

The Doctor's Job Description as a Performance Assessment Tool

Adapted by Robyn Adkins from Marsha Freeman's
"A Doctor's Job Description"

Desired Outcome: Regular assessment of your leadership skills and job performance as a business owner-dentist. Use of this tool to consistently drive towards improvement and continued excellence in all aspects of your "job performance," not just in clinical dentistry.

Measurement: Comparative review of assessment scores over time. Observation of your success in achieving positive change in areas in need of improvement. Feedback from staff regarding observable improvement. Level of personal satisfaction with the assessment and its impact in your day-to-day life.

1. Complete the assessment by rating (in the right hand column) your performance in each of the 22 standards listed. Use the following rating scale:
 - A. If you are not meeting expectations (1), you and everyone else knows it!
 - B. You are only partially meeting expectations (2) if you still receive complaints from staff or patients regarding an area, or you are experiencing too much stress in doing the job.
 - C. You are fully meeting expectations (3) if there are no complaints from staff, patients, OSHA, the Labor Board.
 - D. You are surpassing expectations (4) if your staff is openly praising you and telling you how much they enjoy working for you, and your patients are writing you thank you notes for "outstanding service!"
2. Once you have completed the assessment, determine your overall rating by adding up all of your scores and dividing by 22. For example: your total score was 55. Divide by 22 to get an overall rating of 2.5.
3. Develop a Prioritized Action Plan for improvement.
 - A. Tackle the lowest scoring areas first (those items scoring 1's, then 2's, etc.).
 - B. Limit your initial improvement plan to three items, then make another Prioritized Action Plan consisting of the next three lowest-scoring items.
 - C. Remember that there is always room for improvement. Even items rated a 4 can be improved on or enhanced with some thought.

COMPLIMENTARY SAMPLE from *Standard Operating Procedures for All Dentists*

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A model operations manual for the dental office that comes complete on computer disk for easy customization. For more information contact: **Marsha Freeman & Associates** P.O. Box 68 ♦ Nipomo ♦ CA 93444 Phone (800) 253-2544 ♦ Fax (805) 929-0931 ♦ Email marsha@fix.net ♦ Website www.marshafreeman.com

PERFORMANCE STANDARD	Rating
1. Supervises the office manager. Delegates, but doesn't abdicate, some of the following responsibilities listed below.	
2. Ensures consistent and comprehensive clinical care of patients: diagnostic, preventive, behavior management, restorative and orthodontic procedures.	
3. Ensures clear explanation of patient's diagnosis and recommends treatment.	
4. Provides daily feedback to staff members regarding good performances and specific, constructive recommendations for improvement using the SOPs process.	
5. Maintains an open door policy or a designated time of the week for individual meetings with staff.	
6. Either personally or through other support people stays informed of local school events, sports victories, the hottest movies, popular music, TV shows, and other community events.	
7. Cheerfully and without prompting gives annual raise reviews.	
8. Surprises the staff with special bonuses, gifts, lunches, flowers, or any other sincere gestures of thanks and appreciation.	
9. Consistently asks for what he/she expects.	
10. Consistently asks what others expect.	
11. Provides vision, direction, and accountability to the staff by setting standards of care, service, and performance using Standard Operating Procedures.	
12. Ensures that all office policies as outlined in The Staff and Personnel Policy Manual are consistently and fairly administered in accordance with federal and state labor law. Uses appropriate forms and procedures in all matters of office administration.	
13. Uses discretion in confidential management and /or employer-employee relations matters. Insists that others do the same.	
14. Consistently recognizes the needs and expectations of other people (staff, patients, parents, vendors, and business associates). Treats them with respect and courtesy. Inspires their respect and confidence.	
15. Provides a motivational environment by encouraging and supporting individual growth and development of the staff as a means to superior teamwork and greater success.	
16. Maintains staffing requirements by hiring, training, evaluating, disciplining, and discharging personnel according to state and federal labor law and regulations.	
17. Appropriately uses conflict resolution and problem-solving skills in managing interpersonal conflict, patient complaints, and other discord.	
18. Effectively manages their own time and work space to accomplish individual and practice objectives.	
19. Monitors the financial records of the practice. Coordinates with the bookkeeper and accountant to monitor and manage the budget and other financial statistics.	
20. Ensures that regular staff and management meetings are scheduled and attended by all. Contributes to agenda and facilitation of productive meetings.	

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21. Aggressively promotes fun and good humor for all.	
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