusion

The findings from various research studies underscore a critical gap in the current orthopedic residency training regarding business and practice management skills. As orthopedic surgeons face increasingly complex healthcare landscapes, a deficiency in these skills can hinder their ability to navigate the practical aspects of running a successful practice. The identified gaps include shortcomings in financial management, leadership, regulatory compliance, and operational decision-making.

### Key Takeaways:

- Importance of Business Competencies:**
  - The evolving landscape of healthcare demands that orthopedic surgeons not only excel in clinical skills but also possess a robust understanding of the business side of their practice.
  - A well-rounded education that encompasses financial management, leadership, and regulatory compliance is essential for graduates to thrive in their careers.
- Impact on Patient Care and Quality:**
  - The integration of business and practice management skills is not just about the financial health of a practice; it directly influences the quality of patient care.
  - Residents who are well-versed in operational decision-making, regulatory compliance, and time management are better equipped to provide efficient and high-quality healthcare services.
- Need for National Curriculum Revision:**
  - The proposed mock curriculum outlines a comprehensive approach to address the identified deficiencies over a three-year period.
  - The suggested curriculum includes modules on financial management, leadership, patient care and quality, marketing, regulatory compliance, and operational decision-making.
- Call to Action:**
  - Recognizing the urgency of this issue, there is a pressing need for orthopedic residency programs to reassess and revise their curricula to better align with the demands of modern orthopedic practice.
  - Institutions are encouraged to collaborate on standardized guidelines to ensure a consistent and high-quality education for orthopedic residents nationwide.
- Survey for Program Directors:**
  - The proposed survey for program directors aims to gather valuable insights into the current state of practice management education in orthopedic residencies.
  - Responses will provide a foundation for further research and initiatives geared towards enhancing the overall quality of orthopedic residency training.

### Moving Forward:

- The journey towards a more comprehensive orthopedic residency training program is a collective effort.
- Collaboration among professional bodies, residency program directors, and industry stakeholders is crucial for implementing effective changes.
- Embracing a proactive approach to curriculum development will empower orthopedic surgeons to not only excel clinically but also succeed in the dynamic and multifaceted landscape of modern healthcare.

Addressing the identified knowledge deficiencies is not just about improving the business acumen of orthopedic surgeons; it is about elevating the overall quality of patient care and ensuring the sustainability and success of orthopedic practices in the years to come. The time for action is now, as we collectively strive to empower the next generation of orthopedic professionals.

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