

Course Outline

The Three P's of Eyecare: People, Products, and Process

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Course Description

The Three Ps of eyecare explores the principles of optometric practice management, focusing on People, Products, and Process. Students apply MBA concepts like leadership, service design, Six Sigma, and Root Cause Analysis to move from tactical management to strategic leadership. An emphasis on operational excellence, and patient-centered care for sustainable results and continuous improvement.

Learning Outcomes

Upon successful completion of this course, students will be able to:

1. Critically evaluate and differentiate among leadership styles and their short- and long-term organizational impacts within optometric settings.
2. Apply advanced segmentation and persona-building frameworks to align patient needs with optometric products and services, optimizing patient satisfaction and practice performance.
3. Utilize quantitative analytical tools to calculate and interpret complex performance metrics, including average sales, revenue per work hour, cost of goods sold (COGS), and capture rates, to inform data-driven decision-making.
4. Integrate Six Sigma and Root Cause Analysis frameworks into process improvement initiatives, supporting strategic decision-making and continuous quality enhancement in eyecare operations.

Course Outline

I. Introduction to Strategic Practice Management (2 min)

- a. Overview of course objectives, expectations, and assessment criteria
- b. Historical and contemporary context of the Three P's within eyecare

II. People – Advanced Leadership Theories and Application (5 min)

- a. Autocratic Leadership: Organizational ramifications and evidence-based critique
- b. Social Leadership: Longitudinal analysis of practice outcomes
- c. Business Coaching: Transformational leadership and motivational constructs in clinical teams

III. Patient Personas and Service Alignment (10 min)

- a. Advanced persona development models: psychographic and behavioral segmentation
- b. Product-to-patient mapping: Strategic service design for diverse patient populations

IV. Constructs of Motivation and Change Management (5 min)

- a. Change Management: Kotter's and Lewin's models in optometric practice dynamics
- b. Transactional vs. Transformational Motivation: Implications for staff engagement and patient outcomes

V. Quantitative Management: KPIs and Performance Analytics (10 min)

- a. The Escalator Model: Outcome-focused motivational strategies and impact assessment
- b. Key Performance Indicators: Identification, definition, and benchmarking in healthcare delivery
- c. Advanced metrics: Revenue per transaction, capture rate, items per transaction, transactions per production hour

VI. Financial Analysis and Revenue Optimization (10 min)

- a. Transactions per Hour: Internal and external factor analysis; organizational behavior and resource allocation
- b. Revenue per Work Hour: Critical evaluation of influencing variables; data interpretation for strategic planning
- c. Internal Factors: Staff expertise, inventory management, patient communication, scheduling efficiency

VII. Process Improvement – Six Sigma Applications (8 min)

- a. Defining Six Sigma in healthcare: DMAIC methodology for optical practice excellence
- b. Implementation of process-driven staff development and performance improvement initiatives
- c. Utilization of data points in evidence-based decision-making

VIII. Root Cause Analysis and Advanced Decision-Making (5 min)

- a. Root Cause Analysis: Application of MBA “Five Why’s”, Fishbone Diagram, and causal mapping
- b. Financial Performance: EBITDA analysis and ROI calculation

Conclusion and Q&A (5 min)

- a. Synthesis of key concepts
- b. Critical reflection on leadership, measurement, and process improvement in optometric practice
- c. Open forum for advanced discussion and inquiry