Great Urgent Care Manager
Book Outline

Part 1: Understanding the Setting

Where Urgent Care Began – History & Context of Retail Medicine
Where Urgent Care is Now – Org Structures, Target Markets, Site Selection & Facilities, Workforce & Staffing
What Urgent Cares Do – Scopes of Service & Practice, Clinical Quality History & Challenges
How Urgent Cares Get Paid – Basics of Insurance & Revenue Cycle
How Urgent Cares Measure Success – Common Metrics (Financial, Customer Experience, Wait Times, Marketing/Acquisition Costs, Productivity, Employee Satisfaction & Turnover)

Part 2: Choosing the Job

Understanding the Role – Job Descriptions, Personal Considerations
Which Urgent Care is Best for You – Org Types, Sizes & Ownership Types
Getting Hired – Expected Skills, Interviewing
The First 90 Days – Expectations, Emotions & Battles, Setting Goals, Handling Ignorance, Understanding the New Normal, Representing Management

Part 3: Understanding the Job

Daily Operations – Consistency, Staffing, Productivity & Workflow, Managing Supplies,
Managing Special Spaces and Services – Lab Management, Regulations & Compliance, Radiology, Working with External Vendors, Occupational Medicine,
The Impact of Artificial Intelligence
Patient Retention (Satisfaction) and Recruiting (Marketing) – Callbacks, Reviews, Appointments, External Marketing
Human Resources – Licensure, Laws, Policies & Agencies, Hiring Right, Onboarding & Training
Managing Shifts and Payroll
Financial Management – How You Get Paid, Daily Financial Management, (Appendix on Financial Statements)
Performance Management – Performance Reviews, Coaching & Discipline, Managing Conflict, Clinician/Manager Relations

Part 4: Understanding People

Theories of Human Behavior
Using the Right Communication Tools
Employee Engagement
Creating Your Clinic Culture
Managing Change
Handling Staff Meetings
Managing Up and Following Up
Maintaining and Developing Your Culture
Overview of Useful Assessments

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Part 5: Understanding Yourself

Planning and Managing Your Day
Common Fears/Challenges/Mistakes
Developing Your Style
How to Get Noticed
Facing Fear of Failure
Growing in the Role

Appendices include:

- Sample daily/weekly/monthly
- Common contract elements & definitions
- Sample new hire checklist
- Sample orientation schedule
- Sample competency checklist
- Financial Management advanced concepts
  - Financial Statements
  - Accounting methods
  - Fixed vs. variable costs
  - Metrics
  - Breakeven
- Recommended Books

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