Blow It Up

Knowing when it’s time to (re)build your billing organization

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Financial Interest

• I am one of the founders of Alta Medical Management

Three Legs of Our Business

• It starts with your People
• Enable them with Technology
• Develop and continually improve your Processes
People Make the Difference

If I were running a company today, I would have one priority above all others: to acquire as many of the best people as I could. I’d put off everything else to fill my bus. Because things are going to come back. My flywheel is going to start to turn. And the single biggest constraint on the success of my organization is the ability to get and to hang on to enough of the right people.

– Jim Collins, Good to Great

Today’s Discussion

• The clues
• The look in the mirror
• The causes
• The dysfunctions
• The change
• The huddle

Ability, Knowledge and Skills

• Ability: a natural talent
• Knowledge: familiarity gained through experience or training
• Skills: proficiency gained through doing
So, You Need to (Re)Build Your Team?

- Low collections
- Circular management
- Revisiting the same issues
- Ducks versus eagles
- Collection peaks and valleys
- High turnover
- Questions but no answers

Key Abilities of the Billing “Athlete”

<table>
<thead>
<tr>
<th>The billing athlete</th>
<th>Your billing team</th>
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<tr>
<td>Self motivated</td>
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<tr>
<td>Focused</td>
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<tr>
<td>Disciplined</td>
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<tr>
<td>Coachable</td>
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<tr>
<td>Competitive</td>
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<tr>
<td>Team player</td>
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<td>Strives to improve</td>
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<td>Optimistic and positive</td>
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<td>Stress tolerance</td>
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<td>Adaptive</td>
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<td>Confident</td>
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Why do teams break?

- Trust
- Communication
- Conflict
- Commitment
- Ability
- Accountability
- Ego
The Five Dysfunctions of a Team

- Absence of TRUST
- Fear of CONFLICT
- Lack of COMMITMENT
- Avoidance of ACCOUNTABILITY
- Inattention to RESULTS

- Being vulnerable and admitting weakness
- Airing concerns and having healthy, professional debate
- Disagree and commit
- Holding each other accountable
- Putting team needs above individual ones
- Putting team needs above individual ones

-Skeleton Crew Team Oath

- Treat each other with mutual respect
- Empathy
- Remember Nobody is Perfect
- Trust each other and work as a team

1. If you have a problem with someone, go to them in private
2. Don’t involve other team members
3. When bringing up an issue:
   1. With respect
   2. Non-aggressive
   3. In private
   4. Positive
   5. Constructive
   6. Learning opportunity
   7. "Let’s look at this together"
4. When someone brings an issue to you:
   1. Open minded
   2. Non-defensive
   3. Learning opportunity
   4. Ask questions

-The Bus

- Get the right people on and off the bus
- Get people in the right seats
- The go-forward team has the ability
- The knowledge and skills may be a work in progress
Call to Action

• Individual
• Team

Team Huddle

• Origin
• Purpose
• Goals
• Development
• Statistics

Summary

• If you do what you always did, you will get what you always got
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