The HR Optical Dilemma
“Managing the Staff”

Suzi Martin, PhD
Practice Consultant/Administrator
Tyson Eye of Cape Coral Eye Center
North Fort Myers, Cape Coral, South Fort Myers
Florida

Nancy C. White, MA, COE, ABOC, FNAO
Administrator
Great Plains Eye Clinic Ltd.
Sioux Falls, SD

• No Financial Interest

OPTICAL IS TOTALLY DIFFERENT!

• The HR function is totally different
• Opticians interact differently
• Opticians are sales-oriented, working in a retail environment
• Optical demands different management skills and administrative skills

IT IS DIFFERENT FOR EVERYONE!

• Different situations
• Different opticals
• Different staff
• Different administrators

Treat Your Opticians as Volunteers

Mehrdad Baghai & James Quigley
DEVELOPING THE PRACTICE CULTURE

• Vision/Mission Statement
• History and achievements
• Clinical focus
• Family emphasis
• Incorporate as part of team

DEVELOPING THE PRACTICE CULTURE

Conditions of Employment:
I may not divulge any information about patients/clients of Great Plains Eye Clinic or Sioux Optical to any outside parties. I must maintain confidentiality.

DEVELOPING THE PRACTICE CULTURE

Conditions of Employment:
I cannot accept or receive any kind of tip or incentive from any patients, clients or vendors of products to either Great Plains Eye Clinic or Sioux Optical.

DEVELOPING THE PRACTICE CULTURE

Conditions of Employment:
I may not engage in any kind of solicitation of or sales to any patients or clients of Great Plains Eye Clinic or Sioux Optical.

DEVELOPING THE PRACTICE CULTURE

Conditions of Employment:
Any violation of these proscriptions are grounds for immediate dismissal.

Staff Development

• Ensure you have the right people on board
• Translate your corporate goals & culture clearly
• Facilitate rule setting
• Promote a culture of transparency and appreciation
Clear Expectations

- Company Culture
- Benchmarking
- Sales goals
- Open communication
- Just the facts – no emotion
- Documentation without judgment

Employee Expectations

- Pre-application expectations disclosure
- Be very up front and clear about all employee expectations
- Eliminates bottom 20% of applicants and 80% of all future personnel problems

Transparency must permeate the practice

- Employee Manual
- Department Policy/Procedure Manuals
- Evaluation Process: Practice & Staff
- Compensation Process

“Structure, is the underlying platform that gives you enough stability to feel free taking risks. It gives you a sense of mastery over your process.”

―The Accidental Creative

STAFF SELECTION

Hire the personality and train the technical skills.

STAFF SELECTION

easier acceptance of standards
no preconceived notions
no bad habits
no gaming with spiffs

Sources

- Technical schools
- Other optics, dispensaries
- Retail
  - fashion
  - department stores
  - convenience stores
**STAFF SELECTION**

Sources

- Beauticians
- Customer service
- Wait staff

Avoid preconceived notions!

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**STAFF EVALUATION**

MBWA

Management by Walking Around
Random monitoring
Informal appraisal
Immediate feedback

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**Progressive Discipline**

- Documented Feedback, positive or negative
- Counseling
- Write up
- Reprimand
- Probation, with or without 2% pay cut
- Suspension, with or without pay
- Termination

“If it is not in writing, it never happened”
---our labor lawyer

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**Understanding of Consequences**

- Clear Policies and Procedures
- Training and testing for understanding
- No pets or privileged employees: everyone must be treated the same
- Develop a history of appropriate consequences, so everyone’s expectations are aligned.

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**DATA MUST BE PRESENTED**

- You can’t sell a salesman
- Opticians must be shown the facts very clearly
- Goals must be defined and agreed upon

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**DATA MUST BE PRESENTED**

- Progress must be monitored daily in retail
- Keep personalities out of it – “Just the Facts”
Benchmarking

- # of Refractions
- Capture Rate
- Ave Price per Job
- Collections
- Contact Lenses Sold
- Refunds
- Discounts
- Remakes
- Warrantees
- Second Pair Sales

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Staff Development/ Training

- Consistent emphasis
- Set aside specific times
  - Pinto: 1 hour per 40 worked
- Develop timelines, deadlines
- Note progress
- Reward

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The Solution: An Intensive Internal Training Program

“The collaboration enables people to compensate for each other’s blind spots. Collaboration operates through a process in which the successful intellectual achievements of one person arouse the intellectual passions and enthusiasms of others.”

—Vera John-Steiner
The Orange Revolution

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The Goal: An All Licensed Optical Staff

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Individual Employee’s Training Plan

From Orientation Week through promotion to Management!

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The Training Curriculum
“Great teams universally reject the long-held view of the individual genius or charismatic CEO changing an organization, and instead place their faith fully in themselves and their ability to achieve.”
- The Change Revolution

“A soldier will fight long and hard for a bit of colored ribbon.”
- Napoleon Bonaparte
**PERSONNEL ASSIGNMENTS**

• Sales staff – Opticians, Optical Consultants, Assistants

• Accounting – Inventory control, purchasing, frame board management, theft, vendor relations

**PERSONNEL ASSIGNMENTS**

• Administration – Negotiations on lenses, frames, supplies, compensation evaluations

**OPTICAL DIVISION AREAS OF RESPONSIBILITY**

**PERSONNEL – LAB WORKERS**

• Adherence to standards

• “Close-to” Rx blanks

**Student Intern Program**
From Intern to Manager

Fabio Ramos began as a high school student intern. Now he serves as our Facilities & Purchasing Manager, with 6 years of experience in the practice while he finishes college at night. He works in the Surgery Center on surgery days and is sitting for the COA exam.

“We began to realize that world-class results come not only partly from who makes up these teams, but more importantly what these teams do.” – The Orange Revolution

Professional in Human Resources

“Ambition for the Company: Setting Up Successors for Success.”

– From Good to Great

Ophthalmic Coding Specialist

Lori Goldberg began as a billing assistant and now 8 years later is our Office Operations Manager!

“In a team, you need some people who are thinkers, some doers, some go-getters, some people who worry about other people, some creative people. You need a blend of all types of talents and disciplines.”

– The Orange Revolution
Daisy Ruiz, (center) started as a student intern in high school. Now a college nursing student, her 4 years experience in the practice is invaluable!

Employees become more engaged as they believe their teams, leaders, and organizations set clear goals, communicate openly, build trust, hold them accountable, and recognize great work.

--- The Orange Revolution

"Develop and implement a plan to recognize individuals and teams. Recognition and rewards bring teams closer together, and you'll spur greater achievements."

"Allow it, train it, find it, reward it, promote and profile it."

"The more power managers give to their employees, the more those employees esteem their leaders." — The Orange Revolution

Emphasis on environment professional clinical Lifestyle dispensing no personal incentives
**STAFF COMPENSATION**

- Hourly wage only
- Bonuses
- Gift cards
- Stress compensation package

**COMPENSATION**

- Salary
- Bonus
- Commission
- Spiffs
- New concept based on capture rate

**COMPENSATION**

- Incentives
- Overtime
- Gift Cards

**SALES INCENTIVES**

- Vendors
- Opticians

**INVENTORY CONTROL**

- Shrinkage
- Separate check-in, check-out
- Serial number/bar code
- Turns – 4-8 x per year

**1.86% SALES LOST**

$1860 per $100,000

- 43.9% employee theft
- 31.4% shoplifting
- 18.6% administrative error
- 6.1% vendor fraud
EDGING/FINISHING

- Equipment
- Breakage – 11% industry standard
- Skilled workers
- Liability

VENDORS

- Who deals with them?
- How many?
- Defining the relationship
- Controlling the relationship
- Maximizing the relationship

THE PATIENT APPEALS PROCESS

1) Frame Warranties
2) Lens Warranties
3) Lens Non-Adapt
4) Buyer’s Remorse
5) Unreasonable Patients
6) Lab Errors
7) Measurement Errors
8) Rx Errors
9) Shipping Issues
10) Personality Conflicts

Listen
Document
Resolve
Evaluate
Prevent recurrence

Customer Service

- Disney Institute
  - Best Service in the World
  - Training
  - Leadership
  - Brand Loyalty
  - Inspiring Creativity
  - Quality Control
  - Tour of Disney Operations
  - www.disneyinstitute.com

Disney Customer Service Training

MBA for Eye Care Professionals
September 2010

Orlando, Florida
Monthly Award
Peer Review is highly Motivating!

Staff Monitoring/Evaluation
- Informal - oral
- Random Variable
- Formal – written
  Prescribed intervals
  Tied to compensation?

In Retail Sales, Feedback must be DAILY!
Live by Your Budget!

Thank You
Good Luck