

Questions to Ask

Is this a new company/facility in the area?

- OR -

Is an existing company expanding or building an additional unit?

- AND -

Are you a new management employee with the company?

- OR -

Are you currently a management employee with the company?

Top 12 Helpful Hints for Managers

1. Realize that a timeline plan will be helpful to keep you focused.
 - a. Expect revisions to the plan and delays related to uncontrollable causes (permits, construction, etc.) along the way.
 - b. Avoid procrastination. Timelines creep up fast.
2. Plan ahead, but be prepared for delays and discovering things along the way that you wished you knew earlier. Like any new project, hindsight is 20/20.
3. Utilize leadership expertise within the organization. Don't be afraid to ask questions.
4. Determine who the key contact individuals are.
 - a. What are their roles/responsibilities?
 - b. Who handles vendor accounts, insurance contracts and billing, accounts payable, equipment, building issues, etc.?
5. Determine what the expectations of you are:
 - a. What is your role? What are your responsibilities?
 - b. How much input/freedom/decision making will you have?
 - c. What expenses might you be expected to pay and submit for reimbursement (e.g., training travel)?
 - d. What expenses would need prior approval?
6. Familiarize yourself with the organization and its vision, mission, and values.
7. Determine if there are existing policies and procedure manuals and whether you will use the existing materials, revise existing materials to make facility-specific, or develop new ones.
8. Familiarize yourself with the clinical policies. You will be a mentor to new patient care staff. The staff may be new to dialysis or be used to doing things in a different way. Expect to hear "at . . . we did it this way." Be open to ideas and also be willing to explain the rationale when you expect things to be done differently than the staff has done them before.
9. Find out who will be training staff:
 - a. You or an educator?
 - b. When and where will the training take place?
10. Familiarize yourself with the administration/operational policies. Familiarize yourself with state and governmental regulations for unit and staff.
11. Interviewing and hiring new staff is always a challenge. Utilize interviewing resources. If all staff is unfamiliar to each other and to you, it can be either a positive or a negative experience. Have an informal "get to know each other" meeting.
12. If you don't already, find and practice stress-reduction methods. You will experience stress. A full energy level is optimal for opening a new facility.

- Developed by ANNA's Administration Special Interest Group -