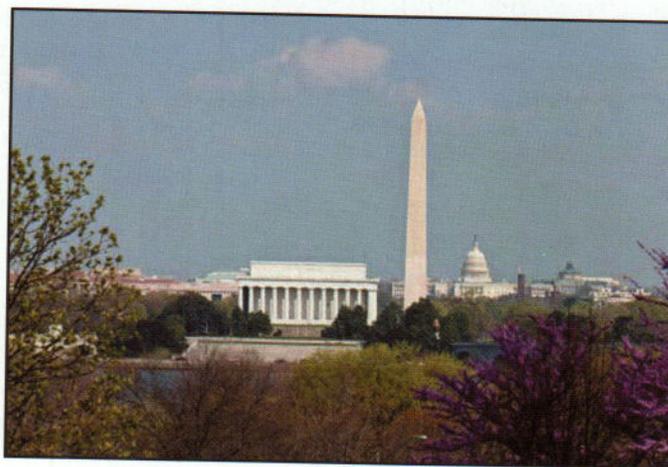


# Facial Plastic TIMES

AMERICAN ACADEMY OF FACIAL PLASTIC AND RECONSTRUCTIVE SURGERY, INC.

## FALL MEETING HIGHLIGHTS THE EVOLUTION OF FACIAL PLASTIC SURGERY AND WHAT LIES AHEAD

**J**oin your colleagues in Washington, D.C., September 5 - 8, 2012, for the Annual Fall Meeting at the Wardman Park Marriott Hotel. Chairs Craig S. Murakami, MD, and Daniel S. Alam, MD, have created a program based on the theme, "evolution of facial plastic surgery," which examines the history of our field, the state of the art present, and a look to the potential advances in the future of our specialty.



### Faculty and guests

The Academy strives to provide the finest inter-disciplinary teaching faculty, with a diverse group of experts gathered from around the world. Of special note are invited guests Bernard Deveachelle, MD, who performed the first face transplant in the world, and Jean Paul Meningaud, MD, who has performed five such procedures. Dr. Alam will be moderating this facial transplantation

### Invited speakers

The Academy is excited and privileged to have such notable speakers this year. The *Jack Anderson Lectureship* will be delivered by Regina E. Herzlinger, PhD, the Nancy R. McPherson Professor of Business Administration at the Harvard Business School. Dr. Herzlinger is widely recognized for her innovative research in health care; her keynote address is titled, "From the Inside—Washington's Current Health Care Agenda."

Nancy Etkoff, PhD, the *John Conley Lecturer*, is a psychologist and faculty member of the Harvard Medical School and directs the Program in Aesthetics and Well Being. Her lecture is titled, "New Findings in the Cognitive Affective Neuroscience of Beauty." She is author of *Survival of the Prettiest*, and conducts research on the percep-

tion of beauty, emotion, and the brain.

Past president of both the AAFPRS and the International Federation of Facial Plastic Surgery Societies, Ted A. Cook, MD, will deliver the *Gene Tardy Scholar* lecture entitled, "...And Reconstructive Surgery." Besides an active Academy member, he is a nationally and internationally recognized speaker and writer on all aspects of cosmetic and reconstructive plastic surgery.

U.S. Ambassador to the Republic of Trinidad and Tobago, Beatrice Wilkinson Welters, will be the keynote speaker for the Women in Facial Plastic Surgery luncheon. She has made a notable impact on the relationship between the United States and the twin island nation of Trinidad and Tobago. Invitation is extended to all for this luncheon, but advanced registration is required.

panel; participants will not only see the perspective of where we are now and what is ahead, but also the patients' perspective. For the first time in Academy history, patients will be part of the program as they share their views and feelings.

### Workshops

Attendees will be able to choose from four workshops available. On Wednesday, the Injectables and Fillers Workshop will provide extensive information regarding facial anatomy in relation to injectable fillers and neuro-modulators, how to manage complications, and incorporating novel applications of fillers.

The Laser and Light Therapy Workshop, Thursday afternoon, will cover comparing facial resurfacing techniques, chemical peels, tattoos, various lasers and their uses, and a panel

See Masters Seminars, page 8

# FIVE STRATEGIES FOR COMPENSATING YOUR STAFF

By Tracy L. Drumm, OFPSA President



**D**uring a time when the money

tree may not be as fruitful as years past, many physicians have asked how to keep their staff happy without breaking the bank. The ambiguity surrounding the dos and don'ts for paying personnel continues to make compensation structures one of the most challenging aspects to running a practice. After speaking with many of the OFPSA members and AAFPRS physicians, the only clear rule seems to be that we can't rely on a "one size fits all" solution. Each practice has different strengths, weaknesses, and personalities to please. The best model to keep your accountant and staff in harmony is to create a plan that is tailored to the dynamics of your office.

The first step is to rethink your rewards system. As an employer, it is natural to assume people are driven to work solely for money. However, if you cultivate an environment where people are purely driven by the almighty dollar, you will have employees who are only motivated by a paycheck. Rethink the idea of compensation and instead think of quality of life initiatives you can offer.

## Strategy 1: what motivates them

Within a medical office, various roles generally attract diverse personalities motivated by different rewards. The first step to increasing job satisfaction is to identify what drives each of your employees. Typical human motivators can either be classified as intrinsic (feelings of satisfaction, desire to succeed, or enjoyment from fulfilling a task), or extrinsic (promotion, verbal praise, or even

punishment). Once you classify what it is that motivates each employee in your office, you can better cater a compensation and bonus structure to align with their goals. Some employees may only be motivated by a check, while others work harder to gain a sense of social belonging, acknowledgment from supervisors, or leadership opportunities. Others are more eager to work toward succeeding at a challenging task than working on a strict incentive plan. By determining what each staff member is seeking from their job, you can better tailor their reward.

## Strategy 2: communicate

What is more precious than money? This answer is different for each of us and something employers rarely think to ask. After facilitating an employee satisfaction survey for our practice, we were surprised to see that when asked what would make each employee's job more enjoyable, not a single person said additional compensation. Each person wrote something that was personal to them and something the office manager would have never thought to ask. For example, one employee explained that her start time of 8:30 a.m. made it challenging to drop her son off and get to work on time. She arrived stressed every morning because of the pressure to beat the clock. She said if she could start 30 minutes later and stay 30 minutes later to work with her day care hours, it would drastically increase her quality of life. From this exercise, we found that by communicating with your staff, you might be surprised at how little it can cost to give someone's jobs a "raise." Institute an annual survey asking employees to list three non-financial items that could increase their job satisfaction, and reiterate your openness to suggestions.



## Strategy 3: dispel the "rich doctor" rumor

If you don't explain to your staff that the entire payment from each patient's Botox treatment doesn't go straight to your wallet, they won't see it any other way. Communicating with your staff is the best way to ensure they understand how expensive it is to keep your shelves stocked and to run a business. Encourage employees to think twice before ordering supplies and to be less wasteful by making your expenses and overhead visible. Some practices post a chart of monthly expenses and others have monthly meetings to review overhead. By showing your staff how the economy and overhead affect your business, you can help motivate them to keep expenses down and to stop looking at you as an endless supply of cash and credit cards.

## Strategy 4: motive + action guide to motivation

Setting goals may seem like a rudimentary activity; however, this simple task can have a tremendous impact on your staff. By simply setting goals, you are giving a person something to work toward. Motivation can be broken down into finding a motive and then deciding what actions are necessary to achieve the desired outcome. Have your staff annually submit their short-term and long-term goals and track what is being done to achieve them during reviews. An effective way to keep your team on track throughout the year is to encourage them to use passwords that reinforce their goals. When your staff starts their day by logging into their e-mail, they are automatically reminded of what they are working toward. For example, a receptionist who has a goal of being more approachable

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with patients might use the word SMILE as her password.

#### Strategy 5: cutting staff versus salaries

As many physicians have recently experienced, difficult financial times often means making difficult decisions. The choice to downsize staff versus cutting salaries has to be made based upon what is right for each practice. Beware of side effects each decision may cause. Generally, when you ask a staff member to continue their job for less pay, you are setting that employee up for failure as it will become challenging to stay motivated. Good employees should be thought of as an investment for the practice, and when times are tough it might prove beneficial to ask a strong employee to take on a few new responsibilities rather than taking a pay cut. ■

#### Take aways

1. Identify what motivates each employee in your office.
2. Ask your employees for three non-financial rewards that would make their jobs better.
3. Stop the staff from thinking every treatment they ring up goes straight into your pocket.
4. Have staff set annual goals.
5. Offices will likely hurt more from cutting salaries than cutting employees.

Don't forget to make plans to attend the OFPSA two-day program this fall. To view a copy of the updated Fall Meeting Program, please visit: [www.aafprs.org/members/apn/p/educationmeetings.aspx](http://www.aafprs.org/members/apn/p/educationmeetings.aspx).



## FACIAL PLASTIC TIMES AUGUST 2012

### 2012

#### SEPTEMBER 4

FALL COMMITTEE MEETINGS  
(preceding the AAFPRS Fall Meeting)  
Washington, DC

#### SEPTEMBER 5-8

FALL MEETING  
Washington, DC  
Co-chairs: Craig S. Murakami, MD and  
Daniel S. Alam, MD

#### OCTOBER 27

\*SEVENTH NORTHEAST REGIONAL  
FACIAL RECONSTRUCTION COURSE  
Newark, NJ  
Course Director: Paul J. Carniol, MD

#### NOVEMBER 29-DECEMBER 1

\*THE CUTTING EDGE COURSE  
ADVANCED SCULPTING OF THE NOSE  
New York, NY  
Course Directors: Sherrell J. Aston, MD;  
Daniel C. Baker, MD; and Dean M.  
Toriumi, MD

### 2013

#### MAY 8-11

ADVANCES IN RHINOPLASTY  
Chicago, IL  
Course Directors: Peter A. Hilger, MD;  
Minas Constantinides, MD; and  
David W. Kim, MD

#### APRIL 10-14 (AAFPRS, April 13-14)

Combined Otolaryngological Spring  
Meetings (COSM)  
Orlando, FL  
Chairs: Fred G. Fedok, MD and Tessa  
Hadlock, MD

#### OCTOBER 19-21

FALL MEETING  
New Orleans, LA  
Chairs: William W. Shockley, MD and  
Steven H. Dayan, MD

### 2014

#### FEBRUARY 5-8

REJUVENATION OF THE AGING FACE  
San Diego, CA  
Course Directors: Sam P. Most, MD;  
Keith A. LaFerreire, MD; and  
H. Devon Graham, III, MD

#### MAY 27-31

11TH INTERNATIONAL SYMPOSIUM  
New York, NY  
Symposium Chair: Jonathan M. Sykes,  
MD  
Program Chair: Anthony P. Sclafani, MD

\* These courses are endorsed by the  
AAFPRS Foundation.

### Meeting sponsored by societies belonging to the International Federation of Facial Plastic Surgery Societies (IFFPSS)

International Milano Masterclass  
March 22-27, 2013  
Milan, Italy  
Directors: Paolo Castelnovo, MD and Pietro Palma, MD  
[www.milanomasterclass.it](http://www.milanomasterclass.it)  
Contact: CQ Travel via e-mail at  
[masterclass@cqtravel.com](mailto:masterclass@cqtravel.com)