

This is a sample of the instructor materials for *Fundamentals of Medical Practice Management* by Stephen L. Wagner.

The complete instructor materials include the following:

- Test bank
- Instructor's manual (with answers to the end-of-chapter discussion questions)

This sample includes the instructor's manual content for Chapter 1, "The Origins and History of Medicine and Medical Practice."

If you adopt this text, you will be given access to the complete materials. To obtain access, e-mail your request to hapbooks@ache.org and include the following information in your message:

- Book title
- Your name and institution name
- Title of the course for which the book was adopted and the season the course is taught
- Course level (graduate, undergraduate, or continuing education) and expected enrollment
- The use of the text (primary, supplemental, or recommended reading)
- A contact name and phone number/e-mail address we can use to verify your employment as an instructor

You will receive an e-mail containing access information after we have verified your instructor status. Thank you for your interest in this text and the accompanying instructor resources.

Digital and Alternative Formats

Individual chapters of this book are available for instructors to create customized textbooks or course packs at XanEdu/AcademicPub. Students can also purchase this book in digital formats from the following e-book partners: BrytWave, Chegg, CourseSmart, Kno, and Packback. For more information about pricing and availability, please visit one of these preferred partners or contact Health Administration Press at hapbooks@ache.org.

Instructor's Manual—Example Answers to the Discussion Questions

Chapter 1

Discussion Questions

1. Discuss the importance of the medical practitioner to healthcare system.

Example answer: The medical practitioner plays a vital role in the healthcare delivery system for many reasons, but one of the most important is the fact that they are responsible for ordering virtually all diagnostic and treatment activities for the patient. In addition, the medical practitioner is often the first line of contact with the healthcare system and therefore becomes an important guide in the navigation of the healthcare needs of the patient.

2. Describe several of the forces of change affecting the medical practice.

Example answer: There are many forces affecting the medical practice. They include the increasing concern over cost and the increasing focus on quality of care as well as access. New regulations such as MACRA also represent new challenges. Technology and the increase in consumerism also represent significant forces of change.

3. How does the medical practice balance the competing interests of cost, quality and access?

Example answer: Economists will often say that it is difficult to have the highest quality, the lowest cost, and the most access, because this represents a constrained relationship—meaning a situation where one factor is interdependent to another and where one factor needs to decrease when another is increased. It is the job of the medical practice manager to optimize the relationship between cost, quality, and access. Patients want all three, and we must find ways to maximize these important aspects of healthcare delivery. One way this can be done is through continuous quality improvement, using tools such as Lean to improve operations.

4. The metaphor “the perfect storm” has been used to describe the changes in healthcare. What does it mean in the healthcare context?

Example answer: The perfect storm is a metaphor for a situation in which several forces are coalescing at the same time to produce an extraordinary event. Just as several weather factors produced the perfect storm, as described in the chapter, many forces are coalescing to produce major changes in the healthcare delivery system. These include regulatory changes, new payment models such as MACRA, increasing patient demands, and the focus on cost.

5. Describe and discuss several of the models of medical practice.

Example answer: There are many practice models, but some of the more important ones are the following:

- Solo practice—Can be a proprietorship or a corporation but involves the practice of a single individual.
- Small partnership—These practice forms exist under several legal structures but involve at least two practitioners working in common, though they often maintain a significant amount of independence from each other.
- Group practice (corporate or partnership or their hybrids such as an LLC or PLLC)—In this case, three or more practitioners are practicing in a common structure organized as either a partnership or corporation. A group practice operates under a common business model and often shares ancillary and other services. Group practices may be single specialty or multispecialty and may exist within the structure of a larger entity such as an integrated delivery system.