

# Pathways to Success

## Guidelines for New and Established Employees

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### INTRODUCTION

North Shore Physicians Group (NSPG) is an affiliate of Salem Hospital and a member of the Mass General Brigham. NSPG is the biggest multi-specialty provider north of Boston, with over 20 locations on the North Shore and 27 specialties. With over 350 certified medical providers, they are confident that they have top-quality care for their patients and families. (Find Internal Medicine Doctors...n.d.). NSPG employees are committed and united to each other and to the patients and their families.

### LITERATURE REVIEW

Covid-19 sent all front-end staff to work remotely. Now that everything is back to operational many fear returning to the healthcare setting and have lost the office routine environment. (Battisti, et al., 2022).

Empowering leadership plays an important role in the behavior of staff. The presence of a team has a positive influence on the cooperation and execution of the work they perform. (Zhang, et al., 2022).

### OBJECTIVES

The objective of this project was to assess the needs of new and established Patient Service Representative (PSR) staff and to create a guide to support and improve employee knowledge of the position.

### METHODS & MATERIALS

A survey was created to help identify areas of strength and weakness within the PSR staff.

- A 15-question survey was developed and included 3 categories; workload and balance, motivation to grow and learn, and adaptability.
- Responses consisted of a yes, no, or sometimes answer.
- The survey was developed through Microsoft Word and distributed by email to all PSR staff members.
- All participants printed the survey and had a specific drop-off location to maintain anonymity.
- Survey results were analyzed to determine the staff's perceived strengths and weaknesses.
- Based on this analysis, the binder was created to help improve areas of weakness and help PSR staff to become more adaptable throughout the office.

### PSR Survey Questionnaire

PLEASE CIRCLE YOUR ANSWER

#### Workload and Balance:

1. Is the Patient Service Representative's workload balancing all around?

YES NO SOMETIMES

2. Would working multiple sections in one day be preferred (split shift)?

YES NO SOMETIMES

3. Do you prefer to work at the front desk performing Check-In / Out?

YES NO SOMETIMES

4. Do you prefer to work in the phone room?

YES NO SOMETIMES

5. Is the workload from the combination of indirect work and striding too heavy and needs to be slipped into two roles?

YES NO SOMETIMES

#### Motivation to Grow and Learn:

1. Do you know your strength vs weaknesses?

YES NO SOMETIMES

2. Do you feel prepared for growth if the opportunity presents itself?

YES NO SOMETIMES

3. Are you a hands-on learner?

YES NO SOMETIMES

4. Are you a visual learner?

YES NO SOMETIMES

5. In the event you are stuck and need help, do you ask for help?

YES NO SOMETIMES

#### Adaptability:

1. Are you able to adapt to sudden changes?

YES NO SOMETIMES

2. Do you require further training to become more independent?

YES NO SOMETIMES

3. Would you want more problem-solving skills that would help you adapt to different situations?

YES NO SOMETIMES

4. Currently, do you feel confident with your problem-solving skills?

YES NO SOMETIMES

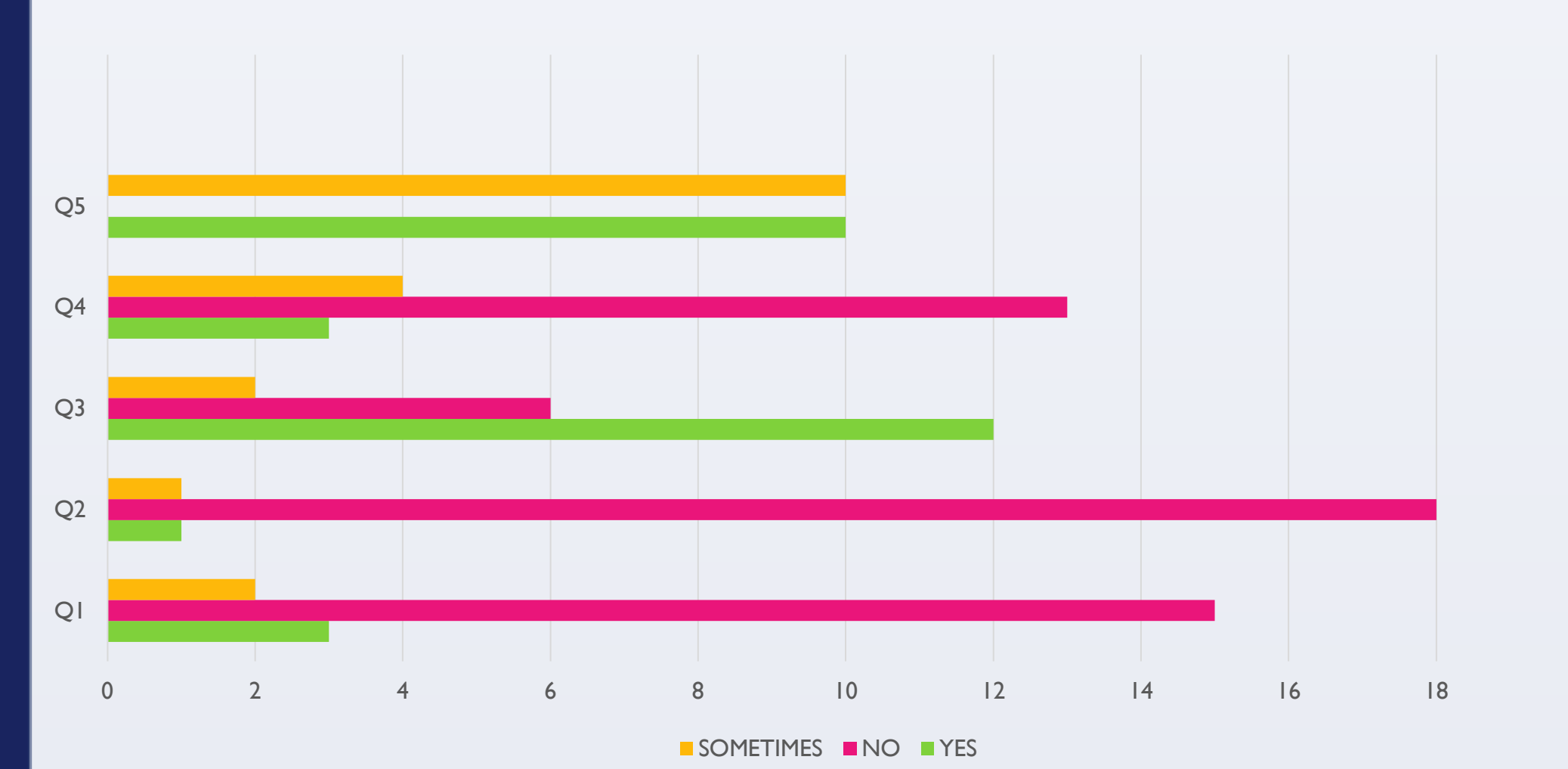
5. Do you prefer to work in a group?

YES NO SOMETIMES

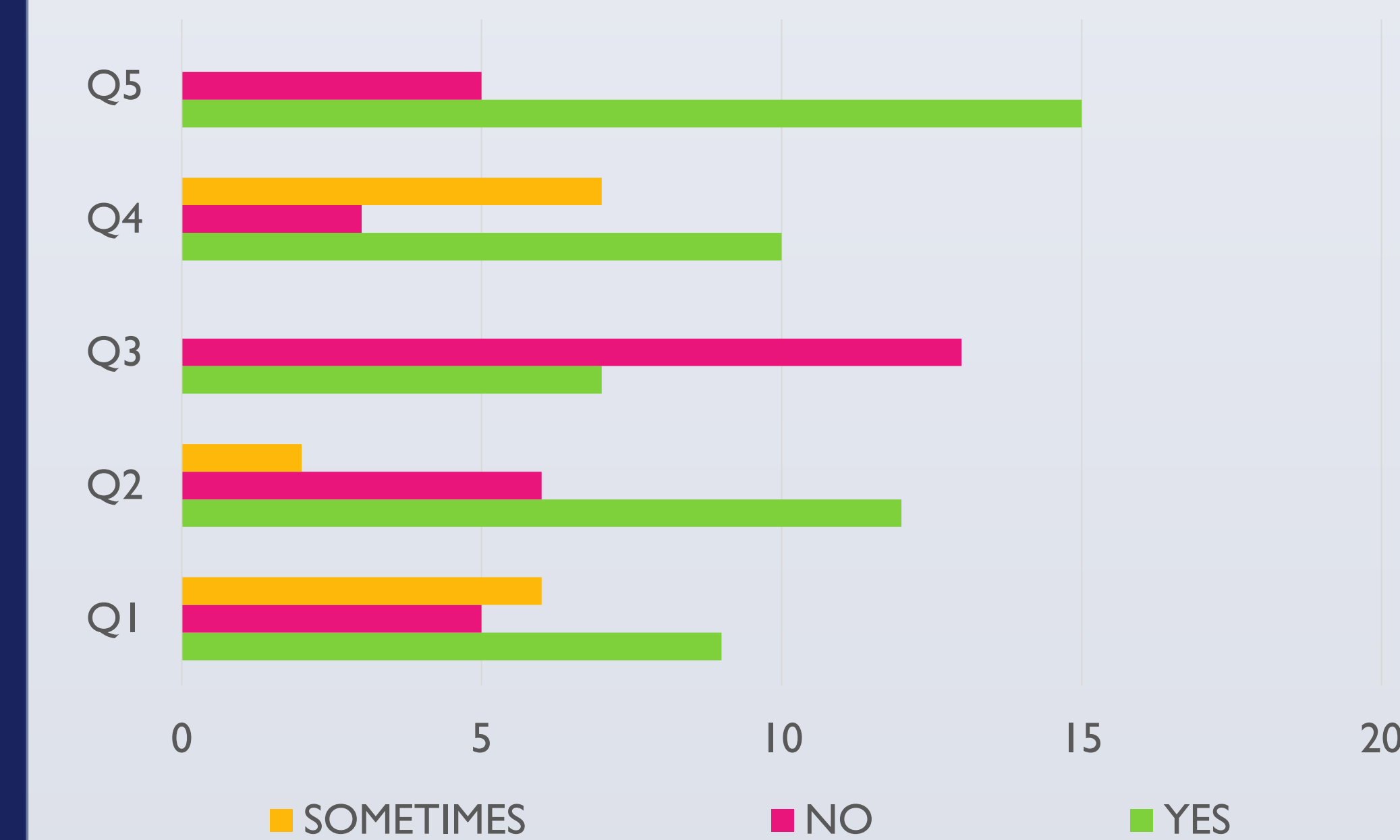
The new binder, called Guidance to Success, is designed with the four different roles identified as necessary to be a PSR, front-end employee.

### RESULTS

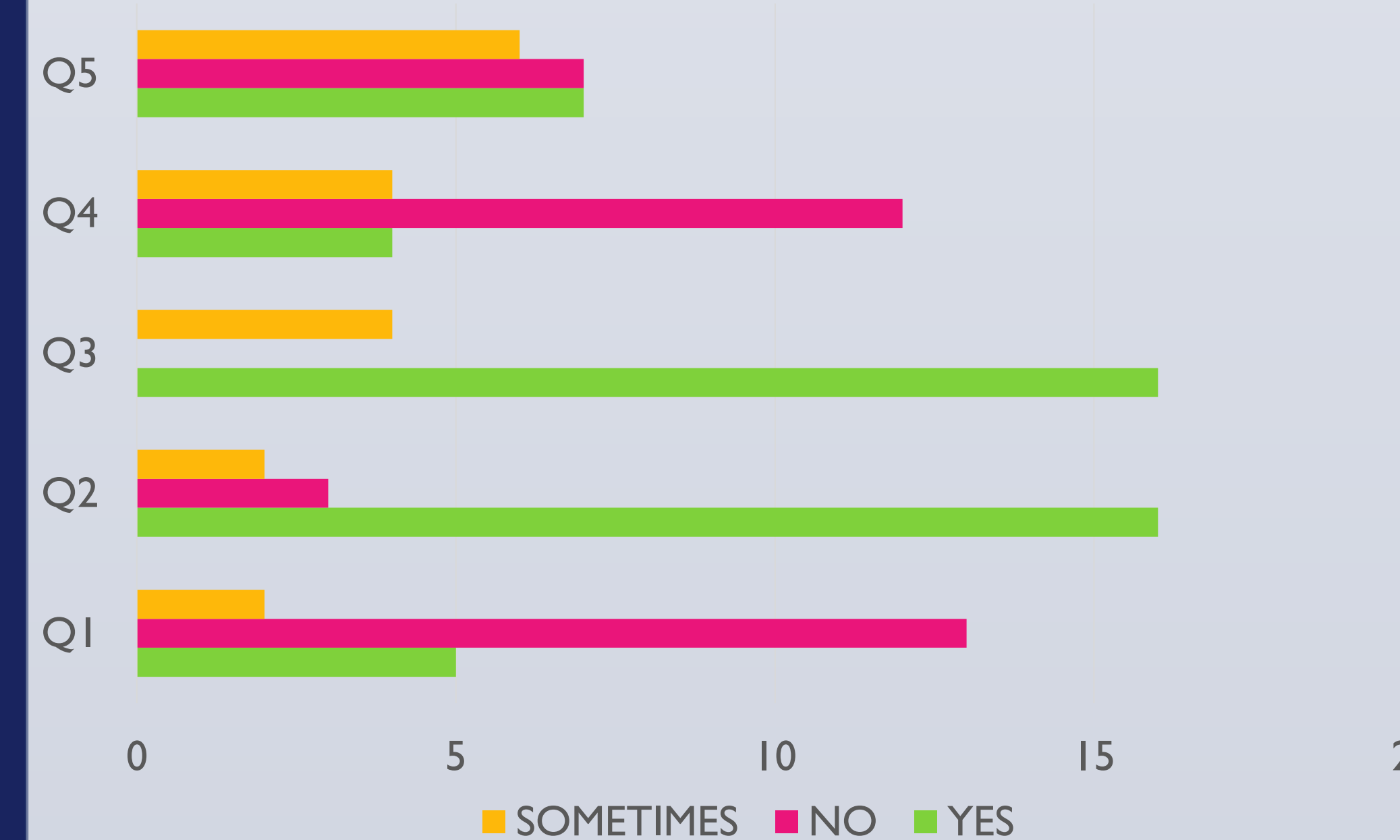
#### WORKLOAD & BALANCE



#### MOTIVATION TO GROW AND LEARN



#### ADAPTABILITY



### CONCLUSION

- The purpose of this survey was to better understand how the staff was feeling and what areas of the office they enjoyed the most and least. In addition, there was an attempt to understand the disruption that can occur by allowing flexibility in workflow. Results were also used to better schedule work crews and have the proper balance in each area that is covered by PSRs.
- Through this internship, I was able to learn about each role that is part of the Patient Service Representative.
- The binder has been reviewed by the current PSR staff and management. It has been deemed helpful for new PSRs as well as current PSRs that need assistance. The binder has enough information that everyone feels positive. It will help define each role and answer common questions that a PSR might have.
- Minor conversations made with PSRs before and after the survey were provided in order to get a better understanding of how each PSR views the roles and where they believe improvement can be made.
- Once the survey was reviewed and results were made, an overall discussion was made with the PSRs to go over the survey and the results. Agreements between management and staff were made on what improvements were needed and will have a trial run of 30 days.

I hope this binder is shared throughout all NSPG sites to help staff become more independent while helping them understand the office they work in.

### REFERENCES

Battisti, E., Alfiero, S., & Leonidou, E. (2022). *Remote working and digital transformation during the COVID-19 pandemic: Economic-financial impacts and psychological drivers for employees*. *Journal of Business Research*, 150, 38–50. <https://doi.org/corvette.salemstate.edu/10.1016/j.jbusres.2022.06.010>

*Find Internal Medicine Doctors and Medical Experts North of Boston* | North Shore Physicians Group. (n.d.). [www.northshorephysicians.org](http://www.northshorephysicians.org). <https://www.northshorephysicians.org/about>

Lin, M., Zhang, X., Ng, B. C. S., & Zhong, L. (2022). The dual influences of team cooperative and competitive orientations on the relationship between empowering leadership and team innovative behaviors. *International Journal of Hospitality Management*, 102, 103160. <https://doi.org/10.1016/j.ijhm.2022.103160>

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