

MANAGEMENT MEETING | QUICK-REFERENCE GUIDE

DIRECTIONS

Use this quick-reference guide to help you quickly refresh your knowledge of a management meeting. More in-depth knowledge about this topic can be found in the **Meetings Course** lesson “**Management Meetings**”.

ESSENTIAL BASICS

WHAT IS THE PURPOSE?

To review monthly management issues and set goals in the following areas:

- All key office KPIs
- Staff issues
- Financial planning including budgeting, larger purchase requirements, etc.

WHEN SHOULD IT BE?

At the beginning of each month

WHO SHOULD ATTEND?

Office Manager and Owner/s

WHAT INFORMATION TO BRING?

- All relevant KPI graphs.
- Any written reports or documentation on staff.
- Financial reports, such as monthly profit and loss statements, information on the monthly budget and financial planning.
- New purchase orders not part of the regular budget.
- Notes from the last management meeting for possible reference.

MEETING INFORMATION:	<p>A management meeting is designed to regularly look at all key management issues that are important to the running of the practice. You will be looking at “bigger picture” items and issues that set and drive the making of overall practice goals. It is a “higher altitude” look that cannot effectively be done in the day to day and week to week management activities of the practice.</p> <p>The format would start by reviewing the actions items from the last meeting, then go over the status of all practice KPIs, including setting new goals. Follow that by a discussion of any staff issues and finish the meeting with a review of finances and budgets. By following this basic format you will cover the larger and important areas that management should regularly look at.</p> <p>Note: Make sure you keep good notes on what was gone over in each meeting for future reference.</p>
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TOPICS FOR DISCUSSION:	<p>KPIs:</p> <ul style="list-style-type: none">• Review the graphs of all key practice KPIs and the statistical goals you set for the month. You should minimally look at the following KPI graphs:<ul style="list-style-type: none">○ Weekly production, collections and new patients○ Monthly production, collections and new patients• Determine if there's any other KPIs you want to review or start tracking. For example, if you do implants, you might want to look at the number of implants placed, or if you are referral based you might look at number of active referral sources.• Look for significant changes in any trends, whether up or down.• Investigate what happened before the trend change so you can reinforce any positive movement and/or correct any negative change. This may take follow up work to accurately determine what occurred.• Determine the actions to be taken to correct and/or reinforce trends.• Verify, by statistics, the accuracy of any previous actions taken.• Set the new monthly goals for the key KPIs. <p>Staff review:</p> <ul style="list-style-type: none">• Are any staff leaving?• Are there any hiring needs?• Update the status on previous hiring activities.
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- Update the on-boarding status of any new staff and how they are doing on the job.
- Are there any training issues for all staff? How will this be addressed?
- Are there any training issues for particular staff? Who will take care of this?
- Review any disciplinary issues that newly exist or came up during the month. Make sure all documentation is in place and, as needed, determine who is handling any specific issues.
- Review progress on putting job reviews in place.
- Determine if there are any stats/monitors needed for particular positions or individuals.
- Update on any staff restructuring and suggestions for delegating and reassigning tasks.

Financial review:

- Review last month's income and budget spending. Were income and budgeting goals made and, if not, what to do to correct it.
- Ensure no over spending occurred.
- Determine the viability level of the practice – the actual cost to run the practice including all aspects of the office such as payroll, marketing, rent, equipment, reserves, training, etc. Above this figure the office is viable and below this figure it is nonviable.
- Make sure adequate funds are budgeted for marketing.
- Are there any new purchases required?
- Is there any equipment repair or maintenance required?
- Determine if bonuses will be given for extra productivity at levels above viability for the practice.
- Go over any details to address regarding budget, accounting, reserves, taxes, supplies, vendors, etc.
- Determine this month's income goals and budget.